

SPINAL INJURIES ASSOCIATION

England & Wales · Charity number 1054097

Details

Other names	SIA
Status	Registered
Legal form	Charitable company
Company number	03175203
Registered	1996-03-29
Register	View on the Charity Commission register

Contact

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Activities

Objects: THE ASSOCIATION'S OBJECTS ('THE OBJECTS') ARE TO PROMOTE THE WELFARE OF ALL SPINAL CORD INJURED PEOPLE AND TO PROMOTE THEIR INTEGRATION AND FULL PARTICIPATION IN SOCIETY BY ENCOURAGING AND ENABLING THEM TO BECOME FULFILLED AND IN CONTROL OF THEIR LIVES IN ANY MANNER WHICH NOW IS OR HEREAFTER MAY BE DEEMED BY LAW TO BE CHARITABLE TO INCLUDE BUT NOT SO AS TO LIMIT THE GENERALITY OF THE FOREGOING:3.1 THE PROVISION OF QUALITY SERVICES, PUBLICATIONS, INFORMATION, TRAINING COURSES AND SUPPORT TO ALL SPINAL CORD INJURED PEOPLE, THEIR FAMILIES AND FRIENDS FROM THE MOMENT OF INJURY ONWARDS3.2 ENCOURAGING SPINAL CORD INJURED PEOPLE TO TAKE UP MEMBERSHIP OF THE ASSOCIATION FOR THE PROMOTION OF THEIR NEEDS AND CONCERNS3.3 PROMOTING AND CARRYING OUT OR ASSIST IN PROMOTING AND CARRYING OUT MEDICAL AND SOCIAL RESEARCH INTO ALL ASPECTS OF SPINAL CORD INJURY AND SUPPORTING AND COLLABORATING WITH OTHER PROFESSIONALS WORKING IN THE FIELD3.4 PROMOTING AND CARRYING OUT OR ASSIST 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 FRIENDS3.5 RAISING PUBLIC AWARENESS OF THE NEEDS AND WELFARE OF THOSE WITH SPINAL CORD INJURY, THEIR FAMILIES AND CARERS, INCLUDING BUT NOT LIMITED TO ITS CAUSES AND THE PHYSICAL AND SOCIAL CONSEQUENCES3.6 SEEKING THE REDUCTION IN PARALYSIS DUE TO SPINAL CORD INJURY3.7 ESTABLISHING THE RIGHT OF ACCESS FOR EVERY SPINAL CORD INJURED PERSON TO THE SPECIALISED MEDICAL EXPERTISE AND ONGOING SUPPORT FROM A SPINAL CORD INJURIES CENTRE3.8 TO PROMOTE AND ORGANISE CO-OPERATION IN THE ACHIEVEMENT OF THE OBJECTS NATIONALLY, INTERNATIONALLY AND LOCALLY AND TO THAT END MAY BRING 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 OBJECTS3.9 TO COLLECT AND PUBLISH INFORMATION REGARDING THE WELFARE OF SPINAL CORD INJURED PEOPLE AND REGARDING THE PREVENTION OF SPINAL CORD INJURY AND EXCHANGE SUCH INFORMATION WITH OTHER BODIES HAVING SIMILAR OBJECTS WHETHER IN THIS COUNTRY OR OVERSEASIN THIS ARTICLE 3 "SPINAL CORD INJURED" OR "SPINAL CORD INJURY" ALSO INCLUDES BUT IS NOT LIMITED TO CAUDA EQUINA SYNDROME, SPINA BIFIDA AND TRANSVERSE MYELITIS.THROUGHOUT THE ARTICLES "CHARITABLE" MEANS CHARITABLE IN ACCORDANCE WITH THE LAW OF ENGLAND AND WALES PROVIDED THAT IT WILL NOT INCLUDE ANY PURPOSE THAT IS NOT CHARITABLE IN ACCORDANCE WITH SECTION 7 OF THE CHARITIES AND TRUSTEE INVESTMENT (SCOTLAND) ACT 2005 AND SECTION 2 OF THE CHARITIES ACT (NORTHERN IRELAND) 2008.

Activities: SIA is a national charity working on behalf of spinal cord injured people to help, support, advise and campaign on all aspects of spinal cord injury.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Disability
- **Who:** People With Disabilities

Geography

- Northern Ireland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,096,318	£4,192,892	£4,026,152	77
2024-03-31	£3,850,878	£3,473,077	£4,126,247	64
2023-03-31	£3,257,352	£3,144,517	£3,728,318	60
2022-03-31	£2,905,051	£2,584,775	£3,615,483	56
2021-03-31	£2,422,282	£1,932,747	£3,295,207	47

Trustees

Name	Role	Appointed
Anthony Henderson		2019-11-30
Faisal Hussain		2017-11-18
Gareth Hillier		2024-02-24
Ian Bancroft Anderson		2024-11-23
James Wood		2023-02-25
Leonora Volpe		2022-07-16
Paul Williams		2024-11-23
Richard John Brindley		2023-07-01
Sarah Georgina Ashby		2025-07-12
Stephanie Whitmore		2022-07-16

Accounts

Company number: 3175203
Charity number: 1054097

Spinal Injuries Association
Annual Report and Financial Statements
Year ended 31 March 2025

A fulfilled life for everyone affected by spinal cord injury



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WELCOME FROM OUR CHAIR AND CEO

As 2024 closed out, so too did our celebrations for SIA's 50th year as the national association for people affected by spinal cord injury. It was an astounding journey of reflections and memories which brought together SIA's early pioneers with those of us who continue to build on the foundations they laid. Being awarded Charity of the Year by Neuro-Rehab Times during our 50th year, seemed particularly poignant; not least, because the award recognises charities which put their members at the heart of what they do.

The 50th anniversary celebrations, which included a visit to SIA House from our patron HRH The Princess Royal, also looked towards what lies ahead, providing a boost for our ambitious future plans as set out in our *Strategy 2030*.

And as we present our achievements over this milestone year, we circle back to this strategy, unpacking its meaning so that our membership of over 21,000 know what we're driving towards and what that means for them. How did we do against our four strategy approaches?

- We have pledged to **provide critical health and care support** for more people with spinal cord injury. In this second year of our strategy our amazing team of specialist SCI clinicians, which includes nurses, occupational therapists and physiotherapists, provided over 3,205 sessions to new and established members. And our expanded counselling team delivered more than 550 sessions for those in need.
- We are committed to **build and coordinate a network of specialist organisations** nationally and locally. This year we expanded our network to 64 organisations giving our members opportunities to access the very best expertise in health, care, mental health, transport, legal, financial, housing and family-planning services. In parallel our community groups grew, and we now have 28 groups providing meaningful local connection to support services and crucially to peers and families affected by spinal cord injury.
- We are committed to **build knowledge and expertise for a critical mass of healthcare professionals** and through the work of our incredible **Frank Williams Academy (FWA)**, we provided training and education for over 2,260 professionals so they can better understand and support the unique and complex healthcare needs of people with spinal cord injury. We continued to invest in training; we welcomed research opportunities and set up a health and care advisory board which has brought insight and awareness of spinal injury care issues and the concerns affecting healthcare professionals and people with SCI.
- Finally, we have promised to **campaign for change** and thanks to the energy of our extraordinary team, we are transforming SIA's campaigns landscape. Some highlights include our Paralyse Bowel Care campaign gaining cross-party MP support and over 9,000 signatures which led to the first National Awareness Day for this cause launched at the House of Lords. We established a cross-party women's health task force and held a parliamentary roundtable on 'women's health after SCI' where we formed a coalition of charities including the Royal College of Nursing and the Royal College of Obstetrics and Gynaecology.

There is much good to celebrate in our work this year, but we are mindful of the uncertain political and economic backdrop both at home and abroad. Our members have grave concerns about welfare

cuts that target disabled people, and how this might affect their right to live independently. The dismantling of NHS England has raised questions about the future of specialist services.

Amidst this turbulence, we commit to our now 21,000 members that we will increase our presence and be that consistent place to find the right services, support and advocacy at any stage in a person's SCI journey. While our strategy provides our framework, our collective drive and passion are fuelled by our fifty-year vision for a fulfilled life for anyone affected by spinal cord injury. We are lucky to be part of a truly collaborative network – amongst our staff, members, partners and supporters.

Faisal Hussain – chair of trustees

Nik Hartley OBE – chief executive officer



BUCKINGHAM PALACE

Many congratulations to the Spinal Injuries Association on reaching its 50th year. When she founded the association 50 years ago, Baroness Sue Masham translated her positive attitude into raising the profile of spinal cord injury in the public sphere. Her enthusiasm was fundamental to the Spinal Injuries Association making progress and she had the ability to take people with her.

I see her successors taking forward that message and following in her footsteps, helping create a more positive experience for the thousands of people who sustain spinal cord injuries each year. I do not think she could ever have known how many lives she would touch, and how many individuals, families, friends and carers the Spinal Injuries Association would go on to help and support.

Since I became Patron of the Association in 1984, I have witnessed the Spinal Injuries Association develop its ability to fill the gap between the medical issue of spinal cord injury and what it really means to live a life after spinal cord injury. The Association's expertise has always been to understand that gap and how important a role specialist knowledge and education plays. It is the Association's aim to ensure that individuals, their loved ones and carers, have the right knowledge at the right time so that a person living with spinal cord injury can make fully informed choices about how they want to live their life.

The Spinal Injuries Association is also committed to building specialist expertise and knowledge across the health and care sector which will help ensure that patients with spinal cord injury have their unique healthcare needs met in medical settings. I was pleased to attend the launch of the Frank Williams Academy, through which the Association will build that essential background of knowledge and anticipate this vital resource will make a difference to the lives of those living with spinal cord injury.

It is a great pleasure to be able to support such a dedicated team of people as their knowledge, enthusiasm and experience help more people living with spinal cord injury. Many thanks to you all.

A handwritten signature in black ink, appearing to read 'Anne', with a long, sweeping underline.

HOW SIA SUPPORTED PEOPLE WITH SPINAL CORD INJURY IN 2024/25



We provided services

Our support network team who live with SCI themselves, connected with newly injured people to offer hope and practical support for life after spinal cord injury

We advocated and provided representation for our members, negotiating vital health, care and support services to achieve better outcomes

Our SCI clinical specialist team offered frontline support for members' chronic and urgent physical challenges

Our specialist counselling team, who have lived experience of SCI, offered emotional and psychological support through virtual and telephone sessions



We raised money

Our vital services were funded directly from fundraising activities, social enterprises, trading and other income

We collaborated with policymakers

We worked with government and are considered trusted partners in Whitehall which helped us raise awareness and shape policy



We educated and provided specialist training for healthcare professionals

We built knowledge and expertise for those who treat and care for people with SCI to ensure the right support is available in general healthcare settings – whether that's in hospitals, care homes or at their GPs



We raised awareness

We ensured stories from and about the spinal cord injury community and about the barriers they face were seen and heard by the general public

We coordinated a national network of support services

Together with our trusted partners, we helped connect our members to a range of services to meet their diverse needs



OUR KEY ACHIEVEMENTS 2024/25

We offered free support and advice to over **21,000 members** more than 13,000 of whom live with SCI



SIA's stories appeared on BBC Breakfast, ITV regional news and in The Sun, The Mail Online and the Independent

We ran **more than 100** community support group sessions across the country, giving people with SCI the opportunity to come together in their local areas

Our advocacy team helped **more than 300 people** with continuing healthcare and social care packages to meet their needs

Our support coordinators who live with SCI themselves, **delivered over 1,400 sessions** to meet the practical and emotional needs of people with SCI

Our volunteers gave over **5,000 hours of their time** to support our work. **59% of our volunteers live with SCI**



We brought more awareness of spinal cord injury and our vital services than ever before through our social media platforms, **engaging with our audience over 168,000 times**



We helped create **119 potentially life-saving essential care passports (ECPs)** offering greater reassurance to people with SCI needing to spend time in general hospital settings

The number of people supporting SIA's work through attending our events, making donations or taking on their own incredible fundraising challenges more than doubled to **over 7,000**

We received support from **150 grant making organisations** and businesses to help fund our vital services

Our support line team handled **more than 1,100 requests** for support

We had over 900 responses to our annual What Matters survey which directly influenced the campaigns we ran and services we delivered

Our clinical specialist team offered frontline support and guidance to **more than 1,100 people** with chronic and urgent physical challenges

Our website attracted **over 165,000 visitors** with members being able to directly book support, advocacy and training sessions



Our specialist counsellors who have lived experience of SCI, supported **over 230 people**



Our clinical specialists helped train over **2,200 healthcare professionals** in the unique healthcare needs of people with SCI

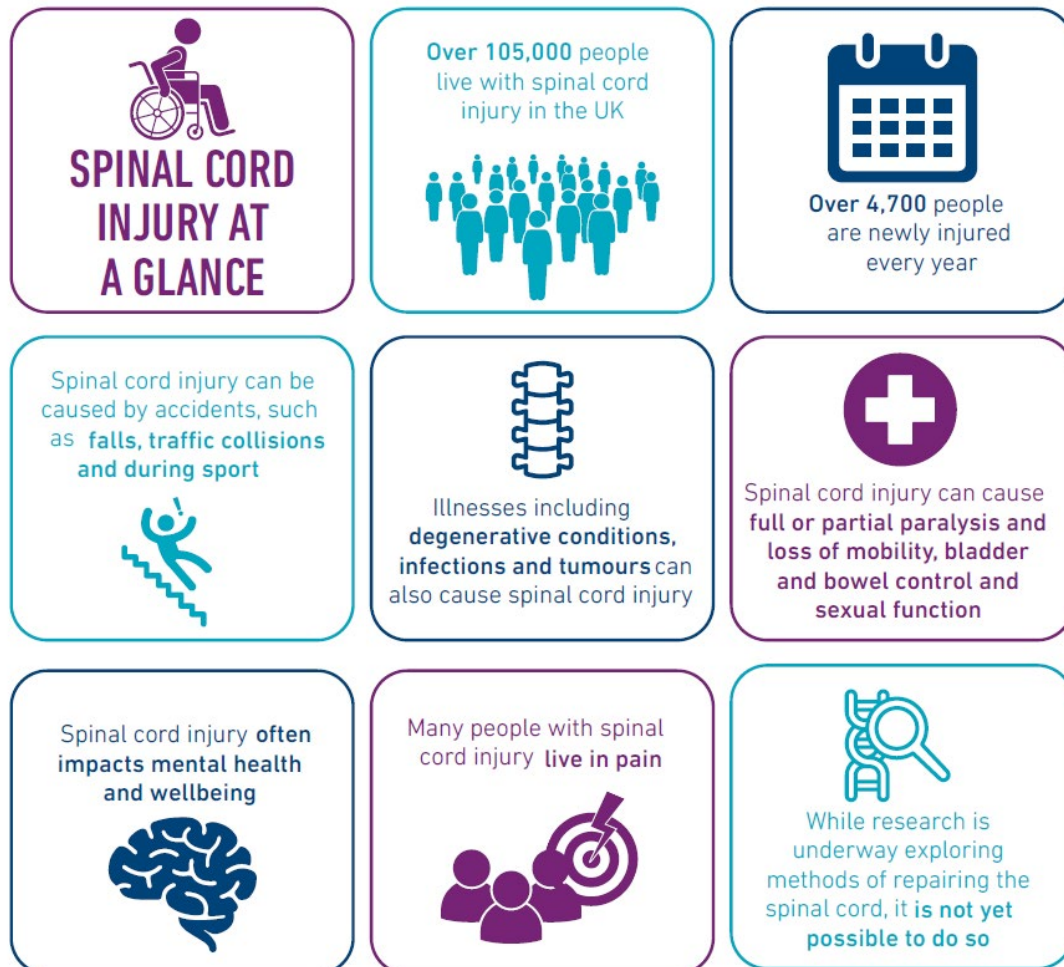


We created more opportunities to raise awareness and collaborate with policymakers through enhanced engagement with government, becoming recognised as a trusted partner in Whitehall

"SIA's support and advice has been life changing, even down to simply being able to speak to people that really understand the situation I am in, and all the complications paralysis brings."
- Person with SCI

"After coming out of hospital I/we were facing a blank wall. SIA has provided us with sensible and positive ways forward and all within one phone call and email support. Thank you!" - Person with SCI

SPINAL CORD INJURY AT A GLANCE



During 2024/25:

- 3,772 patients were referred to specialist SCI centres, of which **793 (21%)** were admitted and **1,227 (33%)** were seen as out-patients
- 33% of injuries were caused by accident and 56% were caused by illness or medical condition. No cause of injury was reported in 11% of those referred
- The most common cause of injury resulting from an accident were falls (23%). The most common cause of injury resulting from an illness or condition was disc prolapse (15%)
- 26% of injuries resulted in paraplegia and 37% tetraplegia. 20% of injuries were recorded as cauda equina syndrome, while no level of injury was reported in 17% of cases
- 59% of people referred to one of the eight English SCI specialist centres were male, 41% were female
- The largest age group sustaining new injuries was 60 to 69 years old
- 68% of newly injured people were over the age of 50

Findings sourced from the National Spinal Cord Injury Database for 2024/25. Statistics based on people referred to specialist SCI centres in England only, in 2024/25.

VISION, PURPOSE AND PUBLIC BENEFIT

People living with spinal cord injury are at the heart of all that we do. We learn more about the barriers our community faces and what their priority needs are through our annual *What Matters?* survey. This feedback informs the development of our services and underpins our *Strategy 2030*. The three strategy goals supported by four approaches, are represented below.



Our Strategy 2030 goals

Our Vision is

A fulfilled life for everyone affected by spinal cord injury

Our Purpose is to be

The expert, guiding voice for life after spinal cord injury

Goal 1

A health and care system that works for people with spinal cord injury

- i. **Anyone diagnosed** with spinal cord injury can access specialist advice, representation and rehabilitation from the day of injury and throughout their reintegration into life and their community
- ii. **All people** living with spinal cord injury can access general health services without fear of sub-standard care

Goal 2

Double the number of members accessing our network of services

- i. **Access to** specialist counselling and mental health support for trauma and living a life with spinal cord injury
- ii. **Access to** appropriate housing, transport, livelihoods and care

Goal 3

A UK government and public championing the cause

- i. **A network** of members and partners campaigning, fundraising and supporting the work of SIA across the UK
- ii. **A knowledgeable, engaged and supportive** government, media and public

How we'll achieve this

1

Provide critical health and care support for people with spinal cord injury

i. Support

Offering specialist frontline support and guidance for urgent and chronic physical and mental health challenges

ii. Advocacy

Providing advocacy and representation for members who are refused or given inappropriate support



2

Coordinate a network of support services nationwide

i. National network of partners

Coordinate a national network of trusted partners to support the diverse needs of our members

ii. Local community

Develop and support 50 local community groups across 10 regional hubs



3

Build vital specialist expertise across the health and care sector

i. Training and education

Training

A critical mass of health care professionals across the health and care sectors with vital specialist skills

Educating

People with spinal cord injury and their families with knowledge and skills to
a. manage their condition
b. advocate for appropriate treatment and support

ii. Research and development

Testing and promoting solutions for

- support and rehab
- treatment and prevention

iii. Policy and Practice

Influencing, supporting and improving

- Specialist services
- General health care settings
- Social care



4

Campaign for change

i. National campaigns

Leading and collaborating on campaigns, mobilising our community to contest the biggest barriers faced by people with spinal cord injury

ii. Member-led local campaigns

Supporting member-led local campaigns offering tools and connections to community groups, regional partners, and local media

iii. Public engagement

Educate, engage and mobilise the UK public through media and social media campaigns to take up our cause



PUBLIC BENEFIT

SIA exists to support everyone affected by spinal cord injury to live a fulfilled life — and that's the lens through which we view our public benefit.

We continue to meet our charitable purpose by offering free, expert services and support to a growing membership of over 21,000 people living with or affected by SCI. Whether it's through our clinical specialists and counsellors, coordinating a network of specialist support or influencing policy and public understanding, we are here for people when they need us most — and at every stage of life after injury.

Our services are free at the point of access and open to anyone affected by SCI, ensuring that we are reaching people across all communities and backgrounds. Everything we do is informed by what matters most to our members. And through this, we ensure that our work delivers genuine, lasting benefit — not only to individuals, but to the wider public, health and care systems, and society as a whole.

ACTIVITIES AND ACHIEVEMENTS

We are proud to present our work and vital achievements in 2024/25 under four key headings. These are derived from the four approaches of our Strategy 2030 (set out in the previous page) and align with our purpose **to be the expert, guiding voice** for our sector:

1. Critical health & care support and advocacy
2. Building a network of specialist support organisations
3. Specialist expertise across the health and care sector
4. Campaign for change

Further achievements are found under the following headings:

- Communications and engagement
- Raising funds
- Our people: staff, volunteers, operations, sustainability and EDI

To ensure the high quality of our services and protection of vulnerable people, our trustees, staff and volunteers adhere to our policies on data protection, equity, diversity and inclusion, health and safety and safeguarding of vulnerable adults.

APPROACH 1: CRITICAL HEALTH & CARE SUPPORT AND ADVOCACY

Our SCI clinical specialists, which include nurses, occupational therapists, counsellors, and advocacy teams, provided:

i. Support

Offering specialist frontline support and guidance for urgent and chronic physical and mental health challenges.

ii. Advocacy

Providing advocacy and representation for members who are refused or given inappropriate support.

We were able to expand these services this year through increasing staff, and investment in virtual/online sessions enabling our clinical specialist and advocacy teams to reach more people.

Clinical specialists

- Our clinical specialist team offering **continued to grow** in direct response to the needs of our members, with the service supporting 1,114 people and providing 3,205 sessions during 2024/25.
- The team had five spinal cord injury specialist nurses and one occupational therapist (OT). Our nurses and OT **offered knowledge and expertise** in spinal cord injury nursing care and therapy management to healthcare professionals, while also working directly with people with SCI **providing support and guidance** on issues such as bowel management in hospital and at home.
- We helped create 119 **potentially life-saving essential care passports** (ECPs), offering people with SCI greater confidence that their unique medical needs would be met in the event they're admitted to a general hospital.
- Often alongside colleagues in the support network team, our clinical specialists delivered over 80 education sessions to 2,265 people working in health and care settings, to build knowledge around SCI and **promote awareness of the support** SIA provides.
- We delivered our **first ever online healthcare professional conference** to over 170 delegates.
- Other training and workshops were held with NW Association for Continence Professionals, Swansea Bay UHB Continence Conference, Northern Acquired Brain Injury Forum, Irwin Mitchell's Spinal Conference, the Christie NHS Foundation Trust Metastatic Spinal Cord Compression Conference and Kings College Hospital.

Counselling

- Our counselling service, delivered by trained counsellors with lived experience of spinal cord injury, **offers one-to-one counselling and therapy**. This year, we supported 231 **people with SCI** as well as further therapy for friends and family affected. We ran 574 sessions in total.
- Over this past year, the counselling team – made up of three staff and one qualified volunteer – worked to refine **the triage process** to ensure people who most need the service reached us or were directed to a service that most met their needs.
- The team further enhanced their skills by undertaking courses in trauma informed counselling and in psychosexual therapy.
- Work began to offer psychosexual therapy for members in 2025.

Advocacy

- We continued to support the SCI community by providing clinical and direct advocacy to **negotiate vital health, care and support services**, such as helping secure funding and much needed care reviews to achieve better outcomes for our members.
- Our **support line received a total of 1,121 requests for support**, with the majority of those being around care packages. Concerns around Personal Independence Payments (PIP) and incapacity benefits following the government's announcement to reduce welfare expenditure led to an increase in calls.
- Our **advocacy team delivered 1,084 support sessions**, helping 266 people with continuing healthcare (CHC) packages and assisting 60 people with social care packages to meet their needs.
- We continued to insist that members being assessed and reviewed for CHC have the option to attend meetings face-to-face rather than online. This **'in person' evidence is crucial in showing assessors the intense and complex needs** of someone with a high-level SCI.
- Members told us that **working together with us usually resulted in different – and better – outcomes**. Despite being a small team, we continued to work in person where possible.

APPROACH 2: BUILDING A NETWORK OF SPECIALIST ORGANISATIONS

SIA believes that all people affected by spinal cord injury, whoever they are and wherever they live, should be able to find and access the best advice, support and representation for *any* challenge or barrier they face, for *any* need, at *any* time in their life after spinal cord injury.

SIA has committed to build a *Network of Support Organisations* who are available and able to serve the SCI community, nationally and locally, and to meet the needs of SIA's members.

We have therefore been carefully expanding both the number of support coordinators (all living with SCI themselves) and the number of community groups across each region. The team offer a frontline service to our members, providing invaluable advice while creating vital opportunities for meaningful connection to our growing network of organisations as well as increasing numbers of community support groups.

In 2024/25, the team coordinated a country-wide system of support through:

i. SIA's trusted partners

We directed members to the best housing, family-planning, legal, care, health and financial services offered through our ever-expanding national network of partners and business members to support individual and diverse needs.

ii. Local community groups

We developed and supported 28 local community groups across 12 regional hubs.

- We had 11 regional support coordinators and two managers working alongside 29 volunteers to provide peer support to **meet the practical and emotional needs of people with SCI**. We delivered 1,438 peer support sessions over 2024/25, supporting 1,077 people, including 150 friends and family members.
- We established **28 regional community support groups** across the country, two affiliate groups and ran a total of 108 sessions. These provided informal opportunities for people living with SCI and their families and friends, to **connect and share experiences**. Hosted by our support coordinators, volunteers were on hand to offer advice and information, and professional experts were available to answer questions.
- **We expanded the network of specialist organisations in rehabilitation, sex and family-planning, finance, housing, wellbeing, care, legal and social welfare services** to support our members. We continued to provide advice on and recommendations to our growing network of trusted partners.

APPROACH 3: BUILDING SPECIALIST EXPERTISE ACROSS THE HEALTH AND CARE SECTOR

People with spinal cord injury have unique and complex health and care needs. Building the knowledge and expertise of healthcare professionals around this specialist area is essential to ensure people with SCI receive the right support in general healthcare settings – whether that’s in hospitals, care homes or at their GPs.

SIA’s Frank Williams Academy (FWA) facilitates training and learning opportunities for people with SCI and the health and care professionals who treat them. It also leads and welcomes research targeting improved rehabilitation and reintegration pathways. Through the setting up of its own *health and care advisory group* the team are also prioritising policy and health influencing in efforts to support and improve services. This year, FWA welcomed new staff to help achieve their ambitious aims.

Additionally, through our annual *What Matters?* survey which in 2024 attracted 913 detailed responses, we gained a clear understanding of the issues affecting people living with SCI, direct from the community itself. The invaluable feedback received directly influences the services we offer and informs our campaigns programmes.

Integral to FWA is our **SCI Knowledge Hub** which, through education, aims to empower people with spinal cord injury and their families to manage their condition and to advocate for appropriate treatment and support. It provides learning opportunities and information including factsheets and videos. Launched in 2024 and funded by the Motability Foundation, our Travel with Confidence project forms a vital part of the hub, creating the ultimate resource for accessible travel information. Read more about this special project on the next page.

- Our clinical specialist team **delivered training and education** for 2,265 healthcare professionals across a range of specialist topics including bowel, bladder and neurogenic skin management. Virtual education modules allowed us to include more people in our sessions which we provided alongside face-to-face offerings. These sessions were to NHS trusts and other larger healthcare settings as well as to smaller bespoke sessions for personal assistant (PA) teams and care homes.
- Around 80 sessions and conferences were delivered, including presentations of SIA’s services to our trusted partners.
- We **collaborated on research and development opportunities**, ensuring patient voices form part of all research. Members can participate in external research, testing and promoting solutions for support and rehab and for treatment and prevention. In 2024 we helped with 23 requests from research institutions for our expertise and support. We also hosted our first research and innovation event which enabled collaboration between researchers and clinicians.
- Our **new health and care advisory group supported and informed SIA’s work**, ensuring our focus remained on meeting the needs of people with spinal cord injury. The group brought insight and awareness of spinal injury care issues, highlighting concerns affecting healthcare professionals and people with SCI.

Other highlights from the year included:

- Engaging successfully with NHS stakeholders across England and Wales and developing key relationships with regional spinal networks **enabling closer collaborative working** with those providing care and treatment to people with spinal cord injury.
- Ensuring **newly injured people are connected to SIA at the earliest point** through establishing a cross charity working group to actively engage major trauma centres (MTCs) and spinal cord injury centres (SCICs)
- Engaging with GPs to improve experiences of people living with spinal cord injury at their local GP practices.
- Collaborating with eight other third sector organisations in working towards a national spinal cord injury strategy **to create a fair and consistent approach to care**, no matter where someone lives.
- Our two-day, expanded **Rebuilding Lives Conference** offered the spinal cord injury community the opportunity to convene, learn, innovate and collaborate.

