



because life needn't stop when you're paralysed

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

**5 APRIL 2011**

Company Registration Number 3175203  
Charity Number 1054097

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

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**FOR THE YEAR ENDED 5 APRIL 2011**

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OFFICERS AND PROFESSIONAL ADVISERS

FOR THE YEAR ENDED 5 APRIL 2011

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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.

*Kelvin Blake		* Judith Jesky	
* John Borthwick		* Greg Judge	
* Peggy Deane		* Sue Line	
* Rupert Earl		* Alison Lyon	- Elected October 2010
* Roger Fitzwater		* Elizabeth Martin	
* Jonathan Fogerty	- Elected October 2010	* Becky Mason	
David Gairns	- Co-opted member October 2010	Martin McClelland	- Co-opted member October 2010
* Andrew Healey	- Co-opted member	* Steve Paget	- Co-opted member
* Bart Hellyer		Dan Smith	- Co-opted member October 2010
* Michelle Howard		* John van Dongen	
* Darren Hughes		* James Wood	

Kelvin Blake, John Borthwick and Judith Jesky all retired by rotation and were re-elected in October 2010.

With the exception of Bart Hellyer, Jonathan Fogerty, David Gairns, Andrew Healey, Darren Hughes, Sue Line and Alison Lyon all the above served as Trustees for the full year from 6th April 2010 to 5 April 2011.

\* 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  
Oldbrook  
Milton Keynes MK6 2HH

AUDITORS

Mazars LLP  
The Pinnacle,  
160 Midsummer Boulevard  
Milton Keynes MK9 1FF

SOLICITORS

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

BANKERS

Barclays Bank Plc  
Muswell Hill  
London N10 1DD

**CHAIRMAN'S SUMMARY**

**FOR THE YEAR ENDED 5 APRIL 2011**

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2010/11 has not been an easy year following the difficult decisions that had to be made during 2009/10. Yet, despite the continuing tough economic climate, we have fared better than many charities. Much of this is as a result of taking what were tough decisions early by restructuring our cost base, which has enabled us to move forward on a sound footing. We were also fortunate to have benefitted from 2 fabulous one-off campaigns this year – the Times Appeal and the Tristram Rickets Appeal, which together raised over £370,000. However, we expect the future fundraising environment to be very tough for some years given the wider economic climate, so we need to be prepared to take other tough choices this year and into the next should the need arise. To support the critical work we undertake, we continue to be reliant on the generosity and goodwill of our supporters and benefactors.

Our core business remains self help achieved by providing the right information and support at the right time to enable our members to act for themselves. At the heart of this is our Advice Line and our popular bi-monthly magazine 'forward' which continues to develop and which this year was re-launched with a new design and fresher look. Our online news bulletin 'e-clips', issued in those months when 'forward' is not published, has proved so popular that we now produce it on a monthly basis as the numbers of members signing up for this service continues to grow.

In the accounts for 2010/11 overall fundraising expenditure of £562,744 is shown. However, of this expenditure only £223,150 was salary and support 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 2010/11 was £2,164,274 of which only 10.3% was spent on fundraising salaries and associated support costs. SIA continues to work to develop other income streams.

The launch of a new website with many new features has allowed our members and others to interact online. We now have an online shop, people can become members online, register for events and vote. We have moved with the times and joined the social media world through Facebook and Twitter. All these facilities greatly enhance our ability to interact with our members in real time providing the advice and support they need when they need it.

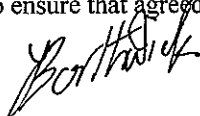
Our restructured Peer Advice Service has gone from strength to strength enabling us to continue to support newly injured people and their families in those early crucial weeks and months following injury. For those not treated in a specialised Spinal Cord Injury Centre, and sadly far too many are not, our Community Peer Support service has developed rapidly, enabling us to reach more of those who remain in District General Hospitals following injury or illness.

Under the banner of the SIA Academy, launched by our Patron, HRH The Princess Royal, in March 2011, new training courses aimed at equipping people with the skills and knowledge they need prior to leaving hospital have been developed and proved very popular not just with the newly injured, but also those who have already left hospital. These cover a whole breadth of subjects, from employment, housing, funding for care and the implications for a disabled person of the new Equality Act.

We have continued to have a strong campaigning presence nationally at the heart of which is our use of the All Party Parliamentary Group on Spinal Cord Injury. A central plank of our campaigning is our second Campaigning for Change manifesto launched in 2009. This manifesto is very much shaped by our members and reflects their views as to the issues that affect their lives most.

To provide these services and many others requires considerable financial resources, resources which we have to self-generate through our own fundraising efforts. We are grateful for the support, both big and small, given to us by our corporate supporters, grant giving trusts and individuals who raise funds on our behalf.

Finally, none of the objectives that are achieved by the SIA on behalf of the members can happen without good governance and sound management. For that we must thank the dedication of the Trustees who give up so much of their time freely to set strategy and agree policies, and the hard working and committed staff who often go that extra mile in order to ensure that agreed strategy and policies are implemented.



John Borthwick.  
SIA Chair

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 5 APRIL 2011**

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The Trustees present their report and the financial statements of the charity for the year ended 5 April 2011.

***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 5,616 (2010: 5,379) full members. The liability of the full members is limited to not exceeding £1.

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 5 APRIL 2011**

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***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 and electronic ballot prior to the Association's AGM. Notification of the ballot results takes place at the Association's AGM.

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' REPORT

FOR THE YEAR ENDED 5 APRIL 2011

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### ***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 adequate 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:

- 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 2010/11 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 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 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 NHS 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 2010/11 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 organisation's 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.

## TRUSTEES' REPORT

FOR THE YEAR ENDED 5 APRIL 2011

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### **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 £382,010 (2010: £416,280).

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 2011 the free reserves amounted to £574,713 (2010: £296,561) (see page 32, note 19).

### **REVIEW OF DEVELOPMENTS, ACTIVITIES AND ACHIEVEMENTS**

#### **Charitable Activity**

The period 6 April 2010 to 5 April 2011 saw the launch of our new Strategic Plan *Going Forward*. Under the Strategic Plan, covering 2010-2013, we reflect our determination to offer our services to more people; to utilise all possible funding streams in order to make this happen; to deliver those services to the highest standard; to raise the organisation's profile further and extend its influence through its Public Affairs and campaigning role. The Strategic Plan also sets out our mission, vision, values and the key five objectives for 2010 to 2013 adopted by the Association's Trustees in February 2010:

#### **Our Mission**

As the leading national user-led charity working on behalf of spinal cord injured people, our mission is to help, support, advise and campaign on all aspects of spinal cord injury.

#### **Our Vision**

The full integration and participation in society of spinal cord injured people by empowering them to exercise their individual rights and using the strength of their collective power for the good of the wider disabled community.

#### **Our Values**

- Maintain the needs of SCI people as the bedrock of our activities;
- Promote SCI people as the experts in managing their impairment;
- Campaign for appropriate specialist healthcare for SCI people;
- Collaborate with others to achieve our vision; and
- Carry out strong financial management and sound operating procedures.

#### **Objective 1**

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

#### **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;

#### **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;

#### **Objective 4**

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

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 5 APRIL 2011

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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.

#### *Service Delivery*

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

##### **Aims 2010/11**

- (a) Ensure 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;*
- (b) Improve the quality and impact of our services delivered at Spinal Cord Injury Centres;*
- (c) Increase the opportunities for support, counselling and information-giving to those treated in non-specialist hospital environments and after discharge from specialist settings;*
- (d) Expand the work of the SIA Academy in respect of its training, education and lifelong learning opportunities;*
- (e) Develop innovative services to meet the aspirations and needs of SCI people as areas of unmet need are identified and funding secured; and*
- (f) Continue to explore the possibilities for collaboration or alliances which would be of mutual benefit without affecting our autonomy.*

(a) During 2010/2011, we worked towards this target by focussing on expanding access to our Advice Line by the launch of our online Link Scheme, increasing use of our website and building on the readership of our *forward* magazine and *e-clips* online bulletin.

