



Spinal Injuries Association

Report and financial statements
For the year ended 31 March 2020

Company number: 3175203

Charity number: 1054097

Spinal Injuries Association
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Company number	3175203	
Country of incorporation	United Kingdom	
Charity number	1054097	
Country of registration	England & Wales	
Company secretary	Nik Hartley OBE, Chief Executive Officer	
Registered office	SIA House 2 Trueman Place Oldbrook Milton Keynes, MK6 2HH	
Trustees	Trustees, who are also Directors under company law, who served during the year and up to the date of this report were as follows:	
	Paul Davies MBE* - resigned 19/07/19	Martin Hibbert* - appointed 30/11/19
	Christina Dyson*	Michelle Howard*
	Dr Rupert Earl*	Darren Hughes*
	Jonathan Fogerty* - resigned 14/06/20	Faisal Hussain*
	Alison France* - resigned 09/04/20	Marcus Rhodes* - resigned 31/03/20
	Peter Hamilton*	Mark Ridler*
	Dr Ram Hariharan	Raquel Sigamporia* - resigned 31/03/20
	Mark Henderson* - appointed 30/11/19	Aliyyah-Begum Nasser - appointed 18/07/20
	Denotes spinal cord injured Trustee	Christopher Keogh - appointed 18/07/20
Key management Personnel	Nik Hartley OBE, Chief Executive Officer Bernadette Murphy, Director of Services and Operations	
Bankers	Barclays Bank Plc Muswell Hill London, N10 1DD	
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108-114 Golden Lane London, EC1Y 0TL	
Solicitors	Freeth LLP Routeco Office Park Davey Avenue, Knowlhill Milton Keynes, MK5 8HJ	
Patron	HRH The Princess Royal	
Life President	Baroness Masham of Ilton	
Vice-Presidents	Claire Williams OBE Lady Gillian Howard de Walden	Paul Roy BEM Gerard McDermott QC

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Legal status

Spinal Injuries Association (SIA) was founded in 1974 as a registered charity (No.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 governing instrument for the charitable company is the Memorandum and Articles of Association updated May 2017.

Reaching more people

Welcome to our Annual Report for 2019/20. Thanks to the generosity of our supporters – individuals and organisations alike – we've been able to reach more people affected by spinal cord injury (SCI) than ever before. But every four hours another person is paralysed – another family's life torn apart. We have big plans to make sure we can reach every single one of these people and we outline how on pages 4 to 6.

This year we want to tell our story through the words of our service users. The heartfelt thoughts and feelings they've shared with us highlight how important SIA's expertise has been to each of them. Whether it's peer support from other SCI people who can give practical advice and positive insight; advocating on behalf of someone with an SCI to defend their rights or improving patient care through our SCI Nurse Specialist service. We share their stories here under three strands of **inform, advocate and support**.

It is sadly still the case that only one newly injured person in every three will get access to the best possible care in a specialist NHS SCI Centre. It makes no moral or economic sense that every year approximately 1,700 people have their potential stunted, their recovery delayed, and their lives put at risk by inadequate care in a non-specialist setting, often at many times the cost.

As part of our mission to address this, and thanks to the amazing support of The October Club, we're delighted to have trebled the reach of our SCI Nurse Specialist services. Now with five SCI Nurse Specialist colleagues, we'll be able to train 1,000 healthcare professionals each year and reach at least 1,000 of the 2,500 people who will sustain an SCI in the coming year.

A major part of this work is ensuring that all NHS Trusts have up-to-date policies, procedures and trained staff in place to manage SCI patients' bowel care properly. Following an SIA-instigated Patient Safety Alert issued by NHS England to all NHS Trusts warning that patients' lives were being put at risk, we saw a 100% increase in uptake on our 'Managing the Neurogenic Bowel' Study Day and by autumn 2019 the number of Trusts with a bowel care policy in place increased to 54%. We're still campaigning to ensure that SCI people admitted to any general hospital get the basic care, respect and dignity they need and deserve.

We also launched *More than a number*, our manifesto demanding immediate action to save lives. Through our unique Continuing Healthcare casework service, we hear so many stories of shocking decisions to cut and even remove people's healthcare funding.

And as this financial year ended, coronavirus struck. We re-deployed the charity's services to **support, advise and represent** not just our own members but all of the 50,000 SCI people across the UK – many of whom are classed as high risk – to avoid the virus, get the right care and equipment when needed and manage their SCI if faced with entering the hospital system during the pandemic.

Please keep supporting us in whatever way you can. We are committed to expanding our reach and raising our voice to drive change and deliver support to those who need it most. Your ongoing commitment will get us closer to that vision of a fulfilled life for everyone affected by SCI.

Dr Rupert Earl
Chair of Trustees

Nik Hartley OBE
Chief Executive Officer

Spinal cord injury at a glance

- It is estimated that 50,000 people live with a spinal cord injury in the UK, with 2,500 people sustaining an injury every year.
- Causes of spinal cord injury resulting from an accident include falls, road traffic accidents and sporting accidents.
- Causes of spinal cord injury as a result of illness or condition include degenerative conditions, infection and tumours of the spine.
- The effects of spinal cord injury include full or partial paralysis, as well as loss of mobility, bladder and bowel control, and sexual function. Many people also live in pain. The combination of these various consequences inevitably can also impact on people's psychological wellbeing.
- There are 11 spinal cord injury centres in the UK.
- Research projects are taking place to discover how to repair the spinal cord, but at present it is not yet possible to do so.

During 2018/19*:

- 2,416 patients were referred to SCI Centres in England, of which 63% were not admitted.
- 55% of injuries were caused by accident and 45% were caused by illness or a medical condition. No cause of injury was reported in 26% of those referred.
- The most common cause of injury resulting from an accident were falls (57%).
- The most common cause of injury resulting from an illness or condition was epidural abscess (16%).
- 50% of injuries resulted in paraplegia and 50% tetraplegia.
- 77% of injuries were incomplete and 23% were complete.
- 67% of people referred to an English SCI Centre were male, 33% were female.
- The biggest age group of new injuries was 55-59 years old.

* Findings sourced from *The Annual Statement of the National Spinal Cord Injury Database 2018-19*. Statistics based on people admitted to SCI Centres in England, 2018-19. Most publicly available statistics at the time of going to print.

Why we're here

Our vision

A fulfilled life for everyone affected by spinal cord injury.

Our purpose

To be in partnership with the spinal cord injury community to create quality and equality of life by campaigning, educating and supporting.

Our values

- Work together in an environment built on **respect** and mutual support
- Always be **user-led** in our decision-making and development
- **Empower** spinal cord injured people as the experts in managing their lives
- Be **committed** to the ever-changing needs of spinal cord injured people by campaigning for the best treatment and care
- **Challenge** perceptions and behaviours towards spinal cord injury, ensuring a more **inclusive** society
- Have **integrity** in our work, collaborating with others where a greater impact can be achieved.

Fulfilled Lives – a five-year strategy

As a user-led charity, our members and their needs are at the heart of everything we do. In 2017, spinal cord injured people told us what barriers they faced and what needed to change to achieve a fulfilled life. This feedback formed the basis of our five-year strategy, *Fulfilled Lives*.

Below is a summary of some of the key targets set for 2019/20:

1. Influence the quality of health and care services received by SCI people.
2. Support the wellbeing of SCI people and their families.
3. Enhance the inclusivity of SCI people in society.
4. Build engagement with the SCI community to make our voice stronger.
5. Deliver existing and new high-impact services to support SCI people.

Our performance-monitoring framework keeps us on track and supports SIA's Leadership Team. Key performance indicators from across the Charity are measured and reviewed on a quarterly basis and areas requiring any additional focus are identified so we can report to the Trustee Board and the wider SCI community on our progress in meeting our vision.

We also consult members annually in a 'pulse survey'. Responses to the 2019/20 survey included:

- 84% of respondents had confidence in SIA's ability to provide support and information to meet their needs.
- 93% of respondents had confidence in the charity's ability to campaign for positive change.
- 81% felt confident that SIA empowers them to understand the rights and opportunities available to them.

We have now completed the third year of our strategic plan, and while many of these numbers indicate real success and impact, it has become clear that SCI people need and want more representation, a louder voice, more influence on policy and much better, joined-up services from charities, companies and government services.

Linking the SCI community to all the people and resources they need

Following our conversations with SCI people, we've received the clear message that SIA should link users to all of the individuals, services and organisations that can build their voice and influence in society. With that imperative, we have committed to reaching out to all those who share our vision of a fulfilled life for every SCI person: other charities, the NHS and the wider health and social care system, as well as our friends in the legal sector and beyond to build an SCI support network across the country.

Responding to changing needs

To achieve this re-targeted ambition, moving into year-four of the strategy SIA has begun to build a structure focused on building support networks of trusted partners region by region to meet the diverse needs of spinal cord injured people. Complementing this will be a more joined up national digital platform, plus increased access to advocacy and representation for the growing clinical, social and economic challenges and barriers facing our community.

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This new structure was ready for roll-out in the final quarter of the financial year when the coronavirus pandemic struck. SIA had a stark choice: to either batten down the hatches or respond to the urgent calls from spinal cord injured people in need of information, support and representation as coronavirus took hold. Every member of staff and volunteer unanimously agreed that the latter was our mission as our new structure and plans were about this very moment.

Our coronavirus response

We rapidly redeployed our frontline staff and volunteers to provide a joined-up response offering **information, advocacy and support** via a 111-style support line with extended opening hours. A triage team took calls, referred enquiries to nursing, peer support and advocacy colleagues as necessary and arranged a ring-back service for all callers. Alongside this we curated written and video content on our website with a dedicated landing page and co-hosted virtual cafes via Zoom with partners. All these programmes continue at the time of writing into 2020/21 and form the three-tier basis of our expanded work.

The three strands are:

Information & advice

This programme has offered information and advice services with:

- a 111-style freephone support line: 0800 980 0501, Monday to Friday, 9am till 5pm
- regularly updated details on dedicated pages at www.spinal.co.uk/coronavirus
- daily social media posts using #coronavirusSCI #TogetherinIsolation
- weekly blogs and podcasts on health and mental wellbeing for example from SCI Ambassador Karen Darke, a qualified counsellor and coach
- videos from experts in clinical care, diet, nutrition and mental wellbeing on our website and YouTube channel.