Travel with Confidence Project

Funded by the Motability Foundation, the project is designed to create a travel confidence hub of digital resources and tools, enhanced with practical support to **empower people with a spinal cord injury to plan and carry out journeys confidently**. The six-person team is made up of three specialist therapists who provide practical support to people with SCI in accessing appropriate mobility aids, developing wheelchair skills, and facilitating conversations with NHS wheelchair services. In 2024/25 the team:

- Captured the views of 1,700 members with SCI through surveys to determine their unique needs and wants. By engaging with the SCI community, the team have gained deep understanding into how people with SCI want to access content which helps them feel more confident to travel.
- Completed filming videos covering travel by air, rail and bus which will form part of the Travel with Confidence module on the website alongside factsheets, podcasts and signposting to other organisations' content.
- Publicised the project to our membership of over 21,000 by posting regular updates on the SIA website resulting in therapists receiving 58 referrals.

APPROACH 4: CAMPAIGN FOR CHANGE

In 2024/25 we demonstrated commitment to building knowledge, engagement and support for our cause with the UK government, through:

i. National campaigns

We led and collaborated on campaigns, mobilising our community to contest the greatest barriers faced by people with spinal cord injury

ii. Member-led campaigns

We supported member-led campaigns offering tools and connections to community groups, regional partners and local media

iii. Public engagement

We educated, engaged and mobilised the UK public through media and social media campaigns to take up our cause

This year our campaigns were based on feedback received direct from people within the spinal cord injury community via our annual *What Matters?* survey. Our engagement with government reached a new level when we were recognised as **a trusted partner in Whitehall**. This resulted in greater opportunities to raise awareness and for more collaborative working with policymakers on our key campaigns including on paralysed bowel care, women's health and the need for a national strategy on spinal cord injury. Highlights include:

- Our rebranded *Paralysed Bowel Care Campaign* gained cross-party MP support and over 9,000 petition signatures helping to significantly raise awareness.
- Bringing together a **coalition of charities from the SCI sector** to hold a joint information day in parliament to bring awareness around paralysed bowel care and the challenges faced by our community to MPs and government staff.
- Holding our first **Paralysed Bowel Care National Awareness Day** inaugural event in the House of Lords with the minister for disability, Sir Stephen Timms giving the keynote speech.
- Successfully **re-established the All-Party Parliamentary Group (APPG)** for Spinal Injuries post-election, with 22 members and four officers. We briefed and gained consensus for the APPG to hold an inquiry into the need for a national spinal cord injury strategy.
- Submitting written representations for both stages of the spending review at the request of HM Treasury and were invited to submit a separate briefing for the NHS 10-year plan. We held successful meetings with Department of Health and Social Care (DHSC) officials and the chief executive of NHS England. We developed a close working relationship with Department for Transport (DfT) and Department for Work and Pensions officials to advocate for the spinal cord injury community.
- **Establishing a cross-party women's health taskforce** with MPs, clinicians, and women with lived experience which had its first meeting in October 2024. Taskforce MPs raised parliamentary questions, securing a meeting with the health minister for follow-up. We launched an online petition on the gov.uk website on the need for accessible screening facilities for women with disabilities and long-term conditions such as a spinal cord injury.
- Over 60 people attending the parliamentary roundtable on women's health that SCI held in February 2025, resulting in the **formation of a coalition of charities alongside the Royal College of Nursing and the Royal College of Obstetrics and Gynaecology**.
- Being joined by MPs from all parties for our *Diverse Paths, Shared Purpose* parliamentary event to celebrate our 50th anniversary at the Speaker's Rooms with the speaker giving the

keynote address. Our fifty years of service was recognised in the House of Commons by the leader of the House.

- Being invited to join the national Civil Society Group ensuring SCI voices are included in key policy, national conversations.

COMMUNICATIONS AND ENGAGEMENT

Educating, engaging and mobilising the UK public forms an essential part of our strategic goal-three, and this year through our innovative digital offering, we connected with people more than ever before. Expanding our team gave us the opportunity to get meaningful, lived experience driven messaging out to a much wider audience while our website made finding our clinical specialists and services simple and straightforward.

PR and media

Our PR and media reach continued to grow as the awareness and profile of the charity has increased. A 2024 Opinium survey undertaken across a sample of nationally representative adults, showed a rising awareness. Of those who knew of SIA, the majority had heard about the charity on the TV or radio (30%) and a similar number (28%) via newspapers or an online news article. National coverage on BBC Breakfast, ITV regional news, The Sun, The Mail Online and the Independent have helped SIA deliver on this strategic goal.

Expansion of our team allowed us to increase capacity to produce more case studies focused on sharing the challenges our members continue to face while providing an insight into life with spinal cord injury, and how our services can help. We are now efficiently managing increasing journalist requests due to the strength of this content.

Our ambassadors have delivered profile and awareness with Mohammed Belal speaking at the inaugural Paralysed Bowel Awareness Day; SIA's work received external recognition as Charity of the Year by the NR Times Awards in 2024; plus ambassador Mohammed Belal and our vice president Martin Hibbert were both named in the Shaw Trust's Disability Power 100 list.

Social media

As our team expanded over the course of the year, we were able to post nearly double the amount of content to our social media channels, creating over 3.5 million opportunities to view and engage with our stories and messaging – a rise of over 50% from the previous year. We successfully focused on tailoring content to audiences on specific platforms to optimise engagement, resulting in over 168,000 engagements – an increase of 80%. Our audiences aren't just passively looking at our content, they're interacting with it as evidenced by our above-industry average engagement-per-impression rate of just under 5%.

Events like the Rebuilding Lives Conference and Overseas Bike Ride, had nearly 100 times the reach from the previous year.

We navigated a changing social media landscape, and despite the decline of support for X (formerly Twitter) our total audience grew to over 46,000, with a notable rise of nearly 2,000 on LinkedIn. We had over 247,000 video views and by embracing burgeoning platforms like Threads, Bluesky and TikTok, we aim to diversify our audience further while continuing to focus on bespoke video content.

Website

Our website continued to be easy to navigate, and a one-stop shop for information and support, attracting over 165,000 visitors - a 63% increase on last year. Users can easily book support, training and advocacy sessions, learn about local community groups, get involved in research projects and purchase merchandise which supports our fundraising efforts.

Committed to accessibility, we worked with the Shaw Trust on an ongoing project to ensure the website is fully compliant with web content accessibility guidelines. Always looking to enhance our offering, we continue to develop the website, with plans in place for further integration with our CRM where amongst other time-saving enhancements, members will be able to update their contact preferences directly on the site.

Our monthly e-newsletter *The Voice* provided digestible updates on our news and services and this year reached more people - an average of over 20,000 each month. Through our sector-leading, quarterly subscription magazine *Forward*, we continued to engage, inform and inspire our readers with articles written by and for the spinal cord injury community.

Continued development of our CRM has improved processes and streamlined the way we communicate with our members and supporters.

RAISING FUNDS

Almost £4.1 million was raised in the 2024/25 financial year from fundraising activities, legacies, social enterprises, trading and other income. Our aim has been to grow, diversify and build the sustainability of our established income streams whilst also focusing on new strategic income growth areas. We are very grateful to everyone who supported our work during 2024/25. Below are some examples of key achievements.

- A highlight was the Big Give Christmas Challenge which raised £61,000, achieving a 73% increase in the number of donors supporting the campaign, a quarter of whom were new supporters of SIA. In addition, SIA's first regional fundraising group was established in Milton Keynes.
- The second year of the Motability Foundation's grant of £800,000 was received towards the Travel with Confidence project. In addition, we received 78 grants from charitable trusts, totalling an income of £474,000, including a grant from the National Lottery towards collaborative work with Aspire. We also received income from NHS England towards our support coordination services.
- The Frank Williams Academy appeal received £255,000 including a donation from Atlassian Williams Racing, as well as contributions from other companies, charitable trusts and funds raised from events.
- £602,000 was raised from our corporate partnership programme including a relaunch of our trusted care partner scheme, as well as renewals with our campaigns partner and trusted legal partners. Our business membership scheme has continued to develop and we now have 41 business members from a diverse range of sectors.
- Our special events raised £460,000, including the rebuilding lives event which was relaunched as a national conference, convening the spinal cord injury sector and community. The polo day, gunpowder ball and cornflower ball all continued to grow. We also held a special 50th year reception at SIA House, two networking events and supported numerous local fundraising events organised by our partners.
- 114 people took part in SIA challenge events across the year including the London Marathon, overseas cycle, sponsored shark dive and superhero triathlon raising over £180,000 collectively. In addition, more than 100 people and local groups took part in community fundraising activities or their own sponsored events.
- Income from social enterprises included the continued growth of SIA Healthcare and other enterprise initiatives.

Over the past year we worked with four companies as commercial participators with a contractual agreement in place to ensure they abided by the Code of Fundraising Practice and, specifically, protected vulnerable people and other members of the public from behaviour such as unreasonably intruding on their privacy, making unreasonable persistent approaches for soliciting money, or placing undue pressure on them to give money or other property.

Across all our fundraising activities, we adhered to the Code of Fundraising Practice for the UK as set by the fundraising regulator. There were no complaints registered with the independent regulator or any breaches with the Code of Fundraising Practice.

OUR PEOPLE: STAFF, VOLUNTEERS, OPERATIONS, EDI AND SUSTAINABILITY

As SIA continued to grow, by the end of the year, our headcount stood at 82 staff, 12 board of trustee members and six associate trustees, 32 of whom have a spinal cord injury.

Overseeing and supporting staff and volunteers, including our trustees, the people team undertook initiatives throughout the year to enhance the charity's operations and encourage a more diverse and inclusive workforce in line with our approach to EDI. We continued to deliver comprehensive leadership training for our senior leadership team, line managers and supported wider training for staff across the charity. We also trialled a reciprocal coaching programme to encourage a culture of learning with traditional hierarchies set aside, allowing everyone to learn from each other.

We made our website more informative and accessible to people seeking jobs, benchmarked staff pay against market rates and implemented several employment legislative changes introduced by the new government. We also made sure to continue to listen to our incredible staff, 89% of whom completed our annual staff survey and 90% of whom are likely to recommend SIA as a place to work. For example, we collaboratively launched the Listening Lounge, a wellbeing initiative and safe space for all staff to engage in open and honest discussions on a range of sensitive and important topics.

We also brought all our staff from across the charity together four times during the year for our Staff Development Days. These one-to-two-day events were a great opportunity for our staff to connect in person to colleagues they may not have met or regularly worked with, as well as our opportunity to deliver important updates and training on areas such as cyber security, safeguarding and policy developments. We also brought in different partners from our *network of specialist organisations*, for each meeting, so everyone could learn from and understand what they do, and how they support SIA's strategic vision.

Looking ahead, we have ambitious plans to launch our People Strategy, roll out our resource's library of 25-30 self-study modules of accessible learning content as part of our commitment to embed a learning and development culture across the charity, and intend to achieve the highest level of the government's Disability Confident scheme: *Disability Confident – Leader*.

During the year, our incredible volunteers gave over 5,000 hours of their time to further our cause, allowing us to do more, reach a greater number of people and help raise awareness of SIA.

Our team of 59 volunteers (including trustees), 35 with a SCI, shared their experiences, skills and knowledge on a weekly basis. We had volunteers actively supporting our advice line and counselling service, the regional support network teams, and our fundraising and communications work. We are now developing a volunteer strategy, to help inform and drive our approach to volunteers over the next few years as we look to increase the numbers of volunteers supporting our work.

We are enormously grateful for the continued support of our patron, HRH The Princess Royal, who supported key activities and events during the year, including our 50th anniversary celebrations at SIA House. Additionally, our four vice presidents and six ambassadors constantly represented SIA on a voluntary basis, helping build our expertise and enhance our public profile, networks and funding opportunities.

EQUITY, DIVERSITY AND INCLUSION

Our EDI Strategy

EDI is at the heart of our Strategy 2030 and underpins everything we do at SIA. Our strategy is built on:

- **Equity** – Removing barriers and ensuring equal opportunities for all.
- **Diversity** – Recognising and celebrating the differences that make us stronger.
- **Inclusion** – Creating an environment where everyone feels welcome and valued.

Our vision

At SIA, we are committed to an inclusive culture where every individual is valued, respected, and empowered to reach their full potential. Through meaningful engagement and systemic change, we strive to break down barriers, challenge discrimination, and create a future where everyone can fully participate and thrive.

Our culture

We will value our differences and appreciate the benefit from our diversity of thought, background and experience. We will reflect the diversity of our people, members and other stakeholders.

Our behaviours

We will all act as role models and champions. Individually and collectively, we will uphold our shared vision and challenge behaviours and attitudes that don't reflect it.

EDI strategic pillars

Our approach and EDI framework is based around four EDI strategic pillars:

STRATEGIC PILLAR 1 Organisational commitment	STRATEGIC PILLAR 2 Diversity of our people
FOCUS/IMPACT 1 Leadership, governance, accountability ... to establish and implement organisational systems, structures, policies and processes that encourage and sustain EDI commitments through governance, leadership and accountability.	FOCUS/IMPACT 2 Diverse and inclusive workforce ... to build a truly diverse workforce that inspires creativity and encourages varied perspectives.
STRATEGIC PILLAR 4 Diversity and our services	STRATEGIC PILLAR 3 Our people and culture
FOCUS/IMPACT 4 Members access, community engagement ... to attract, be relevant to and engage with SCI members that reflect demographics of the overall SCI community and to ensure our services and those of our partners are equitable and accessible to all.	FOCUS/IMPACT 3 Inclusive culture ... to build and support our people continuously developing attitudes, knowledge, and skills to foster culture of respect and inclusion, and an environment where all people experience respect and belonging.

SIA is fully committed to being as inclusive as possible, representing the whole of the SCI community and the UK public in all its diversity, and that we learn from each other and from other groups and

organisations. We will also ensure we continue to refine and develop our approach to EDI as new staff and volunteers join the charity and are able to contribute their different experiences and perspectives.

We have made significant progress in developing and promoting EDI within SIA over the last year. This includes raising awareness through several collaborative sessions at our all-staff Staff Development Days, the evolution of our EDI action plan, improving the demographic data we collect for staff and trustees, recruiting new staff through more diverse recruitment channels, and hosting our first Black History Month webinar. These initiatives have significantly enhanced our knowledge and understanding of EDI, and our ability to support diverse communities.

Staff demographics at 31 March 2025

Gender identity	Female	Male	Prefer not to say or not disclosed	
	68%	32%	n/a	
Ethnicity	People from ethnic minority backgrounds	White British	White other	Prefer not to say or not disclosed
	10%	73%	6%	11%
Disability	Spinal cord injury or physical disability	Neurodivergent	No disability	Prefer not to say or not disclosed
	30%	3%	29%	38%

Trustee demographics at 31 March 2025

Number of Trustees: 12

Gender identity	Female	Male	Prefer not to say or not disclosed	
	25%	75%	n/a	
Ethnicity	People from ethnic minority backgrounds	White British	White other	Prefer not to say or not disclosed
	8%	92%	n/a	n/a
Disability	Spinal cord injury or physical disability	Neurodivergent	No disability	Prefer not to say or not disclosed
	92%	n/a	8%	n/a

SUSTAINABILITY

SIA is strongly committed to making the charity as sustainable as possible, and during the year we continued to strengthen and embed our sustainability principles across the association. We have:

- Continued to ensure that outlining our approach to sustainability, and the way we do things, is included in the new staff induction process.
- Emptied and repaired our oil interceptor tank, which has a huge impact on local environmental protection.
- Installed additional recycling points at SIA House, so we adhere to single stream recycling and comply with the DEFRA laws in place from 31 March 2025.
- Specifically collected, and recycled, soft plastic waste.
- Ensured all the domestic products used at SIA House such as toilet roll, kitchen towel, soap, etc are all eco-friendly, and our coffee grounds are from the Rainforest Alliance.
- Made sure all food, coffee ground waste, and grass cuttings, are composted in our wooded garden.
- Made free sanitary products available at SIA House that are sustainably sourced Oeko-Tex certified organic bamboo and made with organic and natural ingredients.
- Replaced our old car park lighting with new lights that are LED for energy efficiency, longevity, and are 100% recyclable.
- Had our solar panel array cleaned and tested and improved the energy output from our solar panel array by professionally pollarding the nearby trees.
- Continued to use renewable energy where possible.
- Continued to actively use our sustainability focus group to drive our approach to sustainability across SIA.

Looking ahead, over the next 12 months we intend to investigate the practical and financial feasibility of the Cycle to Work Scheme, air source heat pumps, EV chargers, and battery storage options. We will also be exploring sustainability accreditations.

FINANCIAL REVIEW

These financial statements are for the group, which comprises both the Association and its wholly owned trading company, SIA Enterprises Ltd. The results for the year are set out in the Consolidated Statement of Financial Activities, formatted in accordance with the *Accounting and Reporting by Charities: Statement of Recommended Practice (SORP)*.

Overview of performance

Our gross income for 2024/25 was **£4,096,318**, offset by £3,521 in unrealised losses on investments. Total expenditure for the year was **£4,192,892**, resulting in a modest planned deficit of **£100,095**.

This deficit, while planned for, was managed through strategic use of designated reserves to support our expanding activities and ensure continuity of critical services.

Income of **£4.096 million** represents a **6% increase** on 2023/24 (£3.851m), reflecting a year of sustained growth in fundraising, social enterprise activity, and grant income.

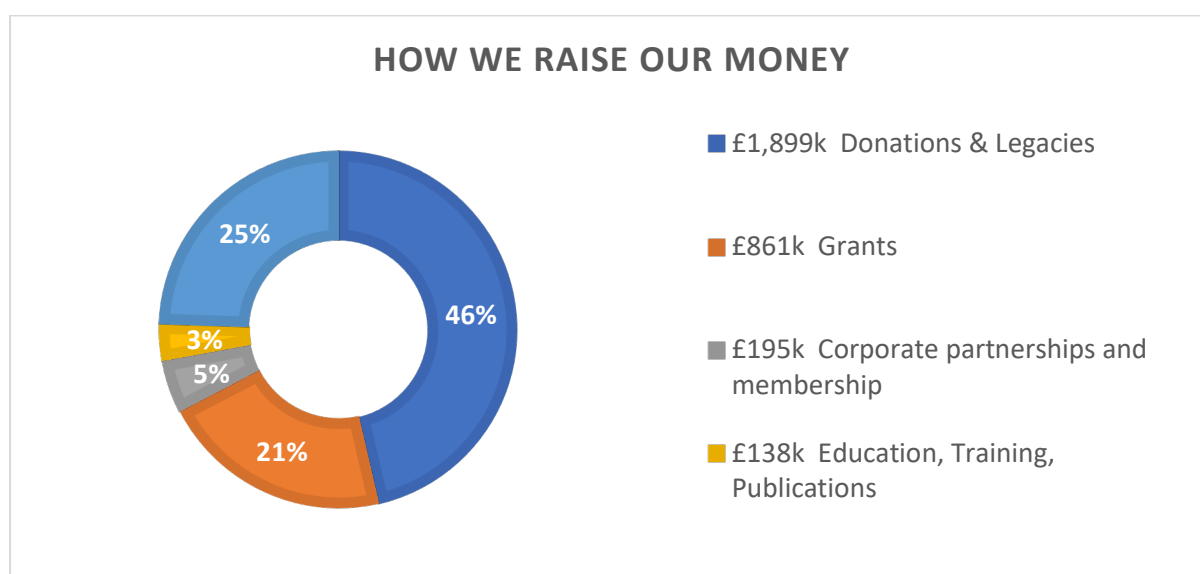
Reserves and funds

Despite a deficit year, we maintained a strong reserves position. At year-end:

- **Total free (unrestricted) reserves** were **£1.160 million**, in line with our reserves policy
- **Designated reserves** totalled **£2.311 million**, including:
 - £1.376 million earmarked for our two-year strategic plan (2025–2027)
 - £935k for future depreciation of SIA House and other fixed assets
- **Restricted reserves** stood at **£555k** (2024: £661k)

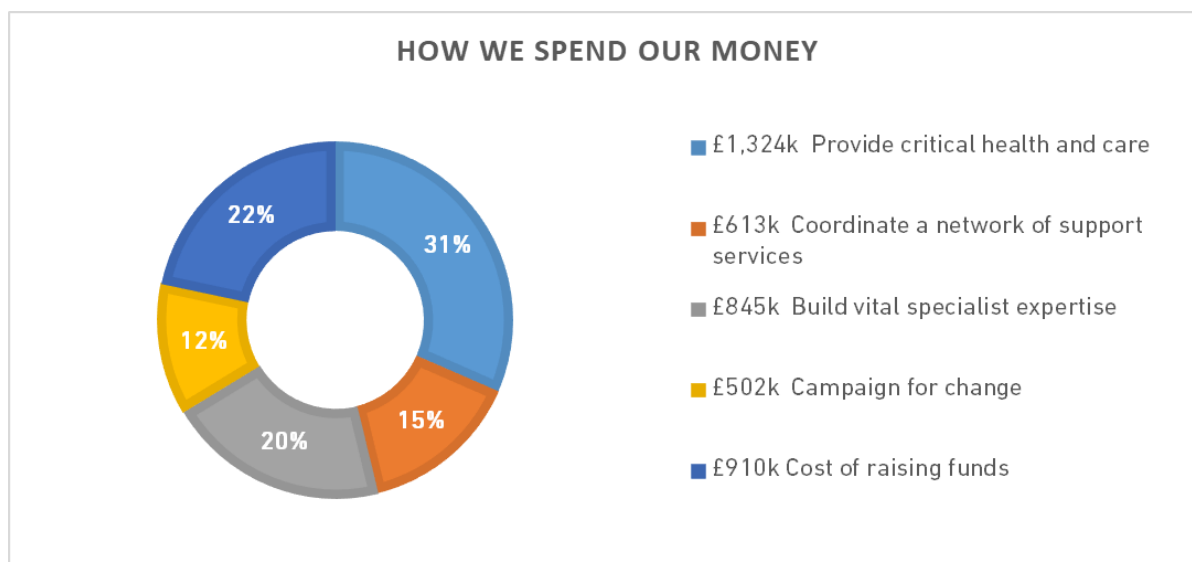
These reserves ensure that we can respond flexibly to both risk and opportunity and continue delivering services regardless of short-term income fluctuations.

Sources of income and expenditure



Our income came from a diverse mix of sources including:

- Charitable trusts and foundations
- Corporate partnerships
- Social enterprises
- Individual giving, events, and legacy donations



Our expenditure reflects our commitment to delivering and scaling high-impact services. The largest share of spend was on frontline services, clinical and peer support, advocacy, and campaigning.

Designated funds and future plans

By year-end of 2024/25 our unrestricted income exceeded expenditure, mostly due to receiving unbudgeted legacies during the year; we do not budget for unknown legacies but build them into the following year's designated funds (our Growth and development investment fund) and then allocate them into our two-year budget and quarterly reforecasts. In addition to the legacy income, we also achieved expenditure savings across the organisation.

Examples of increased expenditure covered in the budget by designated funds include:

- Expanding our network of support partners and regional community groups
- Increasing capacity in our support line and counselling services
- Developing our CRM and digital platforms
- Strengthening our campaigns function to support local campaigning by our members
- Grow new income streams

These targeted investments ensure we remain agile, relevant, and responsive to our community's changing needs.

We take a risk-based approach to growth, with all major investments subject to quarterly review and reforecasting, aligned to our income performance.

RESERVES POLICY

Our reserves policy, including agreed reserve levels, is reviewed by trustees annually as part of governance processes and takes into consideration our strategic plans, annual budget, and the overall risk environment in which we operate. The policy is designed to be both robust and flexible, enabling the charity to respond effectively to changing circumstances and continue delivering vital services to our beneficiaries.

We recognise the importance of holding sufficient reserves to ensure continuity of service in the event of a significant reduction in income or unforeseen expenditure. To this end, the trustees have adopted a **risk-based reserves policy**, which assesses potential financial risks and considers a range of “what if” scenarios that could impact our financial sustainability.

The following principles apply:

1. Designated funds are unrestricted funds that have been internally earmarked for specific purposes. For the purposes of our reserves calculation, all Designated funds are treated as committed and therefore excluded from the free reserves figure.

This includes the Property and Fixed asset Designated funds, which are set aside to cover future depreciation.

Accordingly, only truly Unrestricted reserves – those not designated for planned investment – will be considered available as free reserves under our risk-based methodology.

2. Four categories have been used for estimating an appropriate level of free reserves. These were all considered during the process. The highest impact value of the four categories will be used as the appropriate reserves level:

- Working capital
- Building
- Continuity
- Regulatory

Based on these calculations, £1,100k to £1,400k is considered an appropriate level of unrestricted reserves.

Trustees are satisfied that the current unrestricted reserves level of £1,160k (2024: 1,160k) falls within the parameters of the reserves policy.

	2025 £'000	2024 £'000
Restricted Funds	555	661
Designated Funds		
Property and fixed assets funds	935	1,026
Deposits from SIA groups	11	15
Strategic growth	1,365	1,264
General/Free Funds	1,160	1,160
Total Funds	4,026	4,126

INVESTMENT POLICY

SIA's investment policy provides a framework for making sound investment decisions. It helps trustees manage the charity's resources effectively, provides clear guidance to inform decisions, and supports good governance.

The policy takes into account our income requirements, risk profile, and outlook on market conditions. The Finance, people and operations committee regularly reviews the performance of our investments and our overall investment strategy, considering our cash balances, reserves policy, future plans and risks, as well as market prospects.

Our financial objective is to preserve the real value of our investments over the long term, while generating a regular income. Income generation is considered secondary to the preservation of capital value. Investment income supplements SIA's other sources of income and is not restricted for a specific purpose.

SIA is committed to ethical investment and seeks to align its financial strategy with its values and charitable purpose. Our investment is held in a Charities Ethical Investment Fund, which avoids companies and sectors that do not meet recognised ethical standards.

Over the year, the value of our investments fell by £3.5k due to unrealised losses.

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

GOING CONCERN

The trustees consider the charity to be in a strong financial position. They have assessed the charity's ability to continue as a going concern and confirm that there are no known material uncertainties that would cast significant doubt on its ability to continue operating.

The trustees are satisfied that the budgeted income and expenditure, current cash flow, and level of reserves are in line with the charity's Reserves Policy and are sufficient to support continued operations throughout 2025/26.

Management and trustees regularly review detailed forecasts of income and expenditure. Performance is closely monitored against these forecasts on a monthly basis, with variances highlighted, analysed, and discussed at both senior leadership team and Board level.

The charity has a strong balance sheet, with unrestricted reserves of over £1.16 million (within the range set out in the reserves policy), and designated funds of £1.37 million set aside to support our growth and development plans. There are no indications of any short-term cash flow concerns.

Based on this assessment, and considering the availability and liquidity of unrestricted and designated funds, the trustees are confident that the charity has sufficient resources to meet its liabilities as they fall due. They have therefore concluded that the charity is a going concern and that it is appropriate for the financial statements to be prepared on that basis. This assessment covers a period of at least 12 months from the date of approval of the financial statements.

LEGAL AND ADMINISTRATIVE DETAILS

Company number	3175203
Country of incorporation	United Kingdom
Charity number	1054097
Country of registration	England & Wales
Registered office	SIA House, 2 Trueman Place, Oldbrook, Milton Keynes, MK6 2HH
Trustees	Trustees, also directors under company law, who served during the year and up to the date of this report were as follows:
Ian Anderson* (appointed 23/11/2024)	Faisal Hussain*
Richard Brindley*	Christopher Keogh* (resigned 18/5/2024)
Samantha Cole* (resigned 18/5/2024)	Leanora Volpe
Ron Dunning *	Peter Watts*
Mark Henderson*	Paul Williams* (appointed 23/11/2024)
Charlotte Horn* (appointed 23/11/2024)	Stephanie Whitmore
Gareth Hillier*	James Wood*
<i>*Denotes trustee with spinal cord injury</i>	
Key management personnel	Nik Hartley OBE, chief executive officer Anna Saunders, director of business development Mark Ridler, director of programmes Svetla Stallwood, director of finance and operations
Bankers	Barclays Bank PLC, Leicester, LE87 2BB
Investments	CCLA Investment Management, One Angel Lane, London, EC4R 3AB
Auditor	Sayer Vincent LLP, 110 Golden Lane, London, EC1Y 0TLG
Solicitors	Freeths LLP, Routeco Office Park, Davy Avenue, Knowlhill, Milton Keynes, MK5 8HJ
Patron	HRH The Princess Royal
Vice Presidents	Claire Williams OBE Gerard McDermott KC Martin Hibbert Paul Roy BEM

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 October 2021).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

SIA is a company limited by guarantee and not having a share capital governed by its Articles of Association dated 3 November 2021. It is registered as a charity with the Charity Commission. In the event of winding up, each company member's liability is limited to £1.