The Link Scheme is SIA's oldest service, started shortly after the Association was founded. It epitomises the organisation's belief in peer support and was, originally, a paper-based system whereby records were kept of those who had lived with SCI for some time who were willing to support newly injured people by means of telephone contact. Over the years, the system had become out-of-date and unwieldy. However, the advent of the Internet and our own popular website, enabled us to update and transfer our data and create a new online scheme for members. One of the benefits of the new Link Scheme is that, as well as telephone contact, members of the Scheme can also communicate through email for mutual support.

The launch of our new website in late 2009 has enabled us, during the year under review, to enhance many of the features offered, as well as launching new platforms. For the first time, we have introduced the facility to join or renew membership online and have also provided an archive of our popular member magazine *forward*. A further development has been the creation of a web form facility which allows users to register for events, e.g. the AGM, book places on our training courses, register for fundraising events and activities or, for example, complete a Nomination form for Trustee elections and vote online.

We have also been able to exploit social media, a medium which is rapidly growing in popularity. Our new site links directly to our Facebook page and we also have a Twitter 'feed' enabling us to post news for spinal cord injured people as and when it happens.

A major new feature, is *New Leaf*, our unique career guidance software. *New Leaf* has been designed in collaboration with Cascaid, who supplied a framework on which we could build our own software to address the needs of disabled people looking to go back into the workplace, or into further education or volunteering, following injury. *New Leaf* can be used to search for opportunities and takes into account an individual's level of impairment, as well as their skills and interests. Because of this crucial feature, the software is now in regular use by Occupational Therapists and others who run Employment Clinics in conjunction with SIA at the various NHS Spinal Cord Injury Centres (SCICs).

The new website and its additional features have produced a significant increase in visitor traffic to our website. We saw an overall increase in visitors of some 35% with almost 50,000 new visitors to the site over the last 12 months. Each visitor accesses, on average, five pages, the most popular pages being the Community section (7% of traffic to the site), Get Support (3.5%) and About Us (3.5%).

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 5 APRIL 2011

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Work started on constructions of a Professionals Portal for the website aimed at healthcare professionals, in particular those not familiar with or working in the area of SCI. We anticipate this will be finalised in the new financial year. The site will feature specific areas of interest to professionals, including those on Education/Training/Conferences as well as Research, both medical and social. Having a system whereby users need to register by profession to use the site will enable us to capture useful data for the development of further areas of interest to healthcare professionals in the future.

Our major means of communication with our members, as well as our website, is our bi-monthly magazine *forward*. As it neared its 100<sup>th</sup> issue, it was decided that a 'new look' was needed to brighten and freshen the publication and, working with a new firm of designers, we re-launched the magazine in April 2010. The new look has been very successful with readers as it makes better use of visual imagery, has 'text hooks' to lead a reader to relevant sections and an improved balance of articles to increase its readability.

We also met our target of increasing production and circulation of our online bulletin *e-clips* from bi-monthly to monthly. Produced originally to fill the 'gap' for news and information during the months between publication of *forward* (since it is bi-monthly), *e-clips* has proved itself to be a useful and popular means of communicating with members and others registered to receive it.

(b) Delivery of our services at SCICs is extremely important as it highlights to newly injured people that there is 'life after paralysis'.

In particular, our Employment Clinics offer an opportunity for patients to receive the information and advice they need on returning to work at an early stage of their rehabilitation (research has shown that the longer the gap between injury and returning to employment, the less likely a return will be made).

We have continued to offer regular Employment Clinics at the majority of NHS SCICs, with an average of 10-12 SCI people attending each month. Referrals to the Clinics are frequently made by our own Peer Advice Team or through the Occupational Therapists at the Centres.

Despite the difficulties that beset our Peer Support Service in the year 2009/2010 when a major restructuring took place due to a downturn in funding, the newly named Peer Advice Service has gone from strength to strength. This is primarily due to the fact that we were able to appoint the majority of the original workers to their new posts of Peer Advisers, thus avoiding the loss of the wealth of information and experience they have. Despite the fact that the Peer Advisers no longer have the benefit of a team of volunteers working with them, they have continued to offer a personal one-to-one service to newly injured people at the Spinal Cord Injury Centres. In some instances, the Peer Advisers, have been asked by Centre staff to contribute to Patient Education Sessions and some have also worked with Physiotherapists and other remedial staff to demonstrate wheelchair transfers and other skills.

As part of the restructuring, we undertook to improve on the training given to the Peer Advisers, as a result of which quarterly training sessions were established which have been well-attended by the team. These sessions have included training from external contacts, such as a Human Rights Lawyer from one of our supporting firms of solicitors, who spoke on funding for care. Further training has consisted of techniques for dealing with emotional and distressed patients/relatives, how a Personal Injury Claim is conducted, and pilots of our Master Classes before they are presented to a wider audience.

Feedback from the new training sessions has shown a high level of satisfaction with the information and support given to the Peer Advisers, a greater confidence in carrying out their roles and an improvement in quality of their service offering.

In 2009 we commenced a series of training courses on self-advocacy, called Your Voice. Since then, and during 2010, interest has grown to the extent that courses have been held in the majority of the Spinal Cord Injury Centres. The two-day course, provided exclusively for spinal cord injured people, focuses on empowering and training SCI individuals to identify their needs in living independently and constructing strategies and coping mechanisms to deal with obstacles, human and physical, which they may encounter.

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 5 APRIL 2011**

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Each Your Voice course is run by two spinal cord injured trainers with the participant group being limited in number to a preferred maximum of 8 people. This is so that a 'safe' and confidential environment can be ensured since, during the course, issues that are often difficult for people to confront or talk about can be raised.

During the financial year 2009/2010, the courses were delivered at Stoke Mandeville, Salisbury and Stanmore Spinal Injury Centres. For this financial year, we added Rookwood, Oswestry, Pinderfields, Middlesbrough, Belfast and Southport to our programme, delivering some 12 courses in total to 118 people. It had originally been intended that Your Voice would have a short 'shelf life'. However, due to the high level of interest, the courses are continuing into 2011/12 and will continue to be provided for as long as they are needed and funding is available.

During 2010/2011, we continued our work in partnership with the National SCI Centre NSCIC, Stoke Mandeville, delivering our Family Counselling Service to families of inpatients. This three year project culminates in July 2011 and, as we hoped, the NSCIC is hoping to incorporate the service into its overall Clinical Psychology Service when our project funding expires. The NSIC has expressed its gratitude to us for bringing the Family Counselling Service to them since those who have used it have found the support it has offered to be of immense value.

A development from the Family Counselling Service has been the establishment of a Telephone Counselling Service from SIA House. Two trained Counsellors have been available since July 2010 to take calls from both spinal cord injured people and/or their relatives. This development has enabled us to widen out the service offered at the NSIC to a greater geographical area.

(c) With two Community Peer Support Officers (CPSO) already in post at the beginning of the financial year, our task was to develop their area of work into other regions. We made significant progress with this objective by securing funding for new workers in the North West of England and in Wales, who, following appointment, joined our existing workers covering the south of England and the Greater London area.

Community Peer Support is, perhaps, even more important than the peer support offered by our team in the Spinal Cord Injury Centres. Without the specialist care and rehabilitation available, an individual being treated in a District General Hospital is extremely vulnerable, both physically and mentally. Our research shows that 41% of new injuries wait more than one month before being admitted to a Spinal Cord Injury Centre, while 10% never come under the care of a SCI Centre at all. The lack of specialist knowledge on the appropriate care and treatment of people with spinal cord injury means that the individual is significantly less likely to be able to achieve maximum rehabilitation and significantly more likely to develop clinical complications, e.g. pressure ulcers.

In addition to these physical problems, the newly injured person is also at a disadvantage psychologically. Without a support network of other patients with spinal cord injury, the patient and their family are often left to cope with the devastating effects of SCI without any information or advice to support and encourage them. This is where SIA's Community Peer Support Service is able to step in and assist. A visit, with as many follow-ups as can be realistically achieved, will be made by the relevant Community Peer Support Officer. Their remit is to provide the crucial support and advice which is lacking in a non-specialist hospital environment and, where possible, to push for the patient's admittance to an SCIC.