Advocacy & representation

This programme has focused on the rapid increase in demand for representation for SCI people needing to fight for appropriate care while managing the impact of coronavirus. That included:

- ongoing CHC casework to secure care
- negotiations with CCGs for crucial Personal Protective Equipment (PPE) for PAs and carers
- an SCI Nurse Specialist liaising with hospital staff to ensure care is safe and appropriate, should an SCI person need to be hospitalised.

Support network

This final programme has been the most exciting expansion which will last long into the future – building that trusted network of people and organisations demanded by SCI people – increasingly linking and referring SCI people to other regional or national services whether:

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- telephone counselling
- expert advice on maintaining physical fitness during lockdown
- how to access financial support should income be affected by the pandemic
- virtual cafes connecting SCI people with each other during self-isolation and to experts and inspirational leaders and organisations.

Learning online

All colleagues quickly got to grips with Microsoft Teams as the main means of communication and our digital channels have become the main focus of our expanded offer, learning fast as we responded to the demand for daily written and video content about all aspects of coronavirus and SCI. This is now the basis for building our coordinated digital offer for all spinal cord injured people next year under the leadership of a new Digital Engagement Manager. Plans include a new CRM database and partner website so that everyone affected by SCI can visit a 'one-stop shop' online to find the information and support they need, as well online education for healthcare professionals through our expanding SIA Academy.

Achievements & performance

The charity's main activities and who it tries to help are described below. All charitable activities focus on enabling everyone affected by spinal cord injury (SCI) to lead fulfilled lives and are undertaken to further SIA's charitable purposes for the public benefit.

With a workforce of 49 employees and 252 volunteers, this year we provided a range of services to support our membership of more than 12,000 people. Whatever their connection to SCI – whether it be personal or professional – we ensured that everyone who needed to access expert information, advice and support was able to do so when they needed it most.

Advice Line: 1,589 enquiries were addressed by the Advice Line. Around one caller in every six was referred to our Advocacy service for more in-depth support on topics including disabled facilities grants, travel issues and car parking.

Peer Support: 4,337 support sessions were provided to SCI people in hospitals, NHS specialist SCI Centres, out in the community and in people's homes.

1,308 support sessions were provided to families and friends of SCI people in hospitals, NHS specialist SCI Centres, out in the community and in people's homes.

SCI Nurse Specialist Service: Our SCI Nurse Specialist Service received 337 new referrals and supported SCI people a total of 1,404 times during the year.

SIA Academy: 567 healthcare professionals attended CPD-accredited education and training sessions delivered by the SIA Academy.

Volunteers: 252 volunteers supported the Charity, contributing 5,553 hours of support. 83 of our volunteers have a SCI.

Casework: 196 people received Continuing Healthcare Casework support that specifically met their needs to live independent lives within the limits of their disability.

85 people received Social Care Casework support that specifically met their needs to live independent lives within the limits of their disability.

Telephone Counselling: 141 telephone counselling support sessions were provided to SCI people and their families and friends.

- ★ The next 10 pages of this report convey the impact of SIA's services at the personal, family, community, regional, sector, social and economic level under the headings of **information and advice, advocacy and representation and support**. Where impact shows progress towards the objectives of our five-year strategy we've highlighted this with a star-shaped bullet point.

Information & advice

Empowering SCI people and the professionals who support them

We commit to making sure that SCI people, their families and the professionals involved in their care have the information, advice and knowledge they need. We supply this daily via our Advice Line and various communication channels alongside regular training for professionals through our SIA Academy education programme.

Advice Line

Our Advice Line is often the first port of call for many people struggling with any aspect of life after SCI. SIA member Marc recalls how his first call to our Advice Line changed his life.

"I'd lost the use of my legs, couldn't lift my hands and had no control over my bladder or bowels. I was discharged from hospital with a wheelchair, colostomy, 'nappies' for urinary incontinence and a basic care package – just four brief visits a day – to help me wash, dress and eat. I hardly saw anyone because I was too embarrassed to spend time in company. I spent my days and nights alone, increasingly depressed and anxious, over four long years."

Once he'd discovered our Advice Line and was armed with the knowledge about what was available to him and what he could expect, Marc felt empowered to live life on his terms again. From nursing advice on managing continence to peer support that helped him regain the confidence and independence to go out, get his own shopping and enjoy the company of his friends again.

- ★ Marc's was one of 1,589 enquiries addressed by our Advice Line last year. Around one caller in every six, like Marc, went on to benefit from other SIA services such as peer support and clinical advice.

SIA Academy: training professionals who work with SCI people

Nurse Specialist training

This year, SIA Academy's team of SCI Nurse Specialists delivered CPD-accredited education and training sessions to around 567 healthcare professionals.

In 2019/20, we ran one healthcare professional Study Day in Manchester – a second session of our popular *Continence Matters: Introduction to Managing the Neurogenic Bowel in SCI*, which 54 healthcare professionals from 30 different district general hospitals, rehabilitation centres and private companies attended.

The safe and appropriate provision of bowel care is one of our members' biggest concerns, which is why we delivered 15 *Managing the Neurogenic Bowel Following SCI* training days. Unfortunately, some of our outstanding requests for inhouse bowel training could not be scheduled in for this year, or were postponed, due to the coronavirus pandemic. However, as the year came to an end, other methods of support were being introduced including online training using platforms such as Zoom. We also held eight in-house *Good Clinical Practice in SCI* Study Days, which enabled healthcare professionals to learn important key skills in their own working environments.

"Having attended SIA's training on managing the neurogenic bowel, I now feel empowered and confident to support patients with bowel management, educate colleagues and review our bowel management policy." **Neurogenic bowel training attendee from a general district hospital**

In-service training

"Building relationships and sharing best practice with healthcare professionals (HCPs) through in-service training not only improves the care that SCI patients receive, but it also means HCPs know where to find additional support for everyone who needs it." **Carl Martin, Peer Support Officer, South Coast**

- ★ Our Peer Support Officers hosted 88 of these in-service training sessions for 1,500 healthcare professionals during 2019/20. This activity was a fundamental step in achieving our long-term strategic objective of influencing the quality of health and care services received by SCI people.

Solicitors' training

Our SIA Academy teams up with other experts in the field of spinal cord injury to host training days to give legal professionals and expert witnesses greater insight into the complexities and lifelong impact of spinal cord injury. We aim to host two solicitors' training days annually but, due to the coronavirus, had to cancel our session in Manchester planned for 12 March. At our October training in London, organised with Outer Temple Chambers, we had 57 attendees including 38 delegates, six exhibitors and several expert speakers. We also hosted our Expert Witness seminar in February, with 23 attendees and six speakers. The aim of all these sessions is to generate income and to ensure that those who work alongside people affected by SCI can support them to lead a fulfilled life.

Solicitors' guide

This printed guide lists specialist personal injury lawyers and – as a new addition this year – wealth managers. It gives information about physical access to firms' premises, shows their areas of expertise and number of years' experience.

View the guide at: https://issuu.com/forsia/docs/solicitors_guide_19-20

Communications: keeping SCI people informed and connected

- 84% of respondents to our 2019/20 pulse survey had confidence in SIA's ability to provide information to meet their needs.
- 81% felt confident that SIA empowers them to understand the rights and opportunities available to them.

Our digital presence

This year, 90,970 people visited our website – www.spinal.co.uk – an increase of 12% on the previous year. It's used by a growing number of people affected by SCI as a go-to source of information.

Our monthly eclips newsletter, summarising SCI news, reached 11,153 people during the year, with 1,368 new subscribers signing up to receive our regular updates by email.

There were nearly 2,082,162 opportunities to see our stories and messages across our social media channels during the year. Our Twitter followers grew by 8.5% to nearly 17,095, while our followers on Facebook grew by 1.78% to 7,874. Personal insights into SCI people's lives and details of how to access our services achieve the best reach and engagement.

We secured a Google Grant and look forward to using that to grow our digital presence in 2020/21 under the leadership of a new Digital Engagement Manager.

Sharing stories and expertise

Our bi-monthly FORWARD magazine plays an essential role in informing the SCI community on issues that matter most to them. As well as giving SCI people a platform to share their stories, we publish articles from leading experts and partners, providing crucial access to specialist knowledge for an ever-increasing number of readers.

Spreading the word beyond the SCI community

As part of our goal to enable every SCI person to lead a fulfilled life, we need to raise the profile of SCI beyond those immediately affected by it. This year we've worked with broadcast and print media outlets to provide interviewees who can give insight into life with SCI and how our services can help. National coverage on Channel 4 and the Radio 4's *You & Yours* programme was complemented by regional coverage on BBC Three Counties Radio, MK Radio, BBC Radio Northants.

Coronavirus communications

To support our response to the pandemic, regular, frequent communications over digital channels became paramount. The Comms & Engagement team worked with all colleagues and partners to create and curate online written and video content relating to coronavirus and SCI.

"SIA is doing excellent work keeping people up-to-date with information and help during this pandemic." **Respondent to our members' annual 'pulse' survey**

Advocacy & representation

Ensuring equality and quality of care for every SCI person

We know that only one person in every three who sustains a spinal cord injury (SCI) will receive specialist care and rehabilitation at one of the UK's 11 NHS SCI Centres. It's our mission to make sure no one misses out and that everyone with an SCI gets the best possible care from the moment they are injured for the rest of their life, at home or in hospital.

SCI Nurse Specialist service

Our SCI Nurse Specialist Service combines over 50 years of specialist clinical expertise in spinal cord injury nursing to offer information, advice and guidance on all aspects of care.

Whenever an SCI person is receiving treatment in a non-specialist setting (for example, a district general hospital or rehabilitation unit), our SCI Nurse Specialists will work alongside the treating care team to raise awareness of and understanding about SCI-specific issues such as bowel and bladder management, skin care and autonomic dysreflexia (a medical emergency characterised by high blood pressure and falling heart rate).

Our SCI Nurse Specialists also work directly with SCI people, offering support and guidance on issues like bowel management in hospital and at home.