Appointment of trustees

As set out in the Articles of Association, SIA is managed by a board of trustees who are also directors for the purpose of Company Law and Company members. The board of trustees comprises of no less than nine and no more than 15 trustees. To ensure that SIA maintains strong and effective governance, a rolling programme of trustee recruitment commenced all underpinned by succession planning. Trustees may serve up to three terms of three years.

As far as is practicable:

- at least 75% of the trustees have lived experience of spinal cord injury
- the composition of the board is one of diversity reflecting society
- in respect of five of the trustees, the process for their selection as candidates for appointment, will include an election by the members to choose those candidates from amongst the members

Associate trustees

In addition to the statutory board of trustees, the charity also benefits from the support of associate trustees. These individuals are not directors of the charitable company and do not have voting rights, but provide valuable input and support through subcommittee involvement and advisory roles.

Sarah Ashby (appointed 23/11/2024)
Andrew Dickinson (appointed 24/2/2024)
Claire Guy (appointed 23/11/2024)

Sally Light OBE (appointed 23/11/2024)
Sheilagh Reid (appointed 23/11/2024)
Anne Rhind (appointed 24/2/2024)

Developing governance for the future

During the year, we took significant steps to strengthen our governance at SIA. We began with dedicated risk management training for trustees and senior staff, which was followed by a comprehensive review of our strategic risks to ensure effective oversight and mitigation. We also undertook a review and update of our key policies and procedures to ensure they remain robust and fit for purpose. To improve board succession planning and widen our collective expertise, we broadened trustee recruitment to attract individuals with a more diverse range of skills, knowledge, and experience. As part of this effort, we also introduced the role of associate trustees, enabling us to further strengthen board capacity and future leadership.

Trustees' induction and training

On appointment, new trustees attend induction sessions with the chair of trustees and members of our senior leadership team. They are briefed on their legal obligations under charity and company law, on our governing documents, on the committee structure and decision-making processes, our services, the strategic, business, and fundraising plans and our financial performance and reserves. Trustees also complete mandatory training including safeguarding training. All trustees are encouraged to attend appropriate external training events to help facilitate their roles and fill any skills shortage identified by the annual skills audit.

Organisation

The board is responsible for the governance of the charity. The trustees delegate the running of the organisation to the chief executive, within a framework of delegated authority. The board meets at least four times a year. The board has established three committees with appropriate delegations. Each committee supports the chief executive and the senior leadership team by providing oversight, support and monitoring the specific areas, progress, challenges and opportunities and strategic risks. They make strategic decisions and recommendations, where appropriate, to the board.

The **finance, people and operations committee** have key responsibilities for:

- the charity's financial situation, cash position and associated risks
- the charity's policies, plans and reports in relation to accountability, governance and compliance
- people services including staff wellbeing attraction, retention and development of staff and volunteers as well as relevant legislative and regulatory requirements
- oversight of the charity's assets including SIA House
- oversight of planned maintenance and sustainability programs in relation to SIA House

The **business development committee** has key responsibilities for:

- **Business development:** building and managing relationships with individuals and organisations to generate income for SIA, whilst also helping to achieve its strategic ambitions. Key drivers are growth, diversification and sustainability of income streams and networks
- **Investments & partnerships:** this includes trust fundraising, corporate fundraising, corporate partnerships, sponsorship, challenge events, community fundraising, special events, individual giving, regional fundraising, major donors and legacies
- **Enterprises:** this includes SIA Healthcare and other social enterprises. Whilst SIA's enterprises are considered by the SIA Enterprises Board, the business development committee has oversight of all income across the charity

The **programmes committee** has key responsibilities for:

- **Services** – delivering the two strategic approaches:
 - Providing critical health care and support (including clinical specialists, mental health counselling, support line and advocacy)
 - Co-ordinating a network of support (including a network of partners, support coordinators, community groups and volunteers)
- **Academy**
 - Building specialist expertise across the health and care sector (including training and education of health care professionals and service users, research and development, and policy work within the health and care system)
- **Communication and Campaigns**
 - Campaign for change – (including campaigns, policy-work, communications, marketing, publications, CRM, member engagement, and publications)

Key executive personnel

A team of nine (full-time and part-time) staff make up the senior leadership team, who oversee SIA's day-to-day running of the charity, including the CEO, three directors and five heads of departments.

Related parties

The charity owns the whole of the issued share capital of a trading company, SIA Enterprises (SIAE). The company is registered in England and Wales (No 6034183). SIAE achieved a profit of £417,688 (2024: £356,889). Distributable profits are donated to SIA. This arrangement is agreed by a Deed of Covenant which is reviewed annually.

None of the trustees receive remuneration or other benefit from their work with the charity.

Remuneration policy

Trustees are responsible for agreeing a remuneration framework, taking account of responsibilities and performance, consistency and equity, the sector norms for charities of similar size, the external economic environment and financial affordability. Staff pay is regularly reviewed by the trustees. A review took place at the end of 2024, and this resulted in salary uplifts for all staff from April 2025.

Details of directors' remuneration are disclosed in note 7 to the accounts.

Risk management

Trustees regularly examine and monitor 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. We have a two-tier risk register to address operational and strategic risks. We use recognised risk management protocols and standards when assessing operational and strategic risks.

Our finance, people and operations committee, which meets quarterly, is responsible for oversight of the risk management framework and regularly reviews the risk register. Our senior leadership team reviews the risk register quarterly and is responsible for managing a set of effective measures to mitigate both the likelihood and impact of each risk with quarterly reports to delegated board committees for each risk.

As part of annual planning and budgeting, the senior leadership team and trustees reviewed strategic risks and agreed the following five key risks:

Strategic Risk Area	Risk Description	Potential Impact	Mitigating Actions
1. Data, impact, and the sector	Risk that inaccurate, incomplete, or poorly communicated data could lead to ineffective decision-making, and diminished ability to measure and demonstrate the charity's impact.	Operational inefficiencies and impaired fundraising, influencing, and commissioning.	Investment in data quality, impact measurement frameworks, and staff training.
2. Positioning and NHS engagement	Failure to establish SIA as a key partner with the health and care system for people with SCI.	Inability to achieve core goals or embed lived experience in NHS strategy.	Ongoing stakeholder engagement, strategic partnerships, and policy influencing.
3. Retaining expertise and	Through lack of opportunity and/or succession planning, key	Reduced capacity, continuity, and organisational memory	Workforce strategy, leadership development, and

Strategic Risk Area	Risk Description	Potential Impact	Mitigating Actions
succession planning	staff at any level could leave SIA.		succession planning in key roles.
4. Sustainable income	SIA is overly reliant on income that is risky, unpredictable and susceptible to sudden change and lacks income streams that are stable and sustainable for future years.	Overdependence on reserves, limited flexibility to plan or respond.	Diversified income strategy, reserves policy, business development pipeline.
5. Safeguarding	Interaction with vulnerable adults by SIA staff/volunteers are not properly vetted, managed & reported on against statutory requirements leads to safeguarding breaches.	Loss of trust in SIA and its staff and volunteers risking its ability to continue to work and serve its community.	Regular training, safeguarding policies and audits, Designated Safeguarding leads.

Serious incidents and fraud

During the financial year, we reported two serious incidents to the Charity Commission. These involved a cybersecurity breach and an instance of fraud by an external rogue collector. Neither incident had any impact on our financial results. Appropriate remedial actions were taken, and internal controls have been reviewed and strengthened.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

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 UK Accounting Standards (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year that give a true and fair view of the situation 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 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.

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
2. Monitoring the implementation of the budget by receiving quarterly reports and forecasts

The make up of the board and its committees is described on pages 32-34.

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. The scheme of delegated powers is reviewed and approved annually.

Legislative and regulatory compliance

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

Charity Governance Code

The Charity Governance Code was published in 2017. We continue to benchmark our policies, procedures and activities against the recommendations and statements of good practice it contains.

While 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.

Auditors

Following a thorough market review, Sayer Vincent LLP was reappointed 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 was approved by the trustees on 12 July 2025 and signed on their behalf by Faisal Hussain, chair and company director.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SPINAL INJURIES ASSOCIATION

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 2025 which comprise the consolidated statement of financial activities, the group and parent charitable company 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 FRS 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 2025 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Spinal Injuries Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the group financial statements themselves. 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 for 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 trustees' annual report.

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 directors 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.

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 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

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)

1 August 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor 110 Golden Lane, LONDON, EC1Y 0TG

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 2025

		2025			2024	
		Unrestricted	Restricted	Total	Unrestricted	Restricted
	Note	£	£	£	£	£
Income from:						
Donations and legacies	2	1,705,203	-	1,705,203	1,868,766	183,826
Charitable activities						
Provide critical health and care	3	8,835	421,988	430,823	9,997	248,141
Coordinate a network of support services	3	109,752	177,481	287,233	9,997	180,124
Build vital specialist expertise	3	111,760	374,053	485,813	126,236	245,972
Campaign for change	3	8,898	80,525	89,423	10,038	56,332
Other trading activities	4	1,050,626	-	1,050,626	879,324	-
Investments		47,197	-	47,197	32,125	-
Total income		3,042,271	1,054,047	4,096,318	2,936,483	914,395
Expenditure on:						
Raising funds	5	910,250	-	910,250	802,416	-
Charitable activities						
Provide critical health and care	5	897,412	426,207	1,323,619	746,856	462,408
Coordinate a network of support services	5	408,427	204,231	612,658	291,064	226,568
Build vital specialist expertise	5	378,918	465,946	844,864	275,162	241,226
Campaign for change	5	437,404	64,097	501,501	422,483	4,894
Total expenditure		3,032,411	1,160,481	4,192,892	2,537,981	935,096
Net income / (expenditure) for the year	6	9,860	(106,434)	(96,574)	398,502	(20,701)
Transfers between funds		-	-	-	-	-
Net income / (expenditure) before other recognised gains and losses		9,860	(106,434)	(96,574)	398,502	(20,701)
Net gain / (loss) on investments	13	(3,521)	-	(3,521)	20,128	-
Net movement in funds		6,339	(106,434)	(100,095)	418,630	(20,701)
Reconciliation of funds:						
Total funds brought forward		3,465,013	661,234	4,126,247	3,046,383	681,935
Total funds carried forward		3,471,352	554,800	4,026,152	3,465,013	661,234

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 20a to the financial statements.

Spinal Injuries Association

Balance sheets

Company no. 3175203

As at 31 March 2025

	Note	The group 2025 £	2024 £	The charity 2025 £	2024 £
Fixed assets:					
Tangible assets	11	928,461	998,327	928,461	998,327
Intangible assets	12	6,683	27,823	6,683	27,823
Investments	13	266,607	220,128	266,607	220,129
		1,201,751	1,246,278	1,201,751	1,246,279
Current assets:					
Debtors	16	1,059,704	1,161,027	1,315,033	1,703,072
Short term deposits		923,657	704,553	923,657	704,553
Cash at bank and in hand		1,369,680	1,584,170	1,053,553	975,658
		3,353,041	3,449,750	3,292,243	3,383,283
Liabilities:					
Creditors: amounts falling due within one year	17	(528,640)	(569,781)	(467,842)	(503,315)
Net current assets		2,824,401	2,879,969	2,824,401	2,879,968
Total net assets		4,026,152	4,126,247	4,026,152	4,126,247
Funds:					
Restricted income funds		554,800	661,234	554,800	661,234
Unrestricted income funds:					
Designated funds					
Property and fixed assets funds		935,145	1,026,151	935,145	1,026,151
Other designated funds		1,376,356	1,279,011	1,376,356	1,279,011
General funds		1,159,851	1,159,851	1,159,851	1,159,851
Total unrestricted funds		3,471,352	3,465,013	3,471,352	3,465,013
Total funds		4,026,152	4,126,247	4,026,152	4,126,247

Approved by the trustees on 12 July 2025 and signed on their behalf by

Faisal Hussain
Chair and Company Director

Spinal Injuries Association

Consolidated statement of cash flows

For the year ended 31 March 2025

	Note	2025	2024
		£	£
Cash flows from operating activities			
Net income / (expenditure) for the reporting period (as per the statement of financial activities)		(96,574)	377,801
Depreciation and amortisation charges		91,006	129,510
Dividends and interest from investments		(47,197)	(32,125)
(Increase)/decrease in stocks		-	-
(Increase)/decrease in debtors		101,323	(530,980)
Increase/(decrease) in creditors		(41,141)	183,402
Net cash provided by / (used in) operating activities		7,417	127,608
Cash flows from investing activities:			
Dividends and interest from investments		43,676	52,253
(Gains)/losses on investments		3,521	(20,128)
Purchase of fixed assets		-	(147,143)
Purchase of investments		(50,000)	(200,000)
Net cash provided by / (used in) investing activities		(2,803)	(315,018)
Change in cash and cash equivalents in the year		4,614	(187,410)
Cash and cash equivalents at the beginning of the year		2,288,723	2,476,133
Cash and cash equivalents at the end of the year		2,293,337	2,288,723

Notes to the financial statements

For the year ended 31 March 2025

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.

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.

c) Public benefit entity

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

d) Going concern

The trustees believe that the Charity's financial resources and contingency planning are robust and sufficient to ensure the ability of the Charity to continue as a going concern for the foreseeable future, being at least twelve months from the date of approval of these financial statements and therefore have prepared the financial statements on a going concern basis.

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. Small grants (under £5,000) are grouped under the 'Other small grants'.

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 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 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.

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

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.

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. Laptops, including those costing over £1,000, are not capitalised and are expensed in the year of purchase, in line with the charities policy for IT equipment with a short useful life. Depreciation costs are allocated as support costs. The carrying value of intangible assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. 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:

Full annual depreciation is charged in the 1st year.

- | | |
|--|-----------------|
| ☐ Land | Not depreciated |
| ☐ Leasehold property | 50 years |
| ☐ Office equipment | 4 years |
| ☐ Fixtures and fittings | 4 years |

l) Intangible assets

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

m) Investments in subsidiaries

Investments in subsidiaries are at cost.

Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities.

1 Accounting policies (continued)

n) 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.

o) Short term deposits

Short term deposits include cash balances that are invested in accounts with a maturity date of between 0 and 9 months.

p) 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.

q) 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.

r) Financial instruments

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

s) 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 £225,337 (2024: £170,437) were paid during the year.

2 Income from donations and legacies

	2025			2024 Restated		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Grants and Donations	1,115,562	-	1,115,562	910,956	-	910,956
Legacies	589,641	-	589,641	957,810	-	957,810
	1,705,203	-	1,705,203	1,868,766	-	1,868,766

3 Income from charitable activities

	2025			2024 Restated		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Grants	-	421,988	421,988	-	431,967	431,967
Publications	8,835	-	8,835	9,997	-	9,997
Sub-total for providing critical health and care	8,835	421,988	430,823	9,997	431,967	441,964
Grants	-	177,481	177,481	-	180,124	180,124
Publications	8,835	-	8,835	9,997	-	9,997
Other	100,917	-	100,917	-	-	-
Sub-total for coordinating a network of support services	109,752	177,481	287,233	9,997	180,124	190,121
Grants	-	374,053	374,053	-	245,972	245,972
Education & training	102,925	-	102,925	116,239	-	116,239
Publications	8,835	-	8,835	9,997	-	9,997
Sub-total for building vital specialist expertise	111,760	374,053	485,813	126,236	245,972	372,208
Grants	-	80,525	80,525	-	56,332	56,332
Publications	8,835	-	8,835	9,996	-	9,996
Other	63	-	63	42	-	42
Sub-total for campaigning for change	8,898	80,525	89,423	10,038	56,332	66,370
Total income from charitable activities	239,245	1,054,047	1,293,292	156,268	914,395	1,070,663

Restricted income totalling £183,826 has been restated in 2024 to reclassify it under the relevant charitable activity. This reclassification does not affect the net movement in the year.

4 Income from other trading activities

	2025			2024		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Fundraising events	466,265	-	466,265	411,465	-	411,465
Corporate partnerships and memberships	195,000	-	195,000	137,500	-	137,500
Other trading	389,361	-	389,361	330,359	-	330,359
	1,050,626	-	1,050,626	879,324	-	879,324

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2025

5a Analysis of expenditure (current year)

	Charitable activities								
	Raising funds £	Provide critical health and care £	Coordinate a network of support services £	Build vital specialist expertise £	Campaign for change £	Governance costs £	Support costs £	2025 Total £	2024 Total £
Staff costs (Note 7)	438,768	850,469	368,392	484,180	313,654	66,335	501,901	3,023,699	2,394,325
Other direct costs	286,023	117,686	89,716	159,770	64,207	-	-	717,402	635,176
Premises	-	-	-	-	-	-	137,893	137,893	94,473
Insurance	-	-	-	-	-	-	9,765	9,765	15,981
Communications	-	-	-	-	-	-	7,928	7,928	11,905
Audit	-	-	-	-	-	16,560	-	16,560	13,200
IT	-	-	-	-	-	-	102,232	102,232	91,401
Professional fees	-	-	-	-	-	-	23,714	23,714	19,034
Office expenses	-	-	-	-	-	-	15,792	15,792	14,745
Finance costs	-	-	-	-	-	-	3,327	3,327	3,551
Recruitment, Training, Welfare	-	-	-	-	-	2,473	73,114	75,587	85,914
Trustee expenses	-	-	-	-	-	5,575	-	5,575	2,470
Depreciation and amortisation	-	-	-	-	-	-	91,006	91,006	129,510
Recoverable VAT	-	-	-	-	-	-	(46,609)	(46,609)	(47,694)
Other expenses	-	-	-	-	-	1,601	7,420	9,021	9,086
	724,791	968,155	458,108	643,950	377,861	92,544	927,483	4,192,892	3,473,077
Support and Governance costs	185,459	355,464	154,550	200,914	123,640	(92,544)	(927,483)	-	-
Total expenditure 2025	910,250	1,323,619	612,658	844,864	501,501	-	-	4,192,892	-
Total expenditure 2024	802,416	1,209,264	517,632	516,388	427,377	-	-	-	3,473,077

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2025

5b Analysis of expenditure (previous year)

	Charitable activities							
	Raising funds £	Provide critical health and care £	Coordinate a network of support services £	Build vital specialist expertise £	Campaign for change £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 7)	340,880	710,819	305,462	303,129	275,615	57,133	401,288	2,394,325
Other direct costs	312,583	150,887	63,216	72,581	35,909	-	-	635,176
Premises	-	-	-	-	-	-	94,473	94,473
Insurance	-	-	-	-	-	-	15,981	15,981
Communications	-	-	-	-	-	-	11,905	11,905
Audit	-	-	-	-	-	13,200	-	13,200
IT	-	-	-	-	-	-	91,401	91,401
Professional fees	-	-	-	-	-	-	19,034	19,034
Office expenses	-	-	-	-	-	-	14,745	14,745
Finance costs	-	-	-	-	-	-	3,551	3,551
Recruitment, Training, Welfare	-	-	-	-	-	15,672	70,242	85,914
Trustee expenses	-	-	-	-	-	2,470	-	2,470
Depreciation and amortisation	-	-	-	-	-	-	129,510	129,510
Recoverable VAT	-	-	-	-	-	-	(47,694)	(47,694)
Other expenses	-	-	-	-	-	2,116	6,970	9,086
	653,463	861,706	368,678	375,710	311,524	90,591	811,406	3,473,077
Support and Governance costs	148,953	347,558	148,954	140,678	115,853	(90,591)	(811,406)	-
Total expenditure 2024	802,416	1,209,264	517,632	516,388	427,377	-	-	3,473,077

Notes to the financial statements

For the year ended 31 March 2025

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2025 £	2024 £
Depreciation and amortisation	91,006	129,510
Operating lease rentals:		
Other	8,101	7,133
Audit (excluding VAT):	13,800	10,600
Auditor's other fees (excluding VAT):	500	1,480
	113,407	148,723

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

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	2,542,825	2,021,752
Redundancy and termination costs	-	2,500
Social security costs	255,537	199,637
Employer's contribution to defined contribution pension schemes	225,337	170,437
	3,023,699	2,394,326

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

	2025 No.	2024 No.
£60,000 - £69,999	1	2
£70,000 - £79,999	-	-
£80,000 - £89,999	1	1
£90,000 - £99,999	-	-

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

2025: £340,553

2024: £319,324

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' expenses represent the payment or reimbursement of travel, accommodation and subsistence costs totalling £5,399 (2024: £2,470) incurred by 6 trustees (2024: 6).

Notes to the financial statements

For the year ended 31 March 2025

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 77 (2024: 64).

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

	2025 No.	2024 No.
Raising funds	12.0	9.0
1. Provide critical health and care	23.0	21.0
2. Build vital specialist expertise	13.0	8.5
3. Campaigns for change	8.0	7.0
4. Coordinate a network of support services	10.0	9.0
Governance	1.0	1.5
Support costs	10.0	8.0
	77.0	64.0

9 Related party transactions

There were no donations received from related parties outside of the normal course of business.

No services (2024: £0) were purchased from related parties.

There were no other donations from related parties which were outside the normal course of business and no restricted donations from related parties.

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.

11 Tangible fixed assets - Group and charity

	Leasehold property £	Fixtures & fittings £	Office equipment £	Total £
Cost				
At the start of the year	1,604,688	255,045	13,638	1,873,371
Additions in year	-	-	-	-
Disposals in year	-	-	-	-
Impairment of property	-	-	-	-
At the end of the year	<u>1,604,688</u>	<u>255,045</u>	<u>13,638</u>	<u>1,873,371</u>
Depreciation				
At the start of the year	720,170	141,236	13,638	875,044
Charge for the year	28,494	41,372	-	69,866
Eliminated on disposal	-	-	-	-
At the end of the year	<u>748,664</u>	<u>182,608</u>	<u>13,638</u>	<u>944,910</u>
Net book value				
At the end of the year	<u>856,024</u>	<u>72,437</u>	<u>-</u>	<u>928,461</u>
At the start of the year	<u>884,518</u>	<u>113,809</u>	<u>-</u>	<u>998,327</u>

All of the above assets are used for charitable purposes. The building was formally revalued by Brown & Lee Chartered Surveyors on 12 February 2021 and the trustees consider that there are no indicators of impairment to the valuation. The valuation does not include the leased land on which the building stands.

12 Intangible fixed assets - Group and charity

	2025 £
Cost	
At the start of the year	128,862
Additions	-
At the end of the year	<u>128,862</u>
Amortisation	
At the start of the year	101,039
Charge for the year	21,140
At the end of the year	<u>122,179</u>
Net book value	
At the end of the year	<u>6,683</u>
At the start of the year	<u>27,823</u>

Notes to the financial statements

For the year ended 31 March 2025

13 Investments

	2025	2024
	£	£
Fair value at the start of the year	220,128	-
Additions at cost	50,000	200,000
Disposal proceeds	-	-
Net gain on change in fair value	(3,521)	20,128
Fair value at the end of the year	<u>266,607</u>	<u>220,128</u>

Investments are revalued at market value at the balance sheet date and any unrealised gain or loss is taken to the Statement of Financial Activities.

We hold a COIF Charities' Ethical Investment Fund with CCLA.

14 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 Faisal Hussain, James Wood, Richard Brindley and Ron Dunning together with the chief executive were/are also directors of the subsidiary. Danielle Barney, Neil Turnbull are directors.

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

	2025	2024
	£	£
Turnover	581,508	463,832
Cost of sales	-	-
Cost of sales related to purchases from parent undertaking	-	-
Gross profit/(loss)	581,508	463,832
Administrative expenses	(2,717)	(1,302)
Management charge payable to parent undertaking	(161,103)	(105,641)
Other operating income	-	-
Profit/(loss) on ordinary activities before taxation	417,688	356,889
Taxation on profit on ordinary activities	-	-
Profit for the financial year	417,688	356,889
Retained earnings		
Total retained earnings brought forward	-	-
Profit for the financial year	417,688	356,889
Distribution under Gift Aid to parent charity	(417,688)	(356,889)
Total retained earnings carried forward	-	-
The aggregate of the assets, liabilities and reserves was:		
Assets	530,021	780,712
Liabilities	(530,020)	(780,711)
Reserves	1	1

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

15 Parent charity

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

	2025 £	2024 £
Gross income	4,090,080	3,869,704
Result for the year	(100,095)	397,929

16 Debtors

	The group 2025 £	2024 £	The charity 2025 £	2024 £
Trade debtors	834,533	467,238	620,853	295,038
Amounts due from group undertakings	-	-	469,009	714,245
Other Debtors	3,442	24,914	3,442	24,914
Prepayments	120,482	29,763	120,482	29,763
Accrued income	101,247	639,112	101,247	639,112
	1,059,704	1,161,027	1,315,033	1,703,072

17 Creditors: amounts falling due within one year

	The group 2025 £	2024 £	The charity 2025 £	2024 £
Trade creditors	182,074	229,526	182,073	229,526
Taxation and social security	120,321	78,754	84,764	38,488
Other creditors	25,289	19,146	25,289	19,146
Accruals	23,044	21,548	20,304	20,348
Deferred income (note 18)	177,912	220,807	155,412	195,807
	528,640	569,781	467,842	503,315

18 Deferred income

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

	The group 2025 £	2024 £	The charity 2025 £	2024 £
Balance at the beginning of the year	220,807	87,165	195,804	87,165
Amount released to income in the year	(227,733)	(462,266)	(77,733)	(462,266)
Amount deferred in the year	184,841	595,908	37,341	570,908
Balance at the end of the year	177,915	220,807	155,412	195,807

19a Analysis of group net assets between funds (current year)

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	-	935,145	-	935,145
Investments	266,607	-	-	266,607
Net current assets	893,244	1,376,356	554,800	2,824,400
Net assets at 31 March 2025	1,159,851	2,311,501	554,800	4,026,152

19b Analysis of group net assets between funds (prior year)

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	-	1,026,151	-	1,026,151
Investment	220,128	-	-	220,128
Net current assets	939,723	1,279,011	661,234	2,879,968
Net assets at 31 March 2024	1,159,851	2,305,162	661,234	4,126,247

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2025

20a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
Restricted funds:					
Alice Ellen Cooper Dean Charitable Trust	416	5,000	(4,166)	-	1,250
Army Benevolent Fund	20,000	42,000	(34,000)	-	28,000
City Bridge Trust	51,000	-	(51,000)	-	-
Clare Milne Trust	-	6,228	(519)	-	5,709
EBM Charitable Trust*	-	10,000	(8,333)	-	1,667
Elsie Davis Trust	-	5,000	(4,583)	-	417
Frank Litchfield General Charitable Trust	-	5,000	(1,250)	-	3,750
James Tudor Foundation	7,000	10,000	(11,167)	-	5,833
James Weir Foundation	3,750	-	(3,750)	-	-
Motability Foundation	330,879	441,426	(330,879)	-	441,426
The October Club	166,898	-	(166,898)	-	-
NHS England	25,000	75,000	(100,000)	-	-
NHS England South East (Mental Health)	6,597	-	(6,597)	-	-
Peter Sowerby Foundation	29,071	-	(29,071)	-	-
Pilkington Charities Fund	3,333	-	(3,333)	-	-
Queen Mary's Roehampton Trust	3,333	10,000	(10,000)	-	3,333
Sir James Knott Trust	2,916	5,000	(5,000)	-	2,916
Sir James Reckitt Charity	3,333	-	(3,333)	-	-
The Barbour Foundation	-	5,000	(3,750)	-	1,250
The Eveson Trust	1,875	10,000	(5,208)	-	6,667
The February Foundation	2,500	5,000	(3,750)	-	3,750
The Hodge Foundation*	-	5,000	(2,917)	-	2,083
The Lawson Trust	3,333	-	(3,333)	-	-
The National Lottery Partnerships Fund**	-	37,992	(31,660)	-	6,332
The Trevor Hemmings Foundation	-	30,000	-	-	30,000
Veterans' Foundation**	-	25,000	(14,583)	-	10,417
Other Small grants	-	71,400	(71,400)	-	-
Restricted donations	-	250,000	(250,000)	-	-
Total restricted funds	661,234	1,054,046	(1,160,480)	-	554,800
Unrestricted funds:					
Designated funds:					
Property fund	884,518	-	(28,494)	-	856,024
Fixed & intangible assets fund	141,633	-	(62,512)	-	79,121
Deposits from SIA group	15,011	5,238	(9,357)	-	10,892
Strategic growth	1,264,000	-	-	101,464	1,365,464
Total designated funds	2,305,162	5,238	(100,363)	101,464	2,311,501
General funds	1,159,851	3,033,512	(2,932,048)	(101,464)	1,159,851
Total unrestricted funds	3,465,013	3,038,750	(3,032,411)	-	3,471,352
Total funds	4,126,247	4,092,796	(4,192,891)	-	4,026,152

