



because life needn't stop when you're paralysed

**SPINAL INJURIES ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
FINANCIAL STATEMENTS**

**5 APRIL 2010**

Company Registration Number 3175203  
Charity Number 1054097

**SPINAL INJURIES ASSOCIATION  
(A Company Limited by Guarantee)  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 5 APRIL 2010**

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**SPINAL INJURIES ASSOCIATION**  
(A Company Limited by Guarantee)

**OFFICERS AND PROFESSIONAL ADVISERS**

**FOR THE YEAR ENDED 5 APRIL 2010**

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**DIRECTORS AND TRUSTEES**

The directors of the charitable company (the charity) are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees and the board of trustees shall be referred to as the Governing Council.

The following served as Trustees & Board Directors for the charity during the year.

* Bart Hellyer		* John Borthwick	
* Peggy Deane	- Elected October 2009	* Rupert Earl	
Jonathan Wilkes	- Co-opted member Retired November 2009	* Judith Jesky	
* Elizabeth Martin		* Becky Mason	
Martin McClelland	- Co-opted member	* Michelle Howard	- Elected October 2009
* James Wood		* Sue Line	- Co-opted member October 2009
* Kelvin Blake		* Darren Hughes	
* John van Dongen		* Andrew Healey	- Co-opted member October 2009
* Roger Fitzwater	- Elected October 2009	* Steve Paget	- Co-opted member
* Greg Judge	- Elected October 2009	Dan Smith	- Co-opted member October 2009
		* Hugh Stewart	- Elected October 2009

With the exception of Roger Fitzwater, Greg Judge, Hugh Stewart, Jonathan Wilkes, Andrew Healey and Dan Smith all the above served as trustees for the full year from 6th April 2009 to 5 April 2010.

\* Denotes spinal cord injured trustee

**COMPANY SECRETARY**

Paul Smith

**PRINCIPAL MANAGEMENT PERSONNEL**

Paul Smith, Executive Director  
Mary Ann Tyrrell, Deputy Director

**REGISTERED OFFICE**

SIA House  
2 Trueman Place  
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Milton Keynes MK6 2HH

**AUDITORS**

Mazars LLP  
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Secklow House  
101 North 13<sup>th</sup> Street  
Milton Keynes MK9 3NX

**BANKERS**

Barclays Bank Plc  
Muswell Hill  
London N10 1DD

# **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SPINAL INJURIES ASSOCIATION**

The Trustees present their report and the financial statements of the charity for the year ended 5 April 2010.

## **LEGAL STATUS**

Spinal Injuries Association ("SIA") was founded in 1974 as a registered charity (number 1054097). The company was incorporated as a Charitable Company (No: 3175203) limited by guarantee on 19 March 1996 and is registered in England and Wales.

## **THE CHARITY'S MISSION**

The aim of the charity is to promote the welfare of all spinal cord injured people and promote their integration and full participation in society.

## **CONSTITUENTS**

1. We are the national organisation of spinal cord injured people, representing all their interests regardless of how the impairment occurred and whether or not it has resulted in full or partial paralysis.
2. We support all those who are affected by spinal cord injury, including the families and friends of the disabled person.

## **OBJECTIVES OF THE CHARITY**

These are the objectives:

1. the provision of quality services, publications, information and support to all spinal cord injured people, their families and friends from the moment of injury onwards.
2. encouraging spinal cord injured people to take up membership of SIA, so we may actively pursue their needs and concerns.
3. promoting and carrying out or assisting in promoting and carrying out medical and social research into all aspects of spinal cord injury and supporting and collaborating with other professionals working in the field.
4. promoting and carrying out or assisting in promoting and carrying out research into, and development of equipment that will improve the quality of life for spinal cord injured people, their families and friends.
5. raising awareness and understanding amongst the general public of paraplegia and tetraplegia, its causes, physical and social consequences and to seek a reduction in paralysis due to spinal cord injury.
6. establishing the right of access for every spinal cord injured person to specialised medical expertise and ongoing support from a recognised Spinal Cord Injuries Centre.
7. promoting and organising cooperation in the achievement of the Objects locally, nationally and internationally. This could be achieved by bringing together in conference representatives of voluntary agencies, government departments, statutory authorities, other bodies, whether incorporated or not, and individuals engaged in the furtherance of the Objects.
8. collecting and publishing information regarding the welfare of spinal cord injured people and the prevention of spinal cord injury; and exchanging such information with other bodies with similar objects, both in this country or overseas.

## **PUBLIC BENEFIT**

The trustees confirm that they have referred to guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Association's aims and objectives and in planning future activities.

## **MEMBERSHIP**

There are six classes of members; (a) full members, (b) junior members, (c) associate members, (d) honorary members, (e) affiliated members (f) overseas members. Full membership is open to spinal cord injured people aged 18 or over resident in the United Kingdom. The Association currently has 5,379 (2009: 5,268) full members. The liability of the full members is limited to not exceeding £1.

## **APPOINTMENT OF DIRECTORS AND TRUSTEES**

Under the requirements of the Memorandum and Articles of Association the members of the Governing Council are elected to serve for a maximum period of three years after which they must stand down but if they so wish they may seek re-election for a further term. Each year one-third of the elected trustees are subject to retirement by rotation. The appointment of trustees takes place by postal ballot prior to the Association's AGM. Notification of the ballot results takes place at the Association's AGM.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 5 APRIL 2010**

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Only full members of the Association are eligible to stand for election as a trustee. Only full members of the Association are entitled to vote on the election of trustees. Each full member entitled to vote is circulated with an invitation to nominate members willing to serve as trustees prior to the AGM and advising them of the retiring trustees. Full members can self nominate. Every effort is made to ensure that the make-up of the Governing Council reflects the membership of the organisation in terms of level of injury, age, gender and ethnicity. Having reviewed the membership of the Governing Council if it is found that a particular section of the membership is not represented members are informed that individuals from this particular section of the membership are particularly encouraged to stand for election.

Currently the traditional skills required for a board of trustees are well represented on the Governing Council. However, in the event of particular skills being lost due to retirements, individuals with these skills are approached to offer themselves for election to the Governing Council.

As set out in the Articles of Association, the number of trustees cannot be less than eleven or more than twenty. Of the trustees, not more than fifteen can be elected by the full members of the Association. Up to a further five persons may be co-opted by the elected trustees to serve until the conclusion of the next AGM. Should the number of elected trustees be less than the maximum, the elected trustees may co-opt further full members to fill any vacant spaces to serve until the conclusion of the next AGM. When considering co-opting trustees, the Board takes regard of the requirement for any specialist skills needed, for example Mr. Dan Smith is a chartered accountant and serves as Treasurer.

The officers of the Association consist of a chair and one or two vice chairs and an honorary treasurer who are appointed annually by the elected trustees at their first meeting. No person may hold the office of chair or vice chair for more than three consecutive years without an absence from that office of one year.

**TRUSTEE INDUCTION AND TRAINING**

SIA is fortunate in having a number of trustees who have been with the Association for a long period and are able to pass on their knowledge and experience of the organisation. Prior to attending their first meeting of the Governing Council new trustees are provided with an induction pack and undergo an orientation day. During the day the new trustees are briefed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision making processes, SIA services, the business plan and recent financial performance of the charity and the fundraising plan. During the induction day they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate their role and fill a skills shortage as identified in a skills audit, which will take place following the AGM.

**ORGANISATION (CONNECTED CHARITIES AND COMPANIES)**

The company owns the whole of the issued share capital of a trading company, SIA Enterprises Limited, which started trading in January 2007. The company is registered in England and Wales (No: 6034183). SIA Enterprises Limited was dormant throughout the year.

**TRUSTEES' RESPONSIBILITIES**

Company and Charity law requires the Trustees as directors 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 its financial activities for that period. In preparing those financial statements, the Trustees have:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that are reasonable and prudent;
- stated whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepared the financial statements on the going concern basis.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Charities Act 2003 and Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees have discharged these responsibilities by implementing a system of financial controls based upon:

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- Agreeing a budget for SIA and delegating responsibility for the control of the budget.
- Monitoring the implementation of the budget by receiving monthly and quarterly reports.

The Board meets quarterly and there is a sub-committee (Governance Group) covering development, human resources and financial matters which meets as required. Membership of the Governance Group consists of the Chair, Vice Chairs and Treasurer and meetings are attended by the Executive Director and Deputy Director. During 2009/10 there were a number of further specialist subcommittees which meet to look at specific areas of SIA's work these being; the Audit Committee which oversees the annual audit of the accounts and the risk management review; the Social Enterprise and Trading Activities Group which looks at opportunities of developing trading activities which meet the aims of the organisation; the Membership working group which was set up to review membership take up and develop processes to increase the level of membership and retain existing members; the Parliamentary Affairs working group which provides direction to SIA's political campaigning (this ceased activity in October 2009); the Spinal Cord Injuries Centres working group which oversees and advises on the SIA research campaign 'Preserving and Developing the national SCI Centre service'. In addition to these internal committees SIA established two working groups headed by an SIA Vice Chair, with invited individuals and organisations outside of SIA, to look at two specific issues affecting SIA members in relation to care provision these being the Working Time Directive and Continuing Healthcare funding. One further committee has been established made up of representatives of disability sports organisations headed by an SIA trustee, which manages the giving of grants under SIA's Rebuilding Lives Through Sport, which is funded from funds raised as a result of being the Charity of the Year of the 2008 Flora London Marathon.

An Executive Director has been appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Executive Director has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment, service delivery and income generation. During 2009/10 the Executive Director was supported in the use of this authority by a Deputy Director.

#### **RISK MANAGEMENT**

The trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks.

The review was conducted by the SIA Audit Committee, which is made up of Treasurer and four fellow members of the Governing Council, an independent person from the membership and the organisations Executive Director and Deputy Director. Prior to the review there was extensive consultation with staff involved in the particular area of work being reviewed.

The review of the risks to which the charity is exposed has been recorded on a risk register, which is updated annually. Where appropriate, systems or procedures have been established to mitigate the risks the Association faces. The review has identified a number of minor risks for which remedial action has now been prescribed should those situations arise. Risks to funding have led to the development of a strategic plan with increased diversification of funding and activities.

#### **RESERVES POLICY**

The trustees have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the charity should be 4 months of the unrestricted resources, which equates to £416,280 (2009: £404,461).

The Governing Council considers at this level the organisation would be able to continue the current activities of the charity with the reserves covering the net funding requirements for the provision of services and for events put on by the Association to raise funds in the event of a short-term reduction in income generating activities. The level now reflects the fact that the Association owns its premises and is no longer required to make provision for rent.

SIA is working towards holding this level of reserves and as at 5 April 2010 the free reserves amounted to £296,561 (2009: £298,859) (see page 32, note 19).

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REVIEW OF DEVELOPMENTS, ACTIVITIES AND ACHIEVEMENTS

Charitable Activity

Services – Strengthening our Pathway of Support

The period 6 April 2009 to 5 April 2010 saw the final year of our three-year Strategic Plan, *Our Future, Ourselves*. As the year opened, we planned to further develop our work, in particular:

- Developing our communications activity;
- Raising awareness of SCI amongst non-specialists;
- Enhancing the impact of our information and advice giving;
- Increasing membership involvement;
- Broadening the scope and range of SIA's publications;
- Increasing partnerships and networking for the benefit of stakeholders; and
- Improving service performance and process.