"There is no way my surgery and stay in a general hospital would have gone as smoothly as it did without input from one of SIA's SCI Nurse Specialists." **SCI person**

"I am ever so thankful for your input and provision of a detailed management plan." **Clinical Director, Specialist SCI Centre**

"SIA's specialist nursing service never fails to respond and provide information and advice...giving me reassurance and support when I need it. They arranged a hospital visit from an SCI Nurse Specialist when we most needed it for my Mum and have followed up ever since." **Daughter of SCI person**

- ★ Thanks to the October Club's generosity we expanded our SCI Nurse Specialist team in 19/20. This means we can now train 1,000 healthcare professionals each year and reach at least 1,000 of the 2,500 people who sustain an SCI every year.
- ★ In 2019/20, our SCI Nurse Specialist service supported hundreds of SCI people, with 337 new referrals – a 50% increase on the previous year – through 1,404 visits and follow-up support sessions.

Continuing Healthcare (CHC) casework

People with high-level SCI can be dependent on carers for essential day-to-day care such as showering, eating and taking medication. This is funded by NHS Continuing Healthcare and allocated by local Clinical Commissioning Groups (CCGs). All too often funding is refused or taken away from SCI people who desperately need it. SIA's unique CHC casework service means we can support and advocate on behalf of SCI people to get the care they need to return home and rebuild their lives with their families.

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"We never expected Michael to be declined funding. He had cancer, his level of injury had been confirmed as C4 complete and his hospital team felt he more than qualified. It was a complete body blow when we received the news. We didn't know which way to turn."

"Then we heard about SIA's advocacy service and met Simon, Advocacy Manager for SIA. Simon's expertise and knowledge became apparent immediately. We placed all our trust in him, and it was such a relief for the whole family. As a result of that meeting, we received confirmation that Michael will receive full CHC funding with immediate effect."

Michael's wife, Margaret

- ★ Michael is just one of the 196 people we supported this year through our Continuing Healthcare Casework service. Through our campaigning work we're fighting for a better system that's quick, accurate and fair.
- ★ We continued to provide our unique CHC online learning tool free of charge to SIA members to empower people with the knowledge they need during the application process.

Campaigning

Sadly, there's still a huge need to campaign for better care for spinal cord injured (SCI) people. Lives are being put at risk by dangerous, misinformed decisions taken behind desks and beside hospital beds.

"When NHS funders make the wrong decisions, the human impact of poor care means lives are put at risk, families torn apart and SCI people incarcerated in care homes." **Nik Hartley OBE, SIA Chief Executive**

- 93% of respondents to our annual 'pulse' survey of SIA members had confidence in the charity's ability to campaign for positive change.

More than a number: our manifesto for change

This landmark report, launched in conjunction with Aspire and Back Up, describes the impact on people's lives of NHS Continuing Healthcare, an NHS-funded package of care intended to support people with the highest healthcare needs to live independent, healthy and fulfilled lives once they leave hospital. The report demanded urgent action to save lives, driving desperately needed policy change to ensure some of the most vulnerable SCI people in our society are no longer excluded, neglected or put in danger, insisting that:

1. Care packages must meet people's needs and support them to live where they choose – not forcing them into care homes against their will.
2. Eligibility decisions must comply with the Care Act – simplify eligibility criteria to make decision-making faster and more accurate.
3. Clinical Commissioning Groups must be held to account – penalties for unlawful approaches, inappropriate recommendations and a proper complaints and appeals process that's fast, efficient and independent.

"It's important that care and support is provided by an external professional carer, rather than my wife or another family member. Catherine is my wife, she's not my carer – why should she give up work to care for me? My carers come in the morning, stay all day and then leave. The care package allows me to work, have a life. Since my accident I've been able to get back to work, start my own

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business, live independently. Whilst I do all of that I have a PA to support me. We've just had a baby, we can go out and do shopping, I can be a husband to my wife, not a burden. I honestly couldn't be happier now and that's all down to a good care package." **Peter Hamilton, C5/6 tetraplegic, husband, dad, business owner and SIA Trustee**

Better bowel care

Some spinal cord injured people may learn to walk again – but bowel care is something that will affect everyone with a spinal cord injury for the rest of their lives. Most SCI people establish a routine that works for them but if this is interrupted – by illness or inappropriate care – the consequences can be life-threatening.

"We need to remember the sense of confidence, personal dignity and self-respect that good bowel care brings to daily life, which can be taken for granted. Failure to do so impinges on people's abilities to work and participate in society." **Rupert Earl, Chair of Trustees**

- ★ Following an SIA-instigated Patient Safety Alert, informed by SIA members' feedback and issued by NHS England to all NHS Trusts, we saw a 100% increase in uptake on our 'Managing the Neurogenic Bowel' Study Day and by autumn 2019 the number of Trusts with a bowel care policy in place increased to 54%.

Working with NHS England and the Department of Health & Social Care

SIA has worked closely with both NHS England and the Department of Health and Social Care during the year, to ensure the needs of spinal cord injured people are considered as part of any policy or strategic developments. In doing so, we have achieved the difficult balance of being viewed as both a trusted partner and a constructively critical friend. SIA believes there will be exciting opportunities to expand and consolidate these relationships in the future, to the benefit of all SCI people.

Working with MPs

During 2019/20, we worked with a number of MPs to further our campaigning aims of better care for all SCI people at home or in any setting. SIA members arranged introductions to their local MPs; we met with the (former) Minister for Social Care, Caroline Dinenage MP, and arranged visits to specialist spinal centres to increase MPs' awareness of SCI.

All-Party Parliamentary Group on SCI

SIA continues to provide the secretariat for the All-Party Parliamentary Group (APPG) on SCI, which gives MPs an insight into the issues facing SCI people and how they can help address these. Ian Lucas MP has chaired the group since its inception in 2008 but didn't stand for re-election in December's General Election so the APPG will go forward with a new Chair. SIA thanks Ian for his tireless support and commitment and wishes him every success in the next phase of his career.

- ★ Our campaigning activities are vital to achieving our long-term objective of influencing the quality of health and care services received by SCI people. In the year ahead, we'll continue this work via online channels in consideration of social distancing due to coronavirus.

Rebuilding Lives Awards

Our annual awards celebrate the achievements of inspiring people and teams who have gone above and beyond to help spinal cord injured people lead fulfilled lives. Award categories recognise the outstanding achievements of individuals and groups in the SCI community, who inspire others through their work, hobbies or during their rehabilitation. As well as acknowledging people's

successes and the impact of these on others, the awards play an important role in raising awareness within and beyond the SCI community. We were delighted to welcome our Patron, HRH The Princess Royal, to our seventh annual awards ceremony kindly hosted by Williams Racing in July 2019.

- ★ We received over 130 nominations to the 2019 awards, with nominees from right across the SCI community.

Support network

A coalition of experts to support anyone affected by SCI

Peer support

Support from people who have lived experience of an SCI gives newly injured people and their families practical advice and emotional support as well as positive insight into life beyond injury. Ongoing support is crucial, especially during difficult transitions such as returning home from hospital or going back to work.

"I just want to thank you for coming up to the hospital to see my wife, Ann. Your visit gave us both hope, knowledge and peace of mind that there is a future. For the last couple of days, she's been talking about the fantastic things that you've achieved and has set her heart on doing the same. I think I have slept better in the last three nights than the past four-and-a-half months. Thank you again." **Ann's partner, Jim (supported by Peer Support Officer, Lady-Marie Dawson-Malcolm)**

"I can't begin to thank you enough for the support you've given my family. You've given my son hope and a glimpse into the future, reassuring all of us that we can continue our lives in a normal way with a few adjustments. You helped us by telling us your story – and you could give my son more advice as you've been in the same situation. It helped him tremendously – thank you."

Father of SCI patient (supported by Peer Support Officer, Andy Wharton)

"Ian gave me practical advice about pain management, bowel care, catheters – and he put me in touch with SIA's Advocacy team to help me prepare for meetings and assessments about Continuing Healthcare funding for the 24-hour care I need to live at home. When I was discharged from the spinal centre, with the necessary care package in place thanks to SIA's support and advice, it was Ian who encouraged me to get out and about."

"It is such a comfort to have someone who I can be completely honest with who understands my frustrations and who gets where I'm coming from. Ian gave me the confidence to get back to work – continuing with my online tutoring and writing articles and books using voice recognition software – and to the rock concerts that have provided the soundtrack to almost every decade of my life to date!"

Peter Smith, 63, C2/3 tetraplegic, Professor, Dad, Granddad and rock gig goer

You can watch Peter's story on our YouTube channel here: <https://youtu.be/EgGGBRvrdQ0>

- ★ These are just three of the 4,337 SCI people who were supported this year by our Peer Support service. Delivered by a 13-strong team who all have lived experience of SCI, a total of 1,308 support sessions were given to SCI people and their families and friends, providing vital practical and emotional support when it was needed most.

Counselling

This service, offered free-of-charge to anyone affected by SCI, provides support to SCI people and members of their family with any issues affecting their mental health and wellbeing. Although our Peer Support Officers are well equipped to provide emotional and psychological support, having a qualified counsellor is an important addition to our support network. To meet increasing demand, we have brought this role in-house from April 2020 with the added benefit of a peer-led perspective.

- ★ Our counsellor provided 141 telephone counselling support sessions to SCI people and their families and friends last year.

Cafes

We launched our virtual cafes in conjunction with partners *This is Spinal Crap* and *Back Up* as part of our response to the coronavirus pandemic towards the end of the financial period. It has proved a positive and cost-effective way to connect SCI people with each other, our own in-house specialists and experts in fields as varied as nutrition, rehabilitation, mental health and psycho-sexual wellbeing. It fulfils our new objective of linking the SCI community with the people and organisations they need to lead a fulfilled life and so it is something we plan to develop next year.

"Please continue being a conduit to other agencies and opportunities." **Respondent to our members' annual 'pulse' survey**

Our workforce: staff and volunteers

With 43% of our staff team and 33% of our volunteers having lived experience of SCI, we have a strong insight into the daily challenges that face everyone affected by this condition. This valuable understanding helps maintain focus on our key strategic objectives and how we'll achieve them. We recognise that our staff team is our biggest asset and, with continued investment, will provide us with much of the expertise needed to achieve our goals.