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 2025

20b Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
ABF The Soldiers' Charity	20,000	-	(20,000)	s	-
Alice Ellen Cooper-Dean Charitable Trust	833	5,000	(5,417)	-	416
Army Benevolent Fund	-	30,000	(10,000)	-	20,000
Bupa Foundation	4,000	-	(4,000)	-	-
Cardiff YMCA 1910 Trust	3,333	-	(3,333)	-	-
Charities Aid Foundation (Scope & CAF)	40,000	-	(40,000)	-	-
City Bridge Trust	50,300	51,000	(50,300)	-	51,000
Clare Milne Trust	3,333	-	(3,333)	-	-
Heart of Bucks Community	3,750	-	(3,750)	-	-
James Tudor Foundation	-	12,000	(5,000)	-	7,000
James Weir Foundatio	-	5,000	(1,250)	-	3,750
Moondance Foundation	1,667	-	(1,667)	-	-
Motability Foundation	-	363,504	(32,625)	-	330,879
The October Club	332,898	-	(166,000)	-	166,898
NHS England	25,000	150,000	(150,000)	-	25,000
NHS England South East (Mental Health)	77,774	9,895	(81,072)	-	6,597
Peter Sowerby Foundation	99,046	-	(69,975)	-	29,071
Pilkington Charites Fund	-	5,000	(1,667)	-	3,333
Queen Mary's Roehampton Trust	4,167	10,000	(10,834)	-	3,333
Shanly Foundation	3,333	-	(3,333)	-	-
Sir James Knott Trust	-	5,000	(2,084)	-	2,916
Sir James Reckitt Charity	-	5,000	(1,667)	-	3,333
The Barbour Foundation	5,000	-	(5,000)	-	-
The Eveson Charitable Trust	-	7,500	(5,625)	-	1,875
The February Foundation	1,668	5,000	(4,168)	-	2,500
The Lawson Trust	-	5,000	(1,667)	-	3,333
The National Lottery Awards For All	5,833	-	(5,833)	-	-
Other small grants	-	61,670	(61,670)	-	-
Restricted donations	-	183,826	(183,826)	-	-
				-	
Total restricted funds	681,935	914,395	(935,096)	-	661,234
Unrestricted funds:					
Designated funds:					
Property fund	913,012	-	(28,494)	-	884,518
Fixed & intangible assets fund	95,505	-	(101,015)	147,143	141,633
Deposits from SIA group	12,462	12,125	(9,576)	-	15,011
Strategic growth	745,000	-	(745,000)	1,264,000	1,264,000
SIA House maintenance	120,000	-	-	(120,000)	-
Total designated funds	1,885,979	12,125	(884,085)	1,291,143	2,305,162
General funds	1,160,404	2,944,486	(1,653,896)	(1,291,143)	1,159,851
Total unrestricted funds	3,046,383	2,956,611	(2,537,981)	-	3,465,013
Total funds	3,728,318	3,871,006	(3,473,077)	-	4,126,247

Purposes of restricted funds

Alice Ellen Cooper Dean Charitable Foundation	To support SIA's network of support services.
Army Benevolent Fund	To support SIA's work with individuals from the armed forces.
City Bridge Trust	To support SIA's network of support in London.
Clare Milne Trust	To support SIA's network of support services.
EBM Charitable Trust	To support SIA's Frank Williams Academy.
Elsie Davis Trust	To support SIA's network of support services.
Frank Litchfield General Charitable Trust	To support SIA's network of support services.
James Tudor Foundation	To support SIA's network of support services, clinical specialist service and advocacy service.
James Weir Foundation	To support SIA's work with individuals from the armed forces.
Motability Foundation	To develop SIA's SCI Travel Confidence Project.
NHS England Transformational Grant	To support SIA's SCI clinical specialist service.
NHS England South East (Mental Health)	To develop a SCI mental health support and education pilot across the South East.
Peter Sowerby Foundation	To develop a digital solution for SIA's nurse specialist service.
Pilkington Charities Fund	To support SIA's network of support services.
Queen Mary's Roehampton Trust	To support SIA's work with individuals from the armed forces.
Sir James Knott Trust	To support SIA's network of support services.
Sir James Reckitt Charity	To support SIA's network of support services.
The Barbour Foundation	To support SIA's network of support services.
The Eveson Trust	To support SIA's network of support services.
The February Foundation	To support SIA's network of support services.
The Hodge Foundation	To support SIA's network of support services.
The Lawson Trust	To support SIA's network of support services.
The National Lottery Partnerships Fund	To support SIA's advocacy service and campaigns work.
The October Club	To support SIA's SCI clinical specialist service to enhance its reach and impact.
The Trevor Hemmings Foundation	To support SIA's Frank Williams Academy.
Veterans' Foundation	To support SIA's work with individuals from the armed forces.

Purposes of designated funds

Property fund	Future depreciation costs of SIA premises.
Fixed assets fund	Future depreciation costs of fixed assets.
SIA group	Accumulated funds from an SIA group held by head office to support local activities.
Strategic growth	Accumulated legacy income designated to support our ambitious plans and goals in strategic years 3 and 4. See page 28 for more information.

21 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:

	Office Equipment and Technology	
	2025	2024
	£	£
Less than one year	8,101	7,133
One to five years	4,765	8,551
Over five years	-	-
	12,866	15,684

22 Legal status of the charity

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

Accounts

Company number: 3175203
Charity number: 1054097

Spinal Injuries Association
Annual Report and Financial Statements
Year ended 31 March 2024

A fulfilled life for everyone affected by spinal cord injury



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WELCOME FROM OUR CHAIR AND CEO

As SIA celebrates this, its 50th year, we're delighted that what began as an idea in our founder Baroness Masham's kitchen back in 1974 is now an association with over 19,000 members – more people than ever before in our history.

Although this report showcases our past year's achievements, it is the decades behind it which has led to this incredible point: SIA has always strived towards its **vision** of a fulfilled life for everyone affected by spinal cord injury, and its **purpose** as the expert, guiding voice for tens of thousands of people with spinal cord injury and their supporters across the country, has never faltered. It is certainly worth celebrating.

But in the last year we began a new journey too: we launched our ambitious *Strategy 2030* now the guide to all our clinical and support services, our advocacy and campaigns.

That strategy is underpinned by four approaches. One is the pledge to **provide critical health and care support for increasing numbers of people with spinal cord injury**. In just this first year of our strategy our amazing specialist nursing, OT and physio teams managed more than 1,200 referrals and dedicated staff on our support line have handled over 1,250 calls, leading to support from SIA and its growing numbers of partners.

Another approach is our commitment to **build and coordinate a network of organisations and services nationwide** – we ended the year with 24 trusted partners, while 27 community support groups were established across the country. As our network of trusted partners continues to grow, our members can benefit from the best in housing, health, care, family-planning, legal and financial services to support their diverse needs.

The health and care needs of people with spinal cord injury are unique and complex. The system is not working for them. To ensure appropriate support is received in general healthcare settings, our *Strategy 2030* also committed to **build knowledge and expertise for a critical mass of healthcare professionals**. In this vein SIA's **Frank Williams Academy** was launched this year, which you can read more about on page 12. In its first year, nearly 1,500 people working for our partners and in other healthcare settings were trained in the specialist needs of people with spinal cord injury from our clinical and support network teams.

Underpinning all of this is a long-term framework for success. In this first year, we have recruited over 20 new staff, including our brand-new campaigns team who have hit the ground running to drive our fourth approach - **campaigns for change**. You can read more about their work on page 13, but we're delighted to mark two significant firsts: holding SIA's first ever roundtable event at Westminster to discuss next steps for our *Paralysed Bowel Campaign* which promotes safe care for people with neurogenic bowels, and the launch of our first petition, asking the government for a national bowel care policy.

Media engagement has increased exponentially, and we are extremely grateful to our four **vice presidents** and newly launched six **ambassadors** for their help in promoting our cause.

Meanwhile, we continue enhancing and innovating our digital offering, ensuring our work is promoted and seen by new audiences like never before. This year we focused on creating exceptional video content across our social media, with video views rising by a staggering 700%.

There is still so much to do. Our social, economic, health and care systems are in continued decline presenting further barriers to rebuilding a life after a spinal cord injury. We exist to help navigate our members through these challenges. For us, this starts with listening to what our community wants and needs. That's why, of all our achievements during this past year, the overwhelming response we had to our annual 'What Matters?' survey – which asks these questions directly to our community - is

one we are extremely proud of. It shows our community trusts us to listen, and crucially, that we are trusted to respond and make change happen.

At SIA, while we celebrate 50 years, we remain committed to the work you will read of in this report, and our plans to achieve the goals of our *Strategy 2030*.

Faisal Hussain – chair of trustees

Nik Hartley OBE – chief executive officer

OUR KEY ACHIEVEMENTS 2023/24

We have over
19,000
members
just under 12,000
of whom live
with SCI



Volunteers contributed
over 4,000 hours
of support in 2023/24.
80% of our volunteers
are spinal cord injured



30% of our staff
and over **80%**
of our board of trustees
have a spinal cord injury



140 grant making
organisations
and businesses

supported SIA's work,
helping to
fund our
vital services



Nearly 140
community support
group sessions

run by and for
people with
spinal cord injury
in their local areas



**Over
1,400**



peer support sessions delivered
to meet the practical and
emotional needs of people
with spinal cord injury

Over 900

responses to our
sector-leading
What Matters
survey



Over 300,000

video views across our social
media (up 700%) and **more than**
81,000 total engagements



"Support, advice and a listening
ear are all vital in managing SCI.
I don't know where I would find
this advice from the NHS. Keep up
the essential service."

Person with SCI

**Nearly
1,500** people



working for our partners and in other
healthcare settings learnt about our
services from our clinical specialist
and support network teams

**More
than 1,900** people

supported SIA by
attending events,
making a donation
or taking on their own
fundraising challenge



Around 100



**potentially life-saving emergency
care plans (ECPs) created** offering
greater reassurance to people
with spinal cord injury about their
unique care needs in general
hospital settings

17,000
resources
downloaded

from our website
by **nearly 9,000**
users



**More
than 90**

people with
spinal cord
injury supported
through **counselling**



**More than
1,250**

enquiries handled
through our
support line



"The support structure is
excellent. Your service is
brilliant - gold standard - and
communication is very good."

Person with SCI

**More
than 1,200**

referrals to our
spinal cord injury
clinical specialist
service



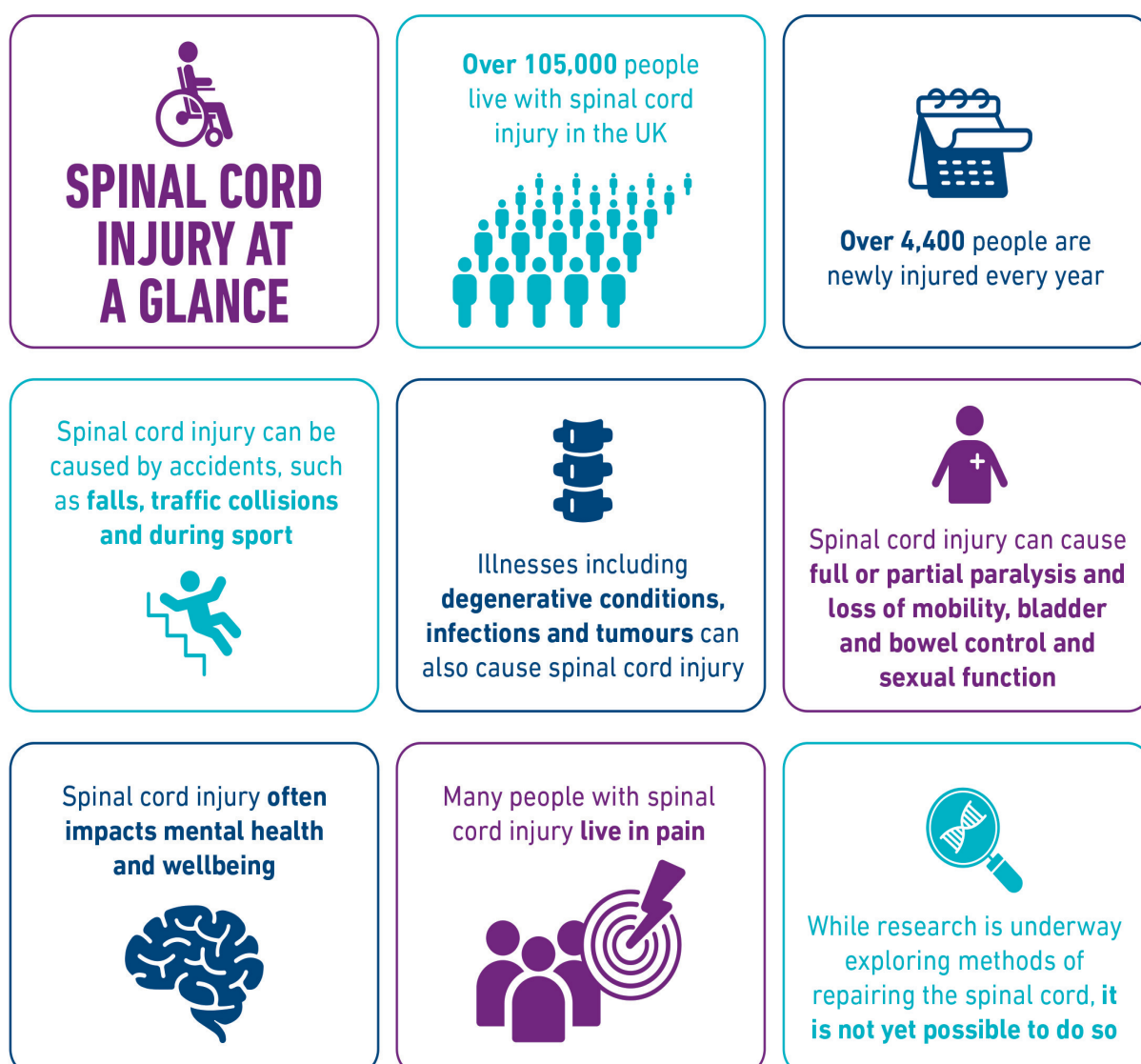
BBC Breakfast, The Times,
The Mirror and Mail Online
- **some of the places**
our stories appeared
this year as our media
reach grew

SPINAL CORD INJURY AT A GLANCE

During 2023/24

- 3,367 patients were referred to specialist SCI centres, of which **799 (24%)** were admitted and **1,034 (31%)** were seen as out-patients
- 36% of injuries were caused by accidents and 53% were caused by illness or medical conditions. No cause of injury was reported in 10% of those referred
- The most common cause of injury resulting from an accident were falls (25%). The most common cause of injury resulting from an illness or condition was disc prolapse (14%)
- 26% of injuries resulted in paraplegia and 39% tetraplegia
- 23% of injuries were recorded as cauda equina syndrome, and no level of injury was reported in 13% of cases
- 59% of people referred to SCI centres were male, 41% were female
- The biggest age group sustaining new injuries was 60 to 69 years old
- 65% of newly injured people were over the age of 50

Findings sourced from the National Spinal Cord Injury Database for 2023/24. Statistics based on people referred to specialist SCI centres in England only, in 2023/24.



VISION, PURPOSE AND PUBLIC BENEFIT

People living with spinal cord injury are at the forefront of all that we do. We learn more about the barriers our community faces and what their priority needs are through our annual 'What Matters?' survey. This feedback informs the development of our services and underpins our ambitious *Strategy 2030*, which is detailed below in our future plans.

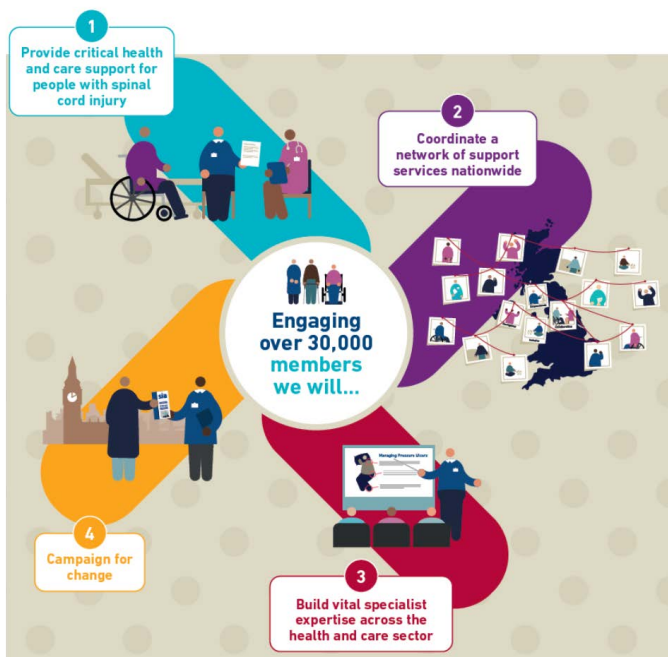


Our Vision is

A fulfilled life for everyone affected by spinal cord injury

Our Purpose is to be

The expert, guiding voice for life after spinal cord injury



Goal 1

A health and care system that works for people with spinal cord injury

- i. **Anyone diagnosed** with spinal cord injury can access specialist advice, representation and rehabilitation from the day of injury and throughout their reintegration into life and their community
- ii. **All people** living with spinal cord injury can access general health services without fear of sub-standard care

Goal 2

Double the number of members accessing our network of services

- i. **Access to** specialist counselling and mental health support for trauma and living a life with spinal cord injury
- ii. **Access to** appropriate housing, transport, livelihoods and care

Goal 3

A UK government and public championing the cause

- i. **A network** of members and partners campaigning, fundraising and supporting the work of SIA across the UK
- ii. **A knowledgeable, engaged and supportive** government, media and public

FUTURE PLANS

1

Provide critical health and care support for people with spinal cord injury

i. Support

Offering specialist frontline support and guidance for urgent and chronic physical and mental health challenges

ii. Advocacy

Providing advocacy and representation for members who are refused or given inappropriate support



2

Coordinate a network of support services nationwide

i. National network of partners

Coordinate a national network of trusted partners to support the diverse needs of our members

ii. Local community

Develop and support 50 local community groups across 10 regional hubs



3

Build vital specialist expertise across the health and care sector

i. Training and education

Training

A critical mass of health care professionals across the health and care sectors with vital specialist skills

Educating

People with spinal cord injury and their families with knowledge and skills to

- manage their condition
- advocate for appropriate treatment and support

ii. Research and development

Testing and promoting, solutions for

- support and rehab
- treatment and prevention

iii. Policy and Practice

Influencing, supporting and improving

- Specialist services
- General health care settings
- Social care



4

Campaign for change

i. National campaigns

Leading and collaborating on campaigns, mobilising our community to contest the biggest barriers faced by people with spinal cord injury

ii. Member-led local campaigns

Supporting member-led local campaigns offering tools and connections to community groups, regional partners, and local media

iii. Public engagement

Educate, engage and mobilise the UK public through media and social media campaigns to take up our cause



ACTIVITIES AND ACHIEVEMENTS

We are proud to present our work and vital achievements in 2023/24 under four key headings. These are derived from the four approaches of our new strategy and align with our recommitment **to be the expert, guiding voice** for people living with spinal cord injury for our sector and for the public, media, and government.

1. Critical health and care support
2. A network of support services
3. Specialist expertise across the health and care sector
4. Campaigns for change

Further achievements are found under the following headings:

- Communications and engagement
- Raising funds
- Staff and volunteers

All our activities focused on enabling everyone affected by spinal cord injury to lead fulfilled lives and were undertaken to further our charitable purposes and benefit. We provided a range of services for our membership of 19,333, of whom 11,766 have a SCI. Whether their connection to SCI was personal or professional, we ensured all those needing access to our expertise could do so when it was most needed.

To ensure the high quality of our services and protection of vulnerable people, our trustees, staff and volunteers adhere to our policies on data protection, equity and diversity, health and safety and safeguarding of vulnerable adults.

CRITICAL HEALTH AND CARE SUPPORT

Our SCI clinical specialists, which include nurses, occupational therapists, counsellors, and advocacy teams, provided:

i. Support

Offering specialist frontline support and guidance for urgent and chronic physical and mental health challenges

ii. Advocacy

Providing advocacy and representation for members who are refused or given inappropriate support

We were able to expand these services this year through increasing staff, and investment in virtual/online sessions enabling our clinical specialist and advocacy teams to reach more people.

Clinical specialists

- Our clinical specialist team offering **continued to grow** in direct response to the needs of our members, with the service receiving **1,216 referrals** during 2023/24.
- The team is made up of five spinal cord injury specialist nurses and an occupational therapist (OT). Our nurses and OT **offer knowledge and expertise** in spinal cord injury nursing care and therapy management to healthcare professionals, while also working directly with people with SCI **providing support and guidance** on issues such as bowel management in hospital and at home.
- We helped create **97 potentially life-saving emergency care plans** (ECPs), offering people with SCI greater confidence that their unique medical needs would be met in the event they're admitted to a general hospital.
- Often alongside colleagues in the support network team, our clinical specialists delivered **47 service introduction talks** to nearly 1,500 people working for our partners and in other healthcare settings, to **promote awareness of the support** SIA provides.
- These included conferences/webinars held by the Royal College of Nursing, Bladder & Bowel UK, and regional Association of Continence Professionals groups. We used these **platforms to build knowledge around SCI** and to **raise awareness of our campaign and petition to improve bowel care provision** in healthcare settings.
- Our clinical specialist OT also spoke about her role at SIA and **how we support people with SCI** to around 100 attendees at The OT Show in Birmingham.

Counselling

- Our counselling service, led by a trained counsellor with lived experience of spinal cord injury, **offers vital emotional support**, and continued to be extremely well used. This year, we supported **94 people with SCI** through telephone and virtual sessions, and we helped friends and family.
- Over this past year, the counselling team – made up of two staff and two qualified volunteers – worked to **develop an effective triage system** to ensure people who most need the service reached us or were directed to a service that most met their needs.
- The counselling service offering will be bolstered in 2024/25 by funded training in **psychosexual therapy**.
- The team received funding to train frontline support network colleagues in basic counselling skills. This will enable them to **assess people more effectively** and determine what level of service they might need from SIA counsellors or beyond.

Advocacy

- We provided clinical and direct advocacy to **negotiate vital health, care and support services**, such as helping secure funding and much needed care reviews to achieve better outcomes for our members.
- Our **support line received a total of 1,261 requests for support**, in which we saw an increase in calls where care packages were failing because of shortages in the number of available, specially trained care staff for those with SCI. We also received more calls about care assessments being arranged at short notice.
- We delivered continuing healthcare (CHC) casework, helping 179 people with **care packages to meet their needs** and assisting 51 people with **social care casework support**.
- We continued to insist that members being assessed and reviewed for CHC have the option to attend meetings face-to-face rather than online. In so doing, our members can give **‘in person’ evidence to assessors of the intense and complex needs** of someone with a high-level SCI.
- Despite being a small team, the number of our cases and impact of our involvement has been huge. Members tell us that **working together with us usually results in different – and better – outcomes**.

NETWORK OF SUPPORT SERVICES

No one understands spinal cord injury like someone who has one. Based across the country, our support coordinators all have lived experience of SCI. They offer invaluable advice and support from the moment of injury onwards and create opportunities for meaningful connection through our community support groups.

This frontline service coordinates a national network of support through:

i. A network of partners

Coordinate a national network of trusted partners to support the diverse needs of our members

ii. Local community groups

Develop and support 50 local community groups across 10 regional hubs

And as our network of trusted partners and business members continued to expand, we were better able than ever to direct our members to the best housing, family-planning, legal, care, health and financial services available to support their diverse needs.

- We had 10 regional support coordinators and two managers working alongside 25 volunteers to provide peer support to **meet the practical and emotional needs of people with SCI**. We delivered 1,420 support sessions over 2023/24 with 584 people supported who were new to SIA. We also supported 338 friends and family members.
- We established 27 regional community support groups across the country, providing informal opportunities for people living with SCI, their families and friends to **connect and share experiences**. Hosted by our support coordinators, volunteers were on hand to offer advice and information and professional experts were available to answer questions.
- **Offering trusted choices in rehabilitation, sex and family-planning, finance, well-being, care and legal services** to our members from external organisations and not-for-profits we trust, we continued to provide advice on and recommendations to our growing network of trusted partners.
- **SIA Healthcare**, our dedicated home delivery service, continued to provide urology and stoma products and prescription medication, **efficiently and discreetly to the homes of people living with SCI**. Last year, we fulfilled 29,288 orders from our members, 2,511 of

whom are active SIA Healthcare users. 9/10 of SIA Healthcare annual survey respondents were 'very satisfied' or 'satisfied' with the service received from SIA Healthcare.

SPECIALIST EXPERTISE ACROSS THE HEALTH AND CARE SECTOR

People with spinal cord injury have unique and complex health and care needs. Building the knowledge and expertise of healthcare professionals around this specialist area is essential to ensure people with SCI receive the right support in general healthcare settings – whether in hospital, a care home or at their GPs.

In 2023/24 we launched SIA's Frank Williams Academy, to honour the memory of Formula 1 legend and significant SIA supporter, the late Sir Frank Williams. Its aims are:

i. Training and education

Training:

A critical mass of health care professionals across the health and care sectors with vital specialist skills

Educating:

People with spinal cord injury and their families with knowledge and skills to:

- manage their condition
- advocate for appropriate treatment and support

ii. Research and development

Testing and promoting, solutions for:

- support and rehab
- treatment and prevention

iii. Policy and practice

Influencing, supporting and improving:

- specialist services
- general health care settings
- social care

Building essential knowledge in those who care for and treat patients with SCI through our range of training sessions and courses, all training is CPD certified and delivered by our specialist spinal cord injury clinicians.

Additionally, through our annual 'What Matters?' survey which this year attracted a record 994 responses, we gained a clear understanding of the issues affecting people living with SCI, direct from the community itself. The invaluable feedback received directly influences the services we offer and directs our campaigns programmes.

- Our clinical specialist team **delivered training and education** for 925 healthcare professionals. Virtual education modules allow us to include more people in our sessions which we deliver alongside face-to-face offerings. This includes to NHS trusts and other larger healthcare settings as well as to smaller bespoke sessions for personal assistant (PA) teams and care homes.
- To help **make referrals to wheelchair services more effective** and to ensure the most appropriate equipment is provided, the team, in partnership with Cauda Equina Spinal Cord

Injury (CESCI) and The Wheelchair Alliance produced a downloadable template letter for people to give to their GPs.

- Under the academy umbrella, we **play a pivotal role in research and development opportunities**, ensuring the patient voice forms part of all research. Members can participate in external research, testing and promoting solutions for support and rehab and for treatment and prevention.
- Plans to enhance our academy offering include further development of our knowledge hub via SIA's website. Designed to empower people with spinal cord injury and their families to manage their condition and to advocate for appropriate treatment and support, the hub **offers educational opportunities and information** including fact sheets, videos and **opportunities to connect with our clinical specialist team**.

Other highlights from the year included:

- We had 508 attendances from healthcare professionals for a series of virtual training modules looking at **mental health topics, including anxiety and post-traumatic stress disorder**. Thanks to funding received from NHS England South East region, the sessions were delivered by our own mental health education specialist, Richard Matthew, a trained counsellor who lives with a spinal cord injury.
- A new virtual education module looking at **respiratory issues affecting people with SCI**, which attracted over 60 delegates.
- An invitation to **speak to over 100 trainee paramedics** at St George's University London about living with SCI and its key issues, including autonomic dysreflexia.
- Regularly **providing education sessions** for Teesside, Northumbria and Sunderland universities to OT students.
- Our **Rebuilding Lives Festival** event which was held in June 2023 bringing together professionals from across the spinal cord injury sector to learn and share expertise.

In 2024 we are planning an expansion of the festival to a **Rebuilding Lives Conference**, bringing the sector together to build a call for action and plan for improvement to rehab and support for people with SCI.

CAMPAIGN FOR CHANGE

With a commitment to build knowledge, engagement and support for our cause with the UK government, we recommitted our ambition to:

i. National campaigns

Lead and collaborate on campaigns, mobilising our community to contest the biggest barriers faced by people with spinal cord injury

ii. Member-led campaigns

Support member-led campaigns offering tools and connections to community groups, regional partners and local media

iii. Public engagement

Educate, engage and mobilise the UK public through media and social media campaigns to take up our cause

In 2023/24 our campaigns were guided by feedback received direct from people with spinal cord injury and those who care for and love them via our annual What Matters survey.