During the year under review we first secured funding for a CPSO post to cover the North West of England, a large area with a significant number of cases of SCI each year. We subsequently secured funding from the Big Lottery to employ a CPSO for Wales. Unfortunately, while the CPSO for the North West has already made a considerable impact in his area, work in Wales has stalled due to the ill-health of the spinal cord injured person undertaking the CPSO role there. In the event, the individual has tendered their resignation in order to recover and we are re-recruiting to the post.

The impact of the CPS Service has been significant; we have been able to assist 124 newly injured people and 182 family members, with 176 follow-up visits following the initial meeting. In addition, contact has been made with 218 healthcare professionals through one-to-one communication and/or the delivery by our CPSOs of in-service training to staff.

(d) The SIA Academy was established to become the research, training and education arm of the Association. With the successful outcome of the Tristram Ricketts Appeal which drew to a close in 2010, we were able to officially launch the Academy in the presence of our Patron, HRH The Princess Royal, in March 2011.

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 5 APRIL 2011

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Meanwhile, much work has been undertaken by the Academy to meet its objectives. This includes research, both on Ageing with a Spinal Cord Injury, and the research behind the report *Preserving and Developing the National NHS Spinal Cord Injury Service*.

In addition, and as a development from our Your Voice courses, has been the establishment of a series of Master Classes on particular topics identified by Your Voice course participants as necessitating more in-depth examination. These topics include Equality, Care Needs, Housing, Parenthood and Employment. During the year under review we have held three Equality Master Classes and four Funding Care Needs Master Classes, all except one held at SIA House. Over the next year we plan to introduce training on the other topics, starting with Housing, the course materials having now been written and the course itself having undergone its initial trial run. Parenting and Employment Master Classes will follow thereafter so that we have a full programme to deliver to spinal cord injured people, their families and social and healthcare professionals.

The National Library on Spinal Cord Injury sits at the heart of the SIA Academy and is available for reference and research by students, researchers and medical and social healthcare professionals. The Library has hosted a number of overseas visitors during the year, and, since the Library catalogue has been available online, the number of searches being made through this means is steadily increasing.

The activities of the Academy have increased rapidly over the last year, leading us to appoint an Academy Coordinator to undertake the organisation and administration of Your Voice courses and Master Classes, and to be responsible for the maintenance and development of the National Library.

(e) By means of new and more comprehensive monitoring and evaluation, introduced during 2009/10, we have been able to more closely examine areas where gaps exist in service provision, in particular to newly injured people. As a result, various service developments have taken place as outlined in this Review. Some of these developments have involved the ongoing expansion of an existing service, such as the Community Peer Service, while others have focussed on short-term but effective raising of awareness of the Association's work to those with new injuries, for example the provision of a 'Newly Injured Pack' containing SIA literature, publications and the offer of free first year's membership to newly-injured SCI patients.

During the year, monthly Service Development meetings have been held to discuss developments and monitor progress, with staff from other Departments being represented in order to take an holistic approach to SIA's service provision.

(f) During the course of 2009/10, and given the current economic climate, we have been conscious of the need to work collaboratively where possible in order to avoid duplication of effort and so save costs. In particular, we have worked closely with other charities for spinal cord injured people as part of the Spinal Injuries Together (SIT) consortium. SIT's annual conference brings together lead staff from each of the member organisations for discussions on collaborative working and provides an ideal forum for the sharing of current work and plans for the future.

We have also continued our partnership working with the SCICs, in particular as regards our training courses, the majority of which are now hosted by the SCICs with their staff actively encouraging patients to attend. More formal links exist with, for example, the NSCIC, Stoke Mandeville due to our Family Counselling Service delivered in partnership with the Clinical Psychology Department, and with the Occupational Therapists at the majority of SCICs who assist in the running of our regular Employment Clinics. Meanwhile, funding from the Vice Chancellor's Community Research Fund at the University of Plymouth has enabled joint working with the University itself who have undertaken and published a review of our Community Peer Support Service.

#### **Rebuilding Lives through Sport (RLTS) project**

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 in which participants are wheelchair users and the project fits the strategy and pathways of the appropriate national governing bodies.

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 5 APRIL 2011

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During 2010/11 the RLTS panel held quarterly meetings to consider applications. During the three year period of this project a total of 70 applications were received; of these 36 received either full or part-funding. The total awarded during 2010/11 was £376,932. Grants helped to support a diverse range of activities from a project to enable spinal cord injured fencers to integrate more fully into able bodied fencing clubs and encourage a "one sport" ethos, through to SIA's continued support for 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.

**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.**

**Aims 2010/11**

- a) Be proactive in political campaigning and debate that is relevant to the needs of SCI people;
- b) To continue the *Preserving and Developing the National SCI Centre Service* campaign;
- c) To ensure an effective voice of the spinal cord injured community is heard across the UK;
- d) 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; and
- e) Continue to explore the possibilities for collaboration or alliances which would be of mutual benefit without affecting our autonomy.

a) In 2009 we published our second Campaign Manifesto 'Campaigning for Change' (CfC) which we are using to direct and shape our campaigning activity through to 2011. The campaigning priorities which make up the Manifesto came as a direct result of surveying the SIA membership. A new manifesto will be produced in 2011. Activity on the manifesto campaigns included:

**Awareness in District General Hospitals:** Funding has been secured and appointments made of four Community Peer Support Officers who are working in District General Hospitals to support SCI patients. A further three Officers are required to provide cover across England and Wales and funding is currently being sourced to deliver the entire service.

**UN Convention on the Rights of Persons with Disabilities treaty:** SIA became an active member of the 'Network of Networks' established by the HMG Office for Disability Issues as a consultation body with our consultation response feeding directly into the Government's official progress report to the UN Welfare Benefits: In 2010 the Government announced the biggest 'shake-up' in disability benefits ever seen, both in terms of support for those unable to work and for those requiring additional financial support to cover their extra costs resulting from their disability for their mobility, care and general living. SIA has been working with a wide range of disability organisations in a coalition to tackle the Government on their proposed cuts which will potentially adversely affect the lives of disabled people and has been in numerous meetings and roundtable discussions with the Minister for Disabled People. SIA has also put forward the issues of particular importance to its membership through its responses to the Department of Work and Pensions '21<sup>st</sup> Century Welfare' and on the changes to the Disability Living Allowance. SIA also was involved with campaigning for the mobility component of the Disability Living Allowance to continue to be paid to those living in residential accommodation and in the closing of the Independent Living Fund to new applicants and the impact that this will have on newly injured people leaving hospital who require complex care packages.

**Community Care:** SIA attended consultation events and made several consultation responses connected with the Government's Welfare Reform, these included Dept of Health consultation 'Direct Payments for Healthcare', Dept of Health 'Personal Care at Home Bill' and Law Commission consultation on 'Adult Social Care'. A particular concern has been the application and review process for Continuing Healthcare funding which resulted in SIA establishing a working group to tackle the issue our members are facing. Following changes made to the assessment process SIA revised its Toolkit that had been produced in its original format in 2008 to support spinal cord injured people through the maze of applying for the funding. In addition SIA has sought to work with other organisations on this important issue and has signed up to Care & Support Alliance.