However, as the year progressed, the deepening recession impacted on our ability to raise unrestricted income (i.e. that income not expressly raised for a named project). Since our unrestricted fundraising income plays a significant part in helping us to deliver our services by meeting any shortfall in Trust funding, the Trustees requested a full Review of our activities to ensure that core services could be maintained while the recession continued to deepen.

At the review, frontline services provided for spinal cord injured people were identified as a priority but, even so, in order to ensure their continuation some refinement of the way in which these services were delivered was necessary. This inevitably involved cut-backs, including job losses, which were greatly regretted by the Trustees.

Once the difficult decisions, highlighted as essential by the Review, had been made, the Association moved to consolidate its existing work and support those services which had, of necessity, undergone restructuring.

*Developing our communications activity*

**Aims for 2009/2010**

- Update information kiosk content and introduce at Centres where the facility is not currently available;
- Launch a new website with greater navigability and features including an Employers' Portal, Professionals Portal, vodcasts and podcasts;
- Extend the programme of Chat Room Plus sessions;
- Introduce a Shared Experiences programme as a way of connecting people; and
- Increase our online bulletin *e-clips* from bi-monthly to monthly.

Work on the content of the **Information Kiosks** was carried out alongside the development of the new website, since one is a mirror image of the other. Siting of kiosks was achieved at all but two of the Spinal Cord Injury Centres and included introducing the facility into the Belfast Centre in Northern Ireland.

Major work was carried out to construct a new **website**, made possible through restricted funding given for this purpose. The earlier 'revamp' of the website in 2008/2009 had led to increased interest and use, demonstrating that this is a popular medium through which service users can find the information and support they require. During the year a completely new website was built from scratch, enabling us to significantly improve navigability as well as adding new areas, such as a Members Only feature through which we can now offer membership promotions, free downloads, discounts on publications etc.

A major change brought about by the website development was the creation of a Content Management System (CMS), enabling staff themselves, once trained, to be able to update, edit and contribute items to the website. This has reduced costly reliance on external web developers as well as ensuring that the website remains fresh and up-to-date.

Such a major development of the website required the work to be split into three phases; the third and final phase is now underway and this will see the creation of the planned Professionals Portal with contributions from leading healthcare

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specialists from the Spinal Cord Injury Centres. Acquisition of audio/visual equipment has also enabled us to begin to produce vodcasts, the first of which depicts our Community Peer Support Officer for the south of the country talking about his role.

The popular Chat Room sessions have continued with regular contributors meeting online twice a week to share their experiences, concerns, news and views. The occasional **Chat Room Plus sessions** on specific topics have also continued and attracted a larger audience than before. We have been fortunate in securing a number of guest speakers to lead the debate on their specialist subject, for example a leading continence adviser on bowel care, nutrition for SCI people by a qualified dietician, family relationships with our own Family Counsellor, Continuing Health Care by a service user, disability discrimination by the Office of Disability Issues and a particularly well-attended session when researchers from the University of Plymouth logged on to carry out an evaluation of our Community Peer Support Service (see below) and learn more from Chat Room participants on the advantages of being treated in a specialist Spinal Cord Injury Centre as opposed to a non-SCI specialist hospital.

One of SIA's earliest services, the Link Scheme, enabled us to put SCI people in touch with one another for mutual support. As a paper-based scheme, the service had its limitations which, with the advent of the Internet, can now be overcome. Phase 3 of our web development therefore also includes the launch of a **Shared Experiences Scheme**, the successor to the Link Scheme. Under the new Scheme, members will be able to make contact online as a means of shared support and friendship. We anticipate this being a heavily used service as was the original Link Scheme.

Use of the website also enables sign-up to our **online bulletin e-clips**. During the year we worked to enable this to move from a bi-monthly to a monthly bulletin, with the first of the monthly issues being circulated in April. Each issue now reaches approximately 2,600 subscribers, slightly under our target for the year (3,000) but with numbers increasingly weekly we are confident of reaching this target within the current year.

*Raising Awareness amongst Non-Specialists*

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| <p><b>Aims for 2009/2010</b></p> <ul style="list-style-type: none"><li>• Review the effectiveness of <i>Perspectives</i> Training and consider re-directing our efforts towards disabled people rather than professionals;</li><li>• Expand the Community Peer Support Service to the Greater London area and into the north of the country;</li><li>• Continue to expand links with and interest in the NLSCI;</li><li>• Continue to develop our relationship with employers to ensure positive examples of take up and return to work are achieved for SCI people.</li></ul> |
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As part of the overall review of the Association's activities, the take-up of *Perspectives Training* was examined. Unfortunately, the introduction of the training coincided with the onset of the recession and cutbacks in Social Services budgets. In an effort to continue with the training, which we see as essential to ensure good practice amongst community healthcare professionals, courses were offered at a reduced rate. However, staffing pressures on Social Services Departments meant that they were unwillingly or unable to release staff time for attendance.

This lack of take-up of *Perspectives Training* led to the difficult decision being made to halt further work until such time as the economic situation should improve. This meant that we lost the valued services of our tetraplegic Trainer, something much regretted, but inevitable given the situation.

However, coinciding with the decision to curtail *Perspectives* was the development of a series of self-advocacy courses aimed at disabled people, entitled *Your Voice*. This new initiative involved training disabled people in assertiveness skills to enable them to deal with the many social care agencies and departments they would come into contact with when dealing with their housing, care needs etc. Based on a Canadian model, the courses aim to build confidence through applying assertion and negotiation skills to difficult situations to achieve an outcome satisfactory to all. The first course was held at the National Spinal Injuries Centre, Stoke Mandeville, and proved highly popular, so much so that, at the time of writing, *Your Voice* is now being held in the majority of Spinal Cord Injury Centres in the UK. Total attendance to date over 15 courses has been 120 SCI people, averaging 8 people per course.

The two-day courses are delivered by spinal cord injured trainers, which has enabled us to utilise the skills of our tetraplegic trainer who was made redundant with the closing of *Perspectives*. In addition, *Your Voice* has led to a demand for more courses on specific issues, e.g. Disability Discrimination Act, Independent Living etc and once again

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when these courses are delivered in the coming year, we will be able to use the skills of this trainer which have proved invaluable.

During 2008/2009, our **Community Peer Support Service** became firmly established in the south of the country, with interest in and use of the new service overtaking expectations and encouraging us in our plans to expand the service in the current year. Community Peer Support builds on the work done by our Peer Advice Team at the Spinal Cord Injury Centres by taking one-to-one, face-to-face peer support into District General Hospitals and other non-SCI specialist environments.

As a result of trust funding, a Community Peer Support Officer, was appointed for the Greater London area, taking up post November. His immediate brief was to establish strong relationships with referring hospitals in the area as well as with the community liaison staff of receiving Spinal Cord Injury Centres.

Both Community Peer Support Officers have encountered a great deal of goodwill and co-operation from District General Hospitals, keen to use their services and to take up offers of in-service training on living with spinal cord injury for their staff. In addition, the CPSOs have been able to exert pressure to ensure that, wherever possible, a newly injured person is transferred as quickly as possible to a specialist Centre to receive appropriate medical care and rehabilitation.

The CPSO staff also work closely with our Peer Advice Team based in the Spinal Cord Injury Centres. A handover procedure has been established from one to another so that the 'receiving' Peer Adviser has some background knowledge of the individual and their circumstances and is in a position to pick up where the CPSO left off.

Meanwhile, a grant secured from the Vice Chancellor Award from University of Plymouth has enabled us to work with their appointed researcher to evaluate the impact of the CPS Service (SIA was one of the five projects chosen out of 50 applicants). The results of this evaluation will be presented at our Annual Conference in October 2010.

**The National Library on Spinal Cord Injury** held at SIA House is one of the foremost features of the SIA Academy and is one of only two dedicated specialist libraries on spinal cord injury in the world (the other is in Miami, USA). As such, it holds a unique collection of books, journals and other materials not readily available elsewhere.

Following the launch of our new website this year, it has been possible for users to access the Library catalogue remotely and for information to be downloaded in a variety of formats. Statistics show that nearly 500 remote searches have been made since this facility was made available in November.

Enquiries to the Library have continued at a steady pace over the year and, despite losing our Library Assistant due to the restructuring (the post-holder was not replaced when he returned to full-time study), we have managed to maintain the Library, purchase new stock and continue to welcome visitors from this country and from overseas.

A major development during the year for our **Workwise Employment Service** has been the collaboration with the Prince's Trust who invited SIA to place a work experience candidate with them for a three month internship. In addition, SIA undertook a 'user audit' of their London premises, advising on changes required to accommodate the needs of wheelchair users.

The work placement proved to be a highly positive experience for the SCI individual involved, so much so that the original three month internship was extended to six months at the request of the Trust. The scheme is being developed so that further opportunities for internships will be made available throughout the Prince's Trusts' UK offices.

Meanwhile, building on the original request of the Trust to carry out an access audit of their premises in London, SIA's Employment Adviser undertook audit training with Centre on Accessible Environments so that SIA can offer 'user audits' to other employers offering work experience placements, or where they have an employee returning to work after spinal cord injury.

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*Enhance the impact of our information and advice-giving*

**Aims for 2009/2010**

- Explore Skype to enable SCI people living overseas to access our Advice Line free of charge;
- Seek funding to extend the Family Matters Service to other SCI Centres; and
- Stage a National Conference on the theme of The Emotional Impact of Spinal Cord Injury on Family Members.

Work has continued to ensure the widest possible access to our Freephone Advice Line. As well as telephone, online and text messaging access, we have added a **Skype** feature so that those living overseas have telephone access to the Advice Line free of charge.

Meanwhile, the Advice Line has continued to deal with a wide range of enquiries from spinal cord injured people, their families and healthcare professionals, both specialist and non-specialist. Enquiries average 250 per month, with a significant number requiring the ongoing support and assistance of the Advice Line staff. With the introduction of the Advocacy Service to SIA's activities, the work of the Advice Line has been strengthened as a deeper level of support can now be offered to those experiencing ongoing difficulties.

The Family Counselling Service, part of our **Family Matters Service**, and established at the National Spinal Injuries Centre, Stoke Mandeville in 2008 has continued to offer much-needed support to the families of newly injured people. During the year, our Family Counsellor conducted 453 sessions with individuals seeking support to deal with the consequences of their family member having become spinal cord injured.

The sessions held were a mixture of formal and informal counselling with our Counsellor finding that some clients prefer to consult her outside of a formal counselling environment. To meet this need, she has developed a method of working to ensure that she is always highly visible at the Centre and around the wards so that families can speak with her when they wish, rather than having to make a formal appointment.

Other sessions follow a traditional consultation model while all contacts, formal and informal, are fully noted and evaluated.

Our Family Counsellor works as part of the Clinical Psychology Team at the NSIC, receiving supervision from the Head of Psychology, and taking referrals from team members.

A **national conference** on the theme of *The Emotional Impact of Spinal Cord Injury on Family Members* was held in October and was well attended by spinal cord injured people and their family members. The keynote speech was given by Prof Paul Kennedy who heads the Clinical Psychology Department at the National Spinal Injuries Centre. Contributions were also made by SIA's Family Counsellor and by family members themselves, describing the challenges their families had faced when spinal cord injury occurred.

One area of our information and advice-giving work which was drastically affected by the recession was our **Peer Support Service**. Consisting of a Peer Support Officer working with a Peer Link Officer and a team of volunteers, the service was offered at each of the Spinal Cord Injury Centres in Britain and Northern Ireland. Faced with a dramatic downturn in available funds for the service, the reluctant decision was made to scale back the service so that one Peer Adviser was appointed per Centre, without the additional help and support of the other team members.