- We held SIA's **first ever parliamentary roundtable** at Westminster, to discuss next steps for our Paralyse Bowel Campaign which promotes safe care for people with neurogenic bowels. We also launched SIA's **first petition**, asking the government for a **national bowel care policy**. Aimed at stopping patients with SCI suffering harmful neglect from inadequate bowel care in general medical settings, we convened experts, parliamentarians, and service users to discuss many aspects of this campaign for change. Our ambition is to ensure every healthcare setting across England has a fully implemented and appropriate bowel care policy in place.
- We **recruited a new campaigns team** to lead our campaigns and continued making progress with cross-party parliamentarians over the course of the year including meetings with current care minister Helen Whately MP, Andrew McDonald MP, Chris Stevens MP, Gil Furness MP (also the shadow minister for DWP) and Helen Morgan MP amongst others.
- We continued to work with our trusted partners, Hudgell Solicitors in almost all campaign areas, including preparing for our part in the **upcoming third module of the Covid-19 inquiry**.
- We worked to steer the campaign for **women's health after spinal cord injury**, putting together a task force of experts, users, and parliamentarians. We asked a parliamentary question on screening tests for women with spinal cord injuries to Lord Markham, the Department of Health and Social Care (DHSC) minister, in the House of Lords, with the help of Lord Hunt.
- **As a result of our lobbying, the DHSC changed its guidance on breast screening** to involve alternative access routes for women with disabilities to have screening tests. GPs must now inform local hospitals if their patient is a wheelchair user requiring additional support for screening tests. Hospitals are then responsible for making alternative access arrangements before providing appointments for breast screening to women with physical or other disabilities.
- We collaborated with the University of York and the York and Scarborough Teaching Hospitals NHS Foundation Trust to find solutions to women with spinal cord injuries **accessing breast cancer screenings** with ease.
- We worked with the National Wound Care Strategy Alliance to redesign their patient leaflets and website to include **pressure ulcer diagnosis in non-Caucasian skin tones**.

- We worked with the Economic and Social Council of the United Nations and have **applied to become an accredited non-governmental organisation** with the United Nations.
- We secured the **All-Party Parliamentary Group (APPG)** for spinal cord injury following changes of rules for MP attendance. We convened an **APPG** meeting chaired by Chris Stephens MP, discussing the cost-of-living crisis, the importance of proper diagnosis guidance in pressure ulcers for those with different skin tones, and the support available to rugby players who sustain spinal cord injuries.
- We worked with the cabinet office's disability unit and held a public meeting on the government's **Disability Action Plan** consultation.
- We wrote a letter to GPs on **prioritising Covid-19 boosters** on behalf of our members.
- We were **invited to take part in a roundtable discussion around carers** with Andrew Gwynne MP, shadow minister for care, where we highlighted the unique difficulties faced by people with a spinal cord injury.
- We briefed Baroness Andrews and other peers for the House of Lords debate on the **Lords Select Committee report on adult social care**.
- We had discussions with senior officials at the Home Office on the Migration Advisory Committee's report on the **social care sector**. We attended a Carenomics summit in parliament, to discuss the Future Social Care Coalition's report.

COMMUNICATIONS AND ENGAGEMENT

As we continue striving towards our strategic aims of **educating, engaging and mobilising** the UK public, 2023/24 saw us build on the incredible momentum generated by the Martin's Mountain project – our vice president Martin Hibbert's climb of Mt Kilimanjaro in an adapted wheelchair.

We worked to harness the engagement made with a wider audience, creating opportunities to further showcase our work and the community we serve while continuing in our mission to raise a greater national awareness of spinal cord injury and its effects.

Demonstrating our ability to find innovative ways to engage with our audience, we released **SIA's first ever animated video** with the launch of our *Strategy 2030* which has been watched nearly 4,000 times. We were also delighted to create SIA's **first video impact report**.

PR and media

Our PR and media reach has continued to grow with **SIA and its services securing national coverage including on BBC Breakfast and in The Times, The Mirror and the Mail Online** across the year. By building relationships with key journalists and the timely placement of case studies across TV, radio and online news outlets, we have focused on sharing challenges our members continue to face, providing an insight into life with spinal cord injury, and how our services can help. This proactive coverage has resulted in an increase in reactive media enquiries to **add SIA's voice to the wider issues around disability rights**. As part of our media engagement plan, we have refreshed and **engaged six high-profile ambassadors** to increase reach and influence.

Our work has enjoyed **external recognition** with a member of our clinical specialist team winning an award in the inaugural **NR Times Awards** for her campaigning work. SIA was also a runner up in the charity of the year category. Our ambassador Steve Brown was nominated for the **Shaw Trust Disability Power100 list** in the entertainment and media category while vice president Martin Hibbert placed in the top ten of the list with his community advocate award.

The Martin's Mountain campaign was also nominated as communications campaign of the year at the **Third Sector Awards**.

Social media

We created **immediate, visual and engaging content** through our social media channels, with more than two million opportunities to see our bespoke stories and messaging. We attracted more than three thousand new followers and our total audience across our channels has grown to its highest yet at over 43,000.

Demonstrating our ability to **communicate in contemporary, engaging formats** and to attract a younger audience, video content was prioritised this year and will continue to be moving into next year. Our videos were viewed over 300,000 times – four times the number from the previous year.

Website

An easy to navigate one-stop shop for information and support, our website attracted over 101,000 visitors this year – more than ever before. With its offering including an online booking system giving members opportunities to **book support, training and advocacy sessions** with our clinical specialists and other SIA teams. As part of our continued efforts to ensure users **gather quality knowledge and find information quickly and with ease**, this year saw an increase in the number of videos and fact sheets available on the site. A total of over 17,000 items were downloaded by nearly 9,000 users. We brought an innovative web development agency on board to continue enhancing our offering and plans include increasing accessibility for all users.

Our monthly e-newsletter The Voice provided **brief updates on our news and services** and this year reached more people - an average of 18,376 each month. Through our sector-leading, quarterly subscription magazine Forward, we continued to **engage, inform and connect** our readers with articles from and about the spinal cord injury community.

Soon to enter its third development phase, our enhanced CRM database continues to help with streamlining internal processes and to **communicate with service users more efficiently**.

RAISING FUNDS

£3.85 million was raised in the 2023/24 financial year from fundraising activities, social enterprises and services. We continued to focus on growth, diversification and sustainability across income streams and built on the progress made in 2022/23 following the success of the Martin's Mountain project. Charitable grants, corporate partnerships, special events and social enterprises collectively accounted for 50 percent of our income. In addition, we were fortunate to receive significant legacy income during the year.

In April 2023, we launched SIA's Frank Williams Academy appeal at a reception in Westminster, attended by our Patron, HRH The Princess Royal. The ambition is to raise £1.5 million over three years to develop and build our training, education and research activities. 2023/24 saw a great start to this initiative with £488,000 in pledges and donations raised to date.

We are very grateful to everyone who supported our work during 2023/24. Below are some examples of our key achievements.

- A grant of £800,000 over two years was awarded by the **Motability Foundation** towards a new project focused on travel confidence in the spinal cord injury community.
- In addition, we received **75 grants from charitable trusts**, totalling an income of £432,000. This included a grant of £30,000 from the Army Benevolent Fund towards our services and a grant of £24,000 from the Stewarts Foundation towards counselling.
- SIA secured a new **campaigns partner** in November 2023 and all our trusted legal partners renewed their commitment for a further year.
- Our **business membership** scheme continued to diversify, and we now have 40 business members from seven different sectors that serve the spinal cord injury community, including care, case management and healthcare products.
- We delivered two **networking events in London and Manchester** for partners, business members and key supporters.
- The **Big Give Christmas appeal** in December 2023 was our biggest yet, reaching £60,000 for the first time, with 20% of donors being new to SIA.
- 106 people took part in challenge events for SIA across the year including the **London Marathon, overseas cycle** in the Black Forest, sponsored shark dive and superhero triathlon, raising over £156,000 collectively.
- More than 50 people and local groups took part in **community fundraising** activities and 49 people took part in their own **sponsored events** raising a combined total of over £58,000.
- We reached new audiences through a **Polo Day** launched in June 2023. The event expanded our **special event portfolio** which also included Gunpowder Ball (November 2023) and Cornflower Ball (March 2024), collectively raising over £370,000.
- A new **business and enterprise team** was established to support the continued growth of our existing social enterprises whilst developing new initiatives.

During the year we worked with a company as a commercial participator with a contractual agreement in place to ensure they abided by the Code of Fundraising Practice and, specifically, protected vulnerable people and other members of the public from behaviour such as unreasonably intruding on their privacy, making unreasonable persistent approaches for soliciting money, or placing undue pressure on them to give money or other property.

Across all our fundraising activities, we adhered to the Code of Fundraising Practice for the UK as set by the Fundraising Regulator. There were no complaints registered with the independent regulator or any breaches with the Code of Fundraising Practice.

OUR PEOPLE

As the charity continued to grow, 22 staff were recruited over the course of the year and by the year end we had 71 staff employed, 22 of whom have a spinal cord injury.

During the year, our incredible volunteers gave over 4,000 hours of their time to further our cause, allowing us to do more, reach a greater number of people and help raise awareness of SIA. Our team of 36 volunteers (including 11 trustees) – 29 with a SCI – shared their experiences, skills and knowledge on a weekly basis. Volunteers assisted in the support network team, on our advice line and counselling service, and supported our fundraising and communications work.

We are very grateful for the continued support of our patron, HRH The Princess Royal, who supported key activities and events including the launch of SIA's Frank Williams Academy and our inaugural Polo day.

Additionally, our four vice presidents and six ambassadors supported SIA on a voluntary basis, helping build our expertise and enhance our public profile, networks and funding opportunities.

Overseeing and supporting staff and volunteers, including our trustees, the people team worked on several initiatives during the year to improve how the charity operates and to develop a more diverse and inclusive workforce. We rolled out comprehensive leadership training for our s

enior leadership team and managers, to develop, upskill and support high performance and good practice, and supported wider training for staff across the charity. We also reviewed and benchmarked staff pay and benefits, developed our internal process across several areas, and led on the recruitment of a host of tremendous new members of staff.

FINANCIAL REVIEW

Our gross income in 2023/24 was £3.851m plus £21k unrealised gains on investments, and our expenditure was £3.473m, resulting in a surplus of £398k at the end of the year.

Income of £3.851m was an increase of 18% compared with 2022/23.

Income raised in 2023/24 enabled us to keep our total free funds at a steady level of £2.439m (2023: £2.038m), of which:-

- £1,160k is our unrestricted reserves
- £1,279k is designated for activities in 2024-26
- £1,026k is designated for future depreciation of SIA House and other fixed assets

Our restricted reserves decreased slightly to £661k (2023: £682k). Our cash flow is stable, and our reserves are within the limits set out in our reserves policy.

Budgeting for designated funds

By year-end of 2023/24 our income exceeded expenditure, mostly due to receiving unbudgeted legacies during the year; we do not budget for unknown legacies but build them into the following year's designated funds and then allocate them into our 2-year budget (2024/25 and 2025/26), which was approved by the board in February 2024.

Across those two years, our total approved budgeted expenditure underwritten by our designated funds will be £1.5m more than the income we plan to raise. As well as sustaining the growth implemented in 2023/24, examples of increased expenditure covered in the budget by designated funds include:

- Add resource to support our growing network of partners
- Build capacity to grow and support regional groups
- Expand the team to respond to in-demand counselling service (sessional workers)
- Build the campaigns team to support local campaigning by our members
- Implement phase 3 of our CRM project (web integration)

We take a risk-based approach to growing our organisation; we are therefore adopting a phased approach to investing in the activities listed above – ensuring a review against income at each quarter.

RESERVES POLICY

Our reserves policy, including agreed reserve levels, is reviewed by trustees annually as part of governance processes and takes into consideration our strategic plans, annual budget, and the overall risk environment in which we operate.

We recognise 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 our income or sudden unexpected expenditure.

Trustees have adopted a risk-based reserves policy, taking into consideration risks associated with income and expenditure, likely ways in which income levels could materially change and/or we could experience sudden unexpected expenditure and possible “what if” scenarios.

The following principles apply:

1. That, unless already committed, funds held and expenditure relating to designated funds should be included in the calculation; for this purpose, the property and fixed asset designated funds will be excluded as these have been created to cover future depreciation charges. Only those reserves that are classed as unrestricted will be considered as being available.

2. That funds held relating to restricted funds will be excluded from the calculation; such expenditure will also be excluded to the extent it is met by restricted fund income received.

3. Four categories have been used for estimating an appropriate level of free reserves. These were all considered during the process. The highest impact value of the four categories will be used as the appropriate reserves level:

- Working capital
- Building
- Continuity
- Regulatory

Based on these calculations, £900k to £1,200k is considered an appropriate level of unrestricted reserves.

Trustees are satisfied that the current unrestricted reserves level of £1,160k (2022/23: 1,160k) falls within the parameters of the reserves policy.

	2024 £'000	2023 £'000
Restricted Funds	661	682
Designated Funds		
Property and fixed assets funds	1,026	1,009
Deposits from SIA groups	15	12
Strategic growth	1,264	745
SIA House maintenance	-	120
General/Free Funds	1,160	1,160
Total Funds	4,126	3,728

INVESTMENT POLICY

SIA's investment policy provides a framework for making investment decisions, helping trustees to manage the charity's resources effectively, provide a sufficient steer to inform investment decisions and demonstrate good governance.

The policy considers income requirements, the risk profile and takes a view of the market's prospects. The Finance, people and operations committee regularly reviews the performance of investments and the investment strategy, taking into consideration our cash balances, reserves policy, plans and risks, and market prospects. The financial objective is to preserve the real value of the investments while earning a regular income, which is considered to be secondary to the preservation of real value. The investment income supplements other sources of income earned by SIA and is not required for a specific purpose. Our investment increased in value by £20k over the year.

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

GOING CONCERN

The trustees consider the charity to be in a strong position. The trustees have considered the charity's ability to continue as a going concern and confirm that there are no known issues to be reported.

The trustees are satisfied that the budgeted income and expenditure, our cash flow, and level of reserves are in line with our Reserves policy and sufficient to continue as a going concern in 2024/25.

Management and the trustees regularly review detailed forecasts of income and expenditure, The forecast performance is carefully monitored against actual outcomes each month and variances are highlighted, analysed and discussed at senior leadership team and board level.

The charity has a strong balance sheet, with unrestricted reserves of over £1.16 million (within the reserves policy approved by trustees), approved designated funds to cover our growth plans and no indication of any short-term cash flow shortfall.

Given the availability and liquidity of these unrestricted funds, the trustees believe the charity will have sufficient resources to meet its liabilities as they fall due. As such, they remain satisfied that the charity can continue operating for the foreseeable future and these accounts have been prepared on a going concern basis.

LEGAL AND ADMINISTRATIVE DETAILS

Company number	3175203
Country of incorporation	United Kingdom
Charity number	1054097
Country of registration	England & Wales
Registered office	SIA House, 2 Trueman Place, Oldbrook, Milton Keynes, MK6 2HH
Trustees	Trustees, also directors under company law, who served during the year and up to the date of this report were as follows:

Richard Brindley* (appointed 1/7/2023)
Samantha Cole* (resigned 18/5/2024)
Lauren Doherty* (resigned 30/6/2023)
Ron Dunning *
Mark Henderson*
Gareth Hillier* (appointed 24/2/2024)
Dr Ram Hariharan (resigned 24/2/2024)
**Denotes trustee with spinal cord injury*

Faisal Hussain*
Christopher Keogh* (resigned 18/5/2024)
Claire Martin* (resigned 24/2/2024)
Leanora Volpe
Peter Watts*
Stephanie Whitmore
James Wood*

Key management personnel	Nik Hartley OBE, chief executive officer Anna Saunders, director of business development Mark Ridler, director of programmes Svetla Stallwood, director of finance, people and operations
Bankers	Barclays Bank PLC, Leicester, LE87 2BB
Investments	CCLA Investment Management, One Angel Lane, London, EC4R 3AB
Auditor	Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL
Solicitors	Freeths LLP, Routeco Office Park, Davy Avenue, Knowlhill, Milton Keynes, MK5 8HJ
Patron	HRH The Princess Royal
Vice-Presidents	Claire Williams OBE Gerard McDermott KC Martin Hibbert Paul Roy BEM

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 October 2021).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

SIA is a company limited by guarantee and not having a share capital governed by its Articles of Association dated 3 November 2021. It is registered as a charity with the Charity Commission. In the event of winding up, each company member's liability is limited to £1.

Appointment of trustees

As set out in the Articles of Association, SIA is managed by a board of trustees who are also directors for the purpose of Company Law and Company members. The board of trustees comprises of no less than nine and no more than 15 trustees. To ensure that SIA maintains strong and effective governance, a rolling programme of trustee recruitment commenced all underpinned by succession planning. Trustees may serve up to three terms of three years.

As far as is practicable:

- at least 75% of the trustees have lived experience of spinal cord injury
- the composition of the board is one of diversity reflecting society
- in respect of five of the trustees, the process for their selection as candidates for appointment, will include an election by the members to choose those candidates from amongst the members

Trustees' induction and training

On appointment, new trustees attend induction sessions with the chair of trustees and members of our senior leadership team. They are briefed on their legal obligations under charity and company law, on our governing documents, on the committee structure and decision-making processes, our services, the strategic, business, and fundraising plans and our financial performance and reserves. Trustees also complete mandatory training including safeguarding training. All trustees are encouraged to attend appropriate external training events to help facilitate their roles and fill any skills shortage identified by the annual skills audit. Over the last year a combined board and senior leadership development training programme commenced with a commitment to continuous improvement.

Organisation

The board is responsible for the governance of the charity. The trustees delegate the running of the organisation to the chief executive, within a framework of delegated authority. The board meets at least four times a year. The board has established three committees with appropriate delegations. Each committee supports the chief executive and the senior leadership team by providing oversight, support and monitoring the specific areas, progress, challenges and opportunities and strategic risks. They make strategic decisions and recommendations, where appropriate, to the board.

The **finance, people and operations committee** have key responsibilities for:

- the charity's financial situation, cash position and associated risks
- the charity's policies, plans and reports in relation to accountability, governance and compliance
- people services including staff wellbeing, attraction, retention and development of staff and volunteers as well as relevant legislative and regulatory requirements
- oversight of the charity's assets including SIA House
- oversight of planned maintenance and sustainability programs in relation to SIA House

The **business development committee** has key responsibilities for:

- **Business development:** building and managing relationships with individuals and organisations to generate income for SIA, whilst also helping to achieve its strategic ambitions. Key drivers are growth, diversification and sustainability of income streams and networks
- **Investments & partnerships:** this includes trust fundraising, corporate fundraising, corporate partnerships, sponsorship, challenge events, community fundraising, special events, individual giving, regional fundraising, major donors and legacies
- **Enterprises:** this includes SIA Healthcare and other social enterprises. Whilst SIA's enterprises are considered by the SIA Enterprises Board, the business development committee has oversight of all income across the charity

The **programmes committee** has key responsibilities for:

- **Services** – delivering the two strategic approaches:
 - Providing Critical Health Care and Support (including clinical specialists, mental health counselling, support line and advocacy)
 - Co-ordinating a network of support (including a network of partners, support coordinators, community groups and volunteers)
- **Academy**
 - Building Specialist Expertise across the health and care sector (including training and education of health care professionals and service users, research and development, and policy work within the health and care system)
- **Communication and Campaigns**
 - Campaign for Change – (including campaigns, policy-work, communications, marketing, publications, CRM, member engagement, and publications)

During the year, we refreshed and streamlined our trustee induction process and created a governance handbook,

Key executive personnel

A team of nine (full-time and part-time) staff make up the senior leadership team, who oversee SIA's day to day running of the charity, including the CEO, three directors and five heads of departments.

Related parties

The charity owns the whole of the issued share capital of a trading company, SIA Enterprises (SIAE). The company is registered in England and Wales (No 6034183). SIAE achieved a profit of £356,889 (2023: £436,491). Distributable profits are donated to SIA. This arrangement is agreed by a Deed of Covenant which is reviewed annually.

None of the trustees receive remuneration or other benefit from their work with the charity.

Remuneration policy

Trustees are responsible for agreeing a remuneration framework, taking account of responsibilities and performance, consistency and equity, the sector norms for charities of similar size, the external economic environment and financial affordability. Staff pay is regularly reviewed by the trustees. A review took place at the end of 2023, and this resulted in salary uplifts for all staff from April 2024.

Details of directors' remuneration are disclosed in note 7 to the accounts.

Risk management

Trustees regularly examine and monitor 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. We have a two-tier risk register to address operational and strategic risks. We use recognised risk management protocols and standards when assessing operational and strategic risks.

Our finance, people and operations committee, which meets quarterly, is responsible for oversight of the risk management framework and regularly reviews the risk register. Our senior leadership team reviews the risk register quarterly and is responsible for managing a set of effective measures to mitigate both the likelihood and impact of each risk with quarterly reports to delegated board committees for each risk.

As part of annual planning and budgeting, the senior leadership team and trustees reviewed strategic risks and agreed the following five key risks:

1. **CAPACITY AND SUCCESSION PLANNING:** Loss of key staff without succession strategy in place leads to loss of expertise, continuity and eventually inability to achieve our mission and strategy.
2. **DATA:** Unclear processes and lack of adherence to handling agreed data creates data protection regulation breaches leading to litigation and critical loss of trust and reputation with members, partners and supporters.
3. **SAFEGUARDING:** Interaction with vulnerable adults by SIA staff/volunteers are not properly vetted, managed & reported on against statutory requirements leads to safeguarding breaches leading to the loss of trust in SIA and its staff and volunteers risking its ability to continue to work and serve its community
4. **ORGANISATIONAL MORAL:** Failure to embed strong management capacity, internal comms, and wellbeing-support, causes low morale and/or staff burnout leading to significant staff absence and/or leaving which hampers ability to deliver our strategy.
5. **POSITIONING:** Failure to establish SIA as a key partner with the health and care system for people with SCI leads to our inability to achieve central goals and approaches in our strategy, leading to loss of reputation and support.

No serious incidents were reported to the Charity Commission during this financial year.

EQUITY, DIVERSITY AND INCLUSION

SIA continued to actively work towards its vision of upholding, promoting and demonstrating best practice in equity, diversity and inclusion (EDI) across the charity. This vision is set out in our EDI strategy.

Our culture

We will value our differences and appreciate the benefit from our diversity of thought, background and experience. We will reflect the diversity of our people, members and other stakeholders.

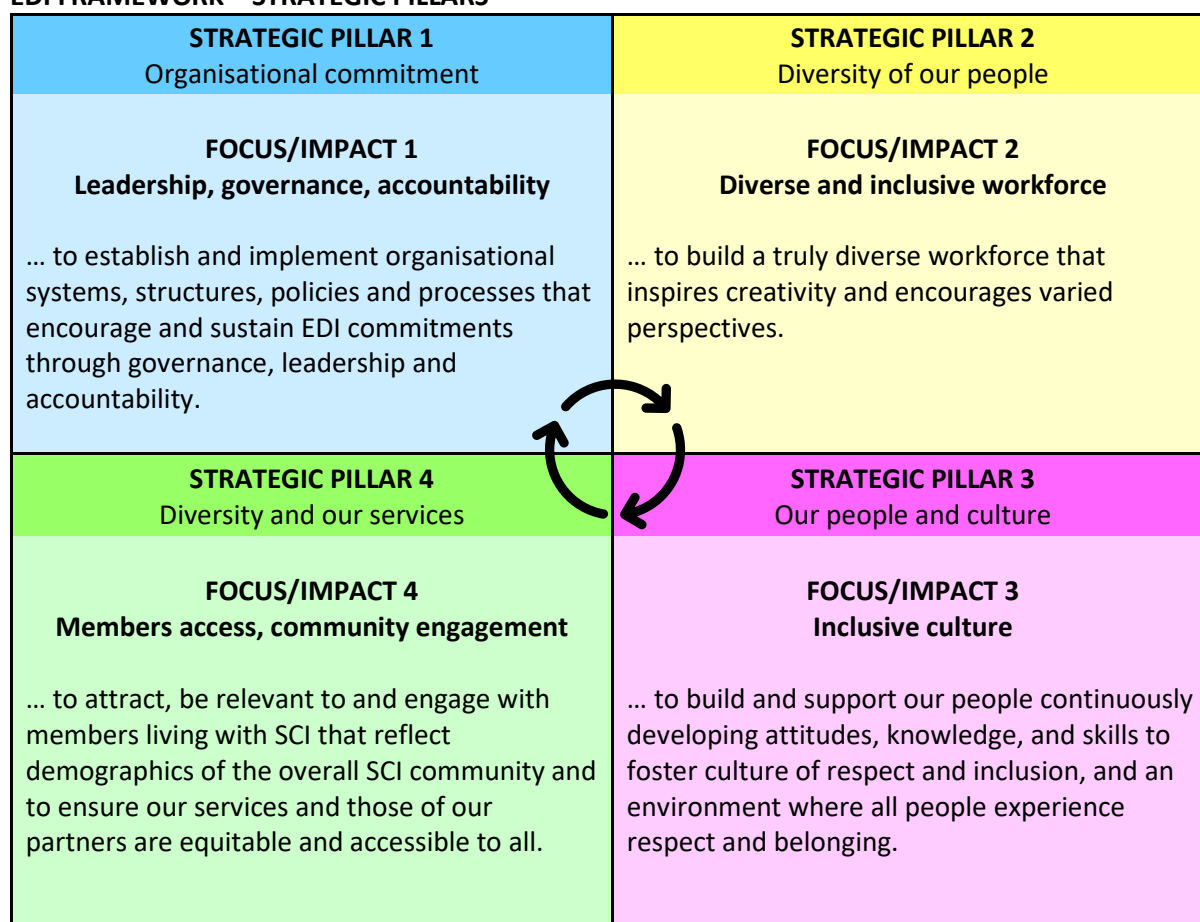
Our behaviours

We will all act as role models and champions. Individually and collectively, we will uphold our shared vision and challenge behaviours and attitudes that don't reflect it.

Our vision

Our vision is to achieve an inclusive culture by growing the diversity of our people, embracing EDI throughout our values and embedding EDI in our practices and behaviours.

EDI FRAMEWORK – STRATEGIC PILLARS



Our EDI plans for the year progressed more slowly than planned, primarily due to the impact of staffing changes. However, our commitment to EDI remains as strong as ever, and we are determined that the charity is as inclusive as possible, fully represents the SCI community and the UK

public in all its diversity, and that we learn from each other and from other groups and organisations.

Our approach and EDI framework is based around four EDI strategic pillars, and our initiatives and plans will be driven in 2024/25 by our refreshed EDI Project Board. Under the Project Board, there will be two EDI Working Groups:

- The Governance, People and Culture Working Group, which will focus on Strategic Pillars 1, 2 and 3.
- The Programmes Working Group, which will focus on Strategic Pillar 4.

We will also ensure we continue to refine and develop our approach to EDI as new staff and volunteers join the charity and are able to contribute their different experiences and perspectives.

Staff demographics at year end

Gender identity	Female	Male	Prefer not to say or not disclosed	
	55%	32%	13%	
Ethnicity	People from ethnic minority backgrounds	White British	White other	Prefer not to say or not disclosed
	6%	64%	7%	23%

SUSTAINABILITY

During the year we continued to strengthen and embed our sustainability principles across the charity. We:

- ensured that outlining our approach to sustainability, and the way we do things, was included in the staff induction process;
- encouraged all staff to support the Recycling for Good Causes initiative, and to help raise money for the charity through the recycling of unwanted items;
- used part of a staff development day to build fantastic bird and bug boxes, which were put up in the gardens around SIA House;
- embedded sustainability within the charity so that all individuals have this in mind when making decisions on purchases, working with partners, and for our events.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

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 UK Accounting Standards (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year that give a true and fair view of the situation 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 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.

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
2. Monitoring the implementation of the budget by receiving quarterly reports and forecasts

The make up of the board and its committees is described on pages 24 and 25.

During 2023/24, one working group continued to exist to look at specific areas of SIA's work and comprised a mix of trustees and senior members of staff:

Governance working group

The purpose of the group was to review the internal governance processes, support compliance with its governing documents, charity and company law. The group also explored ways to enhance and develop the role of the trustee. The working group explored ways of building the board of trustees to ensure the best representation for the SCI community. The monthly meetings were used for collaborative thinking and led to a closer working relationship between staff and trustees. Below are some of the key things the group was involved in:

- Development of a handbook for trustees
- Induction day
- Trustees' election and recruitment
- Trustees' training

The Governance working group was disbanded mid-year due to its work being complete.

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. The scheme of delegated powers is reviewed annually.

Legislative and regulatory compliance

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

Charity Governance Code

The Charity Governance Code was published in 2017. We continue to benchmark our policies, procedures and activities against the recommendations and statements of good practice it contains.

While 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.

Auditors

Sayer Vincent LLP was reappointed 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 was approved by the trustees on 13 July 2024 and signed on their behalf by Faisal Hussain, chair and company director.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SPINAL INJURIES ASSOCIATION

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 2024 which comprise the consolidated statement of financial activities, the group and parent charitable company 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 FRS 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 2024 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Spinal Injuries Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the group financial statements themselves. 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 for 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 trustees' annual report.

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 directors 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.