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 5 APRIL 2011**

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Blue Badges (Abuse & Enforcement): SIA has continued to seek changes in the operation of the Blue Badge scheme and responded to Department for Transport's consultation 'Blue Badge reform' (2010) and has been working on the issue with the Joint Committee on Mobility for Disabled People. Public Transport: SIA is building a dossier on Air Travel issues from SCI people calling the SIA Advice line and Advocacy services and has responded to various consultations on Air Travel including the UK's response to the EU regulations on air travel in which SIA was cited in the final report. Furthermore, SIA commented on tender document for contracts for handling contracts at Heathrow airport and met with handling companies Omniserv and OCS. As a result of this activity SIA has been invited to sit on the Civil Aviation Authority Working Group. Looking at other areas of transport SIA signed up to support the Guide Dogs' campaign 'Talking Buses' and SIA assisted Consumer Focus with their research into the Mobility aid and wheelchair market. SIA also responded to Dept for Transport consultation into 'Mobility vehicles' (2010).

b) Preserving & Developing the national SCI service: SIA has been working to build on the successes of the previous year which included the setting up of a National SCI Strategy Board. A major piece of work started in 2010, with the appointment of a research assistant, to identify every hospital setting in which a SCI person could find themselves both following the acute stage of a new injury and for readmission of those previously injured. The work of identifying these has now been completed and we are now working with the SCI Centres and the National SCI Strategy Board to develop links for all of the hospitals to a designated SCI Centre. This work will be completed in 2011. SIA has been working with the Welsh SCI Centre in Cardiff to support the Centre in its move to new premises, which will happen in 2011, to ensure that the new location will offer all of the facilities that have been identified as important for a quality SCI Centre. In 2010 there were a lot of changes and consultations affecting the delivery of SCI healthcare which SIA was actively involved in, including submitting responses to consultations on the London Trauma Service and SCI Care Pathways.

c) SIA actively monitors Government/policymakers' communications and responds where appropriate to Government papers and consultation exercises. SIA has also made comment and provided representation on a number of national consultation documents. Copies of these can be found on the SIA website in the Campaigning section.

Building on the work of previous years 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 and direction to the group. Following the General Election in 2010 the political landscape changed and the APPG lost a number of members. To address this issue SIA asked its membership and the SCI Centres to write to their local MPs to ask them to become involved. There was a good response to this and as a result the APPG on SCI now has 72 members.

d) The advocacy service which was established in 2008 has continued to be developed. In 2010 we started to look for new ways to deliver the Service. In particular we have been looking at how to tackle specific issues –such as access to NHS Continuing Healthcare funding. The increase in number and the complexity of the requests for support led SIA to create a working group to look at how to tackle the issues our members were facing on this subject. The working group had between them a high degree of knowledge on the subject and acted as volunteer advocates for members seeking support from SIA. However, as the year progressed it became clear that the numbers of enquiries were far higher than could be accommodated by these volunteers and that a dedicated paid worker was required. Funding was successfully sought and at the end of 2010/11 a three-day per week officer was appointed to provide support to members seeking to apply/appeal for NHS Continuing Healthcare funding.

e) SIA is very much involved with the work of the National SCI Strategy 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 an umbrella organisation, established to bring together the views of patients with spinal cord injury and medical practitioners provides direction to the work of the APPG on SCI. Following the highly successful SIA campaign, which saw the establishment of the National SCI Strategy Board, a new priority has been identified for the APPG to tackle. The APPG has agreed to look at the need for SCI specialist training to tackle the trend towards SCI Centres becoming Rehabilitation Centres alone and for SCI to be seen as a Clinical Specialty in its own right. A substantial piece of work for SIA is being involved in the planning and implementation of the 2012 International Spinal Cord Society (ISCoS) Conference which will be held in London in September 2012 to coincide with the 2012 Paralympics.

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

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 5 APRIL 2011

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disability and health related forums, and have formed and joined partnerships and coalitions with other disability organisations to tackle common issues.

**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.**

**Aims 2010/11**

- a) Diversify our income streams, becoming less reliant on long-standing sources of income;
- b) Safeguard existing core activity by maintaining relationships with funders and supporters;
- c) Exploit opportunities by researching new markets and optimising the benefits of social enterprise;
- d) Maximise engagement with and donations from our individual supporters in the community;
- e) Develop an extended social event and challenge event calendar;
- f) Expand range of supporters involved in SIA fundraising activity; and
- g) Explore the possibilities for collaboration or alliances which would be of mutual benefit without affecting our autonomy.

a) The economic downturn, which started in the summer of 2009, continued with many of SIA's longstanding supporters being affected by the economic climate. Several planned fundraising events did not materialise for a variety of reasons – these included a Champions Ball (horse racing) and a Formula One Ball.

Despite these disappointments we have had a number of successes with events that have either performed above expectation or had not been planned at the start of the year. 2010/11 was a year in which we sought to diversify our income streams trying out new ideas to bring on board individuals to undertake fundraising activities to raise funds for SIA.

b) For over 20 years now SIA has worked to grow its profile in the Horse Racing world. Despite the industry being hit by the economic climate, many of our long time supporters have continued to raise substantial funds for SIA. Well-established SIA Horse Racing events such as that held with the Amateur Jockeys Association at Newbury have continued to be a good source of financial support. Building on the goodwill within the racing industry SIA launched The Tristram Ricketts Appeal to raise funds for the development of the SIA Academy. This proved to be a huge success generating just under £180k with fundraising activities such as a team in the London Marathon, a Race Evening/Dinner at Windsor Racecourse and a Golf Day at Sunningdale.

In 2010 SIA tried a new strategy for gaining sponsorship of services activity – rather than seek funding for a large number of small sponsorships opportunities, we created five major sponsorship packages with items requiring sponsorship being bundled together (which could have one or more sponsors). These were marketed under the name of 'Newly Injured Packs' and were broken down into regions.

The Charitable Trusts team had a number of major trust fundraising successes during the year raising £447,346 from trusts, foundations and statutory bodies during this period.

The major source of income for our service provision continues to come in the form of grants (trusts, statutory bodies and National Lottery). The regional focus of many of our services, such as Peer Advice, Employment Clinics, and Community Peer Support, and a dedicated role to secure regional support, has enabled SIA to continue to secure support from regional trusts. This work has included support for the development of our services within Wales from Big Lottery Wales and the North West of England from James Tudor Foundation.

Based on this, approaches to regional grant providers were extremely successful with over £82,018 secured (2010: £79,000) from approximately 60 regional trusts with 18 new regional funders.

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 core activities (governance costs, membership development and SIA's Advocacy service), totalling £35,000. A total of £312,399 was secured from major trusts, with five 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.

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 5 APRIL 2011**

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c) A Trustee sub-committee looking at Social Enterprise and Trading Activities has been examining opportunities for additional trading activities that could be channeled 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 organisation's reliance on fundraising activities to fund its services.

Our main social enterprise income revolves around our publications. The Solicitors' Directory, as well as being a valuable resource for people seeking an expert in the field of Personal Injury law, is a continued source of a high level of funding. An innovation for 2010-2011 was the introduction of an online application process, which was a success in making application and processing easier.

d) SIA benefits immensely from support from a large number of members and their families and a wider supporter base who make a big impact on SIA fundraising. To acknowledge their support SIA has created a Community Stars programme which as well as acknowledging their past support seeks to encourage them further to fundraise for SIA in their local community by taking part in sponsored walks, coffee mornings etc. We have developed a wide range of materials to assist our supporters with raising funds. New for 2010/11 we have introduced an email newsletter and a hardcopy version to keep our supporters informed about what is going on at SIA.

The biggest community event we held in 2010/11 was a Grade-One-a-Thon which involved the musical community of Cambridgeshire which raised over £60,000. This phenomenal sum was raised by 140 musicians who volunteered to learn a new musical instrument in just eight weeks and then take a Grade One exam followed by performing at a concert. The event was a huge success raising awareness as well as much needed funds.

The SIA Legacy campaign has continued to be promoted to members and the wider community through the year and saw an increase in the level of income from this source of £21,000.

e) SIA has benefited hugely from well established events such as our Oil and Gas Industry Dinner/Quiz and the highly successful Manchester Cornflower Ball which is for the legal profession in and around Manchester. The Cornflower Ball continues to grow in popularity and in this, its 14<sup>th</sup> year, attracted 560 guests raising in excess of £40,000. Establishing new social events is difficult in the current financial climate but by working with our Corporate Partners we were able to put on a wide variety of occasions.