In making this decision, we were only too well aware of the wealth of experience being lost. However, it was felt imperative to retain a presence at the Centres and, at the same time, ensure that investment was made in providing suitable training for the Peer Advisers who remained with us. We have been fortunate in re-employing many of the original Peer Support/Peer Link Officers as Peer Advisers and hope that, at a future date, we will be able to utilise the services of the volunteers once more as they were an invaluable resource

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*Increasing Membership Involvement*

**Aims for 2009/2010**

- Review categories and levels of membership;
- Introduce online membership subscription renewals;
- Introduce an enhanced members only area of the website;
- Introduce web members only incentives, e.g. discounts on publications etc; and
- Recruit members through non-specialist avenues, e.g. CPS Service etc.

In order to address the issue of membership involvement, a Membership Working Group was established by the Board of Trustees and asked to consider how best membership could be improved and extended.

The Membership Working Group reported back to the Trustees with a number of wide-ranging recommendations, including online joining and renewal facilities, as well as increased promotion of membership through, for example, *forward* magazine. It was also proposed that a range of membership benefits should be introduced, to include discounted or free goods/services from third parties, discounts on SIA publications, discounted tickets for SIA fundraising events and free prize draw entries for 'new member' introductions.

A further recommendation, to increase the membership subscription from £15 to £20 was also made, based on the reasoning that, despite increased costs and provision of services, no increase to the subscription had been made for nearly 10 years.

The recommendations of the Working Group were agreed by the Trustees for implementation from April 2010 with one amendment being made to the increase in subscriptions, namely that the increased rate would not apply to those on income support.

Depending on their nature, the recommendations contained in the MWG report have been implemented throughout the year. For example, with the launch of the new website, for the first time it was possible to introduce **online membership subscription renewals**. This means of renewing their membership has been well used by members and has been welcomed by them as an easy way to stay current with their payment as well as reducing paperwork and postage costs.

The **Members Only** area of the website has proved extremely popular, in particular the availability of free downloadable materials, such as Factsheets and the opportunity to purchase SIA publications and other materials at a discount. A further popular feature has been the back catalogue of issues of *forward* magazine. It is now possible for members to read these back to 2005 by a click of the mouse. Members can also edit their profile online to, for example, record a change of address, thus ensuring they remain on our mailing list for *forward*.

The availability of the **Community Peer Support Service**, with a dedicated SIA staff member visiting inpatients receiving treatment in non-SCI specialist centres, for example District General Hospitals, has significantly widened the scope of our outreach work. Taking peer support into these environments has not only led to an increase in awareness of the Association's work, and a consequent rise in membership, but also facilitated our involvement with the training of hospital staff. Community Peer Support Officers are now regularly involved in in-service training, both to frontline trauma staff and to nursing staff involved in the day to day care and management of patients with spinal cord injury.

*Broadening the scope of SIA publications*

**Aims for 2009/2010**

- Publish a revised and updated edition of *HDU/Critical Care: Managing Spinal Injuries*;
- Publish a book for families of newly injured people, *Family Matters*;
- Continue to seek funding for *Green Light Guide*, *The Incomplete's Guide*, *Wheelie Power* and *What's Going On?*; and
- Further expand our series of free Factsheets.

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*HDU/Critical Care* is the last in our series 'Managing Spinal Injuries' to require revision and updating. Funding was raised to carry out this work and the author, Paul Harrison, Clinical Development Officer at the Princess Royal Spinal Injuries Centre, Sheffield, engaged. In the event, however, it was not possible for the text to be completed due to the changes in the guidelines for care of newly injured people not having been finalised by the Intensive Care Society. It is hoped that once these have been agreed, the project can be progressed so that the 'Managing Spinal Injuries' series of books for healthcare professionals can be completed.

To coincide with the holding of the national conference on Families and Spinal Cord Injury held in October, a new book *Family Matters* was published. This book was produced as one of the booklets in our series 'Moving Forward' and has proved extremely popular. Written by our Family Counsellor, chapters deal with topics such as *On hearing the news, Visiting the hospital, The emotional impact, through to Rehabilitation and Coming home for the first time.*

Despite every effort, it has not been possible to secure funding for the *Green Light Guide* or *The Incomplete's Guide*. It has now been decided not to pursue funding for the former, due to the availability of *Moving Forward*, SIA's 'bible' on spinal cord injury but to focus our efforts on securing funding for *The Incomplete's Guide* as this is a much-needed publication, for a market which is often overlooked.

Meanwhile, given the rise in popularity of the Internet with children and young people, it has been decided not to produce *Wheelie Power* and *What's Going On?* in print form but rather to investigate the production of an animation which could be downloaded from our website. It is felt that this would prove popular with children who may find the subject matter, i.e. living life in a wheelchair, to be more accessible through cartoon characters and simple dialogue.

SIA's **Factsheets**, 39 in all, cover a wide range of topics. New during the year was a Legal Matters Factsheet, as well as further Factsheets in our Steps to Ageing series, covering *The Ageing Bladder, Bowel Care* and *Nutrition*. In addition, to complement the work of our Advocacy Service, we produced new Factsheets on the *Blue Badge Scheme, Dealing with Issues in the NHS, Disabled Facilities Grants, Hate Crime, Heating Grants* and an *Introduction to the Disability Equality Duty*.

***Increase Partnerships and Networking for the benefit of Stakeholders***

**Aims for 2009/2010**

- Develop more opportunities for partnership working with the Spinal Cord Injury Centres in the areas of Family and Employment;
- Establish Family Counsellors in further Centres as funding allows;
- Create further Employment Clinics to service SCIC In-Patients; and
- Continue to develop the relationship with other SIT partners for the benefit of all.

Our work in the Spinal Cord Injury Centres has continued with the introduction of our *Your Voice* – Self Advocacy Courses. These courses aim to teach assertiveness and negotiation skills to SCI people in order to enable them to advocate for themselves, and to feel confident in doing so. Aimed at both inpatients and outpatients, *Your Voice* has proved extremely popular. During the year we have held 13 courses.

A total of 109 people have attended a *Your Voice* course during this period. The average number of attendees at each course is 8. The maximum number of participants at a course has been 13. These numbers enable the trainers to create a 'safe' environment where participants feel comfortable to share their own experiences. 72% of participants have been SCI people and the remaining 28% have been relatives or carers.

All *Your Voice* trainers (who deliver the training in pairs) are themselves spinal cord injured and were involved in the development of course content to ensure the needs of the SCI community are appropriately and accurately addressed.

Following each course, evaluation forms are sent to all attendees on a six month rolling basis to assess the immediate and intermediate/ultimate outcomes of attendance on the course. To date, 100% of respondents state that they have used some of the information and/or skills they learnt at *Your Voice* in their daily life, specifically, verbal communication, controlling emotions, assertiveness and identifying and overcoming barriers. Over 90% of participants state that the course has improved their ability to self-advocate.

SIA was also pleased to be invited to participate in the audit of the National Spinal Injuries Centre (NSIC), Stoke Mandeville Hospital, by the Commission on Accreditation of Rehabilitation Facilities. Our submission was subsequently acknowledged by the NSIC as having made a valuable contribution to their successful accreditation.

TRUSTEES' REPORT  
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When establishing our **Family Counselling Service** at the NSIC, Stoke Mandeville, we had envisaged rolling out similar services to the other Spinal Cord Injury Centres. However, funding restraints made us look at how we could best deliver the service to the widest group of families. With this in mind, it was decided to seek funding for a telephone counselling service, thus enabling us to extend the service nationwide, rather than it being restricted to a particular Centre. Funding was subsequently secured and the intention is to launch the new Family Line in July 2010. The service will be available two days per week and will offer a mixture of telephone and face-to-face counselling. It will be staffed by our own Family Counsellor and by a Clinical Psychologist who also works within a Spinal Cord Injury Centre.

SIA's partnership working at the Spinal Cord Injury Centres also involves the running of Employment Clinics, held in collaboration with the Occupational Therapy Departments. Since research, including our own, has shown that the sooner an individual is seen in an Employment Clinic, the more likely they are to return to employment, we are continuing our efforts to encourage such Clinics in all of the Centres. During the year we were successful in adding Oswestry and Middlesbrough to the list of Centres where we deliver Clinics and we continue to explore other options for employment, education and vocational opportunities for newly injured people.

Meanwhile, work on our career guidance software, *New Leaf*, has continued with plans in place to add this unique tool as a free download on our new website. The technological limitations of our old website have now been overcome with the new site, meaning that the development of *New Leaf* has taken on a new impetus. *New Leaf* originated from an idea discussed at our OTs Forum, held twice a year, when the Occupational Therapists from the Spinal Cord Injury Centres come together at SIA House to discuss developments in the field of employment and vocational rehabilitation. The OTs are currently carrying out pilot testing on *New Leaf* to ensure that it offers the best possible options for the user.

Following a successful first SIT (**Spinal Injuries Together**) Conference in 2009, opportunities for collaboration and joint working have been explored, in particular within the work of the SCI charities at the Spinal Cord Injury Centres. Referrals to other organisations, e.g. Aspire, The Back Up Trust, are made by our Peer Advisers where, for example, requests for a particular source of help (housing, wheelchair skills etc) are made. SIA also benefits from this system of cross referral and we plan to further extend our collaborative work in the coming year.

*Improve Service Performance and Process*

**Aims for 2009/2010**

- Achieve Level 1 (of 3) of PQASSO by undertaking a peer review and external assessment;
- Acquire web content management system and train staff in its use;
- Acquire ThankQ interface with website; and
- Produce Strategic Plan for 2010/2013.

Work began during the year to acquire the **PQASSO Quality Mark**, although due to budgetary constraints it was agreed to restrict activity to producing and collating the necessary evidence for attaining Level 1 and an external Peer Review without making an application for the assessment at this stage. A project team was formed utilising the skills of a Trustee and a staff member who both had experience of PQASSO while working with other organisations. A project leader was appointed and all staff and Trustees made aware of the requirements of PQASSO and the part they would play in acquiring its award.

The project group undertook an initial assessment of the 12 quality areas to be dealt with overall, and decided that a review of all existing policy documents would help influence the decision as to which of the 12 areas to move forward with in the first instance. The quality area of Leadership & Management was chosen as the first area to work on and since February the project leader has worked with the Directors and Department Heads to gather information supporting current practices and agreed action plans where necessary to ensure that all quality indicators are met.

The application for the external Peer Review took place in June 2010.

The **web content management system (CMS)** was acquired as part of our new website development and staff trained in its use. The CMS has many advantages, not least of which is the ability of designated staff to be able to add, change or update text and photographs as required. This means that the website can be amended in minutes and remains fresh and relevant. Various staff members have been designated as 'publishers' which means they have access to the full CMS functions while others are 'authors' and can submit copy for publishing once approved.

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The CMS has proved particularly useful in adding items under front page Latest News to bring an immediacy to the website and in enabling the uploading of photographs. In addition, the advertising space has been expanded enabling us to increase income from this source.

A schedule of work plus costings was agreed to establish the interface between our organisational database, ThankQ, and the website with our web developers being fully briefed on the required functionality of the various web areas. The interface was established and went live in mid-November with the launch of the new website. This interface allows members to log onto the site using their membership number, email address and postcode, which are then validated by the membership database. This then allows for the production of address details and subscription expiry date information for the member to view via the web.