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 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

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)

18 September 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor 110 Golden Lane, LONDON, EC1Y 0TG

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 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from:							
Donations and legacies	2	1,868,766	183,826	2,052,592	1,506,735	-	1,506,735
Charitable activities							
Provide critical health and care	3	9,997	248,141	258,138	11,121	226,102	237,223
Coordinate a network of support services	3	9,997	180,124	190,121	86,066	39,694	125,760
Build vital specialist expertise	3	126,236	245,972	372,208	11,371	11,297	22,668
Campaign for change	3	10,038	56,332	66,370	11,122	267,740	278,862
Other trading activities	4	879,324	-	879,324	1,075,734	-	1,075,734
Investments		32,125	-	32,125	10,370	-	10,370
Total income		2,936,483	914,395	3,850,878	2,712,519	544,833	3,257,352
Expenditure on:							
Raising funds	5	802,416	-	802,416	910,900	-	910,900
Charitable activities							
Provide critical health and care	5	746,856	462,408	1,209,264	622,188	351,415	973,603
Coordinate a network of support services	5	291,064	226,568	517,632	251,053	202,086	453,139
Build vital specialist expertise	5	275,162	241,226	516,388	382,781	21,415	404,196
Campaign for change	5	422,483	4,894	427,377	391,382	11,297	402,679
Total expenditure		2,537,981	935,096	3,473,077	2,558,304	586,213	3,144,517
Net income / (expenditure) before other recognised gains and losses		398,502	(20,701)	377,801	154,215	(41,380)	112,835
Net gain on investments	13	20,128	-	20,128	-	-	-
Net movement in funds		418,630	(20,701)	397,929	154,215	(41,380)	112,835
Reconciliation of funds:							
Total funds brought forward		3,046,383	681,935	3,728,318	2,892,168	723,315	3,615,483
Total funds carried forward		3,465,013	661,234	4,126,247	3,046,383	681,935	3,728,318

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.

Spinal Injuries Association

Balance sheets

Company no. 3175203

As at 31 March 2024

	Note	The group 2024 £	2023 £	The charity 2024 £	2023 £
Fixed assets:					
Tangible assets	11	998,327	962,544	998,327	962,544
Intangible assets	12	27,823	45,973	27,823	45,973
Investments	13	220,128	-	220,129	1
		1,246,278	1,008,517	1,246,279	1,008,518
Current assets:					
Debtors	16	1,161,027	630,047	1,703,072	1,044,744
Short term deposits		704,553	1,032,509	704,553	1,032,509
Cash at bank and in hand		1,584,170	1,443,624	975,658	989,524
		3,449,750	3,106,180	3,383,283	3,066,777
Liabilities:					
Creditors: amounts falling due within one year	17	(569,781)	(386,379)	(503,315)	(346,977)
Net current assets		2,879,969	2,719,801	2,879,968	2,719,800
Total net assets		4,126,247	3,728,318	4,126,247	3,728,318
Funds:					
Restricted income funds		661,234	681,935	661,234	681,935
Unrestricted income funds:					
Designated funds					
Property and fixed assets funds		1,026,151	1,008,517	1,026,151	1,008,517
Other designated funds		1,279,011	877,462	1,279,011	877,462
General funds		1,159,851	1,160,404	1,159,851	1,160,404
Total unrestricted funds		3,465,013	3,046,383	3,465,013	3,046,383
Total funds		4,126,247	3,728,318	4,126,247	3,728,318

Approved by the trustees on 13 July 2024 and signed on their behalf by

Faisal Hussain
Chair and Company Director

Spinal Injuries Association

Consolidated statement of cash flows

For the year ended 31 March 2024

	Note	2024		2023	
		£	£	£	£
Cash flows from operating activities					
Net income / (expenditure) for the reporting period (as per the statement of financial activities)		377,801		112,835	
Depreciation and amortisation charges		129,510		95,229	
Dividends and interest from investments		(32,125)		(10,370)	
(Increase)/decrease in stocks		-		1,250	
(Increase)/decrease in debtors		(530,980)		210,718	
Increase/(decrease) in creditors		183,402		(85,842)	
Net cash provided by / (used in) operating activities		127,608		323,820	
Cash flows from investing activities:					
Dividends and interest from investments		52,253		10,370	
(Gains)/losses on investments		(20,128)			
Purchase of fixed assets		(147,143)		(78,936)	
Purchase of investments		(200,000)		-	
Net cash provided by / (used in) investing activities		(315,018)		(68,566)	
Change in cash and cash equivalents in the year		(187,410)		255,254	
Cash and cash equivalents at the beginning of the year		2,476,133		2,220,879	
Cash and cash equivalents at the end of the year		2,288,723		2,476,133	

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.

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.

c) Public benefit entity

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

d) Going concern

The trustees believe that the Charity's financial resources and contingency planning are robust and sufficient to ensure the ability of the Charity to continue as a going concern for the foreseeable future, being at least twelve months from the date of approval of these financial statements and therefore have prepared the financial statements on a going concern basis.

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. Small grants (under £5,000) are grouped under the 'Other small grants'.

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 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 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.

1 Accounting policies (continued)

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.

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. The carrying value of intangible assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. 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:

Full annual depreciation is charged in the 1st year.

☐ Land	Not depreciated
☐ Leasehold property	50 years
☐ Office equipment	4 years
☐ Fixtures and fittings	4 years

l) Intangible assets

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

m) Investments in subsidiaries

Investments in subsidiaries are at cost.

Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities.

1 Accounting policies (continued)

n) 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.

o) Short term deposits

Short term deposits include cash balances that are invested in accounts with a maturity date of between 0 and 9 months.

p) 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.

q) 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.

r) Financial instruments

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

s) 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 £170,437 (2023: £161,418) were paid during the year.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Grants and Donations	910,956	183,826	1,094,782	1,455,010	-	1,455,010
Legacies	957,810	-	957,810	51,725	-	51,725
	1,868,766	183,826	2,052,592	1,506,735	-	1,506,735

3 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Grants	-	248,141	248,141	-	225,702	225,702
Donations	-	-	-	-	400	400
Publications	9,997	-	9,997	11,121	-	11,121
Sub-total for providing critical health and care	9,997	248,141	258,138	11,121	226,102	237,223
Grants	-	180,124	180,124	-	267,740	267,740
Publications	9,997	-	9,997	11,122	-	11,122
Other	-	-	-	-	-	-
Sub-total for coordinating a network of support services	9,997	180,124	190,121	11,122	267,740	278,862
Grants	-	245,972	245,972	-	39,694	39,694
Education & training	116,239	-	116,239	74,865	-	74,865
Publications	9,997	-	9,997	11,121	-	11,121
Other	-	-	-	80	-	80
Sub-total for building vital specialist expertise	126,236	245,972	372,208	86,066	39,694	125,760
Grants	-	56,332	56,332	-	-	-
Legacies	-	-	-	-	11,297	11,297
Publications	9,996	-	9,996	11,121	-	11,121
Other	42	-	42	250	-	250
Sub-total for campaigning for change	10,038	56,332	66,370	11,371	11,297	22,668
Total income from charitable activities	156,268	730,569	886,837	119,680	544,833	664,513

4 Income from other trading activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Fundraising events	411,465	-	411,465	518,706	-	518,706
Corporate partnerships and memberships	137,500	-	137,500	137,917	-	137,917
Other trading	330,359	-	330,359	419,111	-	419,111
	879,324	-	879,324	1,075,734	-	1,075,734

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2024

5a Analysis of expenditure (current year)

	Charitable activities									
	Raising funds £	Provide critical health and care £	Coordinate a network of support services £	Build vital specialist expertise £	Campaign for change £	Governance costs £	Support costs £	2024 Total £	2023	Total £
Staff costs (Note 7)	340,880	710,819	305,462	303,129	275,615	57,133	401,288	2,394,325		2,153,949
Other direct costs	312,583	150,887	63,216	72,581	35,909	-	-	635,176		664,875
Premises	-	-	-	-	-	-	94,473	94,473		45,290
Insurance	-	-	-	-	-	-	15,981	15,981		13,412
Communications	-	-	-	-	-	-	11,905	11,905		11,525
Audit	-	-	-	-	-	13,200	-	13,200		11,640
IT	-	-	-	-	-	-	91,401	91,401		66,529
Professional fees	-	-	-	-	-	-	19,034	19,034		35,343
Office expenses	-	-	-	-	-	-	14,745	14,745		15,574
Finance costs	-	-	-	-	-	-	3,551	3,551		2,686
Recruitment, Training, Welfare	-	-	-	-	-	15,672	70,242	85,914		75,700
Trustee expenses	-	-	-	-	-	2,470	-	2,470		1,637
Depreciation and amortisation	-	-	-	-	-	-	129,510	129,510		95,229
Recoverable VAT	-	-	-	-	-	-	(47,694)	(47,694)		(50,293)
Other expenses	-	-	-	-	-	2,116	6,970	9,086		1,421
	653,463	861,706	368,678	375,710	311,524	90,591	811,406	3,473,077	3,144,517	
Support and Governance costs	148,953	347,558	148,954	140,678	115,853	(90,591)	(811,406)	-		-
Total expenditure 2024	802,416	1,209,264	517,632	516,388	427,377	-	-	3,473,077		-
Total expenditure 2023	910,900	973,603	453,139	404,196	402,679	-	-	-	3,144,517	

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2024

5b Analysis of expenditure (previous year)

	Charitable activities							2023 Total £
	Raising funds £	Provide critical health and care £	Build vital specialist expertise £	Campaign for change £	Coordinate a network of support services £	Governance costs £	Support costs £	
Staff costs (Note 7)	340,570	623,340	251,533	250,134	268,633	51,648	368,091	2,153,949
Other direct costs	428,343	87,587	46,173	38,955	63,817	-	-	664,875
Premises	-	-	-	-	-	-	45,290	45,290
Insurance	-	-	-	-	-	-	13,412	13,412
Communications	-	-	-	-	-	-	11,525	11,525
Audit	-	-	-	-	-	11,640	-	11,640
IT	-	-	-	-	-	-	66,529	66,529
Professional fees	-	-	-	-	-	5,559	29,784	35,343
Office expenses	-	-	-	-	-	-	15,574	15,574
Finance costs	-	-	-	-	-	-	2,686	2,686
Recruitment, Training, Welfare	-	-	-	-	-	15,322	60,378	75,700
Trustee expenses	-	-	-	-	-	1,637	-	1,637
Depreciation and amortisation	-	-	-	-	-	-	95,229	95,229
Recoverable VAT	-	-	-	-	-	-	(50,293)	(50,293)
Other expenses	-	-	-	-	-	997	424	1,421
	768,913	710,927	297,706	289,089	332,450	86,803	658,629	3,144,517
Support and Governance costs	141,987	262,676	106,490	113,590	120,689	(86,803)	(658,629)	-
Total expenditure 2023	910,900	973,603	404,196	402,679	453,139	-	-	3,144,517

Notes to the financial statements

For the year ended 31 March 2024

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2024 £	2023 £
Depreciation and amortisation	129,510	95,229
Operating lease rentals:		
Other	7,133	10,709
Audit (excluding VAT):	10,600	9,900
Auditor's other fees (excluding VAT):	1,480	1,000
	<u>129,510</u>	<u>95,229</u>

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

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	2,021,752	1,804,101
Redundancy and termination costs	2,500	5,475
Social security costs	199,637	182,956
Employer's contribution to defined contribution pension schemes	170,437	161,418
	<u>2,394,326</u>	<u>2,153,950</u>

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

	2024 No.	2023 No.
£60,000 - £69,999	2	-
£70,000 - £79,999	-	-
£80,000 - £89,999	1	1
£90,000 - £99,999	-	-
	<u>2</u>	<u>1</u>

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

2024: £319,324

2023: £307,001

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Trustees' expenses represent the payment or reimbursement of travel, accommodation and subsistence costs totalling £2,470 incurred by 6 trustees.

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 64 (2023: 60.5).

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

	2024	2023
	No.	No.
Raising funds	9.0	10.0
1. Provide critical health and care	21.0	18.5
2. Build vital specialist expertise	8.5	7.5
3. Campaigns for change	7.0	8.0
4. Coordinate a network of support services	9.0	8.5
Governance	1.5	1.0
Support costs	8.0	7.0
	64.0	60.5

9 Related party transactions

There were no donations received from related parties outside of the normal course of business.

No services (2023: £2,000) were purchased from related parties.

There were no other donations from related parties which were outside the normal course of business and no restricted donations from related parties.

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:

	2024	2023
	£	£
UK corporation tax at 19%	-	-

11 Tangible fixed assets - Group and charity

	Leasehold property £	Fixtures & fittings £	Office equipment £	Total £
Cost				
At the start of the year	1,604,688	127,951	13,638	1,746,277
Additions in year	-	127,094	-	127,094
Disposals in year	-	-	-	-
Impairment of property	-	-	-	-
At the end of the year	<u>1,604,688</u>	<u>255,045</u>	<u>13,638</u>	<u>1,873,371</u>
Depreciation				
At the start of the year	691,676	81,650	10,407	783,733
Charge for the year	28,494	59,586	3,231	91,311
Eliminated on disposal	-	-	-	-
At the end of the year	<u>720,170</u>	<u>141,236</u>	<u>13,638</u>	<u>875,044</u>
Net book value				
At the end of the year	<u>884,518</u>	<u>113,809</u>	<u>-</u>	<u>998,327</u>
At the start of the year	<u>913,012</u>	<u>46,301</u>	<u>3,231</u>	<u>962,544</u>

All of the above assets are used for charitable purposes. The building was formally revalued by Brown & Lee Chartered Surveyors on 12 February 2021 and the trustees consider that there are no indicators of impairment to the valuation. The valuation does not include the leased land on which the building stands.

12 Intangible fixed assets - Group and charity

	2024 £
Cost	
At the start of the year	108,813
Additions	<u>20,049</u>
At the end of the year	<u>128,862</u>
Amortisation	
At the start of the year	62,840
Charge for the year	<u>38,199</u>
At the end of the year	<u>101,039</u>
Net book value	
At the end of the year	<u>27,823</u>
At the start of the year	<u>45,973</u>

Notes to the financial statements

For the year ended 31 March 2024

13 Investments

	2024	2023
	£	£
Fair value at the start of the year	-	-
Additions at cost	200,000	-
Disposal proceeds	-	-
Net gain on change in fair value	20,128	-
Fair value at the end of the year	<u>220,128</u>	<u>-</u>

Investments are revalued at market value at the balance sheet date and any unrealised gain or loss is taken to the Statement of Financial Activities.

We hold a COIF Charities' Ethical Investment Fund with CCLA.

14 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 Claire Martin, Faisal Hussain, James Wood, Richard Brindley and Ron Dunning together with the chief executive were/are also directors of the subsidiary. Michael Ashton, Antony Barnes, Danielle Barney, Niel Turnbull are directors. Claire Martin resigned 1.4.2023, Micheal Ashton resigned 7.8.2023 as directors of SIA Enterprises and Antony Barnes deceased 27.10.23.

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

	2024	2023
	£	£
Turnover	463,832	535,594
Cost of sales	-	-
Cost of sales related to purchases from parent undertaking	-	-
Gross profit/(loss)	463,832	535,594
Administrative expenses	(1,302)	(1,759)
Management charge payable to parent undertaking	(105,641)	(97,344)
Other operating income	-	-
Profit/(loss) on ordinary activities before taxation	356,889	436,491
Taxation on profit on ordinary activities	-	-
Profit for the financial year	356,889	436,491
Retained earnings		
Total retained earnings brought forward	-	-
Profit for the financial year	356,889	436,491
Distribution under Gift Aid to parent charity	(356,889)	(436,491)
Total retained earnings carried forward	-	-
The aggregate of the assets, liabilities and reserves was:		
Assets	780,712	657,300
Liabilities	(780,711)	(657,299)
Reserves	1	1

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

15 Parent charity

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

	2024 £	2023 £
Gross income	3,869,704	3,257,352
Result for the year	397,929	112,835

16 Debtors

	The group		The charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	467,238	487,064	295,038	283,864
Amounts due from group undertakings	-	-	714,245	617,897
Other Debtors	24,914	7,697	24,914	7,697
Prepayments	29,763	92,997	29,763	92,997
Accrued income	639,112	42,289	639,112	42,289
	1,161,027	630,047	1,703,072	1,044,744

17 Creditors: amounts falling due within one year

	The group		The charity	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	229,526	195,364	229,526	195,364
Taxation and social security	78,754	71,663	38,488	33,261
Other creditors	19,146	14,887	19,146	14,887
Accruals	21,548	17,300	20,348	16,300
Deferred income (note 18)	220,807	87,165	195,807	87,165
	569,781	386,379	503,315	346,977

18 Deferred income

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

	The group		The charity	
	2024 £	2023 £	2024 £	2023 £
Balance at the beginning of the year	87,165	194,304	87,165	164,304
Amount released to income in the year	(462,266)	(269,065)	(462,266)	(239,065)
Amount deferred in the year	595,908	161,926	570,908	161,926
Balance at the end of the year	220,807	87,165	195,807	87,165

19a Analysis of group net assets between funds (current year)

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	-	1,026,151	-	1,026,151
Investments	220,128	-	-	220,128
Net current assets	939,723	1,279,011	661,234	2,879,968
Net assets at 31 March 2024	1,159,851	2,305,162	661,234	4,126,247

19b Analysis of group net assets between funds (prior year)

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	-	1,008,517	-	1,008,517
Investment	-	-	-	-
Net current assets	1,160,404	877,462	681,935	2,719,801
Net assets at 31 March 2023	1,160,404	1,885,979	681,935	3,728,318

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2024

20a Movements in funds (current year)

	At 1 April 2023	Income & gains	Expenditure & losses	Transfers	At 31 March 2024
	£	£	£	£	£
Restricted funds:					
ABF The Soldiers' Charity	20,000	-	(20,000)	-	-
Alice Ellen Cooper-Dean Charitable Trust	833	5,000	(5,417)	-	416
Army Benevolent Fund	-	30,000	(10,000)	-	20,000
Bupa Foundation	4,000	-	(4,000)	-	-
Cardiff YMCA 1910 Trust	3,333	-	(3,333)	-	-
Charities Aid Foundation (Scope & CAF)	40,000	-	(40,000)	-	-
City Bridge Trust	50,300	51,000	(50,300)	-	51,000
Clare Milne Trust	3,333	-	(3,333)	-	-
Heart of Bucks Community Foundation	3,750	-	(3,750)	-	-
James Tudor Foundation	-	12,000	(5,000)	-	7,000
James Weir Foundation	-	5,000	(1,250)	-	3,750
Moondance Foundation	1,667	-	(1,667)	-	-
Motability Foundation	-	363,504	(32,625)	-	330,879
The October Club	332,898	-	(166,000)	-	166,898
NHS England	25,000	150,000	(150,000)	-	25,000
NHS England South East (Mental Health)	77,774	9,895	(81,072)	-	6,597
Peter Sowerby Foundation	99,046	-	(69,975)	-	29,071
Pilkington Charities Fund	-	5,000	(1,667)	-	3,333
Queen Mary's Roehampton Trust	4,167	10,000	(10,834)	-	3,333
Shanly Foundation	3,333	-	(3,333)	-	-
Sir James Knott Trust	-	5,000	(2,084)	-	2,916
Sir James Reckitt Charity	-	5,000	(1,667)	-	3,333
The Barbour Foundation	5,000	-	(5,000)	-	-
The Eveson Charitable Trust	-	7,500	(5,625)	-	1,875
The February Foundation	1,668	5,000	(4,168)	-	2,500
The Lawson Trust	-	5,000	(1,667)	-	3,333
The National Lottery Awards for All	5,833	-	(5,833)	-	-
Other small grants	-	61,670	(61,670)	-	-
Restricted donations	-	183,826	(183,826)	-	-
Total restricted funds	681,935	914,395	(935,096)	-	661,234
Unrestricted funds:					
Designated funds:					
Property fund	913,012	-	(28,494)	-	884,518
Fixed & intangible assets fund	95,505	-	(101,015)	147,143	141,633
Deposits from SIA group	12,462	12,125	(9,576)	-	15,011
Strategic growth	745,000	-	(745,000)	1,264,000	1,264,000
SIA House maintenance	120,000	-	-	(120,000)	-
Total designated funds	1,885,979	12,125	(884,085)	1,291,143	2,305,162
General funds	1,160,404	2,944,486.0	(1,653,896.0)	(1,291,143.0)	1,159,851
Total unrestricted funds	3,046,383	2,956,611	(2,537,981)	-	3,465,013
Total funds	3,728,318	3,871,006	(3,473,077)	-	4,126,247

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

Notes to the financial statements

For the year ended 31 March 2024

20b Movements in funds (prior year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 April 2023 £
Restricted funds:					
ABF The Soldiers' Charity	20,000	30,000	(30,000)		20,000
Alice Ellen Cooper-Dean Charitable Trust	-	10,000	(9,167)	-	833
Armed Forces Covenant Fund Trust	17,500	-	(17,500)		-
Awards for All	-	10,000	(4,167)	-	5,833
The Barbour Foundation	-	5,000	-	-	5,000
Bupa Foundation	-	6,000	(2,000)	-	4,000
Cardiff YMCA 1910 Trust	-	5,000	(1,667)	-	3,333
Charities Aid Foundation (Scope & CAF)	-	50,000	(10,000)	-	40,000
City Bridge Trust	49,600	50,300	(49,600)	-	50,300
Clare Milne Trust		5,000	(1,667)	-	3,333
East Suffolk Community Partnerships	833	-	(833)	-	-
The Eveson Charitable Trust	4,583	-	(4,583)	-	-
The February Foundation	-	5,000	(3,332)	-	1,668
Heart of Bucks Community	-	5,000	(1,250)	-	3,750
Sir James Knott Foundation	1,667	-	(1,667)	-	-
James Tudor Foundation	10,313	-	(10,313)	-	-
Leicestershire Communities Fund	5,000	-	(5,000)	-	-
Milton Keynes Community Foundation	-	-	-	-	-
Moondance Foundation	-	5,000	(3,333)	-	1,667
The October Club	482,898	-	(150,000)	-	332,898
NHS England	25,000	150,000	(150,000)	-	25,000
NHS England South East (Mental Health)	-	98,985	(21,211)	-	77,774
NHS England South East	-	6,630	(6,630)	-	-
Peter Sowerby Foundaton	99,046	-	-	-	99,046
Queen Mary's Roehampton Trust	6,875	10,000	(12,708)	-	4,167
Shanly Foundation	-	5,000	(1,667)	-	3,333
Other small grants	-	76,221	(76,221)	-	-
Restricted donations	-	400	(400)	-	-
Restricted legacies	-	11,297	(11,297)	-	-
Total restricted funds	723,315	544,833	(586,213)	-	681,935
Unrestricted funds:					
Designated funds:					
Property fund	941,506	-	(28,494)	-	913,012
Fixed & intangible assets fund	83,304	-	(66,735)	78,936	95,505
Deposits from SIA group	7,246	16,136	(10,920)	-	12,462
Events and awareness raising	150,000	-	-	(150,000)	-
Expansion	250,000	-	-	(250,000)	-
Campaigning and counselling	90,000	-	-	(90,000)	-
Investment in digital (CRM)	90,000	-	-	(90,000)	-
Strategic growth	-	-	-	745,000	745,000
SIA House maintenance	120,000	-	-	-	120,000
Total designated funds	1,732,056	16,136	(106,149)	243,936	1,885,979
General funds	1,160,112	2,696,383	(2,452,155)	(243,936)	1,160,404
Total unrestricted funds	2,892,168	2,712,519	(2,558,304)	-	3,046,383
Total funds	3,615,483	3,257,352	(3,144,517)	-	3,728,318

Purposes of restricted funds

ABF - The Soldiers' Charity	To support SIA's work with individuals from the armed forces.
Alice Ellen Cooper-Dean Charitable Trust	To support SIA's network of support services.
Army Benevolent Fund	To support SIA's work with individuals from the armed forces.
Bupa Foundation	To support SIA's network of support services in the South East.
Cardiff YMCA 1910 Trust	To support SIA's network of support services in Wales.
Charities Aid Foundation - Connecting Communities Grant	To support SIA's network of support services.
City Bridge Trust	To support SIA's network of support in London.
Clare Milne Trust	To support SIA's network of support services in the South West.
Heart of Bucks Community Foundation	To support SIA's network of support services in the East of England.
James Tudor Foundation	To support SIA's clinical specialist service.
James Weir Foundation	To support SIA's work with individuals from the armed forces.
Moondance Foundation	To support SIA's network of support services in Wales.
Motability Foundation	To develop SIA's SCI Travel Confidence Project.
NHS England South East Grant	To conduct focus groups with people with spinal cord injury in the South East.
NHS England Transformational Grant	To support SIA's SCI clinical specialist service.
NHS England South East Transformational Grant	To develop a SCI mental health support and education pilot across the South East.
Peter Sowerby Foundation	To develop a digital solution for SIA's nurse specialist service.
Pilkington Charities Fund	To support SIA's network of support services.
Queen Mary's Roehampton Trust	To support SIA's work with individuals from the armed forces.
Shanly Foundation	To support SIA's network of support services in the South East and East of England.
Sir James Knott Trust	To support SIA's network of support services.
Sir James Reckitt Charity	To support SIA's network of support services.
The Barbour Foundation	To support SIA's network of support services in the North East.
The Eveson Charitable Trust	To support SIA's network of support services.
The February Foundation	To support SIA's network of support services.
The Lawson Trust	To support SIA's network of support services.
The National Lottery Awards For All	To support SIA's support line.
The October Club	To support SIA's SCI clinical specialist service to enhance its reach and impact.
The Trevor Hemmings Foundation	To support SIA's Frank Williams Academy.
Restricted donations	To support SIA's Frank Williams Academy.

Purposes of designated funds

Property fund	Future depreciation costs of SIA premises.
Fixed assets fund	Future depreciation costs of fixed assets.
SIA group	Accumulated funds from an SIA group held by head office to support local activities.
Strategic growth	Accumulated legacy income designated to support our ambitious plans and goals in strategic years 2 and 3. See page 20 for more information.

21 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 2024 £	2023 £
Less than one year	7,133	10,709
One to five years	8,551	14,278
Over five years	-	-
	15,684	24,987

22 Legal status of the charity

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

Accounts

Company number: 3175203
Charity number: 1054097

Spinal Injuries Association
Annual Report and Financial Statements
Year ended 31 March 2023

A fulfilled life for everyone affected by spinal cord injury



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WELCOME FROM OUR CHAIR AND CEO

In March, we were profoundly saddened by the loss of our founder, lifelong president and champion, Baroness Susan Masham. You can read more about Sue on the next page. She was driven by a singular ambition - that everyone with a spinal cord injury (SCI) should be able to lead a life that suits them and that brings fulfilment and joy. This ambition was the bedrock for her founding SIA back in 1974 and now, almost 50 years on, it continues to be at the heart of our work as an organisation.

As we look back on our achievements over the past year, it is clear her ambition – our message - is making its way into our communities, hospitals, and other healthcare settings and onwards to our policymakers. We have more members than ever; we're educating more people than ever, including more healthcare practitioners about how to better care for patients with SCI, and we have the enhanced digital capabilities to promote our work and raise awareness like never before.

Yet there is always more to do and with the pressures from soaring inflation, a cost-of-living crisis and buckling national health and care services, the need for change has never been more urgent for the community we serve. Far from resting on our laurels, the need for our expertise and services continues to grow. This year, our expanded specialist counselling service helped more people living with spinal cord injury and their families than ever before, and the number of support sessions provided by our support network coordinators – all who have spinal cord injuries themselves – has continued to grow. Indeed, this year a record 1,340 people with SCI joined SIA, seeking our support.

It is this backdrop which has informed the launch of our new *Strategy 2030*. At its heart is a recommitment of our purpose – to be **the expert, guiding voice** for people living with SCI, for our sector and for the public, media and government. We have committed to the most ambitious, systemic goals by 2030:

- 1) **A health and care system that works for people with spinal cord injury**
- 2) **Doubling our members living with spinal cord injury accessing all the support and advocacy they need**
- 3) **A government and public championing the cause of people with spinal cord injury**

You can read more about the ways in which we intend to meet these goals on page 16. We are ready; it is ambitious, but it is without a doubt what must be done. Our daily work is with a SCI community being failed by outdated systems and broken by a lack of guidance as to how to avail support. This cannot go on and we will not rest until every person living with spinal cord injury can access the care, advocacy and support they need to live a fulfilled life - a life of *their* choosing as exemplified by our very own Baroness Masham.

Faisal Hussain – chair of trustees

Nik Hartley OBE – chief executive officer

A TRIBUTE TO BARONESS SUSAN MASHAM OF ILTON

SIA's founder and life-long president, Baroness Susan Masham of Ilton passed away peacefully at Northallerton Hospital on Sunday, 12 March 2023.

A trail-blazing champion of disability rights, she had, amongst many personal attributes, the gift of communication – she was a great listener and was able to initiate meaningful conversations and had an uncanny ability to recall names and make introductions confidently, ensuring those around her became connected.