- ★ 252 volunteers gave 5,553 hours of their time – a huge increase of 20% on the previous year. Our volunteers all offer a unique skillset that can be employed across various areas of our work, including fundraising, peer support, administrative support and content contribution to our bi-monthly FORWARD magazine.

Two volunteers explain the mutual benefits of volunteering for SIA.

Volunteering: fundraising support

"Whilst I didn't sustain an SCI, breaking my neck changed my life. It stopped me studying, working and massively knocked my confidence. When I entered a room, I felt defined by my medical injuries. I was the girl who had the car crash. I spent years trying to move past this to become just a friend, a sister, a colleague – just Steph.

"Volunteering with SIA and working with people who live with SCI has helped me see that you can be both things – you can embody an identity where your accident is part of who you are. When I volunteer for SIA, I feel confident and proud to be part of such a worthwhile organisation that helps so many people." **Steph Watson, SIA volunteer**

Volunteering: peer support:

"Carl Martin, one of SIA's Peer Support Officers, really helped when he visited me while I was working out my place in the world during those first few weeks after my accident. Peer support made such an

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impact on me that I felt I would like to be able to help others in a similar position through their journey.

“As well as supporting SCI people in hospital, we build relationships with medical professionals and explain how the charity can help those who are newly injured. We can also visit people in the community to support them and their family later in their journey. It’s an incredibly rewarding position, feeling that you are making a difference when someone needs it the most.”

James Dwyer, Peer Support Volunteer for the South Coast

- ★ Next year, we’re launching a recruitment campaign to expand the breadth of our Peer Support Volunteers, as part of our vision for a regional model of support that will help us reach more people who need us.

Our partners and supporters: empowering people to raise funds

SIA raises funds through corporate partnerships, corporate membership, sponsorship, trusts and foundations, special events, community and challenge events, individual donations and legacies. Our life-changing work is only possible thanks to the generosity of our supporters. In 2019/20, we received income from 1,586 donors, 235 fundraisers, 109 charitable trusts and more than 100 companies.

Fundraising income exceeded the target for the year, mainly due to SIA being chosen as the 2019 charity partner of The October Club which raised more than £850,000 to be used over the next three years. There were no material differences to fundraising expenditure for the year. The Investments and Partnerships team, responsible for fundraising, underwent a minor restructure to build capacity in the following key areas: developing compelling funding and partnership propositions; enhancing donor and partner relationships; delivering a suite of engaging fundraising events; and supporting de-centralised fundraising. This positions us well to grow and diversify sustainable income streams.

SIA does not pay professional fundraisers to fundraise on behalf of the charity and we do not have any commercial participator agreements.

We adhere to the Code of Fundraising Practice for the UK as set by The Fundraising Regulator. We have not had any complaints registered with the Fundraising Regulator or any breaches we are aware of with the Code of Fundraising Practice.

To ensure the high quality of our fundraising practices and the protection of vulnerable people, our fundraising staff and volunteers also adhere to SIA’s policies on data protection, equality and diversity, health and safety and vulnerable adults.

We’d like to thank everyone who has supported our work throughout the year. Here are just some of the ways people have raised funds for SIA.

Regular giving and legacy income

This year we received more than £26,600 from 329 regular donors, including payments received via direct debit and payroll giving. We are always privileged to receive gifts in Wills from people who have supported us throughout their lives. This kind act safeguards the future of the charity and allows us to make and achieve long-term plans. This year, we gratefully received £77,798 through gifts in Wills. We offer all bereaved supporters the option to set up a tribute fund on our MuchLoved platform.

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Challenge and community events

SIA supporters helped to raise money for SIA by taking part in a range of events including the Virgin Money London Marathon, the Prudential RideLondon, Superhero Triathlon, an overseas cycle ride, fish and chip suppers, plus many of their own creative challenge and community activities.

“SIA’s overseas cycle events are a real physical and mental challenge – but the sense of achievement is one that will stay with me forever.” **Gary Dawson, SIA Peer Support Co-ordinator**

Yuki Brien raised almost £600 from a coffee and craft morning with her friends and family. She decided to do something for SIA after our Advocacy team supported her son, Kai, whilst he was studying at university in Birmingham. Representing Kai, we worked with the university and the local council to resolve some issues with his living and learning arrangements.

- ★ When people affected by SCI support us, not only are they securing the future of the charity, but they also find a focus and purpose. Fundraising often provides an opportunity to meet and engage with new people. By helping us to help others, many SCI people are taking steps to rebuild their own lives by forging new connections in their own communities.

Charity of the Year partnerships

It’s an honour to be selected by a company or community group as their Charity of the Year partner, and this year eight organisations chose SIA so they could further our fundraising efforts.

SIA was delighted to be chosen as the 2019 Charity Partner of The October Club. Through a raceday at Ascot in the summer and a dinner at The Savoy Hotel in the autumn, members of The October Club raised significant funds towards the expansion of our Specialist Nurse service and vital capacity-building activities.

Corporate sponsors and partners

More than 100 companies contributed to our work this year through strategic partnerships, corporate membership, sponsorship of our services and events, entry in our Solicitors and Wealth Managers Guide and/or charitable donations.

Events

We had to make the difficult decision to cancel this year’s Cornflower Ball, due to take place on 12 March 2020, because of the coronavirus pandemic. Instead, we held a virtual version of the event and were amazed at the generosity and engagement it attracted.

Williams Racing has again been very generous in their support. SIA is the Team’s Life Charity Partner and they once again hosted our annual Rebuilding Lives Awards in July 2019 at the Williams Conference Centre, Oxfordshire, which was a wonderful opportunity to celebrate the efforts and achievements of the SCI community.

Trusts and Foundations

All of our charitable services – Peer Support, SCI Nurse Specialists, Counselling, Campaigning, Advocacy and our Advice Line – have benefitted from the support of 109 charitable trusts and foundations this year.

Fundraising during and beyond the coronavirus pandemic

At the time of writing the new financial year faces a £1 million income shortfall. In response, we are focusing our resources on income streams that are proving to be more resilient during these

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challenging times, including corporate partnerships and trust fundraising. We have built capacity in these areas and redeployed other staff across SIA to support the charity's fundraising efforts. Other fundraising activities include a high-value appeal centred on our coronavirus response for SCI people; a second appeal for individual supporters reiterating that message with more personal and specific insights into the difference we're already making, virtual fundraising events and activities, as well as applications to newly-created funding programmes available to charities.

Social Enterprise: extending our reach and impact

SIA Case Management

Launched in March 2018, in partnership with Bush and Co Rehabilitation, this service works to identify, plan and meet the long-term care needs of SCI people with a personal injury legal settlement to help them rebuild their lives.

"Zoe... made my rehab work and found the people to suit me best. Thank you, Zoe for everything. I will keep working and hopefully improving thanks to you." **SIA Case Management client**

SIA Healthcare

Established in partnership with Bullen Healthcare in 2014, SIA Healthcare is a home delivery service for our members to meet their urology, stoma, pharmaceutical and lifestyle needs. With over 3,000 registered users, this service has been especially valuable to members during the pandemic. The following feedback from the 2019 annual customer satisfaction survey highlights its value.

"I had terrible problems getting appliances from my local pharmacy. It was unreliable and the last straw was when they couldn't source catheters from their wholesalers. SIA Healthcare changed all that. It's a five-star service, reliable 100% of the time, with warm and friendly advisors who are always ultra-helpful. They deliver on time, every time. I'd recommend this service to anyone."

SIA Healthcare member

- ★ We'll continue to grow these social enterprises so we can support more SCI people.

Structure, governance and management

The Trustees present their report and the financial statements of the Charity for the year ended 31 March 2020.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The organisation is a charitable company limited by guarantee, incorporated on 19 March 1996 and re-registered as a charity on 29 March 1996.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

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All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

**Objectives and activities
Purposes and aims**

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

1. The provision of quality services, publications, information and support to all SCI people, their families and friends from the moment of injury onwards.
2. Encouraging SCI people to take up membership of SIA, so we may actively pursue their needs and concerns.
3. Promoting and carrying out medical and social research into all aspects of SCI (or assisting with this) 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 of paraplegia and tetraplegia, its causes, physical and socio-economic consequences, and seeking a reduction in paralysis due to SCI.
6. Establishing the right of access for every SCI person to specialised medical expertise and ongoing support from a recognised NHS SCI Centre of Excellence.
7. Promoting and organising cooperation in the achievement of SIA's 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 SCI people and the prevention of SCI; and exchanging such information with other bodies with similar objects, wherever they may be based.

Public benefit

In reviewing SIA's aims and objectives, and planning future activities, the Trustees have complied with the Charity Commission's general guidance on public benefit as demonstrated throughout this Trustees' report.

Membership

SIA offers the following membership options:

1. Full members (SCI people)
2. Junior members (SCI people)
3. Associate members
4. Honorary members
5. Affiliated members
6. Overseas members

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Our Articles of Association provide for a limitation of full member liability to not exceeding £1.

We are very fortunate to enjoy and benefit from a close relationship with our members. We adhere to our founding principle that SIA is a charity that is led by the needs and aspirations of people with disabilities. Our members are critical to our work and we consult with all of them on the key issues for SIA. Members regularly contribute to our online surveys and discussions, and they make sure that we hear and are clear on their views.

Other than corporate membership packages, SIA membership is free, with a small subscription payable if members opt to receive our bi-monthly magazine, **FORWARD**. During the year covered by this report, 1,038 people joined as new members, bringing the total number of SIA members to 12,348.

Appointment of Directors and Trustees

In any Governance year, SIA may have between a minimum of nine and a maximum of 15 Trustees, all of whom make up SIA's Board of Trustees. Of these, no more than nine are elected by full members of SIA. Trustees are elected for a renewable term of three years and are also the Directors of the charitable company for the purposes of the Companies Act 2006.

Only full members are eligible to stand for election as Trustees. Consequently, all of the elected Trustees on our Board of Trustees have an SCI. Since only full members are eligible to vote in Trustee elections, the electorate is also made up of SCI people.