Members can now renew their subscription online via the Shop area, with renewal information being picked up through the Admin area of the site and used to process payments and update membership records. Similarly, if members choose to update profile information on the website, this information is picked up and used to update address and contact information within the ThankQ database.

In readiness for the commencement of the financial year, the Trustees considered their **Strategic Plan** for the next three years, 2010 to 2013, publishing the document *Going Forward* to demonstrate the Association's plans for future development. Copies of *Going Forward* are available on request or can be downloaded from our website at [www.spinal.co.uk](http://www.spinal.co.uk).

The Strategic Plan aims to broaden and deepen our work, particularly in relation to our outreach services and our fundraising activities. Our Targets for the three year period, 2010 to 2013, are listed at the end of this report:

***Rebuilding Lives through Sport (RLTS) project – further grant making***

In 2008 SIA launched its Rebuilding Lives Through Sport (RLTS) project with funds raised from the runners in the London Marathon, Norwich Union and The Peter Harrison Foundation. This programme aims to support the development of Paralympic sports where participants are wheelchair users and the project fits the strategy and pathways of the appropriate national governing bodies.

During 2009/10 the RLTS panel held quarterly meetings to consider applications. A total of 26 applications were received, of these fourteen received either full or part-funding. The total awarded during 2009/10 was £113,298 (see note 10 page 29). Grants helped to support a diverse range of activities from junior development sessions to encourage take up of wheelchair basketball, to the annual Inter-Spinal Unit Games held at Stoke Mandeville, providing newly injured people with the opportunity to compete or 'have-a-go' at various sports. For many participants this was their first experience of sport since injury and highlighted the opportunities available to them.

During this period an evaluation plan was also introduced to assess the impact of the awards made. This has revealed that the RLTS programme has been of great help in aiding the development of new and existing athletes and nurturing talent in time for the 2012 Paralympics.

***Public Affairs and policy work and activities***

**Aims 2009/10**

- Continue to develop a series of advocacy packs by producing new packs on specific issues to assist members with self advocacy;
- Increase the number of people supported by the advocacy service;
- Work on the campaign priorities identified and agreed in the new Campaign Manifesto;
- Provide secretarial support and information to assist with the direction/work of the All Party Parliamentary Group on SCI and continue to develop contacts with MPs and Peers – in particular to encourage them to join the group;
- Seek to continue SIAs work on its campaign to Preserve and Develop the national SCI Centre service. In particular to work with commissioners to develop a single commissioning body for SCI Centres.; and
- Work with medical professionals and commissioners to develop standards for SCI treatment and care.

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The **advocacy service** which was established in 2008 has continued to be developed. In the second year of operation we have supported circa 75 people during the year who were seeking support to tackle problems such as accessing services and challenging acts of discrimination. To assist individuals with spinal cord injury to exercise and gain their rights SIA has created a series of 6 **advocacy packs** on common topics dealt with by the service.

In 2009 we published our second **Campaign Manifesto** 'Campaigning for Change' (CfC) which is now being used to direct and shape our campaigning activity for 2009 through to 2011. The campaigning priorities which make up the Manifesto came as a direct result of surveying the SIA membership which was carried out via SIA's website and the membership magazine, *forward*. The survey was extremely successful with 829 responses. You can now download a copy of the CfC Manifesto from the SIA website.

Particular SIA activity in terms of our CfC manifesto commitments in 2009/10 included: **Awareness in District General Hospitals:** A survey was begun to better understand members' experiences in DGHs. **Winter Fuel Payments for Disabled People under 60:** A survey of the membership took place over the winter with 200 responses. This has been formulated into a report. Two submissions were made to different Parliamentary Committees on the subject of Fuel Poverty. **Continence Supplies:** SIA has continued to be a member of the Urology Users' Group. **Accessible toilet facilities:** SIA joined the British Toilet Association and supports the 'Changing places' campaign. **UN Convention on the rights of persons with disabilities treaty:** The UK ratified the Convention in June 2009. **Community Care:** SIA attended several consultation events and consultation responses were also made on The Big Care Debate, the Right to Control, the Personalised Care at Home Bill and Direct Payments for Healthcare. **Taxis:** Produced a Taxi Charter setting out our position on taxi provision and disseminated to all local licensing authorities in the UK. A submission was made to Transport for London for their investigation into taxi provision in the capital. **Equipment and Wheelchair provision:** A steering group was established to bring together Wheelchair Service User Groups through an on-line network. Evidence was given to Consumer Focus on their investigation into the wheelchair and community equipment market. **Public Transport:** SIA was involved in the tendering process for handlers at Heathrow and has also made contacts with the incumbent handlers (OCS) and their primary competitor (OmniServ), advising them on the needs of spinal cord injured travellers.

SIA has also established a working group to tackle the issue our members are facing of restrictions to accessing Continuing Healthcare funding. This group has not just looked at policy and take up but has provided extremely practical support by producing a 116 page document that acts as a Toolkit to support spinal cord injured people through the maze of applying for the funding. This was circulated to all our tetraplegic members in England who might be eligible for the funding – it was also put on website as an electronic download. In addition a 20 minute PowerPoint presentation guiding viewers through the process was created and is now accessed from the SIA website. The group has also produced templates for appealing against decisions when the applicant has been turned down or has been given an inappropriate level of support. The group also gave personal support to members challenging decisions and going to appeal.

SIA had a particularly successful year in terms of lobbying parliamentarians. Building on the work of the previous year when SIA took the lead in establishing an **All Party Parliamentary Group** (APPG) on Spinal Cord Injury (SCI) SIA has continued to provide secretarial support to the group. The APPG on SCI has 85 members and for the last year has been focussing in particular on the issues affecting the UK Spinal Cord Injury Centres.

In July 2009, at the AGM of the APPG on SCI we launched our report '**Preserving and Developing the National Spinal Cord Injury Service**'. The report was the conclusion of a two-year piece of work, which built a case for support for the preservation and development of the Spinal Cord Injury Centres. During the two years prior extensive consultation was carried out with key stakeholders across the National Health Service on the current service provision and funding allocation for specialised Spinal Cord Injury Centre services. The consultation involved staff and patients to assess the current position and the capacity to deliver services. A copy of this report can be downloaded from the SIA website.

The report identified the fact that 41% of new injuries did not get admitted within 1 month of injury and 10% did not receive any specialist care from a Spinal Cord Injury Centre. SIA President, Baroness Masham along with SIA member Baroness Wilkins brought the issue to the attention of parliamentarians in the House of Lords. In April Baroness Masham tabled an amendment to the Health Bill. As a result of debate on the amendment it was agreed that a national strategy group for spinal cord injury services would be established. The new National Strategic Board for Spinal Cord Injury is now in place and will in the future offer a co-ordinated overview of commissioning arrangements across England. In addition a feasibility assessment will be undertaken to establish whether a bed bureau function for spinal cord injuries could be established.

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SIA is very much involved with the work of the National Strategic Board and has a representative sitting on the Board and on its sub-committees. This work coupled with our work Chairing SCI UK, which is a umbrella organisation, established to bring together the views of patients with spinal cord injury and medical practitioner provides direction to the work of the APPG on SCI.

SIA has been active in working with other organisations that share common aims and the desire to tackle the same issues. As the national organisation of spinal cord injured people we have continued to represent our community in key disability and health related forums, and have formed and joined partnerships and coalitions with other disability organisations to tackle common issues. This activity has included being:

- Members of:
  - Spinal Injuries Together
  - SCI UK
  - Specialised Healthcare Alliance (SHCA)
  - UK Spinal Cord Injury Research Network (UKSCIRN)
  - Joint Committee on Mobility for Disabled People (JMCD)
  - Coalition on Charging
  - National Spinal Cord Injuries Board
  - Changing Places Campaign
  - UK Disabled People's Council
  - Chronic Pain Policy Coalition
  
- Steering group members of:
  - The Office of Disability Issues Longitudinal Disability Survey of Great Britain.
  - The Urology User Group
  - The Office of Disability Issues Network of Networks

SIA has not only been active in the UK but has played a role in the European Spinal Cord Injury Federation (ESCIF).

SIA has also made comment and provided representation on a number of national consultation documents including:

- Improving Access to Taxis (Dept for Transport)
- Major Trauma Service Consultation (Healthcare for London)
- Submission on Fuel Poverty (Work and Pensions Committee)
- EU Equal Treatment Directive (Government Equalities Office)
- Air Travel for Disabled People (Civil Aviation Authority)
- Right to Control Consultation (Office for Disability Issues)
- The Big Care Debate Green Paper (Dept of Work and Pensions)
- The Direct Payments for Health Care consultation (Dept of Health)
- Specialised Nurses Survey (Royal College of Nursing)
- Personalised Care at Home Bill
- Submission on Fuel Poverty (Energy and Climate Change Committee)

### **Income Generation**

#### **Aims 2009/10**

- Carry out a review of fundraising activities;
- Develop new opportunities for individuals to raise funds for SIA;
- Seek to introduce new challenge events;
- Conduct a major donor campaign ;
- Seek new opportunities for social/corporate events;
- Develop the Corporate Partnership Programme and support from companies sponsoring SIA activities;
- Seek to generate new initiatives for SIA Enterprises;
- Continue to build on trust fundraising successes and identify new development initiatives; and
- Seek to develop funding opportunities from statutory bodies to fund service development.

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The economic downturn hit hard in the summer of 2009 with many of SIA's longstanding supporters being affected by the recession such as those in the financial markets and the building industry. As mentioned earlier in the report the Trustees found it necessary to have a full review of our activities carried out with particular attention being given to a **review of fundraising activities**. The review identified that it would be necessary to reduce the number of activities we do and focus on those with high return ratios with the aim of maintaining income levels at the same time as reducing fundraising overheads. This inevitably involved job losses, which were greatly regretted by the Trustees, with four positions in the fundraising team being made redundant which was sad as they had in the past made major contributions to the income of SIA.

Throughout the year new ideas were tried to bring on board **individuals** to undertake fundraising activities to raise funds for SIA. The concept of holding a Fish & Chip supper in aid of SIA was introduced in 2009 to coincide with SCI Awareness Day in May. While this did not raise as much money as had been hoped for it did generate a lot of interest and is something we will be continuing with in 2010. The SIA Community Stars programme was created to encourage people to raise funds and to acknowledge them as supporters of the organisation.

In 2008 SIA benefited substantially from being the nominated Official Charity of the Flora London Marathon. This high-profile nomination not only generated hundreds of thousands of pounds but has also provided SIA with unprecedented public relations and publicity opportunities, which we continued to benefit from in 2009. While the number of marathon places for 2009 were reduced significantly SIA still had over 140 runners who raised substantial funds for SIA services and the SIA Rebuilding Lives Through Sport grants programme. Building on our new running community SIA has been able to introduce a number of other **challenge events** on top of the London Marathon, not just running events but the likes of Motor Bike challenges and Diving with Sharks have been identified to create an exciting programme of activities.

It had been hoped that we would be able to introduce a **Major Donor** campaign in 2009 but with the financial climate biting hard it was decided to undertake this at a later time when the financial situation is more stable.