Over the past three years SIA has benefited hugely from being the Charity of the Year of the 2008 London Marathon with an increase in the number of Charity places. In 2010 we had 157 runners raising £142,500. Unfortunately the number greatly reduces in 2011 to just 65 and then in 2012 down to the original level we had of 25. With this in mind we are seeking to widen the range of running events. We have been linking up with established Challenge events but are also looking to establish our own unique activities. One such event, which was started planning for, is a Cycle-A-Thon which we hope to launch in 2011. This exciting and inclusive challenge event is hoped will appeal on a national scale to anyone who is interested in cycling including SCI members will be able participate using a range of pieces of equipment such as hand cycles or a Functional Electrical Stimulation (FES) cycle.

f) Despite the financial pressures on our corporate supporters the Corporate Partnership Programme (CPP) has continued to grow this year with 16 new members joining. The Partners have been graded by size and previous activity and in 2011 SIA will be seeking to build on these relationships and approach them to get involved with staff fundraising.

The big area of growth for SIA this year has been in Charity of the Year activities. In 2010 SIA secured the nomination to be one of the benefiting charities of The Times Christmas Appeal 2010. This Appeal ran from December to January and a total of £209,253 secured from Times readers and the Times+ scheme. Spinal Injuries Scotland has been given their share of this (10%). Gift Aid will be received in 2011/12. With additional income for services received from new Charitable Trusts (£35,000) on the back of the Appeal and match funding from City Bridge Trust (£35,250), Active Assistance (£14,000) and Pannone LLP (£20,000), the total income from the Appeal is in region of £315,000 (plus gift aid to be received). The Appeal has generated far more profile and income than ever expected, including a grant to

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 5 APRIL 2011**

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launch the CPS in the North East of England. The Times donor list has also enabled SIA to increase the donor mailing list on the database by 30%.

We also benefited from a number of key supporters choosing SIA as their Charity of the Year with a particular strong area of support coming from the legal profession working in the area of Personal Injury law. We worked closely with a number of these companies supporting them in their endeavors to assist them with maximising their fundraising opportunities.

g) SIA's longstanding partnership with Spinal Injuries Scotland (SIS) was once again hugely successful raising £36,000 for SIA at the London end of the twin venue event that is the Oil and Gas Industry Quiz Dinner. SIA is responsible for the London end while SIS look after the event in Aberdeen.

A new partnership for SIA in 2010 was with the Doncaster-based charity Hospital Heartbeat Appeal when we came together to put on a Charity Race Day at Doncaster Racecourse which was attended by SIA Royal Patron, HRH The Princess Royal.

***OUR SUPPORTERS***

2010/11 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, corporate supporters and all of the hard work put in by our fundraising event committees.

**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 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 2010/11 overall fundraising expenditure of £562,744 is shown. However, of this expenditure only £223,150 was salary and support 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 2010/11 was £2,164,274 of which only 10.3% was spent on fundraising salaries and associated support costs. SIA continues to work to develop other income streams.

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

**Aims 2010/11**

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

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 5 APRIL 2011

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- a) With the regular attendance of our Peer Advisers and our Employment Adviser at the SCICs, together with the distribution of sponsored Newly Injured Packs, we felt confident that our high presence at the Centres was recognised by patients and their families.
- b) and c) The recommendations of the Membership Working Group, set up to work on this target, were implemented from April 2010 since when the Group, having completed its work, has handed the ongoing developments to SIA's Social Enterprise and Trading Group (SETAG). SETAG has had a number of meetings during the year, primarily to consider the proposal, ultimately rejected, to set up SIA Law, while the initiatives accepted by the Trustees from the original Membership Working Group have been developed by staff, e.g. discounts on products for members in our online shop.
- d) These included the promotion of the benefits of SIA membership through a variety of means, e.g. through our regular publications, website, contact with outreach staff and our attendance at external events and exhibitions.
- e) We also sought to devise ways of improving our communication with members through new web-based platforms such as our Link Scheme and Featured Forum Chat Rooms, all of which has helped to grow our online community.

**5. Ensure that SIA's structure, staff, governance and operational systems are fully able to deliver SIA's mission and increase our impact.**

**Aims 2010/11**

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

a) Efficient governance of the Association is vital to enable us to carry out our work in a meaningful and effective way. During the year under review, efforts were made to ensure not only an efficient and timely servicing of the Trustee Board but also that election to the Trustee Board itself could be accessed more easily by the membership. Using the benefits of new technology, we created facilities to enable online voting as well as postal voting for election of new Trustees. While the take up of this was relatively low, we are assured that once such a method of voting becomes more commonplace, its use will increase.

b) All meetings, from Trustee Board down to internal Departmental meetings are minuted. An online facility for Trustees to access their papers securely via our website has been created, with an archive of meeting papers available for twelve months.

c) Equally important has been the need to ensure a continued effective infrastructure for the Association. To this end SIA's personnel practices have been enhanced by the acquisition of dedicated software to better manage the processes relating to recruitment, induction, training and staff ongoing support.

Our premises management during the course of the year has necessitated a full review of our insurances, maintenance cover, fire and Health & Safety arrangements while we continue to examine ways of improving effective communication throughout the organisation with the use of new technology, e.g. video conferencing, Skype etc.

During the financial year under review, work has continued on acquiring the PQASSO Quality Mark with the internal assessment of six of the twelve quality areas having been completed. On completion of the remaining six areas, SIA will apply for its external assessment with the aim of acquiring this Quality Mark.

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 5 APRIL 2011**

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**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

# Independent auditor's report to the members of Spinal Injuries Association

We have audited the financial statements of Spinal Injuries Association for the year ended 5 April 2011 which comprise the Consolidated Statement of Financial Activities, the Consolidated Summary Income and Expenditure account, the Consolidated and Company Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

## Respective responsibilities of trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 5, the trustees (who are also the directors of the charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors. This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

## Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's web-site at [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm).

## Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's and group's affairs as at 5 April 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Opinion on the other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

*Stephen Brown*

Stephen Brown (Senior Statutory Auditor)  
for and on behalf of Mazars LLP, Chartered Accountants and Statutory Auditor  
The Pinnacle, 160 Midsummer Boulevard, Milton Keynes MK9 1FF  
17 August 2011

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITY**  
**Including the CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT**  
**AS AT 5 APRIL 2011**

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
<b>Incoming resources</b>						
<b>Incoming resources from generated funds:</b>						
Voluntary income:						
Grants and donations	2	171,289	183,530	349,599	704,418	1,035,555
Activities for generating funds:						
Fundraising activities	3	898,462	422,314	-	1,320,776	843,864
Trading activities	4	14,642	-	-	14,642	19,630
Investment income	5	2,386	-	-	2,386	1,979
		<u>1,086,779</u>	<u>605,844</u>	<u>349,599</u>	<u>2,042,222</u>	<u>1,901,028</u>
<b>Incoming resources from charitable Activities:</b>						
Publications and Training	6	122,052	-	-	122,052	118,435
<b>Total incoming resources</b>		<u>1,208,831</u>	<u>605,844</u>	<u>349,599</u>	<u>2,164,274</u>	<u>2,019,463</u>
<b>Resources expended</b>						
<b>Cost of generating funds:</b>						
Fundraising costs of grants and donations	8	162,507	-	-	162,507	215,736
Fundraising activities	8	322,525	65,941	-	388,466	408,317
Trading activities	8	11,771	-	-	11,771	15,183
Sub total cost of generating funds		<u>496,803</u>	<u>65,941</u>	<u>-</u>	<u>562,744</u>	<u>639,236</u>
<b>Charitable activities:</b>						
Grants and donations	9	-	186,216	-	186,216	113,702
Services, Publication and Social Policy	9	237,240	341,414	396,799	975,453	1,007,436
Awareness Raising	9	139,094	-	-	139,094	156,013
Sub total charitable activities		<u>376,334</u>	<u>527,630</u>	<u>396,799</u>	<u>1,300,763</u>	<u>1,277,151</u>
<b>Governance costs</b>	11	103,150	6,674	2,500	112,324	93,902
<b>Total resources expended</b>		<u>976,287</u>	<u>600,245</u>	<u>399,299</u>	<u>1,975,831</u>	<u>2,010,289</u>
<b>Net (outgoing) incoming resources before transfers</b>		232,544	5,599	(49,700)	188,443	9,174
Gross transfers between funds		-	-	-	-	-
<b>Net (outgoing) incoming resources before revaluation</b>		232,544	5,599	(49,700)	188,443	9,174
Gains/losses on revaluations of Investment assets		-	-	-	-	-
<b>Net movement of funds in year</b>		232,544	5,599	(49,700)	188,443	9,174
<b>Total funds as at 6 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>
<b>Total funds as at 5 April</b>		<u>2,304,877</u>	<u>153,207</u>	<u>173,722</u>	<u>2,631,806</u>	<u>2,443,363</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.