Any full member may nominate either themselves or other full members willing to serve as Trustees.

Every year one-third of the elected Trustees retire by rotation. If the number of nominations received exceeds the places available, an election takes place by postal and electronic ballot prior to the Association's AGM. Notification of appointments and/or ballot results takes place at SIA's AGM.

Every effort is made to ensure that the make-up of the Board of Trustees reflects SIA's membership in terms of level of injury, age, gender and ethnicity. If a particular section of the membership is underrepresented, we actively encourage members from this section to stand for election.

We have a good mix of skills on our Board of Trustees. However, if the Board loses particular skills due to retirements, members with the appropriate skills sets are approached or we will 'advertise' for those skills in our call for nominations to the Board. Trustees undertake a full evaluation of the existing skills, knowledge and experience on the Board of Trustees annually.

In addition to elected Trustees, the Board may co-opt up to six Trustees. Co-opted Trustees are appointed to serve for a renewable term of one year and can only be co-opted with the support of the serving Trustees. They are selected on the basis of their skills (and the skills required by the Board).

SIA's Honorary Officers, appointed annually by the Board of Trustees comprise its Chair, two Vice Chairs and an Honorary Treasurer. These posts are held for a maximum of three consecutive years, but in exceptional circumstances (e.g. in the absence of nominees), the current Chair or Vice Chairs may serve for a further year.

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Trustee induction and training

We are fortunate to have some Trustees whose length of service on the Board of Trustees enables them to pass on their knowledge and experience of SIA to newly elected and co-opted Trustees. Before new Trustees attend their first Board meeting, they attend an induction day at SIA's office in Milton Keynes and are provided with a comprehensive induction and resource pack. They are briefed on their legal obligations under charity and company law, on SIA's governing documents, on the committee structure and decision-making processes, SIA services, the strategic, business and fundraising plans, and the recent financial performance of the Charity. They will also have the chance to meet other Trustees and SIA employees. All our Trustees are encouraged to attend appropriate external training events where these will facilitate their role and fill a skills shortage as identified by the annual skills audit.

Related parties and relationships with other organisations

Connected company

The company owns the whole of the issued share capital of a trading company, SIA Enterprises (SIAE) Limited. The company is registered in England and Wales (No. 6034183). SIAE achieved a profit of £349,854 (2019: £286,532). The full profit was donated to SIA.

Remuneration policy for key management personnel

Salaries for all staff are benchmarked against salary statistics supplied by Croner Reward, a leading provider of industry-specific pay and benefits data in the UK. This information is updated by Croner Reward annually and is used to form the basis of SIA's pay structure for all roles, including those of senior staff, with salaries paid falling within the lower to medium end of the pay band for each role. Trustees review staff remuneration annually.

Statement of responsibilities of the Trustees

The trustees (who are also directors of Spinal Injuries Association for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping adequate accounting records that 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 Companies Act 2006. They are also responsible for

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safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2020 was £12,348 (2019: £11,310). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Trustees have discharged these responsibilities by implementing a system of financial controls based upon:

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

The Board of Trustees meets quarterly and has delegated certain tasks to directly accountable sub-committees; in 2019 the Board agreed to restructure SIA's committees and replaced the existing Audit & Assurance Subcommittee with a new Finance & Audit Committee. It has delegated authority to deal with matters pertaining to development, human resources, financial matters and risk management. Other Committees include the Programmes Committee (covering services, advocacy & campaigns and policy); and the Business Development Committee (covering investment and partnerships and communications & engagement); Each committee meets quarterly and all meetings are attended by SIA's Chief Executive Officer (CEO) and Chair alternately. In order that urgent matters may be considered outside of full Board meetings, a group comprising the Chair of SIA, and the committee chairs meet with the CEO (and any other appropriate Trustees by invitation) when required.

During 2019/20, the following specialist working groups existed to look at specific areas of SIA's work and comprised a mix of Trustees and senior members of staff.

1. NHS Continuing Healthcare and Social Care Working Group (to look at the specific issues affecting SIA members in relation to care provision);
2. Governance Review Working Group; and
3. Membership Review Working Group.

The Terms of Reference for all of SIA's Committees and working groups are reviewed annually.

Trustees appoint a CEO to manage the day-to-day operations of the Charity. To facilitate effective operations the CEO has delegated authority, within terms of delegation approved by the Trustees, for all operational matters including finance, employment, service delivery and income generation.

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Financial review

SIA's gross income in 2019/20 was £2,998,271 and our expenditure was £2,204,908, resulting in a surplus of £793,363 at the end of the year. Our income this year was £868,963 more than last year.

This significant rise in income is due to a partnership with The October Club, which generated £879,966 towards the expansion of our Nurse Specialist service and capacity-building activities across the charity. This income is to be spent down over three years.

Income raised in 2019/20 has enabled us to increase our General Funds by £57,106 to £873,821 and our Restricted Reserves by £647,862 to £776,368. Our cash flow is stable and our reserves are within the limits set out in our reserves policy.

Our income streams during 2019/20 included individual donations, legacies, community and challenge events, special events, corporate partnerships, sponsorship and advertising, corporate membership, publications, magazine subscriptions, other trading activities and social enterprises. This diversity helps to reduce our financial risk and strengthen our financial sustainability. Our future plans include the development of a major donor programme and the growth and further diversification of our corporate partnerships.

SIA's income has been impacted by the coronavirus pandemic and we are projecting a £1m fall in income during the 2020/21 year. Consequently, we have taken steps to reduce our expenditure and our Trustees are scrutinising our financial position on a more regular basis. The Trustees are satisfied that the budgeted income and expenditure, our cash flow and level of reserves are sufficient to continue as a going concern.

Principal risks and uncertainties

Over the last year, Trustees have examined the major strategic, business and operational risks that the Charity faces and confirm that systems are in place to enable the necessary steps to be taken to reduce these risks. SIA has a new two-tier risk register addressing operational and strategic risks. We use recognised risk management protocols and standards when assessing operational and strategic risks.

At the time of publication of the 2019/20 Accounts there were six strategic-level risks identified and managed by the Senior Leadership Team, and overseen by the Board and its Committees:

1. The transition to a new partnership model for investing partners
2. A re-structure process to support the new network model for our programmes
3. The development and re-structure of the Board and its sub-committees
4. The safeguarding of vulnerable adults in contact with SIA services
5. Controlling the levels of reserves against a changing and growing Charity
6. The impact of the coronavirus pandemic across the other 5 strategic risk areas

SIA's Finance & Audit Committee, which meets quarterly, is responsible for oversight of the risk management framework and regularly reviews the risk register. SIA's Senior Leadership Team reviews the risk register quarterly and is responsible for managing a set of effective measures to mitigate both likelihood and impact of each of the risks with quarterly reports to delegated Board Committees for each risk.

Trustees receive a quarterly report emerging from the Committees, focusing on the acceptability of the levels, the measures and any additional actions proposed each quarter.

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Since the very start of the Coronavirus Pandemic in the UK, SIA has managed a new risk (6 above) throughout its executive and governance processes. Central to the weekly additional processes was a radically re-structured annual budget approved in an extra session of the Board in April 2020. This enabled the re-deployed response for SIA's users to be prioritised while protecting the viability and financial security of the charity. In addition new fundraising streams were quickly developed with new targets managed monthly through the pandemic.

Investment policy

The Charity has not held any investments during the current financial year.

Trustees agreed an internal process whereby annually they consider the strategic position with regard to cash balances and risk, and any restrictions to be placed upon investments held at that time. SIA's Finance & Audit Committee monitors the position regularly throughout the year.

During the year, cash was held in current and deposit accounts.

Reserves policy and going concern

SIA's Reserves Policy, including agreed reserve levels, is reviewed by Trustees annually as part of governance processes and takes into consideration the Charity's strategic plans and the forthcoming budget.

The Reserves Policy recognises the importance of holding sufficient reserves to be able to continue providing services to its beneficiaries without them suffering any immediate loss of service in the event of a material reduction in SIA's income. Trustees concluded that six to nine months of free reserve funds should be held.

The reserves are held as follows:

Unrestricted general reserves	£873,821
Designated reserves	£128,532

Total Free reserves	£1,002,353

Trustees are satisfied that the Free Reserves level of £1,002,353 (2018/2019: £824,956) falls within the parameters of the reserves policy.

During the coronavirus pandemic, the Trustees have been regularly reviewing the reserves levels alongside our revised projections for 2020/21 and results of our fundraising efforts.

Unrestricted funds in this context represent General and Designated Funds held, but excluding Property and Fixed Assets Funds held for the purposes of covering future depreciation charges of these assets. Other funds held at this date were Restricted Funds of £776,368 (2019: £128,506) and the Property and Asset Funds of £1,585,673 (2019: £1,617,569).

Trustees continue to ensure that SIA's Reserves Policy is kept under review and the Finance & Audit Committee has oversight responsibility for this area.

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Trustees activities

Key aspects of Trustee activity this year included:

- An Away Day in August 2019 for Trustees to review the structure and governance of the Association;
- An overall review and restructuring of the subcommittees of the Board of Trustees;
- The establishment of a Membership Review Working Group to address the current membership structure of SIA and how best to engage with SIA members;
- Setting up a Governance Review Working Group to review and update SIA's Governing documents; and
- Maintaining best practice in accordance with the Charities Governance Code.

Legislative and regulatory compliance

Trustees receive regular reports in relation to our compliance with new and existing legislation ensuring that standards and compliance are maintained at Governance and operational level.

Charity Governance Code

The current Charity Governance Code was published during 2017. Throughout the year, we benchmarked our current policies, procedures and activities against the recommendations and statements of good practice it contains.

Whilst we already apply many of the recommendations and much of the good practice measures in the code, we continue to monitor application at both Governance and operational level. To note, this year we changed the maximum tenure of any Trustee to nine years in line with the Governance Code.

Auditor

Sayer Vincent LLP was appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The Trustees' annual report has been approved by the Trustees on 18 July 2020 and signed on their behalf by

Dr Rupert Earl
Chair and Company Director

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Trustees' annual report
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Thank you to our supporters

We would like to thank the following trusts and organisations for their donations of £5,000 or more to fund our services throughout the year. It would be impossible for us to help our members and their families and friends without such invaluable support.