The year started badly for SIA with a number of **corporate events** having to be cancelled due to poor take up and lack of sponsorship. Despite this we did see many successes. The Manchester Cornflower Ball in its 13<sup>th</sup> year was a sell out raising £40,000 thanks to support from the legal profession. SIA's longstanding partnership with Spinal Injuries Scotland (SIS) again put on the twin venue event that is the Oil and Gas Industry Quiz Dinner. SIA being responsible for the London end while SIS look after the event in Aberdeen. A new event for SIA for 2009 was a legal dinner held in February 2010. It was a prestigious evening with our guest of honour being The Lord Chief Justice of England and Wales. Almost 300 barristers and solicitors attended the evening in support of SIA, which raised an outstanding £50,000. Plans are being put in place for a follow up event in November 2011.

A one-off event in 2009 was a celebration of the SIA 35<sup>th</sup> Anniversary. This glitz ball, which was held at the East Wintergarden in London, not only brought together supporters of the organisation spanning the last 35 years but also was a wonderful fundraiser netting £30,000.

Over the last 20 years SIA's profile in the Horse Racing world has grown. Despite the industry being hit by the recession many of our long time supporters continued to raise substantial funds for SIA. Likewise we continued work with a wide variety of other voluntary sector organisations such as the Amateur Jockeys Association. Well-established SIA Horse Racing events held at Newbury and Wincanton have continued to be a good source of financial supporter for the organisation thanks to the hard working committees, sponsors and supporters. As well as these regular events for SIA the charity was one of two benefiting from the Cheltenham Countryside Race Day in November 2009. These three events raised in excess of £80,000.

SIA started the new financial year with a lunch at Ascot Races, where Robert Hughes, Chairman of The Levy Board launched the Tristram Ricketts Memorial Appeal, in the presence of Her Royal Highness the Princess Royal, with the aim of raising £150,000 to fund activities of the SIA Academy. To take the appeal forward Paul Roy, Chairman of the British Horseracing Authority, kindly agreed to Chair the Appeal. During the 2009/10 financial year a net sum of over £31,000 was raised under the banner of the appeal. Plans are in place to raise the remaining funds in the coming year with fundraising activities such as entering a team of 21 runners in the London Marathon, a Race Evening/Dinner at Windsor Racecourse and a Golf Day at Sunningdale Golf Course.

Despite the recession the SIA **Corporate Partners** remained loyal to SIA renewing their membership of the Partnership Programme with several new companies joining. One casualty of the downturn in the financial climate though was a

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new corporate activity, which was planned to be introduced during the year, which was a corporate accumulator challenge. It was decided to put this on hold until better financial times for our corporate supporters.

A trustee sub-committee looking at Social Enterprise and Trading Activities has been examining opportunities for additional trading activities that could be channelled through the SIA trading company, **SIA Enterprises Ltd**, such as those provided by SIA Financial Services (SIAFS). This is a long-term activity with the aim to build a source of sustainable self-generated income, which could reduce the organisations reliance on fundraising activities to fund its services.

The SIA Legacy campaign has continued to be promoted to members and the wider community though the year saw a reduced level of income from this source of just over £47,000. In 2008/09 SIA had been notified of a large legacy, which involved the sale of a bungalow. Unfortunately due to the severe downturn in the property market this failed to be sold, therefore it has been decided to sell the property by auction and £35,000 has been included in these accounts as a prudent estimate of the net income after costs..

The Trusts team had a number of major **trust fundraising successes** during the year raising £614,302 from trusts, foundations and statutory bodies during this period, £113,427 above the sum raised in the previous year. They secured £134,364 from statutory sources, including the final year of a core grant from the Department of Health, and a major one off grant for the development of SIA's work at the NHS Spinal Cord Injury Centres from The Community Development Foundation. Funding from the Big Lottery Fund to develop the Ageing Well and Workwise services came to an end in this period.

The major source of income for our service provision continues to come in the form of grants (trusts, **statutory bodies** and Lottery). The regional focus of many of our services, such as Peer Support, Employment Clinics, and Community Peer Support, and a dedicated role to secure regional support has enabled SIA to substantially increase support from regional trusts. This work has included support for the development of our services within Greater London from City Bridge Trust, Northern Ireland from Awards for All and Lloyds TSB Foundation and Wales from The Waterloo Foundation.

Based on this, approaches to regional grant providers were extremely successful with over £79,000 secured (2009: £105,000) from approximately 69 regional trusts with 37 new regional funders. This level of funding for SIA's regional activities is slightly lower than the previous year and reflects a general downturn in donations from regional trusts and foundations due to the current economic climate.

In terms of applications to major trusts, a refocusing of efforts on securing core income in the light of the downturn in unrestricted funding, resulted in the securing of three major grants for Head of Department core salaries, totalling £77,259. Two of these grants will provide core funding for a further two years. A total of £303,300 was secured from major trusts, with 10 new major trusts joining SIA's list of supporters. The Armed Forces Benevolent Funds continue to be an ongoing supporter of SIA's services providing much needed funding for our work with injured people from the armed forces family.

SIA secured a number of major grants for new service activity including the expansion of SIA's Community Peer Support service within non-specialist settings within Greater London, development of SIA's Employment Clinics at the Spinal Cord Injury Centres and development of SIA's Advocacy service within the Public Affairs Team.

***Our supporters***

2009/10 was a tough year in terms of fundraising but our successes, of which there were many, only came about as a result of the substantial support of a large number of generous people. We would not have achieved all that we have without the incredible efforts of our members and supporters and the generosity of our trust, foundation and corporate supporters.

***Fundraising expenditure and events***

Over the past few years SIA has relied heavily on funding from trusts and charity balls. To meet the challenges of an ever-competitive market for charitable funds efforts have been made to diversify income streams, one of which is the development of support from those who participate in sports that have a high risk of spinal cord injury such as equestrian events. Along with income from the events, this strategy has provided SIA with many benefits including

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raising awareness of spinal cord injury, raising the profile of SIA and developing relationships with a greater range of supporters.

However, this income stream has increased SIA's fundraising expenditure in the audited accounts. In order to attract people to our events the price of the tickets tends to be the actual cost of attending the event. Fundraising income then comes from activities such as auctions and raffles held at these events.

In the accounts for 2009/10 overall fundraising expenditure of £639,236 is shown. However, of this expenditure only £231,513 was salary costs with most of the remainder representing direct event costs. A feasibility study is conducted for each event and the event will not be progressed until a viable number of attendees are secured to cover costs. No costs are met from existing funds. SIA's total income for 2009/10 was £1,984,463 of which only 13.8% was spent on fundraising salaries and associated support costs. SIA continues to work to develop other income streams.

*SIA's Strategic Objectives 2010/2013*

**Objective 1**

***SIA will deliver high-quality services to spinal cord injured people, their families, and all concerned with their welfare***

- Ensure that the quality, relevance and impact of SIA's information remains of the highest calibre, driven by user experience and delivered in the most relevant and accessible way.
- Improve the quality and impact of our services delivered at Spinal Cord Injury Centres.
- Increase the opportunities for support, counselling and information-giving to those treated in non-specialist hospital environments and after discharge from specialist settings.
- Expand the work of the SIA Academy in respect of its training, education and lifelong learning opportunities.
- Develop innovative services to meet the aspirations and needs of spinal cord injured people as areas of unmet need are identified and funding secured.

**Objective 2**

***SIA will influence and change public attitudes and Government policy and practice towards spinal cord injured people, raising our profile with decision makers, key Parliamentarians and stakeholders***

- Be proactive in political campaigning and debate that is relevant to the needs of SCI people.
- To continue the *Preserving and Developing the National SCI Centre Service* campaign.
- To ensure an effective voice of the spinal cord injured community is heard across the UK.
- Investigate new ways to deliver the Advocacy Service, equipping spinal cord injured people with the skills and confidence they need to overcome barriers and gain equal rights.
- Continue to explore the possibilities for collaboration or alliances, which would be of mutual benefit without affecting our autonomy.

**Objective 3**

***SIA will build on existing support while at the same time diversifying its funding portfolio to reduce dependency and will increase unrestricted income and improve income sustainability***

- Diversify our income streams, becoming less reliant on long-standing sources of income.
- Safeguard existing core activity by maintaining relationships with funders and supporters.
- Exploit opportunities by researching new markets and optimising the benefits of social enterprise.
- Maximise engagement with and donations from our individual supporters in the community.
- Develop an extended social event and challenge event calendar.
- Expand range of supporters involved in SIA fundraising activity.

**Objective 4**

***SIA will attract more spinal cord injured people as members and continue to make our membership central to everything that we do***

- Ensure that every spinal cord injured person leaving a Spinal Cord Injury Centre is aware of our work.
- Maintain the Membership Working Group as a forum for examining ways of attracting and increasing new members.
- Increase SIA's portfolio of membership services and discounts based on need, market and opportunity.
- Promote all levels of membership as a means of securing two-way commitment and support for the work of the organisation.
- Devise ways of improving communication with members through the use of technology.

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*Objective 5*

*SIA will ensure that its structure, staff, governance and operational systems are fully able to deliver SIA's mission and increase our impact*

- Ensure effective and meaningful stakeholder involvement in SIA's activities through our governance arrangements.
- To ensure that all Committees, Working Groups and departmental meetings are appropriately serviced and recorded.
- To ensure that personnel procedures are in place and regularly updated and that induction and training for staff and volunteers is available, timely and relevant.
- Maximise the organisation's effectiveness through development and maintenance of its technological and premises infrastructure.
- Seek external accreditation for our commitment to improvement.
- Monitor and report on the progress of the Strategic Plan.

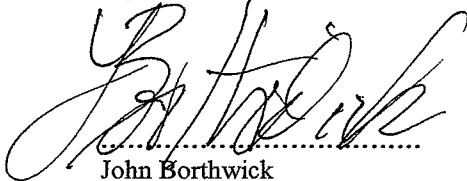
**AUDITORS**

The Trustees in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the trustees have confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and establish that it has been communicated to the auditors.

A resolution to re-appoint Mazars LLP for the ensuing year will be proposed at the annual general meeting.

The directors have prepared this report in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

Signed on behalf of the Trustees



John Borthwick  
Chair and Company Director

7 August 2010

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
SPINAL INJURIES ASSOCIATION**

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We have audited the financial statements of Spinal Injuries Association for the year ended 5 April 2010 which comprise the Consolidated Statement of Financial Activities including the Consolidated Summary Income and Expenditure, the Consolidated and Company Balance Sheets and related notes. The financial statements have been prepared under the accounting policies set out therein.

**Respective responsibilities of trustees and auditors**

The trustees' (who are also the directors of the company for the purposes of company law) responsibilities for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). This report, including our opinion, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body for our audit work, for this report, or for the opinions we have formed.

We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006. We also report to you whether in our opinion the information given in the Trustees' Annual Report is consistent with those financial statements.

In addition we report to you if, in our opinion, the charity has not kept adequate accounting records, if the charity's financial statements are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of trustees' remuneration specified by law are not made.

We read the Trustees' Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it.

**Basis of audit opinion**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**Opinion**

In our opinion:

- the financial statements give a true and fair view of the state of the charity's affairs as at 5 April 2010 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been prepared in accordance with the Companies Act 2006; and
- the information given in the Trustees' Annual Report is consistent with the financial statements.