All of the income and expenditure above is attributable to the parent entity only.

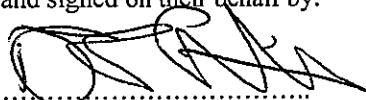
The notes on pages 22 to 35 form an integral part of the accounts.

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**CONSOLIDATED BALANCE SHEET**  
**FOR THE YEAR ENDED 5 APRIL 2011**

**COMPANY NUMBER: 3175203**

	Notes	2011		2010	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	14		1,930,164		1,975,772
<b>CURRENT ASSETS</b>					
Stock		535		-	
Debtors	16	125,147		186,401	
Short term deposits		700,000		500,000	
Cash at bank and in hand		311,633		235,134	
		<u>1,137,315</u>		<u>921,535</u>	
<b>CURRENT LIABILITIES</b>					
<b>CREDITORS:</b> amounts falling due within one year	17	<u>(235,673)</u>		<u>(253,944)</u>	
<b>NET CURRENT ASSETS</b>			901,642		667,591
<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>2,631,806</u></u>		<u><u>2,443,363</u></u>
<b>Represented by</b>					
<b>Funds</b>					
<b>Unrestricted</b>					
Designated Funds	19		153,207		147,608
Property Funds	19		1,725,402		1,765,070
Other charitable funds	19		579,475		307,263
			<u>2,458,084</u>		<u>2,219,941</u>
Restricted	20		<u>173,722</u>		<u>223,422</u>
<b>Total funds</b>			<u><u>2,631,806</u></u>		<u><u>2,443,363</u></u>

The financial statements on pages 19 to 35 were approved and authorised for issue by the Trustees on 6<sup>th</sup> August 2011 and signed on their behalf by:



.....  
 Daniel Smith ACA  
 Treasurer

The notes on pages 22 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 2011

COMPANY NUMBER: 3175203

	Notes	2011		2010	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	14		1,930,164		1,975,772
Investments	15		1		1
			<u>1,930,165</u>		<u>1,975,773</u>
<b>CURRENT ASSETS</b>					
Stock		535		-	
Debtors	16	125,147		186,401	
Short term deposits		700,000		500,000	
Cash at bank and in hand		311,633		235,134	
		<u>1,137,315</u>		<u>921,535</u>	
<b>CURRENT LIABILITIES</b>					
<b>CREDITORS:</b> amounts falling due within one year	17	(235,674)		(253,945)	
<b>NET CURRENT ASSETS</b>			901,641		667,590
<b>CREDITORS:</b> amounts falling due after more than one year	18		(200,000)		(200,000)
<b>TOTAL ASSETS LESS LIABILITIES</b>			<u>2,631,806</u>		<u>2,443,363</u>
<b>Represented by</b>					
<b>Funds</b>					
<b>Unrestricted</b>					
Designated Funds	19		153,207		147,608
Property Funds	19		1,725,402		1,765,070
Other charitable funds	19		579,475		307,263
			<u>2,468,084</u>		<u>2,219,941</u>
Restricted	20		173,722		223,422
<b>Total funds</b>			<u>2,631,806</u>		<u>2,443,363</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 19 to 35 were approved and authorised for issue by the Trustees on 6<sup>th</sup> August 2011 and signed on their behalf by:



Daniel Smith ACA  
Treasurer

The notes on pages 22 to 35 form an integral part of the accounts.

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2011**

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**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 2011**

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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 2011**

---

**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 £37,417 (2010: £33,916) were paid during the year.

**m) Stock**

Stocks are valued at the lower of average cost and estimated net realisable value.

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2011**

2. Voluntary income	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Legacies	52,672	-	-	52,672	79,742
Services in kind	-	-	-	-	-
	52,672	-	-	52,672	79,742
Grants and donations:					
<u>Information and case work</u>					
Dept. of Health Section 64 grant	-	-	-	-	12,992
The Big Lottery Fund	-	-	-	-	16,940
The Childwick Trust	-	-	-	-	15,000
John Ellerman Foundation	-	-	32,000	32,000	32,000
Waterloo Foundation	-	-	-	-	6,890
The Sobell Foundation	-	-	-	-	20,000
Peter Harrison Foundation	-	-	-	-	20,000
The Rayne Foundation	-	-	-	-	10,000
Stewarts Solicitors	-	-	10,000	10,000	11,000
Persula Foundation	-	-	8,030	8,030	-
Royal Air Force Benevolent Fund	-	-	-	-	6,000
Army Benevolent Fund	-	-	-	-	6,000
Tazmae Charitable Trust	-	-	5,000	5,000	-
Sylvia Adams Charitable Trust	-	-	-	-	25,000
Seafarers UK	-	-	-	-	5,000
Royal British Legion	-	-	-	-	4,000
Stavros Niarchos Foundation	-	-	9,750	9,750	-
Grants from Trusts	27,918	34,219	6,000	68,137	32,700
Voluntary donations	-	41,464	-	41,464	32,119
	27,918	75,683	70,780	174,381	255,641
<u>Publications</u>					
The D'oyly Carte Trust	-	-	-	-	3,545
ABF Soldier's Charity	-	-	6,000	6,000	-
Mazars Charitable Trust	-	-	11,200	11,200	-
First Group Holdings	-	-	-	-	2,045
Souter Charitable Trust	-	-	-	-	2,000
Vodafone	-	-	-	-	1,882
Lennox&Wyfold Foundation	-	-	-	-	5,000
Horsrace Betting Levy	-	-	-	-	5,000
Grants from Trusts	5,194	-	-	5,194	15,118
Subscriptions	72,329	-	-	72,329	59,748
Sponsorship and donations	5,201	64,050	-	69,251	43,307
	82,724	64,050	17,200	163,974	137,645
<u>Social Policy work</u>					
Stewarts Law Foundation	-	-	15,000	15,000	-
Department of Work and Pension	-	-	7,000	7,000	-
SCI Centre Campaign Fund	-	-	10,000	10,000	-
The Eranda Foundation	-	-	-	-	25,000
EBM Charitable Trust	-	-	-	-	10,000
Chase De Vere	-	-	-	-	30,000
Equality and Human Rights Comm	-	-	-	-	3,995
Sponsorship and donations	103	-	-	103	148
	103	-	32,000	32,103	69,143

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2011**

2. Voluntary income (continued)	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
<i>Peer Support &amp; Healthy Living</i>					
Lloyds TSB Foundation for Northern Ireland	-	-	-	-	4,000
Tees Valley Community Foundation	-	-	-	-	2,000
A&S Burton 1960 Charitable Trust	-	-	-	-	10,000
City Bridge Trust	-	-	36,000	36,000	18,500
Community Development Foundation	-	-	-	-	121,372
Esmee Fairbairn Foundation	-	-	20,886	20,886	20,259
Awards For All Northern Ireland	-	-	-	-	3,421
The Henry Smith Charity	-	-	39,600	39,600	38,700
William Hardings Charity	-	-	6,000	6,000	-
CHK Charities Ltd	-	-	5,000	5,000	5,000
James Tudor Foundation	-	-	18,750	18,750	-
Stafford Trust	-	-	5,000	5,000	-
Stavros Niarchos Foundation	-	-	-	-	9,650
Big Lottery Fund	-	-	29,383	29,383	-
The D'oyly Trust	-	-	4,000	4,000	-
The Alice Ellen Cooper Dean - Charitable Foundation	-	-	5,000	5,000	5,000
Edith Murphy Foundation	-	-	5,000	5,000	5,000
Anson Charitable Trust	-	-	-	-	3,000
Grants from Trusts	-	12,144	45,000	57,144	40,870
Voluntary donations and grants	1,401	31,250	-	32,651	34,283
	1,401	43,394	219,619	264,414	321,055
Core grants and donations	6,471	403	10,000	16,874	172,329
<b>Total voluntary income</b>	<b>171,289</b>	<b>183,530</b>	<b>349,599</b>	<b>704,418</b>	<b>1,035,555</b>

3. Fundraising activities	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Fundraising black tie events	200,994	-	-	200,994	319,472
Fundraising race days	75,257	-	-	75,257	114,669
Fundraising challenge events	322,007	71,277	-	393,284	374,517
Fundraising community events	300,204	-	-	300,204	-
Times Appeal	-	184,441	-	184,441	-
Tristram Ricketts Appeal	-	166,596	-	166,596	35,206
	898,462	422,314	-	1,320,776	843,864

During the year, the charity recognised £71,277 of designated grants and sponsorship revenues in respect of the 2011 Virgin London Marathon. This amount is designated to making grants to Rebuilding Lives Through Sports Projects.