Trusts and Foundations

ABF The Soldier's Charity
The ALBORADA Trust
The Alice Ellen Cooper-Dean Charitable Foundation
The Bernard Sunley Foundation
The Brenley Trust
City Bridge Trust
Eranda Rothschild Foundation
The Eveson Charitable Trust
The February Foundation
Goldcrest Charitable Trust
GS Gives Foundation
James Tudor Foundation
The James Weir Foundation
The Lloyd Square Foundation
Muil Charitable Trust
The National Lottery Community Fund: Awards for All England
The Persula Foundation
Queen Mary's Roehampton Trust
RAF Benevolent Fund
Rockcliffe Charitable Trust
Sobell Foundation
Sir James Knott Trust
Sir William Coxen Trust
Sobell Foundation
Stewarts Foundation
The TJH Foundation
Wesleyan Foundation

Organisations

Active Assistance
Bolt Burden Kemp
Brethertons LLP
CFG Law
Coloplast Ltd
Freeths Milton Keynes Branch
Harrowells Solicitors
Hemlow Ltd.
Hollister Inc UK
Irwin Mitchell LLP
Leigh Day
Mid Kent Golf Club
NewLaw Solicitors
No5 Chambers
The October Club
Outer Temple Chambers
Pertemps
Premium Care Solutions
Royds Withy King
Simpson Millar LLP
Slater and Gordon UK
Sofina Foods
Total Community Care Ltd
Toscafund
Trethowans LLP
Vanquish Tech
Wellspect
Whitefields Golf Club
Williams Racing

Legacy gifts are important to SIA. We are grateful to be remembered by:

John Mitcheson
John Howe
Anthony Stanley
H Mole

Diana Poole
Joan Elizabeth Peake
David Brooks

**Independent auditor's report
To the members of Spinal Injuries Association
For the year ended 31 March 2020**

Opinion

We have audited the financial statements of Spinal Injuries Association (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2020 which comprise the consolidated statement of financial activities, the group balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2020 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the group financial statements is not appropriate; or
- The trustees have not disclosed in the group financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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For the year ended 31 March 2020**

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report other than the group financial statements and our auditor's report thereon. Our opinion on the group financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the group financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the group financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

**Independent auditor's report
To the members of Spinal Injuries Association
For the year ended 31 March 2020**

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Independent auditor's report
To the members of Spinal Injuries Association
For the year ended 31 March 2020**

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)

26 August 2020

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Spinal Injuries Association

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2020

	Note	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Income from:							
Donations and legacies	2	933,414	247,924	1,181,338	638,248	–	638,248
Charitable activities							
Information and Advice	3	290,079	1,760	291,839	341,425	1,800	343,225
Advocacy and Representation	3	102,126	96,094	198,220	79,745	150,438	230,183
Support Network	3	119,412	221,903	341,315	149,000	185,186	334,186
Other trading activities	4	466,952	511,555	978,507	578,864	–	578,864
Investments		7,052	–	7,052	4,601	–	4,601
Total income		1,919,035	1,079,236	2,998,271	1,791,883	337,424	2,129,307
Expenditure on:							
Raising funds	5	539,167	–	539,167	634,687	–	634,687
Charitable activities							
Information and Advice	5	443,789	1,693	445,482	457,701	11,121	468,822
Advocacy and Representation	5	300,721	228,833	529,554	362,097	103,963	466,060
Support Network	5	489,857	200,848	690,705	485,196	134,935	620,131
Total expenditure		1,773,534	431,374	2,204,908	1,939,681	250,019	2,189,700
Net income / (expenditure) for the year	6	145,501	647,862	793,363	(147,798)	87,405	(60,393)
Transfers between funds		–	–	–	–	–	–
Net movement in funds		145,501	647,862	793,363	(147,798)	87,405	(60,393)
Reconciliation of funds:							
Total funds brought forward		2,442,526	128,505	2,571,031	2,590,324	41,100	2,631,424
Total funds carried forward		2,588,027	776,367	3,364,394	2,442,526	128,505	2,571,031

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19a to the financial statements.

Balance sheets

Company no. 3175203

As at 31 March 2020

	Note	The group		The charity	
		2020	2019	2020	2019
		£	£	£	£
Fixed assets:					
Tangible assets	11	1,580,917	1,608,058	1,580,917	1,608,058
Intangible assets	12	4,755	9,511	4,755	9,511
Investments		-	-	1	1
		1,585,672	1,617,569	1,585,673	1,617,570
Current assets:					
Stock		9,850	24,625	9,850	24,625
Debtors	15	599,270	324,935	671,764	397,758
Short term deposits		850,000	425,000	850,000	425,000
Cash at bank and in hand		581,649	346,969	490,988	255,108
		2,040,769	1,121,529	2,022,602	1,102,491
Liabilities:					
Creditors: amounts falling due within one year	16	(262,047)	(168,067)	(243,883)	(149,030)
Net current assets		1,778,722	953,462	1,778,720	953,461
Total net assets		3,364,394	2,571,031	3,364,394	2,571,031
Funds:	19a				
Restricted income funds		776,368	128,506	776,368	128,506
Unrestricted income funds:					
Designated funds					
Property and fixed assets funds		1,585,672	1,617,569	1,585,672	1,617,569
Other designated funds		128,533	8,241	128,533	8,241
General funds		873,821	816,715	873,821	816,715
Total unrestricted funds		2,588,026	2,442,525	2,588,026	2,442,525
Total funds		3,364,394	2,571,031	3,364,394	2,571,031

Approved by the trustees on 18 July 2020 and signed on their behalf by

Dr Rupert Earl
Chair and Company Director

Spinal Injuries Association

Consolidated statement of cash flows

For the year ended 31 March 2020

	Note	2020 £	£	2019 £	£
Cash flows from operating activities					
Net income / (expenditure) for the reporting period (as per the statement of financial activities)		793,363		(60,393)	
Depreciation charges		48,599		44,423	
Dividends and interest from investments		(7,052)		(4,601)	
(Profit)/loss on the disposal of fixed assets		–		–	
(Increase)/decrease in stocks		14,775		(24,625)	
(Increase)/decrease in debtors		(274,335)		66,842	
Increase/(decrease) in creditors		93,981		(49,620)	
		<u>669,331</u>		<u>(27,974)</u>	
Net cash provided by / (used in) operating activities					
Cash flows from investing activities:					
Dividends and interest from investments		7,052		4,601	
Purchase of fixed assets		(16,703)		(14,266)	
		<u>(9,651)</u>		<u>(9,665)</u>	
Net cash provided by / (used in) investing activities					
Change in cash and cash equivalents in the year					
		<u>659,680</u>		<u>(37,639)</u>	
Cash and cash equivalents at the beginning of the year		771,969		809,608	
Cash and cash equivalents at the end of the year		<u>1,431,649</u>		<u>771,969</u>	

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies

a) Statutory information

Spinal Injuries Association is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is SIA House, 2 Trueman Place, Oldbrook, Milton Keynes, MK6 2HH.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary SIA Enterprises Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006 as a summary of the result for the year is disclosed in the notes to the accounts.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and Charitable Trusts, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, a reliable estimate of the the estate has been established and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities based on staff numbers attributable to each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated as support costs. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|-----------------------|-----------------|
| ● Land | Not depreciated |
| ● Leasehold Buildings | 50 years |
| ● Office equipment | 4 years |
| ● Computers | 3 years |

l) Intangible assets

Intangible assets consist of IT software. This software is amortised over 3 years.

m) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Stocks

Stocks are stated at the lower of cost and net realisable value. Stock consists of items to be used by participants and challenge and community fundraising events in future financial periods. Provision is made where necessary for obsolete, slow moving and defective stocks.

o) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

p) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 0 and 3 months.

q) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies (continued)

r) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

s) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

t) Pensions

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 £100,943 (2019: £92,061) were paid during the year.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Gifts	855,616	247,924	1,103,540	485,326	–	485,326
Legacies	77,798	–	77,798	152,922	–	152,922
Donated services	–	–	–	–	–	–
	<u>933,414</u>	<u>247,924</u>	<u>1,181,338</u>	<u>638,248</u>	<u>–</u>	<u>638,248</u>