*Stephen Brown*

Stephen Brown (Senior statutory auditor)  
for and on behalf of Mazars LLP, Chartered Accountants (Statutory auditor)

Sovereign Court  
Witan Gate  
Milton Keynes  
MK9 2HP

Date:

*8 September 2010*

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**Including the CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT**  
**AS AT 5 APRIL 2010**

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2010 £	Total Funds 2009 £
<b>Incoming resources</b>						
<b>Incoming resources from generated funds:</b>						
Voluntary income:						
Grants and donations	2	539,364	40,000	456,191	1,035,555	959,231
Activities for generating funds:						
Fundraising activities	3	746,749	97,115	-	843,864	1,150,910
Trading activities	4	19,630	-	-	19,630	20,700
Investment income	5	1,979	-	-	1,979	15,937
		<u>1,307,722</u>	<u>137,115</u>	<u>456,191</u>	<u>1,901,028</u>	<u>2,146,778</u>
<b>Incoming resources from charitable Activities:</b>						
Publications and Training	6	118,435	-	-	118,435	121,867
<b>Total incoming resources</b>		<u>1,426,157</u>	<u>137,115</u>	<u>456,191</u>	<u>2,019,463</u>	<u>2,268,645</u>
<b>Resources expended</b>						
<b>Cost of generating funds:</b>						
Fundraising costs of grants and donations	8	215,736	-	-	215,736	238,571
Fundraising activities	8	408,317	-	-	408,317	537,593
Trading activities	8	15,183	-	-	15,183	13,655
Sub total cost of generating funds		<u>639,236</u>	<u>-</u>	<u>-</u>	<u>639,236</u>	<u>789,819</u>
<b>Charitable activities:</b>						
Grants and donations	9	-	113,702	-	113,702	76,240
Services, Publication and Social Policy	9	589,616	47,826	369,994	1,007,436	1,135,650
Awareness Raising	9	156,013	-	-	156,013	207,599
Sub total charitable activities		<u>745,629</u>	<u>161,528</u>	<u>369,994</u>	<u>1,277,151</u>	<u>1,419,489</u>
<b>Governance costs</b>	11	93,902	-	-	93,902	81,324
<b>Total resources expended</b>		<u>1,478,767</u>	<u>161,528</u>	<u>369,994</u>	<u>2,010,289</u>	<u>2,290,632</u>
<b>Net (outgoing) incoming resources before transfers</b>		(52,610)	(24,413)	86,197	9,174	(21,987)
Gross transfers between funds		-	-	-	-	-
<b>Net (outgoing) incoming resources before revaluation</b>		(52,610)	(24,413)	86,197	9,174	(21,987)
Gains/losses on revaluations of Investment assets		-	-	-	-	-
<b>Net movement of funds in year</b>		(52,610)	(24,413)	86,197	9,174	(21,987)
Total funds as at 6 April		<u>2,124,943</u>	<u>172,021</u>	<u>137,225</u>	<u>2,434,189</u>	<u>2,456,176</u>
<b>Total funds as at 5 April</b>		<u>2,072,333</u>	<u>147,608</u>	<u>223,422</u>	<u>2,443,363</u>	<u>2,434,189</u>

The charitable company has no recognised gains or losses other than the results for the year as set out above.

All of the activities of the charitable company are classed as continuing except where indicated otherwise.

The notes on pages 23 to 35 form an integral part of the accounts.

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**CONSOLIDATED BALANCE SHEET**  
**FOR THE YEAR ENDED 5 APRIL 2010**

**COMPANY NUMBER: 3175203**

	Notes	2010		2009	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	14		1,975,772		2,026,082
<b>CURRENT ASSETS</b>					
Debtors	16	186,401		193,115	
Short term deposits		500,000		300,000	
Cash at bank and in hand		235,134		326,855	
		<u>921,535</u>		<u>819,970</u>	
<b>CURRENT LIABILITIES</b>					
<b>CREDITORS:</b> amounts falling due within one year	17	<u>(253,944)</u>		<u>(211,863)</u>	
<b>NET CURRENT ASSETS</b>			667,591		608,107
<b>CREDITORS:</b> amounts falling due after more than one year	18		<u>(200,000)</u>		<u>(200,000)</u>
<b>TOTAL ASSETS LESS LIABILITIES</b>			<u><u>2,443,363</u></u>		<u><u>2,434,189</u></u>
<b>Represented by</b>					
<b>Funds</b>					
Unrestricted					
Designated Funds	19		147,608		172,021
Property Funds	19		1,765,070		1,804,738
Other charitable funds	19		307,263		320,205
			<u>2,219,941</u>		<u>2,296,964</u>
Restricted	20		<u>223,422</u>		<u>137,225</u>
<b>Total funds</b>			<u><u>2,443,363</u></u>		<u><u>2,434,189</u></u>

The financial statements on pages 20 to 35 were approved and authorised for issue by the trustees on 7<sup>th</sup> August 2010 and signed on their behalf by:



.....  
 Daniel Smith ACA  
 Treasurer

The notes on pages 23 to 35 form an integral part of the accounts.

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**COMPANY BALANCE SHEET**  
**FOR THE YEAR ENDED 5 APRIL 2010**

**COMPANY NUMBER: 3175203**

	Notes	2010		2009	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	14		1,975,772		2,026,082
Investments	15		1		1
			<u>1,975,773</u>		<u>2,026,083</u>
<b>CURRENT ASSETS</b>					
Debtors	16	186,401		193,115	
Short term deposits		500,000		300,000	
Cash at bank and in hand		235,134		326,855	
		<u>921,535</u>		<u>819,970</u>	
<b>CURRENT LIABILITIES</b>					
<b>CREDITORS:</b> amounts falling due within one year	17	(253,945)		(211,864)	
<b>NET CURRENT ASSETS</b>			667,590		608,106
<b>CREDITORS:</b> amounts falling due after more than one year	18		(200,000)		(200,000)
<b>TOTAL ASSETS LESS LIABILITIES</b>			<u>2,443,363</u>		<u>2,434,189</u>
<b>Represented by</b>					
<b>Funds</b>					
<b>Unrestricted</b>					
Designated Funds	19		147,608		172,021
Property Funds	19		1,765,070		1,804,738
Other charitable funds	19		307,263		320,205
			<u>2,219,941</u>		<u>2,296,964</u>
Restricted	20		223,422		137,225
<b>Total funds</b>			<u>2,443,363</u>		<u>2,434,189</u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

The financial statements on pages 20 to 35 were approved and authorised for issue by the trustees on 7<sup>th</sup> August 2010 and signed on their behalf by:



Daniel Smith ACA  
Treasurer

The notes on pages 23 to 35 form an integral part of the accounts.

**1. ACCOUNTING POLICIES**

**a) Basis of accounting**

The financial statements have been prepared under the historical cost convention, with the exception of investments, which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice, "Accounting and Reporting by Charities" (SORP 2005) issued in March 2005, applicable UK Accounting Standards and the Companies Act 2006.

The statement of financial activities (SOFA) and balance sheet consolidate the financial results of the subsidiary on a line by line basis.

No separate SOFA has been presented for the charity alone as permitted by the Companies Act 2006 and paragraph 397 of the SORP.

**b) Cash flow statement**

A cash flow statement has not been prepared on the grounds that the Charitable company and its subsidiary undertakings are exempt on size criteria from the requirement to produce a cash flow statement.

**c) Funds accounting**

General funds are unrestricted funds available for use at the discretion of the trustees in furtherance of the general activities of the charity and which have not been designated for other purposes.

Designated funds comprise funds which have been set aside by the trustees for specific purposes. The purpose and use of the designated funds is set out in the notes to the financial statements.

Restricted funds are funds subject to specific restriction imposed by donors or by the nature of the appeal. The purpose and use of the restricted funds is set out in the notes to the financial statements.

**d) Incoming resources**

All incoming resources becoming available to the company and its subsidiary undertakings during the year are included when the amount is reasonably certain and there is certainty of receipt.

Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods;
- The donor has imposed conditions which must be met before the charity has unconditional entitlement; or
- Grants are made for use to cover service provision in more than one financial year. In such circumstances the amount deferred is in relation to the level of activity to be carried out in the following year.

Earned income is deferred when:

- Ticket sales, entrance fees, sponsorship etc are received in advance of a fundraising event/activity to which they relate.

Legacies are recognised at the earlier of the date of the charity being notified of an impending distribution or the date of receipt of funds.

**e) Volunteers and donated services**

The value of services donated by volunteers is not incorporated into these financial statements. Further details can be found in the Trustees' report. Where services are provided to the charity as a donation that would normally be purchased from our suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity.

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2010**

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**1. ACCOUNTING POLICIES (continued)**

**f) Resources expended**

Expenditure is classified under the principal headings of Cost of Generating Funds and Charitable Expenditure rather than the type of expense in order to provide more useful information to the users of the accounts. Where costs cannot be correctly attributed they have been allocated to activities on a basis consistent with the use of resources.

Support costs comprise all services supplied centrally identified as wholly or mainly in support of charitable activities and include an appropriate proportion of overheads. Overhead costs are apportioned to projects on a percentage of staff members basis.

Costs of generating funds include the costs incurred in seeking grants and donations, the cost of holding events and fundraising trading activity. These costs are regarded as necessary to generate funds that are needed to finance charitable activities. Charitable activities expenditure enables the charity to meet its charitable aims and objectives.

Governance costs are associated with the governance arrangements of the charity, in particular the activities of the Trustees. These costs include audit, legal advice for Trustees and costs associated with meeting constitutional and statutory requirements such as the cost of Trustee meetings and the preparation of statutory accounts. This category also includes costs associated with the strategic as opposed to the day to day management of the charity's activities.

**g) Joint Fundraising Activities**

The Company receives fundraising income from certain fundraising events undertaken on a joint basis with other charities. Engagements with the other organisations may either be on a contractual basis or on an informal understanding that a share of funds raised will be remitted to the other organisations.

If there is a contractual relationship that directs the division of funds raised, then only the Company's share of the revenues and costs are recognised, with the other party's share being recognised in their books separately.

However, if there is no contractual relationship, or the obligation is only a constructive one, the Company is considered to control the funds as principal. In this case all the funds raised are recognised in the Company's accounts and the outgoing resources are treated as grants and donations in the expenditure on charitable activities.

**h) Fixed assets**

Tangible fixed assets are stated at cost. Depreciation is calculated at appropriate annual rates estimated to write off the costs of fixed assets less their estimated residual value over their useful lives as follows:

Land	Not depreciated
Leasehold Buildings	50 Years
Office equipment	25% per annum on a straight line basis
Computers	33.33% per annum on a straight line basis

Tangible fixed assets costing less than £500 are not capitalised, and are written off in the year of purchase.

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2010**

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**1. ACCOUNTING POLICIES (continued)**

**i) Investments and investment income**

Investments are stated at market value less any provisions for permanent diminution in value.

Market value is taken to be the middle market price ruling at the balance sheet date. Unrealised gains and losses representing the movement in market values during the year are credited or charged to the Consolidated Statement of Financial Affairs in the year of gain or loss. Investment income is accounted for when receivable.

**j) Operating leases**

Rentals applicable to operating leases are charged to the income and expenditure account over the period in which the cost is incurred. The charity classifies the lease of certain office equipment as operating leases; the title to the equipment remains with the lessor and the equipment is replaced every 5 years. Rental charges are charged on a straight line basis over the term of the lease.

**k) Taxation**

Irrecoverable VAT is written off when the expenditure to which it relates is incurred and is recorded as part of that expenditure.

Tax credits, tax deducted from income and receipts under deed of covenant or gift aid are recorded on a receivable basis. They are recorded as part of the income to which they relate.