4. Trading activities	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Christmas card sale	14,641	-	-	14,641	19,630

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2011**

		Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £	
<b>5.</b>	<b>Investment income</b>						
	Interest on cash deposit	2,386	-	-	2,386	1,979	
<b>6.</b>	<b>Incoming resources from charitable activities</b>						
	Publication sale	6,785	-	-	6,785	6,007	
	Solicitors training	20,337	-	-	20,337	-	
	Solicitors' directory	54,191	-	-	54,191	54,156	
	Newsletter advertisement	40,739	-	-	40,739	58,272	
		122,052	-	-	122,052	118,435	
<b>7.</b>	<b>Deficit on charitable activities for the year</b>				<b>2011</b>	<b>2010</b>	
	The deficit is stated after charging:				£	£	
	Depreciation of tangible fixed assets – owned by the company				48,008	50,310	
	Operating lease rental – telephone				-	-	
	Audit fee				7,500	7,000	
<b>8.</b>	<b>Cost of generating funds</b>						
		<b>Staff Costs £</b>	<b>Depreciation £</b>	<b>Direct Costs £</b>	<b>Support Costs £</b>	<b>Total 2011 £</b>	<b>Total 2010 £</b>
	Fundraising and Publicity	114,498	6,481	24,668	16,861	162,508	215,736
	Fundraising events & race days	74,930	4,160	292,514	16,861	388,465	408,317
	Christmas card sale	-	-	11,771	-	11,771	15,183
	<b>Total</b>	189,428	10,641	328,953	33,722	562,744	639,236

During the year, £38,522 (2010: £95,827) of preparation costs have been deferred and recognised on the date of the event, falling in the next accounting period.

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 2010/11 was £2,164,274 of which only 10.3% was spent on fundraising salaries and associated support costs. SIA continues to work to develop other income streams.

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2011**

**9. Cost of charitable activities**

	Staff Costs £	Depreciation £	Direct Costs £	Support Costs £	Total 2011 £	Total 2010 £
<b>Services and Publications</b>						
Information and casework	261,624	20,883	59,264	36,788	378,559	328,986
Social Policy work	82,660	2,721	4,866	9,197	99,444	150,971
Peer Support	208,425	4,881	53,068	36,788	303,162	332,013
Publication	38,350	2,721	144,020	9,197	194,288	195,466
<b>Sub total</b>	<b>591,059</b>	<b>31,206</b>	<b>261,218</b>	<b>91,970</b>	<b>975,453</b>	<b>1,007,436</b>
Awareness Raising	47,880	2,720	79,296	9,197	139,093	156,013
Grants and donations	-	-	186,216	-	186,216	113,702
<b>Cost of charitable activities</b>	<b>638,939</b>	<b>33,926</b>	<b>526,730</b>	<b>101,167</b>	<b>1,300,762</b>	<b>1,277,151</b>

**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". The Trustees have committed to granting 10% of net income received from The Times Appeal 2010 to Spinal Injuries Scotland.

	£	£
Net income received		71,277
Net income brought forward (note 19)		116,005
		<u>187,282</u>
<b>Grants paid:</b>		
The Back-Up Trust	10,000	
Volleyball England	24,000	
British Disabled Fencing Association	10,000	
The Handcycling Association of UK	4,700	
The Hartley Centre	12,000	
Buckinghamshire Healthcare NHS Trust	10,940	
Wheel Power	55,000	
Boccia England	13,100	
Eastern Region Wheelchair Basketball Association	7,035	
Carlisle Wheelchair Sports Club	5,000	
Adaptive Snowsports Milton Keynes	1,700	
Llandegfedd Watersports Centre	10,000	
Bristol Sailability	4,718	
	<u>(168,193)</u>	
Net income carried forward (note 19)		<u>19,089</u>
Spinal Injuries Scotland		<u>18,116</u>

**11. Governance cost**

	Staff Costs £	Depreciation £	Direct Costs £	Support Costs £	Total 2011 £	Total 2010 £
Management & Administration	55,852	3,441	10,069	18,394	87,756	70,629
Governing Board	-	-	24,568	-	24,568	23,273
<b>Total</b>	<b>55,852</b>	<b>3,441</b>	<b>34,637</b>	<b>18,394</b>	<b>112,324</b>	<b>93,902</b>

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2011**

**12. Direct costs**

	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
The major components of direct costs were:		
Event direct costs	292,514	297,028
Printing and photocopying	222,254	235,484
Consultancy	85,926	117,101
Travel and accommodation	75,369	70,192
Volunteer costs	3,116	35,321
Postage and telecommunications	16,724	20,661
Grants and donations	186,216	113,702
Other	8,201	21,369
	<u>890,320</u>	<u>910,858</u>
Included in other costs :		
Interest payable on bank loan	<u>4,064</u>	<u>5,035</u>

**13. Wages and salaries**

	<b>2011</b>	<b>2010</b>
	<b>£</b>	<b>£</b>
The aggregate payroll costs were:		
Wages and salaries	775,568	800,608
Social security costs	71,235	72,657
Other pension costs	37,417	37,195
	<u>884,220</u>	<u>910,460</u>

**Particulars of employees:**

The average number of staff employed by the charitable company during the financial year amounted to 36 (2010: 37).

One employee received remuneration and benefits between £60,000 to £70,000 (2010: One) during the financial year.

- No trustee received any remuneration. During the financial year, expenses were paid to 12 trustees, amounting to £6,886 (2010: 11 trustees amounting to £6,458). Trustees' indemnity insurance paid during the year amounted to £2,279 (2010: £2,641).

**SPINAL INJURIES ASSOCIATION**  
**(A Company Limited by Guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2011**

**14. TANGIBLE FIXED ASSETS**

<b>Group and charity</b>	<b>Capital Buildings £</b>	<b>Computers £</b>	<b>Office Equipment £</b>	<b>Total £</b>
<b>COST</b>				
At 6 April 2010	2,163,410	20,413	66,470	2,250,293
Additions	-	-	2,400	2,400
Disposals	-	-	-	-
At 5 April 2011	<u>2,163,410</u>	<u>20,413</u>	<u>68,870</u>	<u>2,252,693</u>
<b>DEPRECIATION</b>				
At 6 April 2010	198,340	20,398	55,783	274,521
Charge for the year	39,668	-	8,340	48,008
Disposals	-	-	-	-
At 5 April 2011	<u>238,008</u>	<u>20,398</u>	<u>64,123</u>	<u>322,529</u>
<b>NET BOOK VALUE</b>				
At 5 April 2011	<u>1,925,402</u>	<u>15</u>	<u>4,747</u>	<u>1,930,164</u>
At 5 April 2010	<u>1,965,070</u>	<u>15</u>	<u>10,687</u>	<u>1,975,772</u>

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

**15. FIXED ASSETS INVESTMENTS**

	<b>Group 2011 £</b>	<b>Group 2010 £</b>	<b>Charitable Company 2011 £</b>	<b>Charitable Company 2010 £</b>
<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 2011.