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2020

3 Income from charitable activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
ABF The Soldier's Charity	-	1,000	1,000	-	1,000	1,000
Queen Mary's Roehampton Trust	-	760	760	-	800	800
Publications	138,475	-	138,475	131,217	-	131,217
Education and Training	56,569	-	56,569	69,476	-	69,476
Sponsorships	36,500	-	36,500	82,545	-	82,545
Other	58,535	-	58,535	58,187	-	58,187
Sub-total for Information and Advice	290,079	1,760	291,839	341,425	1,800	343,225
Queen Mary's Roehampton Trust	-	4,940	4,940	-	5,200	5,200
James Tudor Foundation	-	5,000	5,000	-	10,000	10,000
Sir William Coxen Trust Fund	-	5,000	5,000	-	-	-
Sobell Foundation	-	25,000	25,000	-	25,000	25,000
ABF The Soldier's Charity	-	6,000	6,000	-	6,000	6,000
RAF Benevolent Fund	-	3,040	3,040	-	700	700
The ALBORADA Trust	-	25,000	25,000	-	25,000	25,000
Stewarts Foundation	25,000	-	25,000	25,000	-	25,000
Austin & Hope Pilkington Trust	-	-	-	-	5,000	5,000
Persula Foundation	-	-	-	-	10,000	10,000
The TJH Foundation	-	-	-	-	10,000	10,000
Other Charitable Trusts and donations	2,000	22,114	24,114	2,000	53,538	55,538
Sponsorships	56,000	-	56,000	15,000	-	15,000
Other	19,126	-	19,126	37,745	-	37,745
Sub-total for Advocacy and Representation	102,126	96,094	198,220	79,745	150,438	230,183
The Princess Anne's Charities Trust	4,000	-	4,000	-	-	-
Stewarts Foundation	25,000	-	25,000	25,000	-	25,000
Sir James Knott Trust	-	5,000	5,000	-	-	-
The James Weir Foundation	-	5,000	5,000	-	-	-
The Goldcrest Charitable Trust	-	5,000	5,000	-	5,000	5,000
Priory Foundation	-	16,236	16,236	-	32,475	32,475
Rothera Charitable Settlement	-	-	-	-	7,500	7,500
Persula Foundation	-	10,000	10,000	-	-	-
ABF The Soldier's Charity	-	23,000	23,000	-	14,000	14,000
Rothschild Foundation	-	-	-	-	5,000	5,000
The Eveson Charitable Trust	-	5,000	5,000	-	5,000	5,000
Alice Ellen Cooper Dean Charitable Foundation	-	10,000	10,000	-	5,000	5,000
The February Foundation	-	5,000	5,000	-	5,000	5,000
EBM Charitable Foundation	-	-	-	-	10,000	10,000
The Royal British Legion	-	-	-	-	5,141	5,141
Boots Charitable Trust	-	-	-	-	6,956	6,956
The MacRobert Trust	-	-	-	-	5,000	5,000
Awards for All	-	-	-	-	10,000	10,000
CHK Charities Ltd	-	-	-	-	5,000	5,000
Wesleyan Foundation	-	5,000	5,000	-	-	-
City Bridge Trust	-	48,300	48,300	-	-	-
RAF Benevolent Fund	-	6,960	6,960	-	5,300	5,300
Queen Mary's Roehampton Trust	-	4,300	4,300	-	4,000	4,000
Other Charitable Trusts	-	73,107	73,107	5,500	54,814	60,314
Sponsorships	88,000	-	88,000	118,500	-	118,500
Other	2,412	-	2,412	-	-	-
Sub-total for Support Network	119,412	221,903	341,315	149,000	185,186	334,186
Total income from charitable activities	511,617	319,757	831,374	570,170	337,424	907,594

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2020

4 Income from other trading activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Fundraising events	79,403	511,555	590,958	217,086	-	217,086
Corporate memberships	112,625	-	112,625	116,877	-	116,877
Other trading	274,924	-	274,924	244,901	-	244,901
	<u>466,952</u>	<u>511,555</u>	<u>978,507</u>	<u>578,864</u>	<u>-</u>	<u>578,864</u>

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2020

5a Analysis of expenditure (current year)

	Charitable activities						2020 Total £	2019 Total £
	Raising funds £	Information and Advice £	Advocacy and Representation £	Support Network £	Governance costs £	Support costs £		
Staff costs (Note 7)	233,942	187,674	342,740	401,129	29,087	213,235	1,407,807	1,445,413
Other direct costs	210,119	190,860	56,654	93,329	-	-	550,962	514,800
Premises	-	-	-	-	-	40,182	40,182	34,538
Insurance	-	-	-	-	-	6,790	6,790	6,931
Communications	-	-	-	-	-	8,655	8,655	7,702
Audit	-	-	-	-	12,960	-	12,960	9,600
IT	-	-	-	-	-	73,701	73,701	41,891
Professional fees	-	-	-	-	1,899	8,376	10,275	9,768
Office expenses	-	-	-	-	-	23,149	23,149	26,939
Finance costs	-	-	-	-	-	16,495	16,495	24,574
Recruitment, Training, Welfare	-	-	-	-	-	16,058	16,058	24,897
Trustee expenses	-	-	-	-	3,003	-	3,003	8,709
Depreciation	-	-	-	-	-	48,599	48,599	44,423
Recoverable VAT	-	-	-	-	-	(25,814)	(25,814)	(16,630)
Other expenses	-	-	-	-	2,287	9,799	12,086	6,145
	444,061	378,534	399,394	494,458	49,236	439,225	2,204,908	2,189,700
Support and Governance costs	95,106	66,948	130,160	196,247	(49,236)	(439,225)	-	-
Total expenditure 2020	539,167	445,482	529,554	690,705	-	-	2,204,908	
Total expenditure 2019	634,687	468,822	466,060	620,131	-	-		2,189,700

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2020

5b Analysis of expenditure (prior year)

	Charitable activities						2019 Total £
	Raising funds £	Information and Advice £	Advocacy and Representati on £	Support Network £	Governance costs £	Support costs £	
Staff costs (Note 7)	342,329	196,537	315,410	384,955	22,204	183,978	1,445,413
Other direct costs	184,989	214,987	39,668	75,156	-	-	514,800
Premises	-	-	-	-	-	34,538	34,538
Insurance	-	-	-	-	-	6,931	6,931
Communications	-	-	-	-	-	7,702	7,702
Audit	-	-	-	-	9,600	-	9,600
IT	-	-	-	-	-	41,891	41,891
Professional fees	-	-	-	-	1,794	7,974	9,768
Office expenses	-	-	-	-	-	26,939	26,939
Finance costs	-	-	-	-	-	24,574	24,574
Recruitment, Training, Welfare	-	-	-	-	-	24,897	24,897
Trustee expenses	-	-	-	-	8,709	-	8,709
Depreciation	-	-	-	-	-	44,423	44,423
Recoverable VAT	-	-	-	-	-	(16,630)	(16,630)
Other expenses	-	-	-	-	2,022	4,123	6,145
	527,318	411,524	355,078	460,111	44,329	391,340	2,189,700
Support and Governance costs	107,369	57,298	110,982	160,020	(44,329)	(391,340)	-
Total expenditure 2019	634,687	468,822	466,060	620,131	-	-	2,189,700

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2020

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2020	2019
	£	£
Depreciation	48,599	44,423
Audit	9,000	8,000
Other services	3,960	1,600
	<u>61,559</u>	<u>54,023</u>

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2020	2019
	£	£
Salaries and wages	1,200,170	1,238,987
Redundancy and termination costs	17,932	1,524
Social security costs	106,694	112,841
Employer's contribution to defined contribution pension schemes	100,943	92,061
	<u>1,425,739</u>	<u>1,445,413</u>

The 2020 redundancy and termination costs were accrued at the balance sheet date.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2020	2019
	No.	No.
£60,000 – £69,999	-	1
£70,000 – £79,999	-	1
£80,000 – £89,999	1	-
£90,000 – £99,999	-	-
	<u>-</u>	<u>-</u>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were:

2020: £169,425 (Chief Executive Officer, Director of Services & Operations).

2019: £211,328 (Chief Executive Officer * 2, Directors of Services & Operations and Director of Fundraising).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £3,003 (2019: £8,709) incurred by 11 (2019: 14) members relating to attendance at meetings of the trustees.

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2020

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 49 (2019: 48).

Staff are split across the activities of the charity as follows (headcount basis):

	2020 No.	2019 No.
Raising funds	8.5	10.5
Information & advice	6.0	5.0
Advocacy & representation	11.5	11.0
Support network	17.0	16.0
Governance	0.5	0.5
Support costs	5.5	5.0
	<u>49.0</u>	<u>48.0</u>

9 Related party transactions

During the year, The Spinal Injuries Association and its trading subsidiary received £57,790 (2019: £61,995) from Slater and Gordon (UK). Darren Hughes, a Trustee of Spinal Injuries Association, is employed by Slater and Gordon Lawyers.

The Spinal Injuries Association also received £900 (2019: £15,900) from Bolt Kemp Solicitors. Raquel Sigantoria, a Trustee of the Spinal Injuries Association, is employed by Bolt Burdon Kemp Solicitors.

The Spinal Injuries Association also received £26,590 from CFG Law. Jonathan Fogerty, a Trustee of the Spinal Injuries Association, is employed by CFG Law.

(Values exclude VAT where applicable).

There are no other donations from related parties which are outside the normal course of business and no restricted donations from related parties. There are also no other related party transactions in the year.

10 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary SIA Enterprises Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

	2020 £	2019 £
UK corporation tax at 19%	-	-

11 Tangible fixed assets

The group and charity	Leasehold property	Computers	Fixtures & Fittings	Office equipment	Total
Cost	£	£	£	£	£
At the start of the year	2,163,410	6,461	–	29,449	2,199,320
Additions in year	–	–	16,703	–	16,703
Disposals in year	–	–	–	–	–
At the end of the year	2,163,410	6,461	16,703	29,449	2,216,023
Depreciation					
At the start of the year	555,352	6,461	–	29,449	591,262
Charge for the year	39,668	–	4,176	–	43,844
Eliminated on disposal	–	–	–	–	–
At the end of the year	595,020	6,461	4,176	29,449	635,106
Net book value					
At the end of the year	1,568,390	–	12,527	–	1,580,917
At the start of the year	1,608,058	–	–	–	1,608,058

Land with a value of £180,000 (2019: £180,000) is included within freehold property and not depreciated.

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

All of the above assets are used for charitable purposes.

12 Intangible fixed assets – Group and charity

	2020
	£
Cost	
At the start of the year	14,266
Additions	–
At the end of the year	14,266
Amortisation	
At the start of the year	4,755
Charge of the year	4,756
At the end of the year	9,511
Net book value	
At the end of the year	4,755
At the start of the year	9,511

13 Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of SIA Enterprises Limited, a company registered in England. The company number is 06034183. The registered office address is the same as the parent charity.

The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the parent charity.

The trustees Christa Dyson, Dr Rupert Earl, Darren Hughes, Faisal Hussain and Marcus Rhodes together with the Chief Executive are also directors of the subsidiary.

A summary of the results of the subsidiary is shown below:

	2020 £	2019 £
Turnover	380,393	315,024
Gross profit/(loss)	380,393	315,024
Administrative expenses	(108)	(754)
Management charge payable to parent undertaking	(30,430)	(27,738)
Profit/(loss) on ordinary activities before taxation	349,855	286,532
Taxation on profit on ordinary activities	-	-
Profit for the financial year	349,855	286,532
Retained earnings		
Total retained earnings brought forward	-	-
Profit for the financial year	349,855	286,532
Distribution under Gift Aid to parent charity	(349,855)	(286,532)
Total retained earnings carried forward	-	-
The aggregate of the assets, liabilities and reserves was:		
Assets	240,761	224,667
Liabilities	(240,761)	(224,667)
Reserves	-	-

Amounts owed to the parent undertaking are shown in note 15.