This skill at forging connections combined with a singular, determined devotion to make a difference in the lives of people living with spinal cord injury was instrumental in her founding the Spinal Injuries Association (SIA) in 1974.

Born Susan Sinclair in Scotland in 1935, she moved to England where she became a keen sportswoman. At 23 years old she was paralysed from the chest down while horse riding.

Her rehabilitation took place at Stoke Mandeville where she met life-long friend Sir Ludwig Guttmann, the founder of the paralympic movement. She would go on to become a 10-time Paralympic medal winner, securing her first gold in swimming at the inaugural Roma Games in Italy in 1960.

Before then, in 1959, she married her beloved husband David Cunliffe-Lister, Lord Masham, then becoming Lady Masham.

The couple went on to adopt two children, John and Clare, and lived in Masham, Yorkshire where she enjoyed keeping Highland ponies and her much-loved Dachshund dogs.

In 1970, she became Baroness Masham of Ilton after being appointed a life peer in the House of Lords. She would go on to become the longest running female peer ever, with 53 years of service.

Having this platform enabled her to raise the voices of disabled people and throw a spotlight on the issues affecting the day-to-day lives of people and families living with spinal cord injury.

For over 49 years, Baroness Masham served the SCI community, networking and cajoling people and organisations to take up the cause.

Her vision for an organisation that truly represents and speaks for people with spinal cord injury runs through the fabric of our work at SIA to this day, guiding us to champion, fight for and support the community we serve. Her legacy – to help people living with spinal cord injury achieve their own goals and to choose and realise their own ways of living – remains our guiding force as an organisation.

OUR KEY ACHIEVEMENTS 2022/23

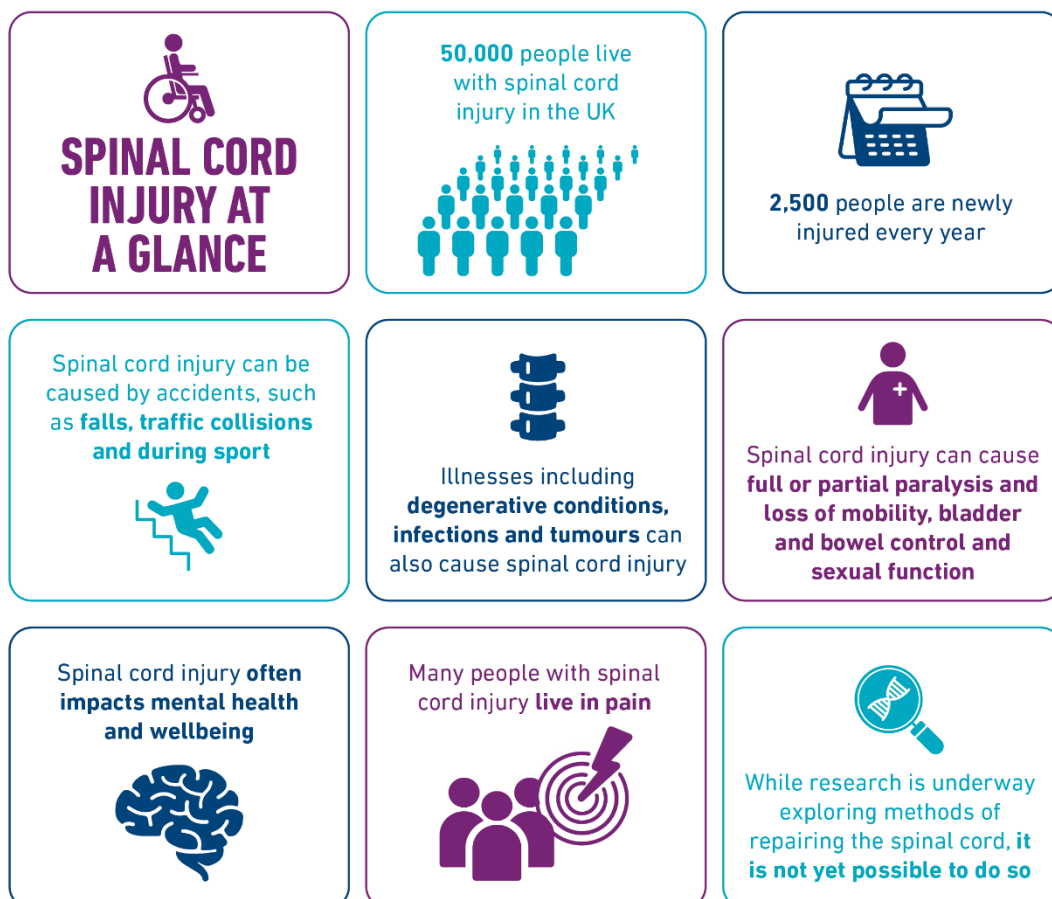
OUR KEY ACHIEVEMENTS 2022/23



SPINAL CORD INJURY AT A GLANCE

During 2022/23:

- 2,835 patients were referred to specialist SCI centres of which 917 (32%) were admitted as in-patients and 720 (25%) were seen as out-patients
- 37% of injuries were caused by accident and 53% were caused by illness or a medical condition. No cause of injury was reported in 10% of those referred
- The most common cause of injury resulting from an accident were falls (25%)
The most common cause of injury resulting from an illness or condition was disc prolapse (15%)
- 27% of injuries resulted in paraplegia and 39% tetraplegia
- 21% of injuries were recorded as cauda equina syndrome, and no level of injury was recorded in 13% of cases
- 60% of people referred to a SCI centre were male, 40% were female
- The biggest age group sustaining new injuries was 60-69 years old
- 63% of newly- injured people were over the age of 50



** Findings sourced from the National Spinal Cord Injury Database for 2022/23. Statistics based on people referred to specialist SCI centres in England only, in 2022/23.*

VISION, PURPOSE AND PUBLIC BENEFIT

Our vision: A fulfilled life for everyone affected by spinal cord injury.

Our purpose: The expert, guiding voice for life after spinal cord injury.

Our values: We will always be:

- **Collaborative** - forging an ever-stronger **movement** of people and organisations. We will always start and end with the **lived-experience** and **voice** of our members
- **Compassionate** - in our response to **everyone** who comes to us for help. We will always take a **holistic** approach to supporting a **person** and their **situation**
- **Courageous** - bringing our **passion, knowledge, skills** and **commitment** to everything we do. We will always fight for the **rights** and **needs** of our members without fear or favour
- **Inclusive** - not just in who we support and who works for us, but in **how we work**. We will always do whatever we can to **serve** whoever is in need with **equity, openness** and **respect**

People living with spinal cord injury are front and centre of all that we do. Through our annual 'What Matters?' survey, people with spinal cord injury detail what barriers they face and what their priority needs are. This feedback informs the development of our services and underpins our new *Strategy 2030*.

Our 2022/23 key cross-organisational objectives were:

- 1) **Referrals:** Implementing protocols to ensure those turning to us for help are referred seamlessly between our frontline services and network of partners
- 2) **Digital:** Fully embed our new CRM database and launch the next phase of our website
- 3) **Members:** Improve the way people with SCI can find, join and engage with us throughout their lives
- 4) **Messages:** Ensure accurate, consistent messaging on matters relating to spinal cord injury, informing our internal and external communications
- 5) **Healthcare settings:** Strengthen relationships with spinal centres, major trauma centres and other settings where people with spinal cord injury can find us and our services
- 6) **EDI:** Develop and launch our equity, diversity and inclusion strategy to underpin everything we do
- 7) **Learning and development:** embed a charity-wide plan to ensure our staff and volunteers have the knowledge and skills to achieve personal and professional development goals

ACTIVITIES AND ACHIEVEMENTS

We present our work and vital achievements in 2022/23 under the four key headings below. These are derived from the four approaches of our new strategy with our recommitment to be the expert, guiding voice for people living with spinal cord injury for our sector and for the public, media, and government.

1. Critical health and care support
2. A network of support services
3. Specialist expertise across the health & care sector
4. Campaigns for change

Further achievements come under the following headings:

- Communications and engagement
- Fundraising
- Staff and volunteers

All our activities focused on enabling everyone affected by spinal cord injury to lead fulfilled lives and were undertaken to further our charitable purposes and benefit. We provided a range of services for our membership of over 16,300, more than 10,000 of whom have a SCI. Whether their connection to SCI was personal or professional, we ensured all those needing access to our expertise could do so when it was most needed.

To ensure the high quality of our services and protection of vulnerable people, our trustees, staff and volunteers adhere to our policies on data protection, equity and diversity, health and safety and safeguarding of vulnerable adults.

Critical health and care support

Our SCI clinical specialists include nurses, counsellors and an occupational therapist who support people with spinal cord injury, their families and friends. Meanwhile, amidst the backdrop of an increasingly under-pressure NHS, the need for our advocacy and representation services has never been greater. While there has been a welcome return to face-to-face sessions following the Covid-19 pandemic, virtual sessions continue enabling the team to reach more people.

Clinical specialist team

- Our clinical specialist team offering **continues to grow** in direct response to the needs of our members, with the service receiving 777 referrals during 2022/23.
- The team is made up of five spinal cord injury specialist nurses and an occupational therapist (OT). Our nurses and OT **offer knowledge and expertise** in spinal cord injury nursing and occupational therapy to healthcare professionals, while also working directly with people with SCI **providing support and guidance** on issues such as bowel management in hospital and at home.
- Our counselling service, led by a trained counsellor with lived experience of spinal cord injury, **offers critical emotional support**, and continues to be extremely well used. This year, we supported 99 people with SCI through telephone and virtual sessions, including help for friends and family. In response to the high demand for and success of this unique service, we've brought on one further counsellor with SCI alongside two volunteers, one of whom is a trained couples counsellor.

- We helped create 114 potentially **life-saving emergency care plans** (ECPs), offering people with SCI greater confidence that their unique medical needs would be met should they be admitted to a general hospital.
- Alongside colleagues in the support network team, our clinical specialists delivered 20 service introduction talks to almost 450 people working for our partners and in other healthcare settings, to **promote awareness of the support** SIA provides.

Advocacy

- We provided clinical and direct advocacy to **negotiate vital health, care and support services**, such as helping secure funding and confirming rehabilitation plans with health care professionals.
- Whilst our support line began to see a return to a more "normal" number of calls following the Covid-19 pandemic with a total of 1,493 enquiries, we saw an increase in calls where care packages were failing because of shortages in the number of available, specially trained care staff for those with SCI.
- We delivered continuing healthcare (CHC) casework, helping 133 people with **care packages to meet their needs** and assisting 36 people with **social care casework support**.
- We have been instrumental in ensuring those members being assessed and reviewed for CHC have the option to attend meetings face-to-face rather than online. In so doing, our members can give **'in person' evidence to assessors of the intense and complex needs** of someone with a high-level SCI.

Specialist expertise across the health & care sector

The health and care requirements of people with spinal cord injury are unique and complex. We're committed to building specialist expertise across the health and care sector to ensure people with SCI receive the support they need in general healthcare settings – whether in hospital, a care home or at their GP's. We do this through the SIA Academy, where we aim to build essential knowledge in those who care for and treat patients with SCI with our range of training sessions and courses. All training is CPD accredited and delivered by our specialist spinal cord injury clinicians.

Additionally, our annual 'What Matters?' survey allows us to take a snapshot direct from the community of those affected by SCI of the issues that matter to them, and its findings directly influence the services we offer.

- Our clinical specialist team **delivered training and education** for around 740 healthcare professionals - nearly twice the number from the previous year. Virtual education modules allow us to include more people in our sessions which we deliver alongside face-to-face offerings. This included to NHS trusts and other larger healthcare settings as well as to smaller bespoke sessions for personal assistant (PA) teams and care homes.
- We were invited to participate in the **development of a landmark suspected cauda equina syndrome (CES) pathway**. Led by Getting it Right First Time (GIRFT), a national programme within NHS England, the pathway will give clinicians a clear framework to help ensure suspected CES is diagnosed and managed effectively.
- Under the SIA Academy umbrella, we're **uniquely placed to be the sector lead in patient-led research** and in ensuring the patient voice forms part of all research. We gain an understanding of what is important to people living with SCI in several ways, including through our annual 'What Matters?' survey which this year attracted a record 586 responses

and through contributing to external research by providing willing participants from our membership.

- Plans to develop our SIA Academy offering include the launch of our Knowledge Hub via our website which will **provide educational opportunities and information** for people living with SCI, their friends and family. Fact sheets, videos and **opportunities to connect with our clinical specialist team** will be more easily accessible for all.

Network of support services

No one understands spinal cord injury like someone who has one. Based across the country, our support coordinators have lived experience of SCI and provide invaluable advice, support and opportunities for connection from the moment of injury onwards. And as our network of trusted partners and business members continues to grow, we are better able to connect our members with the best legal, health and financial services available.

- We have a network of nine regional support coordinators and two managers who work alongside 20 volunteers to provide peer support to **meet the practical and emotional needs of people with SCI**. We delivered 1,622 support sessions over 2022/23 with 517 people supported who were entirely new to SIA. We also supported 265 friends and family members.
- We ran 120 regional community support groups across the country, providing opportunities for people living with SCI, their families and friends to **connect and share experiences**. Hosted by our support coordinators, our volunteers are on hand to offer advice and information and there are always professional experts available to answer questions.
- We enhanced our existing partnerships and established new ones, while continuing to provide people with SCI **advice on and recommendations to external organisations and not-for-profits** we know and trust through our growing network of trusted partners and our business membership scheme. This offers choices in rehabilitation, finance, well-being, care and legal services.
- SIA Healthcare, our dedicated home delivery service, has continued to provide with urology and stoma products and prescription medication, **efficiently and discreetly to the homes of people living with SCI**. Last year, we fulfilled more than 30,000 orders from our members.
- We are working with Partners in Costs (PIC), a provider of cost drafting services to the legal sector. PIC has specialist knowledge, uses a collaborative approach and focuses on **providing the best outcome for clients**. They provide services to some of our trusted legal partners and business members.

Campaigns for change

Through national campaigns and targeted public engagement, we aim to mobilise our community to act against the daily barriers they face to leading a fulfilled life.

- We launched our *This is #SeriousSh1t* campaign – a major media-driven campaign to **stop patients living with SCI suffering harmful neglect from inadequate bowel care** in general medical settings. Our ambition is to ensure every healthcare setting across England, Wales and Northern Ireland has a fully implemented and appropriate bowel care policy in place, so people with SCI can be confident their bowel care needs will be fully supported in a general hospital setting.
- We continued to provide the secretariat for the All-Party Parliamentary Group (APPG) on SCI, which **gives MPs insight into issues facing our community** and how they can help

address them. Chaired by Andy McDonald, MP for Middlesbrough, for the first time we now have officers supporting the APPG from across the political spectrum.

- We recruited a parliamentary and public affairs coordinator and now have a dedicated resource for our parliamentary and campaigning activities. We are making significant progress **building relationships with cross-party parliamentarians** and during the year have met with new MPs Simon Lightwood (Labour) and Helen Morgan (Lib Dems) who both have spinal injury centres in their constituencies.
- We met with Sir Lindsay Hoyle (speaker of the House), and disability minister Tom Pursglove visited SIA House to learn more about our work and **the difference our services and support** make to the lives of people with SCI.
- We continued supporting various coalitions, including the Continuing Healthcare Alliance, the Prescription Charges Coalition, the Cavendish Coalition and the Urology Trade Association. We've also joined new collaborative groups, including the Carers Poverty Coalition, and the PA Workforce group led by Baroness Jane Campbell.
- We have contributed to an evidence review led by Social Care Futures, looking at key areas of social care and matching academic evidence and lived experience to **transform/improve the quality of social care**.
- We have written submissions:
 - to the House of Lords adult social care committee on adult social care
 - in response to the government's call for evidence to inform a 10-year plan to level up mental health support across the country
 - in response to the government's consultation into the need for personal emergency evacuation plans (PEEPs) for disabled people unable to self-evacuate a building
 - to the Fabian Society (an independent think tank) about the concept of a national care service
- We launched a targeted media campaign supporting Stop the Pressure Day, a national initiative driven by NHS England/Improvement to **raise awareness and understanding of pressure ulcers** among people with SCI and healthcare professionals.
- We actively engaged with the National Wound Care Strategy Programme through our role as a patient and public voice (PPV) which allows us to **influence development and delivery of support** for those with pressure ulcers.
- We worked with the NHS and Department of Health and Social Care to **prioritise the needs of people living with SCI**, with regards to policy change and strategic development, for example with our contribution to updating the NHS Continuing Healthcare National Framework.

Communications and engagement

During 2022/23, we showcased SIA's work and the community it serves while continuing to **raise greater awareness of spinal cord injury at a national level**. Our enhanced digital capabilities allowed us to **connect and engage with greater efficiency** while reaching more people than we've ever done.

Publicity surrounding our vice president Martin Hibbert's climb of Mt. Kilimanjaro in June 2022 **propelled our cause into the national spotlight** with multiple appearances on national television and in national newspapers from Martin and our CEO Nik Hartley.

Our website attracted 127,378 visitors - its highest number yet. While our easy-to-use online booking system gave members the chance to book support, training and advocacy sessions with our team of clinical specialists, we continue to improve navigation to ensure users can **access information and regional support faster and easier**.

We responded to the appetite for **immediate, visual and engaging content about spinal cord injury** through our social media channels, creating nearly 2 million opportunities to see our tailored stories and messaging. We attracted 3,661 more followers and more people liked, commented or shared our messages than ever before, with over 97,500 engagements. Our video views more than doubled from the previous year, exceeding 95,600 in line with our using this type of content better.

We recruited a designated PR and media coordinator during 2022/23 who worked with media outlets to **provide an insight into life with spinal cord injury** and how our services can help. Additionally, this appointment allowed us to develop key relationships with well-known people within the SCI community **to help influence and promote our work** while offering timely reactions to news related to SIA and people with SCI. Our TV coverage included appearances on BBC Breakfast News and Channel 5 News and our stories appeared in the national press, with articles in the Daily Express, Daily Telegraph, and The Times magazine alongside BBC Online news coverage. We also featured in a variety of regional radio, television and newspapers and in health sector publications.

Providing digestible updates on our news and services, the refreshed monthly e-newsletter The Voice reached more people this year – an average of 14,012 each month - and attracted 4,134 new subscribers while we **engaged, informed and connected readers** through the pages of Forward, our sector-leading quarterly subscription magazine exclusively for our community.

Our enhanced CRM database continues to help with streamlining internal processes and to **communicate with service users more efficiently**.

Fundraising

£3.3 million was raised in the 2022/23 financial year from fundraising activities and social enterprises; the highest amount ever achieved. Our most successful income streams were grants from charitable trusts, corporate partnerships, special events and SIA Healthcare, which collectively accounted for over 50 per cent of the total income raised in the year.

Having been delayed due to the Covid-19 pandemic, SIA's vice president Martin Hibbert and his team successfully climbed Mt. Kilimanjaro in June 2022. The climb attracted significant media coverage, secured more than 800 new supporters, and raised £627,000 in 2022/23 across a range of activities including a gala dinner, public appeal and #MY19 challenges. This took the overall campaign total to £911,000 of its £1m goal.

SIA Healthcare continued to grow and our new social enterprise with Partners in Costs gained momentum. Meanwhile, we took the decision to close the CES UK shop and SIA Case Management to focus on alternative enterprise opportunities.

Fundraising and enterprise activities were led by our head of investments and partnerships and head of enterprise respectively, overseen by the director of business development. We continued to focus on growth, diversification and greater sustainability across all income streams.

We are very grateful to everyone who has supported our work during 2022/23. Below are some examples of our key achievements.

- A grant of £99,000 was awarded by **NHS England Southeast** towards expansion of our mental health services in the Southeast region. This is in addition to an ongoing multi-year grant from NHS England towards our clinical team's work.
- We received 97 **grants from charitable trusts**, totalling an income of £581,715. This included a grant of £50,000 from the CAF Covid Resilience Fund overseen by Scope towards our support network and a grant of £30,000 from the Garfield Weston Foundation towards revenue costs.
- We relaunched our **trusted partnership programme** with legal firms in January 2023. Regional partnerships were launched with 14 legal firms who committed to be part of our network for at least three years.
- Our **business membership** scheme continued to grow and we now have 38 business members helping to provide vital services to people with spinal cord injury, as well as supporting our fundraising and awareness raising activities.
- We delivered two **networking events in London and Manchester** for partners, business members and key supporters.
- Income from our **Big Give Christmas appeal** in December 2022 exceeded its target of £40,000 which was double last year's income and resulted in 64 new donors joining our supporter base.
- Twenty-five people ran for SIA in the **London Marathon**, including 23 charity place and two ballot place runners. Our **overseas cycle** ride took place in Tuscany with a team of 39 cyclists and our sponsored shark dive in Liverpool proved popular for a second year.
- More than 50 people and local groups took part in **community fundraising** activities, raising a combined total of over £62,000. This included some large donations such as £5,250 raised at a golf day in memory of one of our members, and £12,000 raised by a young farmers group.
- The Gunpowder Ball was held in London in November 2022, and the Cornflower Ball in Manchester in March 2023. Collectively, these events were attended by more than 850 guests and raised over £296,000.

Over the past year we worked with four companies as commercial participators with a contractual agreement in place to ensure they abided by the Code of Fundraising Practice and, specifically, protected vulnerable people and other members of the public from behaviour such as unreasonably intruding on their privacy, making unreasonable persistent approaches for soliciting money, or placing undue pressure on them to give money or other property.

Across all our fundraising activities, we adhered to the Code of Fundraising Practice for the UK as set by the fundraising regulator. There were no complaints registered with the independent regulator or any breaches with the Code of Fundraising Practice.

Our people

On average, 60.5 staff were employed during the year, 20 of whom have a spinal cord injury.

Supporting our staff was an incredible team of 35 volunteers (including 12 trustees) – 32 with a SCI - who offer their own time each week to give back to SIA and share their own experiences, skills and knowledge. The volunteers assisted in the support network team and on our advice line and counselling service. Of our 12-person board of trustees, nine members have a SCI.

In addition, our vice presidents and ambassadors supported SIA on a voluntary basis, helping to build our expertise, profile, networks and funding opportunities.

During 2022/23, our volunteers contributed over 5,000 hours of their time to furthering the cause of our organisation, allowing us to do more, reach more people and help raise greater awareness of SIA.

Overseeing staff and volunteers, our people and culture team worked on a number of initiatives including building our EDI strategy and raising EDI awareness across our organisation and updating and improving staff terms and conditions. We revamped staff policies and created a new staff handbook, developed a wellness action plan, and refreshed staff benefits. We also enhanced and streamlined our end of year review processes and rolled out leadership training for SLT and managers, providing opportunities that continue to develop, upskill and support high performance and good practice.

FUTURE PLANS

2023 marks the launch of our new and ambitious seven-year strategy. Our purpose is to be the expert, guiding voice for people with spinal cord injury, for our sector and for the public, the media and the government. We have three transformative goals:



Goal 1

A health and care system that works for people with spinal cord injury

Goal 2

Double the number of members accessing our network of services

Goal 3

A UK government and public championing the cause

In addition to these overarching priorities, we have set departmental goals, objectives and milestones for the next 12 months as part of a seven-year strategy to engage 30,000 spinal cord injured members. Our ambitious planning framework incorporates the needs of those affected by spinal cord injury, our strengths and expertise as a charity alongside our financial parameters.

The above goals will be approached in four different ways as shown earlier in the presentation of our achievements and activities over the course of 2022/23.

We will do this through:

1

Providing critical health and care support for people with spinal cord injury



2

Coordinating a network of support services nationwide



3

Building vital specialist expertise across the health and care sector



4

Campaigning for change



FINANCIAL REVIEW

Our gross income in 2022/23 was £3.26m and our expenditure was £3.15m, resulting in a surplus of £112,835 at the end of the year.

Income of £3.26m was an increase of 12% compared with 2021/22.

Income raised in 2022/23 has enabled us to keep our total free funds at a steady level of £2,037,866 (2022: £1,867,358), of which

- £1,160,404 is our unrestricted reserves
- £877,462 is designated for activities in 2023/24 and beyond
- £1,008,517 is designated for future depreciation of SIA House and other fixed assets

Our restricted reserves decreased slightly to £681,935 (2022: 723,315). Our cash flow is stable, and our reserves are within the limits set out in our reserves policy.

The designated funds have been reviewed and consolidated into a strategic growth fund that is set out in our plans and budgets from 2023 as part of the launch of our new strategy 2030. It underwrites planned expansion of capacity and activities in SIA's critical health and care support, academy, network of partners, and campaigning.

The trustees are satisfied that the budgeted income and expenditure, our cash flow, and level of reserves are in line with our Reserves policy (below) and sufficient to continue as a going concern in 2023/24.

Reserves policy

Our reserves policy, including agreed reserve levels, is reviewed by trustees annually as part of governance processes and takes into consideration our strategic plans, annual budget, and the overall risk environment in which we operate.

We recognise 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 our income or sudden unexpected expenditure.

Trustees have adopted a risk-based reserves policy, taking into consideration risks associated with income and expenditure, likely ways in which income levels could materially change and/or we could experience sudden unexpected expenditure and possible "what if" scenarios.

The following principles apply:

1. That, unless already committed, funds held and expenditure relating to designated funds should be included in the calculation; for this purpose, the property and fixed asset designated funds will be excluded as these have been created to cover future depreciation charges. For 2022/23, only those reserves that are classed as unrestricted will be considered as being available.

2. That funds held relating to restricted funds will be excluded from the calculation; such expenditure will also be excluded to the extent it is met by restricted fund income received.

3. Four categories have been used for estimating an appropriate level of free reserves. These were all considered by the senior leadership team (SLT). The highest impact value of the four categories will be used as the appropriate reserves level:

- Working capital
- Building
- Continuity
- Regulatory

Based on these calculations, £900,000 to £1,200,000 is considered to be an appropriate level of unrestricted reserves.

Trustees are satisfied that the current unrestricted reserves level of £1,160,404 (2021/22: 1,160,112) falls within the parameters of the reserves policy.

	2023	2022
Restricted Funds	£681,935	£723,315
Designated Funds		
Property and fixed assets funds	£1,008,517	£1,024,810
Deposits from SIA groups	£12,462	£7,246
Events and awareness-raising	-	£150,000
Expansion	-	£250,000
Campaigning and Counselling	-	£90,000
Investment in digital	-	£90,000
Strategic growth	£745,000	-
SIA House maintenance	£120,000	£120,000
General/Free Funds	£1,160,404	£1,160,112
Total Funds	£3,728,318	£3,615,483

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 regarding cash balances and risk, and any restrictions to be placed upon investments held at that time. Our finance and operations committee monitor the position regularly throughout the year.

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

Going concern

The trustees consider the charity to be in a strong position. The trustees have considered the charity's ability to continue as a going concern and confirm that there are no known issues to be reported.

The charity has a strong balance sheet, with unrestricted reserves of over £1,160,000 (within the reserves policy approved by trustees), approved designated funds to cover our growth plans and no indication of any short-term cashflow shortfall.

Given the availability and liquidity of these unrestricted funds, the trustees believe the charity will have sufficient resources to meet its liabilities as they fall due. As such, they remain satisfied that the charity can continue operating for the foreseeable future and these accounts have been prepared on a going concern basis.

LEGAL AND ADMINISTRATIVE DETAILS

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, also directors under company law, who served during the year and up to the date of this report were as follows:
Samantha Cole* appointed 25/2/23	Christopher Keogh*
Christina Dyson* resigned 25/2/23	Claire Martin*
Lauren Doherty* appointed 25/2/23	Mark Ridler* resigned 21/6/21
Ron Dunning	Leanora Volpe* appointed 25/2/23
Peter Hamilton* resigned 25/2/23	Peter Watts* appointed 16/7/23
Dr Ram Hariharan	James Wood* appointed 25/2/23
Mark Henderson*	<i>*Denotes trustee with spinal cord injury</i>
Faisal Hussain*	
Key management personnel	Nik Hartley OBE, chief executive officer Anna Saunders, director of business development Mark Ridler, director of programmes Kathryn Hill, director of programmes (retired 31/12/22) Svetla Stallwood, director of finance and operations
Bankers	Barclays Bank PLC, Muswell Hill, London, N10 1DD
Auditor	Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL
Solicitors	Freeths LLP, Routeco Office Park, Davy Avenue, Knowlhill, Milton Keynes, MK5 8HJ
Patron	HRH The Princess Royal
Life President	Late Baroness Masham of Ilton (deceased 12/3/23)
Vice-Presidents	Claire Williams OBE Gerard McDermott KC Martin Hibbert Paul Roy BEM

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 October 2021).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

SIA is a company limited by guarantee and not having a share capital governed by its Articles of Association dated 3 November 2021. It is registered as a charity with the Charity Commission. In the event of winding up, each company member's liability is limited to £1.