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16. DEBTORS

	Group 2011 £	Group 2010 £	Charitable Company 2011 £	Charitable Company 2010 £
Fee debtors	20,480	19,848	20,480	19,848
Other debtors	2,194	35,000	2,194	35,000
Prepayments and accrued income	102,473	131,553	102,473	131,553
	<u>125,147</u>	<u>186,401</u>	<u>125,147</u>	<u>186,401</u>

Included in debtors is £1,229 (2010: £4,374) of prepaid pension contributions.

17. CREDITORS: AMOUNTS FALLING DUE  
WITHIN ONE YEAR

	Group 2011 £	Group 2010 £	Charitable Company 2011 £	Charitable Company 2010 £
Bank overdraft	52,680	-	52,680	-
Taxation and social security	-	3,467	-	3,467
Amounts due to subsidiary undertakings	-	-	1	1
Accruals and deferred income	182,993	250,477	182,993	250,477
	<u>235,673</u>	<u>253,944</u>	<u>235,674</u>	<u>253,945</u>

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

18. CREDITORS: AMOUNTS FALLING DUE  
AFTER ONE YEAR

	Group 2011 £	Group 2010 £	Charitable Company 2011 £	Charitable Company 2010 £
Bank loan	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>

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

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**19. UNRESTRICTED FUNDS**

	Balance at 6 April 2010	Income	Expenditure	Transfers	Gain on Investment Assets	Balance at 5 April 2011
	£	£	£	£	£	£
<b>General</b>						
Charitable Fund	296,561	1,206,431	(928,279)	-	-	574,713
Fixed assets	10,702	2,400	(8,340)	-	-	4,762
Property Fund	1,765,070	-	(39,668)	-	-	1,725,402
	<u>2,072,333</u>	<u>1,208,831</u>	<u>(976,287)</u>	<u>-</u>	<u>-</u>	<u>2,304,877</u>
<b>Designated</b>						
Deposits from SIA Groups:						
SIA-Merseyside	7,391	403	-	-	-	7,794
SIA-Bolton	505	-	-	-	-	505
Spinal Injuries Together	2,033	-	(214)	-	-	1,819
Publications	15,000	64,050	(79,050)	-	-	-
Social Policy work	6,674	-	(6,674)	-	-	-
Information and Case work	-	75,683	(75,683)	-	-	-
Peer Support + Healthy Living	-	43,394	(43,394)	-	-	-
Rebuilding Lives Through Sports	116,005	71,277	(168,193)	-	-	19,089
The Times Christmas Appeal 2010	-	184,441	(108,441)	-	-	76,000
Tristram Ricketts Appeal	-	166,596	(118,596)	-	-	48,000
	<u>147,608</u>	<u>605,844</u>	<u>(600,245)</u>	<u>-</u>	<u>-</u>	<u>153,207</u>
Charity Unrestricted Funds	<u>2,219,941</u>	<u>1,814,675</u>	<u>(1,576,532)</u>	<u>-</u>	<u>-</u>	<u>2,458,084</u>

All of the income and expenditure above is attributable to the parent entity only.

**Unrestricted funds**

**Property Fund** - SIA premises.

**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.

**Rebuilding Lives Through Sports**- to support grassroots participation in disability sports.

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

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

**The Times Christmas Appeal 2010** – to further develop our community Peer support service and to develop a support service for people seeking continuing healthcare funding.

**Tristram Ricketts Appeal** – to fund development of the SIA academy.

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20. RESTRICTED FUNDS	Balance at 6 April 2010	Incoming	Outgoing	Transfers	Balance at 5 April 2011
	£	£	£	£	£
<b>Movement in resources:</b>					
Laurie Michaelis Fund	2,115	-	-	-	2,115
Big Lottery Fund	-	29,383	(21,278)	-	8,105
Esmee Fairbairn Foundation	10,130	20,886	(20,583)	-	10,433
John Ellerman Foundation	21,333	32,000	(32,000)	-	21,333
Charitable Foundation	-	5,000	-	-	5,000
The Eranda Foundation	12,500	-	(12,500)	-	-
The Waterloo Foundation	6,890	-	(6,890)	-	-
Awards For All-Northern Ireland	3,421	-	(3,421)	-	-
Sylvia Adams Charitable Trust	4,500	-	(4,500)	-	-
Stewarts Solicitors	4,000	10,000	(10,000)	-	4,000
The Sobell Foundation	20,000	-	(20,000)	-	-
Peter Harrison Foundation	20,000	-	(20,000)	-	-
The Rayne Foundation	10,000	-	(10,000)	-	-
The D'oyly Carte Trust	3,545	4,000	(3,545)	-	4,000
The Persula Foundation	2,600	8,030	(9,430)	-	1,200
The Henry Smith Charity	19,750	45,600	(45,550)	-	19,800
Stavros Niarchos Foundation	9,650	9,750	(6,650)	-	12,750
Lillie C Johnson Charitable Trust	1,000	-	(1,000)	-	-
Sir John Eastwood Foundation	1,000	-	(1,000)	-	-
City Bridge Trust	4,380	36,000	(36,193)	-	4,187
Community Development Foundation	60,681	-	(60,681)	-	-
First Group Holdings	2,045	-	(2,045)	-	-
Souter Charitable Trust	2,000	3,000	(2,000)	-	3,000
Vodafone	1,882	-	(1,882)	-	-
Tezmae Charitable Trust	-	5,000	-	-	5,000
Stewarts Law Foundation	-	15,000	(15,000)	-	-
Department of Work and Pension	-	7,000	(7,000)	-	-
SCI Centre Campaign Fund	-	10,000	(5,701)	-	4,299
James Tudor Foundation	-	18,750	(15,750)	-	3,000
The Edith Murphy Foundation	-	5,000	-	-	5,000
William Hardings Charity	-	6,000	-	-	6,000
Stafford Trust	-	5,000	-	-	5,000
Mazars Charitable Trust	-	11,200	(11,200)	-	-
ABF The Soldier's Charity	-	6,000	(6,000)	-	-
Garfield Weston Foundation	-	10,000	(2,500)	-	7,500
CHK Charities Ltd	-	5,000	(5,000)	-	-
Other Small Grants –Peer Support	-	8,000	-	-	8,000
Other Small Grants-Peer Advice	-	34,000	-	-	34,000
	<u>223,422</u>	<u>349,599</u>	<u>(399,299)</u>	<u>-</u>	<u>173,722</u>

All of the income and expenditure above is attributable to the parent entity only.

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**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.

**Esmee Fairbairn Foundation**

To support salary costs of the Head of Outreach Services.

**John Ellerman Foundation**

To support salary costs of Head of Service Development.

**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.

**Stewarts Solicitors**

To support e-clips online newsletter.

**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.

**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.

**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.

**Tezmae Charitable Trust**

To support SIA's outreach work.

**Stewarts Law Foundation**

To support Public affairs work.

**Department of Work and Pension**

Towards the salary costs of the Head of Public Affairs.

**SCI Centre Campaign Fund**

To campaign for SCI centres.

**James Tudor Foundation**

To Support community peer service in the North- West.

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**Restricted Funds (continued)**

**The Edith Murphy Foundation**

To support peer advice service in the National Spinal Injuries Centre.

**William Hardings Charity**

To support peer advice service in the National Spinal Injuries Centre.

**Stafford Trust**

To support community peer support for the Armed Forces.

**Mazars Charitable Trust**

To develop an animation for spinal cord injured children.

**ABF The Soldier's Charity**

To support SIA's work with individuals from the Armed Forces.

**Garfield Weston Foundation**

To support SIA's governance costs.

**CHK Charities Ltd**

To support the Community Peer Support service.

**Other Small Grants –Peer Support**

To support peer support service.

**Other Small Grants-Peer Advice**

To support peer advice service.

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

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Fixed assets (net of loan)	1,730,164	-	-	1,730,164
Net current assets	574,713	153,207	173,722	911,642
	<u>2,304,877</u>	<u>153,207</u>	<u>173,722</u>	<u>2,631,806</u>