14 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2020 £	2019 £
Gross income	2,998,163	2,128,620
Result for the year	793,363	(60,393)

15 Debtors

	The group		The charity	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	358,835	115,887	212,734	51,292
Amounts due from group undertakings	-	-	222,595	177,822
Prepayments	112,262	209,048	112,262	168,644
Accrued income	128,173	-	124,173	-
	599,270	324,935	671,764	397,758

16 Creditors: amounts falling due within one year

	The group		The charity	
	2020	2019	2020	2019
	£	£	£	£
Trade creditors	60,653	37,714	60,653	37,714
Taxation and social security	47,116	69,200	28,952	50,663
Other creditors	74,410	10,309	74,410	10,309
Accruals	41,186	24,639	41,186	24,139
Deferred income (note 17)	38,682	26,205	38,682	26,205
	262,047	168,067	243,883	149,030

17 Deferred income

Deferred income comprises advertising, fundraising events ticket sales, challenge event fees and study days income received for events held after the year end.

	The group		The charity	
	2020	2019	2020	2019
	£	£	£	£
Balance at the beginning of the year	26,205	25,712	26,205	25,712
Amount released to income in the year	(26,205)	(25,712)	(26,205)	(25,712)
Amount deferred in the year	38,682	26,205	38,682	26,205
Balance at the end of the year	38,682	26,205	38,682	26,205

18a Analysis of group net assets between funds (current year)

	General unrestricted	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	-	1,585,672	-	1,585,672
Net current assets	873,821	128,533	776,368	1,778,722
Net assets at 31 March 2020	873,821	1,714,205	776,368	3,364,394

18b Analysis of group net assets between funds (prior year)

	General unrestricted	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	-	1,617,569	-	1,617,569
Investments	-	-	-	-
Net current assets	816,715	8,241	128,506	953,462
Net assets at 31 March 2019	816,715	1,625,810	128,506	2,571,031

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2020

19a Movements in funds (current year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
Restricted funds:					
Alice Ellen Cooper–Dean Charitable Foundation	3,333	10,000	(5,555)	-	7,778
The Persula Foundation	3,333	10,000	(9,164)	-	4,169
The Eveson Charitable Trust	3,750	5,000	(5,001)	-	3,749
ABF The Soldier's Charity	12,167	30,000	(27,167)	-	15,000
Rothschild Foundation	3,333	-	(3,333)	-	-
CHK Charities Ltd	2,917	-	(2,917)	-	-
Queen Mary's Roehampton Trust	7,500	10,000	(10,357)	-	7,143
Sobell Foundation	10,417	25,000	(24,998)	-	10,419
EBM Charitable Trust	6,667	-	(6,667)	-	-
Childwick Trust	1,667	-	(1,667)	-	-
RAF Benevolent Fund	3,000	10,000	(5,499)	-	7,501
Priory Foundation	5,413	16,236	(21,649)	-	-
The February Foundation	2,500	5,000	(3,500)	-	4,000
Royal British Legion	4,713	-	(4,713)	-	-
James Tudor Foundation	1,667	5,000	(5,419)	-	1,248
ALBORADA Trust	-	25,000	-	-	25,000
Rothera Charitable Settlement	1,250	-	(1,250)	-	-
Goldcrest Charitable Trust	833	5,000	(4,586)	-	1,247
The TJH Foundation	1,667	-	(1,667)	-	-
Sir Peter O'Sullivan Charitable Trust	32,000	-	(32,000)	-	-
Boots Charitable Foundation	5,797	-	(5,797)	-	-
Awards4All National Lottery	10,000	-	(10,000)	-	-
The MacRobert Trust	4,582	-	(4,582)	-	-
Sir James Knott Trust	-	5,000	(5,000)	-	-
James Weir Foundation	-	5,000	(3,750)	-	1,250
Sir William Coxen Trust	-	5,000	(3,334)	-	1,666
Wesleyan Foundation	-	5,000	-	-	5,000
City Bridge Trust	-	48,300	-	-	48,300
The October Club	-	759,479	(126,581)	-	632,898
Other small grants	-	95,221	(95,221)	-	-
Total restricted funds	128,506	1,079,236	(431,374)	-	776,368
Unrestricted funds:					
Designated funds:					
Property fund	1,608,058	-	(39,668)	-	1,568,390
Fixed Assets Fund	9,511	-	(8,931)	16,702	17,282
Deposits from SIA Groups	8,241	-	-	(196)	8,045
Expanded work of clinical teams	-	-	-	120,488	120,488
Total designated funds	1,625,810	-	(48,599)	136,994	1,714,205
General funds	816,715	1,919,035	(1,724,935)	(136,994)	873,821
Total unrestricted funds	2,442,525	1,919,035	(1,773,534)	-	2,588,026
Total funds	2,571,031	2,998,271	(2,204,908)	-	3,364,394

The narrative to explain the purpose of each fund is given at the foot of the note below.

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2020

19b Movements in funds (prior year)

	At 1 April 2018	Income & gains	Expenditure & losses	Transfers	At 1 April 2019
	£	£	£	£	£
Restricted funds:					
Alice Ellen Cooper–Dean Charitable Foundation	-	5,000	(1,667)	-	3,333
The Persula Foundation	-	10,000	(6,667)	-	3,333
The Eveson Charitable Trust	-	5,000	(1,250)	-	3,750
ABF The Soldier's Charity	-	21,000	(8,833)	-	12,167
Rothschild Foundation	-	5,000	(1,667)	-	3,333
CHK Charities Ltd	-	5,000	(2,083)	-	2,917
Queen Mary's Roehampton Trust	-	10,000	(2,500)	-	7,500
Sobell Foundation	-	25,000	(14,583)	-	10,417
Elizabeth & Prince Zaiger Trust	4,000	-	(4,000)	-	-
EBM Charitable Trust	-	10,000	(3,333)	-	6,667
Childwick Trust	10,000	-	(8,333)	-	1,667
RAF Benevolent Fund	-	6,000	(3,000)	-	3,000
Priory Foundation	-	32,475	(27,062)	-	5,413
The February Foundation	-	5,000	(2,500)	-	2,500
Royal British Legion	-	5,141	(428)	-	4,713
UPS Foundation	10,500	-	(10,500)	-	-
Stafford Trust	5,000	-	(5,000)	-	-
James Tudor Foundation	-	10,000	(8,333)	-	1,667
ALBORADA Trust	-	25,000	(25,000)	-	-
Rothera Charitable Settlement	-	7,500	(6,250)	-	1,250
Austen & Hope Pilkington Charitable Trust	-	5,000	(5,000)	-	-
Goldcrest Charitable Trust	-	5,000	(4,167)	-	833
The TJH Foundation	-	10,000	(8,333)	-	1,667
Sir Peter O'Sullivan Charitable Trust	-	32,000	-	-	32,000
Boots Charitable Foundation	-	6,956	(1,159)	-	5,797
Awards4All National Lottery	-	10,000	-	-	10,000
The MacRobert Trust	-	5,000	(418)	-	4,582
Other small grants	11,600	76,353	(87,953)	-	-
Total restricted funds	41,100	337,425	(250,019)	-	128,506
Unrestricted funds:					
Designated funds:					
Property fund	1,647,726	-	(39,668)	-	1,608,058
Fixed Assets Fund	-	-	-	9,511	9,511
Deposits from SIA Groups:					
SIA–Merseyside	9,165	6,686	(7,610)	-	8,241
Service Development Fund	281,917	-	(67,830)	(214,087)	-
Total designated funds	1,938,808	6,686	(115,108)	(204,576)	1,625,810
General funds	651,516	1,785,196	(1,824,573)	204,576	816,715
Total unrestricted funds	2,590,324	1,791,882	(1,939,681)	-	2,442,525
Total funds	2,631,424	2,129,307	(2,189,700)	-	2,571,031

Purposes of restricted funds

ABF The Soldiers' Charity

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

The ALBORADA Trust

To support the SCI Nurse Specialist service.

The Alice Ellen Cooper Dean Charitable Foundation

To support the Peer Support service.

Boots Charitable Trust

To support the Peer Support service.

Childwick Trust

To support the SCI Nurse Specialist service.

CHK Charities Ltd

To support the Peer Support service.

City Bridge Trust

To support the Peer Support Service.

EBM Charitable Trust

To support the Peer Support service.

The Eveson Charitable Trust

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

The February Foundation

To support the Peer Support service.

The Goldcrest Charitable Trust

To support the Peer Support service.

The James Tudor Foundation

To support the SCI Nurse Specialist service.

James Weir Foundation

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

The MacRobert Trust

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

The National Lottery Community Fund: Awards for All England

To support the Peer Support service.

The October Club

To support the SCI Nurse Specialist service.

Persula Foundation

To support the Peer Support Service.

The Priory Foundation

To support the Peer Support service.

Purposes of restricted funds (continued)

Queen Mary's Roehampton Trust

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

RAF Benevolent Fund

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

Rothera Charitable Settlement

To support the Peer Support service.

The Rothschild Foundation

To support the Peer Support service.

The Royal British Legion

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

Sir James Knott Trust

To support the Peer Support Service.

The Sir Peter O'Sullivan Charitable Trust

To support the SCI Nurse Specialist service.

Sir William Coxen Trust

To support the SCI Nurse Specialist service.

The Sobell Foundation

To support the SCI Nurse Specialist service.

The TJH Foundation

To support the SCI Nurse Specialist service.

Wesleyan Foundation

To support the Peer Support Service.

Other small grants

To support the Advice Line and Peer Support Service.

Purposes of designated funds

Property Fund – Future depreciation costs of SIA premises

Fixed Asset Fund – Future depreciation costs of fixed assets

SIA Groups – the amount represents accumulated funds from individual groups held by head office to support local activities.

Expanded work of clinical teams – expanded work of the clinical teams as a result of the October Club investment.

20 Operating lease commitments payable as a lessee

The group and charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Equipment	
	2020	2019
	£	£
Less than one year	3,652	3,652
One to five years	4,441	8,092
Over five years	-	-
	8,093	11,744
	8,093	11,744

21 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.