**l) Pension scheme**

The charity provides a defined contribution money purchase pension scheme, the assets of which are held separately from those of the company in an independently administered fund. Contributions totalling £33,916 (2009: £26,581) were paid during the year.

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2010**

2. Voluntary income	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2010 £	Total Funds 2009 £
Legacies	79,742	-	-	79,742	82,926
Services in kind	-	-	-	-	-
	79,742	-	-	79,742	82,926
Grants and donations:					
<u>Information and case work</u>					
Dept. of Health Section 64 grant	-	-	12,992	12,992	41,873
The Big Lottery Fund	-	-	16,940	16,940	72,012
The Childwick Trust	-	-	15,000	15,000	-
John Elleman Foundation	-	-	32,000	32,000	-
Waterloo Foundation	-	-	6,890	6,890	-
The Sobell Foundation	-	-	20,000	20,000	20,000
Peter Harrison Foundation	-	-	20,000	20,000	20,000
The Rayne Foundation	-	-	10,000	10,000	10,000
Stewarts Solicitors	-	-	11,000	11,000	-
Royal Air Force Benevolent Fund	6,000	-	-	6,000	6,000
Army Benevolent Fund	6,000	-	-	6,000	6,000
Injured Jockeys Fund	-	-	-	-	5,000
Sylvia Adams Charitable Trust	-	-	25,000	25,000	7,556
Awards For All-National Lottery	-	-	-	-	9,630
Seafarers UK	5,000	-	-	5,000	5,000
Royal British Legion	4,000	-	-	4,000	4,000
Stavros Niarchos Foundation	-	-	-	-	12,030
Goldsmith Company Charity	-	-	-	-	5,000
Grants from Trusts	32,700	-	-	32,700	20,490
Voluntary donations	32,119	-	-	32,119	14,536
	85,819	-	169,822	255,641	259,127
<u>Publication</u>					
D'oyly Carte Trust	-	-	3,545	3,545	-
Donald Forrester Trust	-	-	-	-	5,000
First Group Holdings	-	-	2,045	2,045	-
Souter Charitable Trust	-	-	2,000	2,000	-
Vodafone	-	-	1,882	1,882	-
Lennox&Wyfold Foundation	-	5,000	-	5,000	-
Horserace Betting Levy	-	5,000	-	5,000	10,000
Grants from Trusts	15,118	-	-	15,118	3,250
Subscriptions	59,748	-	-	59,748	60,392
Sponsorship and donations	43,307	-	-	43,307	76,026
	118,173	10,000	9,472	137,645	154,668
<u>Social Policy work</u>					
Comic Relief	-	-	-	-	5,813
The Eranda Foundation	-	-	25,000	25,000	-
EBM Charitable Trust	-	-	10,000	10,000	-
Chase De Vere	-	30,000	-	30,000	-
Equality and Human Rights Comm	-	-	3,995	3,995	35,951
Sponsorship and donations	148	-	-	148	61,800
	148	30,000	38,995	69,143	103,564

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2010**

2. Voluntary income (continued)	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2010 £	Total Funds 2009 £
<u>Peer Support &amp; Healthy Living</u>					
Lloyds TSB Foundation for Northern Ireland	-	-	4,000	4,000	-
Tees Valley Community Foundation	-	-	2,000	2,000	-
A&S Burton 1960 Charitable Trust	-	-	10,000	10,000	-
City Bridge Trust	-	-	18,500	18,500	-
Community Development Foundation	-	-	121,372	121,372	-
Esmee Fairbairn Foundation	-	-	20,259	20,259	-
Awards For All Northern Ireland	-	-	3,421	3,421	11,624
The Henry Smith Charity	-	-	38,700	38,700	41,000
William Hardings Charity	-	-	-	-	5,000
CHK Charities Ltd	-	-	5,000	5,000	5,000
Persula Foundation	-	-	-	-	2,600
Co-operative Foundation	-	-	-	-	12,480
Stavros Niarchos Foundation	-	-	9,650	9,650	22,646
February Foundation	-	-	-	-	3,500
The Barbour Trust	-	-	-	-	10,000
EBM Charitable Trust	-	-	-	-	5,000
The Alice Ellen Cooper Dean - Charitable Foundation	-	-	5,000	5,000	5,000
Edith Murphy Foundation	5,000	-	-	5,000	-
Anson Charitable Trust	3,000	-	-	3,000	-
Grants from Trusts	40,870	-	-	40,870	58,977
Voluntary donations and grants	34,283	-	-	34,283	53,345
	<u>83,153</u>	<u>-</u>	<u>237,902</u>	<u>321,055</u>	<u>236,172</u>
Core grants and donations	172,329	-	-	172,329	122,774
<b>Total voluntary income</b>	<u>539,364</u>	<u>40,000</u>	<u>456,191</u>	<u>1,035,555</u>	<u>959,231</u>
	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2010 £	Total Funds 2009 £
3. Fundraising activities					
Fundraising events –Revenue	596,874	97,115	-	693,989	1,061,192
Fundraising race days–Revenue	149,875	-	-	149,875	89,718
	<u>746,749</u>	<u>97,115</u>	<u>-</u>	<u>843,864</u>	<u>1,150,910</u>
During the year, the charity recognised £97,115 of designated grants and sponsorship revenues in respect of the 2010 Virgin London Marathon. This amount is designated to making grants to Rebuilding Lives Through Sports Projects.					
	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2010 £	Total Funds 2009 £
4. Trading activities					
Christmas card sale	19,630	-	-	19,630	20,700

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2010**

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2010 £	Total Funds 2009 £
<b>5. Investment income</b>					
Interest on cash deposit	-	-	-	1,979	15,937

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2010 £	Total Funds 2009 £
<b>6. Incoming resources from charitable activities</b>					
Publication sale	6,007	-	-	6,007	8,710
Solicitors training	-	-	-	-	17,888
Solicitors directory	54,156	-	-	54,156	55,641
Newsletter advertisement	58,272	-	-	58,272	39,628
	<u>118,435</u>	<u>-</u>	<u>-</u>	<u>118,435</u>	<u>121,867</u>

	2010 £	2009 £
<b>7. Deficit on charitable activities for the year</b>		
The deficit is stated after charging:		
Depreciation of tangible fixed assets – owned by the company	50,310	58,614
Audit fee	7,000	6,750
Operating lease rental – telephone	-	5,363

	Staff Costs £	Depreciation £	Direct Costs £	Support Costs £	Total 2010 £	Total 2009 £
<b>8. Cost of generating funds</b>						
Fundraising and Publicity	141,661	3,040	53,010	18,025	215,736	238,571
Fundraising events & race days	89,852	6,184	297,028	15,253	408,317	537,593
Christmas card sale	-	-	15,183	-	15,183	13,655
<b>Total</b>	<u>231,513</u>	<u>9,224</u>	<u>365,221</u>	<u>33,278</u>	<u>639,236</u>	<u>789,819</u>

During the year, £95,827 of preparation costs have been deferred and recognised on the date of the event, falling in the next accounting period.

	Staff Costs £	Depreciation £	Direct Costs £	Support Costs £	Total 2010 £	Total 2009 £
<b>9. Cost of charitable activities</b>						
<b>Services and Publications</b>						
Information and casework	238,723	19,182	39,190	31,891	328,986	347,334
Social Policy work	99,391	2,725	40,536	8,319	150,971	215,316
Peer Support	178,270	6,603	115,249	31,891	332,013	325,574
Publication	60,668	6,918	119,561	8,319	195,466	247,426
Sub total	<u>577,052</u>	<u>35,428</u>	<u>314,536</u>	<u>80,420</u>	<u>1,007,436</u>	<u>1,135,650</u>
<b>Awareness Raising</b>	<u>57,878</u>	<u>2,306</u>	<u>87,510</u>	<u>8,319</u>	<u>156,013</u>	<u>207,599</u>
<b>Grants and donations</b>	<u>-</u>	<u>-</u>	<u>113,702</u>	<u>-</u>	<u>113,702</u>	<u>76,240</u>
<b>Cost of charitable activities</b>	<u>634,930</u>	<u>37,734</u>	<u>515,748</u>	<u>88,739</u>	<u>1,277,151</u>	<u>1,419,489</u>

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**10. Grants payable**

As nominated charity of the year for the London Marathon 2008, SIA is committed to granting half of the Marathon net income received through a project "Rebuilding Lives through Sport".

	£	£
Net income received		97,115
Net income brought forward (note 19)		132,592
		<u>229,707</u>
<b>Grants paid:</b>		
Great British Wheelchair Basketball Association	18,900	
Spider -Y Limited	2,750	
British Sledge Hockey Association	16,146	
Newcastle Eagles Wheelchair Basketball Club	12,000	
Calderdale Community Coaching Trust	2,000	
The Back -Up Trust	4,000	
The Steelers Wheelchair Basketball Club	10,737	
Wheel Power	10,000	
British Disabled Fencing Association	5,250	
Warwickshire Wheelchair Basketball Academy	5,011	
British Weighlifting Association for the Disabled	13,721	
Leeds City Athletic Club	5,500	
Wolverhampton Rhinos Wheelchair Rugby Club	4,000	
Disability Sports Events	3,283	
Grants related expenditure	404	
	<u>          </u>	(113,702)
Net income carried forward (note 19)		<u>116,005</u>

**11. Governance cost**

	Staff Costs £	Depreciation £	Direct Costs £	Support Costs £	Total 2010 £	Total 2009 £
Management & Administration	44,019	3,354	6,616	16,640	70,629	63,653
Governing Board	-	-	23,273	-	23,273	17,671
<b>Total</b>	<u>44,019</u>	<u>3,354</u>	<u>29,889</u>	<u>16,640</u>	<u>93,902</u>	<u>81,324</u>

**12. Direct costs**

	2010 £	2009 £
The major components of direct costs were:		
Event direct costs	297,028	390,234
Printing and photocopying	260,497	279,122
Consultancy	111,636	153,943
Travel and accommodation	83,024	94,980
Volunteer costs	35,321	56,023
Postage and telecommunications	69,363	72,877
Other	53,989	50,340
	<u>910,858</u>	<u>1,097,519</u>
Included in other costs :		
Interest payable on bank loan	<u>5,035</u>	<u>9,833</u>

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**13. Wages and salaries**

	<b>2010</b>	<b>2009</b>
	<b>£</b>	<b>£</b>
<b>The aggregate payroll costs were:</b>		
Wages and salaries	800,608	864,975
Social security costs	72,657	77,663
Other pension costs	37,195	33,916
	<u>910,460</u>	<u>976,554</u>

**Particulars of employees:**

The average number of staff employed by the charitable company during the financial year amounted to 37 (2009: 45).

One employees received remuneration and benefits exceeding £60,000 (2009: One) during the financial year.

- No trustee received any remuneration. During the financial year, expenses were paid to 11 trustees, amounting to £6,458 (2009:10 trustees amounting to £11,998). Trustees' indemnity insurance paid during the year amounted to £2,641 (2009:£2,279).

**14. TANGIBLE FIXED ASSETS**

<b>Group and charity</b>	<b>Capital Buildings</b>	<b>Computers</b>	<b>Office Equipment</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>COST</b>				
At 6 April 2009	2,163,410	20,413	66,470	2,250,293
Additions	-	-	-	
Disposals	-	-	-	
	<u>2,163,410</u>	<u>20,413</u>	<u>66,470</u>	<u>2,250,293</u>
At 5 April 2010	2,163,410	20,413	66,470	2,250,293
<b>DEPRECIATION</b>				
At 6 April 2009	158,672	19,798	45,741	224,211
Charge for the year	39,668	600	10,042	50,310
Disposals	-	-	-	-
	<u>198,340</u>	<u>20,398</u>	<u>55,783</u>	<u>274,521</u>
At 5 April 2010	198,340	20,398	55,783	274,521
<b>NET BOOK VALUE</b>				
At 5 April 2010	<u>1,965,070</u>	<u>15</u>	<u>10,687</u>	<u>1,975,772</u>
At 5 April 2009	<u>2,004,738</u>	<u>615</u>	<u>20,729</u>	<u>2,026,082</u>

Capital Buildings includes the cost of a 125 year lease with MK Community Properties Ltd for the SIA House site.

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**15. FIXED ASSETS INVESTMENTS**

	Group 2010 £	Group 2009 £	Charitable Company 2010 £	Charitable Company 2009 £
<b>Unlisted investment</b>				
Investment in subsidiary undertakings at cost	-	-	1	1
<b>Total</b>	<u>-</u>	<u>-</u>	<u>1</u>	<u>1</u>
<b>Cost</b>	<u>-</u>	<u>-</u>	<u>1</u>	<u>1</u>

Investment in subsidiary undertakings comprises the whole of the issued shared capital of SIA Enterprises Ltd (£1). Company is registered in England and Wales. SIA Enterprises Ltd has not received any income in the year ended 5 April 2010.

**16. DEBTORS**

	Group 2010 £	Group 2009 £	Charitable Company 2010 £	Charitable Company 2009 £
Fee debtors	19,848	17,442	19,848	17,442
Other debtors	35,000	400	35,000	400
Prepayments and accrued income	131,553	175,273	131,553	175,273
	<u>186,401</u>	<u>193,115</u>	<u>186,401</u>	<u>193,115</u>

Included in debtors is £4,374 of prepaid pension contributions.

**17. CREDITORS: AMOUNTS FALLING DUE  
WITHIN ONE YEAR**

	Group 2010 £	Group 2009 £	Charitable Company 2010 £	Charitable Company 2009 £
Taxation and social security	3,467	3,904	3,467	3,904
Amounts due from subsidiary undertakings	-	-	1	1
Accruals and deferred income	250,477	207,959	250,477	207,959
	<u>253,944</u>	<u>211,863</u>	<u>253,945</u>	<u>211,864</u>

Deferred income represents sponsorship received for events held after the year end.

**18. CREDITORS: AMOUNTS FALLING DUE  
AFTER ONE YEAR**

	Group 2010 £	Group 2009 £	Charitable Company 2010 £	Charitable Company 2009 £
Bank loan	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>

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The bank loan is secured by a charge over SIA House. The loan bears interest at 1.2% above the bank base rate and interest repayment only. Flexible repayment of capital is allowed.

**19. UNRESTRICTED FUNDS**

	Balance at 6 April 2009	Income	Expenditure	Transfers	Gain on Investment Assets	Balance at 5 April 2010
	£	£	£	£	£	£
<b>General</b>						
Charitable Fund	298,859	1,426,157	(1,428,457)	2	-	296,561
Fixed assets	21,346	-	(10,642)	(2)	-	10,702
Property Fund	1,804,738	-	(39,668)	-	-	1,765,070
	<u>2,124,943</u>	<u>1,426,157</u>	<u>(1,478,767)</u>	<u>-</u>	<u>-</u>	<u>2,072,333</u>
<b>Designated</b>						
Deposits from SIA Groups:						
SIA-Merseyside	7,391	-	-	-	-	7,391
SIA-Bolton	505	-	-	-	-	505
Spinal Injuries Together	2,033	-	-	-	-	2,033
Publications	16,000	10,000	(11,000)	-	-	15,000
Social Policy work	-	30,000	(23,326)	-	-	6,674
Peer Support + Healthy Living	13,500	-	(13,500)	-	-	-
Rebuilding Lives Through Sports	132,592	97,115	(113,702)	-	-	116,005
	<u>172,021</u>	<u>137,115</u>	<u>(161,528)</u>	<u>-</u>	<u>-</u>	<u>147,608</u>
Charity Unrestricted Funds	<u>2,296,964</u>	<u>1,563,272</u>	<u>(1,640,295)</u>	<u>-</u>	<u>-</u>	<u>2,219,941</u>

**Designated funds**

**SIA Groups** - the amount represent accumulated funds from individual groups held by head office to support local activities.

**Spinal Injuries Together** - to cover the expenses of joint meetings.

**Property Fund** - SIA premises.

**Rebuilding Lives Through Sports**- to support sports facilities for disabled people.

**Social Policy**- to campaign and advocate on behalf of the spinal cord injured community

**Publications**- to produce specialist publications on spinal cord injury

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<b>20. RESTRICTED FUNDS</b>	<b>Balance at 6 April 2009</b>	<b>Incoming</b>	<b>Outgoing</b>	<b>Transfers</b>	<b>Balance at 5 April 2010</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Movement in resources:</b>					
Laurie Michaelis Fund	2,115	-	-	-	2,115
Big Lottery Fund	6,000	16,940	(22,940)	-	-
Relative Travel Fund	328	-	(328)	-	-
Esmee Fairbairn Foundation	-	20,259	(10,129)	-	10,130
Section 64-Department of Health	-	12,992	(12,992)	-	-
The Childwick Trust	-	15,000	(15,000)	-	-
Lloyds TSB Foundation for Northern Ireland	-	4,000	(4,000)	-	-
John Ellerman Foundation	-	32,000	(10,667)	-	21,333
The Alice Ellen Cooper Dean	-	-	-	-	-
-Charitable Foundation	-	5,000	(5,000)	-	-
The Eranda Foundation	-	25,000	(12,500)	-	12,500
Waterloo Foundation	-	6,890	-	-	6,890
Awards For All-Northern Ireland	-	3,421	-	-	3,421
Sylvia Adams Charitable Trust	-	25,000	(20,500)	-	4,500
Equality & HumanRightsCommission	-	3,995	(3,995)	-	-
Stewarts Solicitors	-	11,000	(7,000)	-	4,000
EBM Charitable Trust	-	10,000	(10,000)	-	-
CHK Charities Ltd	-	5,000	(5,000)	-	-
Tees Valley Community Foundation	-	2,000	(2,000)	-	-
A&S Burton1960 Charitable Trust	-	10,000	(10,000)	-	-
The Sobell Foundation	20,000	20,000	(20,000)	-	20,000
Peter Harrison Foundation	20,000	20,000	(20,000)	-	20,000
The Rayne Foundation	10,000	10,000	(10,000)	-	10,000
The D'oily Carte Trust	5,000	3,545	(5,000)	-	3,545
The Persula Foundation	2,600	-	-	-	2,600
Awards For All-England	4,355	-	(4,355)	-	-
The Henry Smith Charity	19,750	38,700	(38,700)	-	19,750
Stavros Niarchos Foundation	34,677	9,650	(34,677)	-	9,650
The Co-operative Foundation	10,400	-	(10,400)	-	-
Lillie C Johnson Charitable Trust	1,000	-	-	-	1,000
Sir John Eastwood Foundation	1,000	-	-	-	1,000
City Bridge Trust	-	18,500	(14,120)	-	4,380
Community Development Foundation	-	121,372	(60,691)	-	60,681
First Group Holdings	-	2,045	-	-	2,045
Souter Charitable Trust	-	2,000	-	-	2,000
Vodafone	-	1,882	-	-	1,882
	<u>137,225</u>	<u>456,191</u>	<u>(369,994)</u>	<u>-</u>	<u>223,422</u>

**Restricted Funds**

**Laurie Michaelis Fund**

To fund speakers' expenses to SIA's Annual General Meeting.

**Big Lottery Fund**

To support SIA's Healthy, Wealthy & Wise project.

**Relative Travel Fund**

To support travel expenses of relatives.

**Esmee Fairbairn Foundation**

To support salary costs of the Head of Outreach Services.

**Section 64 Department of Health Director of Services**

To support salary cost of the Director of Services.

**The Childwick Trust**

To support SIA freephone Advice Line.

**Lloyds TSB Foundation for Northern Ireland**

To support volunteer expenses at Spinal Injuries Centre, Northern Ireland.

**John Ellerman Foundation**

To support salary costs of Head of Service Development.

**Restricted Funds (continued)**

**The Alice Ellen Cooper Dean Charitable Foundation**

To support Peer support work at Spinal Injuries Centre, Salisbury.

**The Eranda Foundation**

To develop and deliver SIA's Advocacy service.

**The Waterloo Foundation**

To deliver regular employment clinics at the Welsh Spinal Injuries and Neurological Rehabilitation Centre.

**Awards For All- Northern Ireland**

To support Peer support work at Spinal Injuries Centre, Belfast.

**The Sylvia Adams Charitable Trust**

To deliver SIA's Employment Clinics.

**Equality and Human Rights Commission**

To develop SIA's Advocacy service.

**Stewarts Solicitors**

To support e-clips online newsletter.

**EBM Charitable Trust**

To support SIA advocacy service.

**CHK Charities Limited**

To support the Community Peer Support service.

**Tees Valley Community Foundation**

To support Peer Advice Service In the North of England Spinal Injuries Centre.

**A&S Burton1960 Charitable Trust**

To support Peer Advice Service In the Princess Royal Spinal Injuries Centre in Sheffield.

**The Sobell Foundation-Training**

To support training programme for health care professionals.

**Peter Harrison Foundation-Family Liaison**

To support family counselling project at Stoke Mandeville.

**The Rayne Foundation-Family Liaison**

To support family counselling project at Stoke Mandeville.

**The D'oyly Carte Charitable Trust- Family Liaison**

Towards 'Wheelie Power', a project for spinal cord injured children.

**The Persula Foundation**

To support new Community Peer Support Notice Boards.

**Awards For All-England**

To develop Self Advocacy Training Courses.

**The Henry Smith Charity**

To develop the Community Peer Support Service.

**Stavros Niarchos Foundation**

To develop online learning resource for health care professionals and develop Self Advocacy Training Courses.

**The Co-operative Foundation**

To support Peer support work at Spinal Injuries Centres in Belfast, Sheffield, Wakefield and Oswestry.

**Lillie C Johnson Charitable Trust and Sir John Eastwood Foundation**

To publish the Wheelie Power book.

**City Bridge Trust**

To develop the Community Peer Support service in London.

**Community Development Foundation**

Towards the Peer Support Service

**First Group Holdings, Souter Charitable Trust and Vodafone**

Towards 'Wheelie Power', a project for spinal cord injured children.

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**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS OF THE COMPANY**

	<b>Unrestricted Funds £</b>	<b>Designated Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds £</b>
Fixed assets (net of loan)	1,775,772	-	-	1,775,772
Net current assets	296,561	147,608	223,422	667,591
	<u>2,072,333</u>	<u>147,608</u>	<u>223,422</u>	<u>2,443,363</u>

**22. FINANCIAL COMMITMENTS**

At 5 April 2010 the Company has annual commitments under non-cancellable leases as follows:

	<b>2010</b>		<b>2009</b>	
	<b>Land and Buildings £</b>	<b>Other £</b>	<b>Land and Buildings £</b>	<b>Other £</b>
Expiry date:				
Two to five years	-	-	-	5,632
	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,632</u>

The company has made a final payment to purchase the telephone system and all leases have therefore ceased.