Appointment of trustees

As set out in the Articles of Association, SIA is managed by a board of trustees who are also directors for the purpose of Company Law and Company members. The board of trustees comprises of no less than nine and no more than 15 trustees. Trustees may serve up to three terms of three years.

As far as is practicable:

- at least 75% of the trustees have lived experience of spinal cord injury
- the composition of the board is one of diversity reflecting society
- in respect of five of the trustees, the process for their selection as candidates for appointment, will include an election by the members to choose those candidates from amongst the members

Trustees' induction and training

On appointment, new trustees attend induction sessions with the chair of trustees and members of our senior leadership team. They are briefed on their legal obligations under charity and company law, on our governing documents, on the committee structure and decision-making processes, our services, the strategic, business, and fundraising plans and our financial performance and reserves. Trustees also complete mandatory training including safeguarding training. All trustees are encouraged to attend appropriate external training events to help facilitate their roles and fill any skills shortage identified by the annual skills audit.

Organisation

The board is responsible for the governance of the charity. The trustees delegate the running of the organisation to the chief executive, within a framework of delegated authority. The board meets at least four times a year. The board has established three committees with appropriate delegations. Each committee supports the chief executive and the senior leadership team by scrutinising and monitoring the specific areas, progress, challenges and opportunities and strategic risks. They make strategic decisions and recommendations, where appropriate, to the board.

The **finance, people and operations committee** have key responsibilities for:

- the charity's financial situation and associated risks
- the charity's policies, plans and reports in relation to accountability, governance and compliance
- people services including staff wellbeing, attraction, retention and development of staff and volunteers as well as relevant legislative and regulatory requirements
- oversight of the charity's assets including SIA House
- oversight of planned maintenance and sustainability programs in relation to SIA House

The **business development committee** has key responsibilities for:

- **Business development:** building and managing relationships with individuals and/or to generate income for SIA, whilst also helping to achieve its charitable aims. Key drivers are growth, diversification and sustainability of income streams and networks

- **Investments & partnerships:** this includes, but it not limited to, trust fundraising, corporate fundraising, corporate partnerships, sponsorship, challenge events, community fundraising, special events, individual giving, major donors and legacies
- **Enterprises:** Specific enterprises are not included in the remit of the Business Development Committee, as they are considered by the SIA Enterprises Board. However, opportunities that combine activities across Investments & Partnerships and Enterprise are included

The **programmes committee** has key responsibilities for:

- **Services:** remit includes the support network, the Academy (including training and support to health care professionals, carers and people with SCI, and research), counselling, mental health and advocacy
- **Communications and campaigns:** remit includes campaigns, communications, marketing, publications, CRM, membership, engagement, and publications

Key executive personnel

A team of eight (full-time and part-time) staff make up the senior leadership team (SLT), who oversee SIA's day to day running of the charity, including the CEO, three directors and four heads of departments.

Related parties

The charity owns the whole of the issued share capital of a trading company, SIA Enterprises (SIAE). The company is registered in England and Wales (No 6034183). SIAE achieved a profit of £436,491 (2022: £536,303). Distributable profits are donated to SIA. This arrangement is agreed by a Deed of Covenant which is reviewed annually.

None of the trustees receive remuneration or other benefit from their work with the charity.

Remuneration policy

Trustees are responsible for agreeing a remuneration framework, taking account of responsibilities and performance, consistency and equity, the sector norms for charities of similar size, the external economic environment and financial affordability. Staff pay is normally reviewed by the trustees every 12-18 months and was last reviewed with and uplift for all staff in November 2022.

Details of directors' remuneration are disclosed in note 7 to the accounts.

Risk management

Trustees regularly examine and monitor 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. We have a two-tier risk register to address operational and strategic risks. We use recognised risk management protocols and standards when assessing operational and strategic risks. We use recognised risk management protocols and standards when accessing operational and strategic risks.

Our finance, people and operations committee, which meets quarterly, is responsible for oversight of the risk management framework and regularly reviews the risk register. Our senior leadership team reviews the risk register quarterly and is responsible for managing a set of effective measures to mitigate both the likelihood and impact of each risk with quarterly reports to delegated board committees for each risk.

As part of annual planning and budgeting, the SLT and trustees reviewed strategic risks and agreed the following five key risks:

1. **CAPACITY AND SUCCESSION PLANNING:** Loss of key staff without succession strategy in place leads to loss of expertise, continuity and eventually inability to achieve our mission and strategy.
2. **DATA:** Unclear processes and lack of adherence to handling agreed data creates data protection regulation breaches leading to litigation and critical loss of trust and reputation with members, partners and supporters.
3. **SAFEGUARDING:** Interaction with vulnerable adults by SIA staff/volunteers are not properly vetted, managed & reported on against statutory requirements leads to safeguarding breaches leading to the loss of trust in SIA and its staff and volunteers risking its ability to continue to work and serve its community
4. **ORGANISATIONAL MORAL:** Failure to embed strong management capacity, internal comms, and wellbeing-support, causes low morale and/or staff burnout leading to significant staff absence and/or leaving which hampers ability to deliver our strategy.
5. **POSITIONING:** Failure to establish SIA as a key partner with the health and care system for people with SCI leads to our inability to achieve central goals and approaches in our strategy, leading to loss of reputation and support.

No serious incidents were reported to the Charity Commission during this financial year.

[Equality, diversity and inclusion](#)

In 2021 we made a commitment and created a vision to uphold, promote and demonstrate best practice in equity, diversity and inclusion (EDI). The year 2022/23 was pivotal in our EDI journey as we formed our first ever EDI strategy and a three-year action plan.

Our culture

We will value our differences and appreciate the benefit from our diversity of thought, background and experience. We will reflect the diversity of our people, members and other stakeholders.

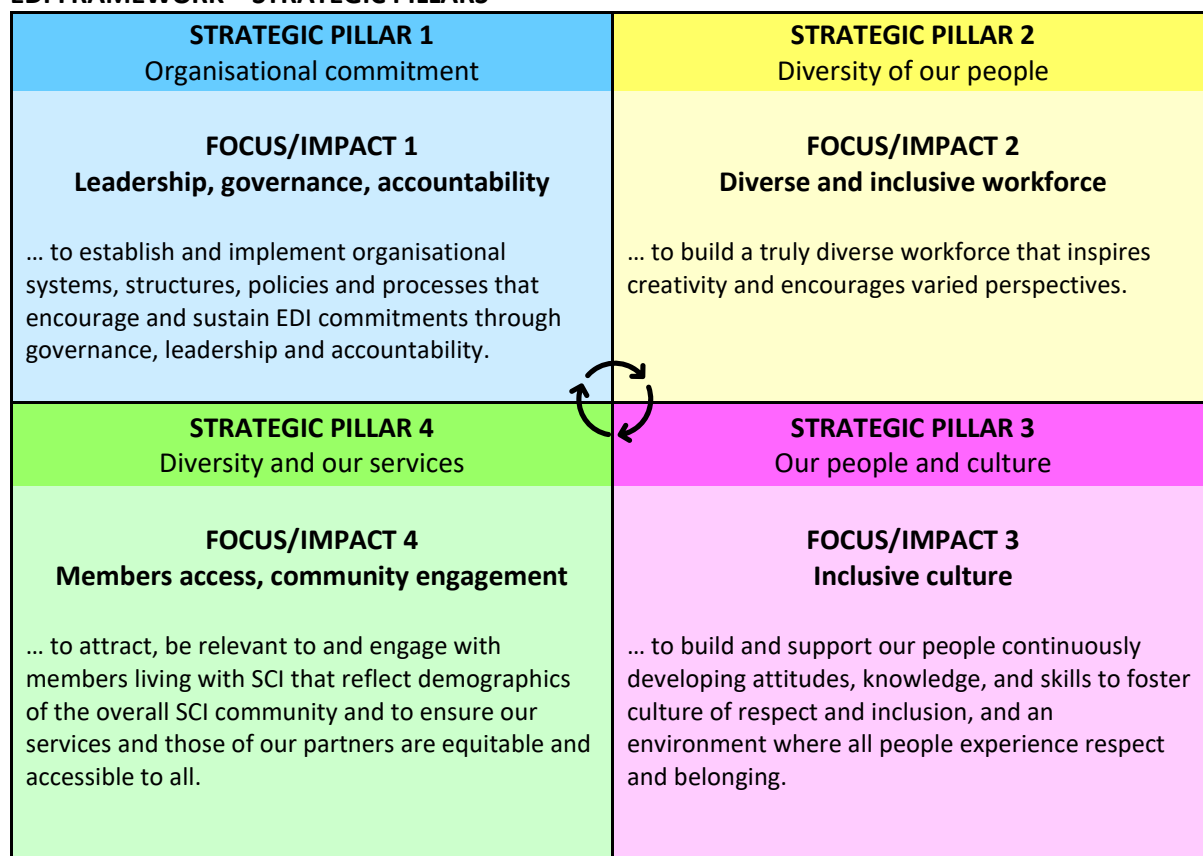
Our behaviours

We will all act as role models and champions. Individually and collectively, we will uphold our shared vision and challenge behaviours and attitudes that don't reflect it.

Our vision

Our vision is to achieve an inclusive culture by growing the diversity of our people, embracing EDI throughout our values and embedding EDI in our practices and behaviours.

EDI FRAMEWORK – STRATEGIC PILLARS



During the year, our initiatives and plans continued to be driven by our EDI project board and staff EDI focus group, and this approach will continue as we look to deliver against the strategy and year 1 of the action plan.

Staff demographics

Gender identity	Female	Male	Prefer not to say or not disclosed	
	53%	32%	15%	
Ethnicity	People from ethnic minority backgrounds	White British	White other	Prefer not to say or not disclosed
	7%	70%	8%	15%

Sustainability

2022/23 was an important year for the charity with sustainability principles being strengthened across the organisation. During the year, we:

- Reviewed and updated our sustainability policy and strengthened our commitment to sustainability. We embedded new ways of thinking within the charity so that all individuals have sustainability upper most in their minds when making decisions on purchases, working with partners and our events

- We developed our first 'Green plan to zero' setting our detailed actions in all areas of the charity
- Our commitments, policy and plans were rolled out in our staff development days
- The biggest project resulting in a significant reduction of our carbon footprint was a retrofit of our current lighting system from halogen bulbs to 100% LED. We are proud to be able to say this upgrade will reduce our CO2 emissions by 6,000kg and our annual electricity consumption from 34,000kW to a projected 5,000kW

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

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 UK Accounting Standards (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year that give a true and fair view of the situation 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 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.

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
2. Monitoring the implementation of the budget by receiving quarterly reports and forecasts

The make up of the board and its committees is described on pages 21 and 22.

During 2022/23, the following specialist working group existed to look at specific areas of SIA's work and comprised a mix of trustees and senior members of staff:

Governance working group

The purpose of the group is to review the internal governance processes, support compliance with its governing documents, charity and company law. The group also explores ways to enhance and develop the role of the trustee. The working group has continued to explore ways of building the board of trustees to ensure the best representation for the SCI community. The monthly meetings are used for collaborative thinking and has led to a closer working relationship between staff and trustees. Below are some of the key things the group has been involved in:

- Development of a handbook for trustees
- Induction day
- Trustees' election and recruitment
- Trustees' training

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. The scheme of delegated powers was reviewed and refreshed in 2023.

Legislative and regulatory compliance

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

Charity Governance Code

The Charity Governance Code was published in 2017. We continue to benchmark our policies, procedures and activities against the recommendations and statements of good practice it contains.

While 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.

Governance review progress

In 2022, we commissioned an external firm, yellowchair, to facilitate a review of our board and governance, with the aim of helping the board understand their collective strengths, identifying areas for development and supporting a programme of board renewal and development. A comprehensive four-stage process ensued, including:

- Good governance assessment (via online questionnaire)
- Skills matrix assessment
- Interviews with board and executive members
- Board development workshop

The reports and recommendations produced as a result of this process were used to identify the following areas of priority in setting the foundations for good governance:

1. Commitment to governance review and reform

This included setting up a governance working group that has been meeting regularly, board-only time, development of an internal Trustee Governance Manual, rescission of our old Bye Laws and the removal of position of Company Secretary.

2. The role of the trustee

Work included review and revision of role descriptions for trustees, honorary officers and committee chair role, formalisation of new trustees' inductions appropriate training tailored to level of new trustee understanding and experience, re-introduction of annual trustee appraisals to monitor areas of strength and development across the board and on an individual basis, enhanced full board engagement and increased visibility of trustees amongst staff.

3. Risk

We held a board refresher session on risk, risk appetite and risk tolerance alongside a deep dive organisational risks and the internal management process of those risks and we shared a number of resources for trustees to upskill/refresh/learn about risk.

4. Formal training and development

We refreshed board understanding of assurance vs reassurance during governance review workshop (May 2022), trustees participated in a robust training programme including mandatory sessions, free introductory or refresher sessions and paid-for sessions according to full board and team needs and we introduced a training register.

5. Dynamic and productive meetings

We enhanced strategic focus of committee reporting and discussions in collaboration with SLT, renewed scrutiny of risks owned by each committee, reviewed and standardised committee terms of reference documents to provide greater clarity on responsibilities, introduced CEO update across organisation-wide priorities, reviewed committee reporting during board meetings to minimise duplication and focus on priorities and assurance for full board and developed rolling annual meeting programme to ensure sufficient focus on strategy, risk, external environment and other topics identified for deep dives.

Auditors

Sayer Vincent LLP was reappointed 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 was approved by the trustees on 15 July 2023 and signed on their behalf by Faisal Hussain, chair and company director.

Independent auditor's report

To the members of Spinal Injuries Association

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 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company 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 FRS 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 2023 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

Basic 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Spinal Injuries Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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. The trustees are responsible for the other information contained within the annual report. Our opinion on the group

Independent auditor's report

To the members of Spinal Injuries Association

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. 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 course of 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 this gives rise to a material misstatement in the group financial statements themselves. 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 for 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 trustees' annual report.

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 directors 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.

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

Independent auditor's report

To the members of Spinal Injuries Association

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 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

Independent auditor's report

To the members of Spinal Injuries Association

- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

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

Independent auditor's report

To the members of Spinal Injuries Association

Jonathan Orchard (Senior statutory auditor)

Date 13 September 2023

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 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from:							
Donations and legacies	2	1,506,735	-	1,506,735	1,208,221	-	1,208,221
Charitable activities							
Provide critical health and care	3	11,121	226,102	237,223	15,711	227,521	243,232
Build vital specialist expertise	3	86,066	39,694	125,760	46,847	16,875	63,722
Campaign for change	3	11,371	11,297	22,668	10,710	4,348	15,058
Coordinate a network of support services	3	11,122	267,740	278,862	15,895	265,258	281,153
Other trading activities	4	1,075,734	-	1,075,734	1,090,116	-	1,090,116
Investments		10,370	-	10,370	3,549	-	3,549
Total income		2,712,519	544,833	3,257,352	2,391,049	514,002	2,905,051
Expenditure on:							
Raising funds	5	910,900	-	910,900	734,741	-	734,741
Charitable activities							
Provide critical health and care	5	622,188	351,415	973,603	529,665	266,025	795,690
Build vital specialist expertise	5	382,781	21,415	404,196	316,912	17,333	334,244
Campaign for change	5	391,382	11,297	402,679	335,147	6,146	341,294
Coordinate a network of support services	5	251,053	202,086	453,139	107,755	271,050	378,805
Total expenditure		2,558,304	586,213	3,144,517	2,024,221	560,554	2,584,775
Net income / (expenditure) for the year	6	154,215	(41,380)	112,835	366,828	(46,552)	320,276
Net movement in funds		154,215	(41,380)	112,835	366,828	(46,552)	320,276
Reconciliation of funds:							
Total funds brought forward		2,892,168	723,315	3,615,483	2,525,340	769,867	3,295,207
Total funds carried forward		3,046,383	681,935	3,728,318	2,892,168	723,315	3,615,483

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 2023

	Note	The group 2023 £	2022 £	The charity 2023 £	2022 £
Fixed assets:					
Tangible assets	11	962,544	990,693	962,544	990,693
Intangible assets	12	45,973	34,117	45,973	34,117
Investments		-	-	1	1
		<u>1,008,517</u>	<u>1,024,810</u>	<u>1,008,518</u>	<u>1,024,811</u>
Current assets:					
Stock		-	1,250	-	1,250
Debtors	15	630,047	840,765	1,044,744	1,147,762
Short term deposits		1,032,509	1,028,333	1,032,509	1,028,333
Cash at bank and in hand		1,443,624	1,192,546	989,524	811,704
		<u>3,106,180</u>	<u>3,062,894</u>	<u>3,066,777</u>	<u>2,989,049</u>
Liabilities:					
Creditors: amounts falling due within one year	16	(386,379)	(472,221)	(346,977)	(398,377)
		<u>2,719,801</u>	<u>2,590,673</u>	<u>2,719,800</u>	<u>2,590,672</u>
Net current assets					
		<u>2,719,801</u>	<u>2,590,673</u>	<u>2,719,800</u>	<u>2,590,672</u>
Total net assets		<u>3,728,318</u>	<u>3,615,483</u>	<u>3,728,318</u>	<u>3,615,483</u>
Funds:					
Restricted income funds		681,935	723,315	681,935	723,315
Unrestricted income funds:					
Designated funds					
Property and fixed assets funds		1,008,517	1,024,810	1,008,517	1,024,810
Other designated funds		877,462	707,246	877,462	707,246
General funds		1,160,404	1,160,112	1,160,404	1,160,112
		<u>3,046,383</u>	<u>2,892,168</u>	<u>3,046,383</u>	<u>2,892,168</u>
Total unrestricted funds		<u>3,046,383</u>	<u>2,892,168</u>	<u>3,046,383</u>	<u>2,892,168</u>
Total funds		<u>3,728,318</u>	<u>3,615,483</u>	<u>3,728,318</u>	<u>3,615,483</u>

Approved by the trustees on 15 July 2023 and signed on their behalf by

Faisal Hussain
Chair and Company Director

Spinal Injuries Association

Consolidated statement of cash flows

For the year ended 31 March 2023

	Note	2023		2022	
		£	£	£	£
Cash flows from operating activities					
Net income / (expenditure) for the reporting period (as per the statement of financial activities)		112,835		320,276	
Depreciation and amortisation charges		95,229		71,880	
(Gains)/losses on investments					
Dividends and interest from investments		(10,370)		(3,549)	
(Increase)/decrease in stocks		1,250		-	
(Increase)/decrease in debtors		210,718		(304,872)	
Increase/(decrease) in creditors		(85,842)		75,488	
Net cash provided by / (used in) operating activities		323,820		159,223	
Cash flows from investing activities:					
Dividends and interest from investments		10,370		3,549	
Purchase of fixed assets		(78,936)		(54,005)	
Net cash provided by / (used in) investing activities		(68,566)		(50,456)	
Change in cash and cash equivalents in the year		255,254		108,767	
Cash and cash equivalents at the beginning of the year		2,220,879		2,112,112	
Cash and cash equivalents at the end of the year		2,476,133		2,220,879	

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.

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.

c) Public benefit entity

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

d) Going concern

The trustees believe that the Charity's financial resources and contingency planning are robust and sufficient to ensure the ability of the Charity to continue as a going concern for the foreseeable future, being at least twelve months from the date of approval of these financial statements and therefore have prepared the financial statements on a going concern basis.

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. Small grants (under £5,000) are grouped under the 'Other small grants'.

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 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 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.

1 Accounting policies (continued)

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.

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. The carrying value of intangible assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. 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:

Full annual depreciation is charged in the 1st year.

- | | |
|--|-----------------|
| ☐ Land | Not depreciated |
| ☐ Leasehold property | 50 years |
| ☐ Office equipment | 4 years |
| ☐ Fixtures and fittings | 4 years |

l) Intangible assets

Intangible assets consist of 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 sold in our charity shop. Provision is made where necessary for obsolete, slow moving and defective stocks.

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)

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 include 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.

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

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

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 £161,418 (2022: £123,441) were paid during the year.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Grants and Donations	1,455,010		1,455,010	890,616	-	890,616
Legacies	51,725	-	51,725	317,605	-	317,605
	<u>1,506,735</u>	<u>-</u>	<u>1,506,735</u>	<u>1,208,221</u>	<u>-</u>	<u>1,208,221</u>

Notes to the financial statements

For the year ended 31 March 2023

3 Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Grants	-	225,702	225,702	5,000	227,521	232,521
Donations	-	400	400	-	-	-
Publications	11,121	-	11,121	10,711	-	10,711
Sub-total for providing critical health and care	11,121	226,102	237,223	15,711	227,521	243,232
Grants	-	39,694	39,694	-	16,875	16,875
Education & training	74,865	-	74,865	36,109	-	36,109
Publications	11,121	-	11,121	10,738	-	10,738
Other	80	-	80	-	-	-
Sub-total for building vital specialist expertise	86,066	39,694	125,760	46,847	16,875	63,722
Grants	-	-	-	-	4,348	4,348
Legacies	-	11,297	11,297	-	-	-
Publications	11,121	-	11,121	10,710	-	10,710
Other	250	-	250	-	-	-
Sub-total for campaigning for change	11,371	11,297	22,668	10,710	4,348	15,058
Grants	-	267,740	267,740	5,000	265,258	270,258
Publications	11,122	-	11,122	10,710	-	10,710
Other	-	-	-	185	-	185
Sub-total for coordinating a network of support :	11,122	267,740	278,862	15,895	265,258	281,153
Total income from charitable activities	119,680	544,833	664,513	89,163	514,002	603,165

4 Income from other trading activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Fundraising events	518,706	-	518,706.0	396,955	-	396,955
Corporate partnerships and memberships	137,917	-	137,917.0	292,708	-	292,708
Other trading	419,111	-	419,111.0	400,453	-	400,453
	1,075,734	-	1,075,734	1,090,116	-	1,090,116

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2023

5a Analysis of expenditure (current year)

	Charitable activities						Support costs £	2023 Total £	2022 Total £
	Raising funds £	Provide critical health and care £	Build vital specialist expertise £	Campaign for change £	Coordinate a network of support services £	Governance costs £			
Staff costs (Note 7)	340,570	623,340	251,533	250,134	268,633	51,648	368,091	2,153,949	1,731,038
Other direct costs	428,343	87,587	46,173	38,955	63,817	-	-	664,875	495,008
Premises	-	-	-	-	-	-	45,290	45,290	80,150
Insurance	-	-	-	-	-	-	13,412	13,412	11,001
Communications	-	-	-	-	-	-	11,525	11,525	10,650
Audit	-	-	-	-	-	11,640	-	11,640	10,380
IT	-	-	-	-	-	-	66,529	66,529	73,106
Professional fees	-	-	-	-	-	5,559	29,784	35,343	28,748
Office expenses	-	-	-	-	-	-	15,574	15,574	13,645
Finance costs	-	-	-	-	-	-	2,686	2,686	11,947
Recruitment, Training, Welfare	-	-	-	-	-	15,322	60,378	75,700	64,275
Trustee expenses	-	-	-	-	-	1,637	-	1,637	418
Depreciation and amortisation	-	-	-	-	-	-	95,229	95,229	71,880
Recoverable VAT	-	-	-	-	-	-	(50,293)	(50,293)	(33,624)
Other expenses	-	-	-	-	-	997	424	1,421	16,153
	768,913	710,927	297,706	289,089	332,450	86,803	658,629	3,144,517	2,584,775
Support and Governance costs	141,987	262,676	106,490	113,590	120,689	(86,803)	(658,629)	-	-
Total expenditure 2023	910,900	973,603	404,196	402,679	453,139	-	-	3,144,517	-
Total expenditure 2022	734,741	795,690	334,244	341,294	378,805	-	-	-	2,584,775

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2023

5b Analysis of expenditure (prior year)

	Raising funds £	Charitable activities				Governance costs £	Support costs £	2022 Total £
		Provide critical health and care £	Build vital specialist expertise £	Campaign for change £	Coordinate a network of support services £			
Staff costs (Note 7)	286,734	503,377	189,695	205,287	222,251	42,056	281,638	1,731,038
Other direct costs	305,836	64,839	52,138	29,378	42,817	-	-	495,008
Premises	-	-	-	-	-	-	80,150	80,150
Insurance	-	-	-	-	-	-	11,001	11,001
Communications	-	-	-	-	-	-	10,650	10,650
Audit	-	-	-	-	-	10,380	-	10,380
IT	-	-	-	-	-	-	73,106	73,106
Professional fees	-	-	-	-	-	15,956	12,792	28,748
Office expenses	-	-	-	-	-	-	13,645	13,645
Finance costs	-	-	-	-	-	-	11,947	11,947
Recruitment, Training, Welfare	-	-	-	-	-	20	64,255	64,275
Trustee expenses	-	-	-	-	-	418	-	418
Depreciation and amortisation	-	-	-	-	-	-	71,880	71,880
Recoverable VAT	-	-	-	-	-	-	(33,624)	(33,624)
Other expenses	-	-	-	-	-	7,752	8,401	16,153
	592,570	568,216	241,833	234,665	265,068	76,582	605,841	2,584,775
Support and Governance costs	142,171	227,474	92,411	106,629	113,737	(76,582)	(605,841)	-
Total expenditure 2022	734,741	795,690	334,244	341,294	378,805	-	-	2,584,775

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2023 £	2022 £
Depreciation and amortisation	95,229	71,880
Operating lease rentals:		
Other	10,709	9,720
Audit (excluding VAT):	9,900	9,000
Auditor's other fees (excluding VAT):	1,000	-
	<u> </u>	<u> </u>

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

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	1,804,101	1,470,935
Redundancy and termination costs	5,475	-
Social security costs	182,956	136,662
Employer's contribution to defined contribution pension schemes	161,418	123,441
	<u>2,153,950</u>	<u>1,731,038</u>

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

	2023 No.	2022 No.
£60,000 - £69,999	-	-
£70,000 - £79,999	-	-
£80,000 - £89,999	1	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:

2023: £307,001

2022: £279,680

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represent the payment or reimbursement of travel, accommodation and subsistence costs totalling £1,428 (2022/21 £488 incurred by 2) incurred by 5 trustees.

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 60.5 (2022: 56).

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

	2023 No.	2022 No.
Raising funds	10.0	10.0
1. Provide critical health and care	18.5	16.0
2. Build vital specialist expertise	7.5	6.5
3. Campaigns for change	8.0	7.5
4. Coordinate a network of support services	8.5	8.0
Governance	1.0	0.5
Support costs	7.0	7.5
	60.5	56.0

9 Related party transactions

Total donations worth £2,000 were received from trustees. There were no restrictions on these donations.

No services (2022: £24,000) were purchased from related parties.

There were no other donations from related parties which were outside the normal course of business and no restricted donations from related parties. There were 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:

	2023 £	2022 £
UK corporation tax at 19%	-	-

11 Tangible fixed assets - Group and charity

	Leasehold property £	Computers £	Fixtures & fittings £	Office equipment £	Total £
Cost					
At the start of the year	1,604,688	-	92,387	13,638	1,710,713
Additions in year	-	-	35,564	-	35,564
Disposals in year	-	-	-	-	-
Impairment of property	-	-	-	-	-
At the end of the year	1,604,688	-	127,951	13,638	1,746,277
Depreciation					
At the start of the year	663,182	-	49,662	7,176	720,020
Charge for the year	28,494	-	31,988	3,231	63,713
Eliminated on disposal	-	-	-	-	-
At the end of the year	691,676	-	81,650	10,407	783,733
Net book value					
At the end of the year	913,012	-	46,301	3,231	962,544
At the start of the year	941,506	-	42,725	6,462	990,693

All of the above assets are used for charitable purposes. The building was formally revalued by Brown & Lee Chartered Surveyors on 12 February 2021 and the trustees consider that there are no indicators of impairment to the valuation. The valuation does not include the leased land on which the building stands.

12 Intangible fixed assets - Group and charity

	2023 £
Cost	
At the start of the year	65,441
Additions	43,372
At the end of the year	108,813
Amortisation	
At the start of the year	31,324
Charge of the year	31,516
At the end of the year	62,840
Net book value	
At the end of the year	45,973
At the start of the year	34,117

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 Mark Henderson, Chris Keogh, Claire Martin, Faisal Hussain and Ron Dunning together with the Chief Executive were/are also directors of the subsidiary. Mark Henderson and Chris Keogh resigned as directors of SIA Enterprises on 29th June 2022.

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

	2023 £	2022 £
Turnover	535,594	636,672
Cost of sales	-	-
Cost of sales related to purchases from parent undertaking	-	-
Gross profit/(loss)	535,594	636,672
Administrative expenses	(1,759)	(90)
Management charge payable to parent undertaking	(97,344)	(100,279)
Other operating income	-	-
Profit/(loss) on ordinary activities before taxation	436,491	536,303
Taxation on profit on ordinary activities	-	-
Profit for the financial year	436,491	536,303
Retained earnings		
Total retained earnings brought forward	-	-
Profit for the financial year	436,491	536,303
Distribution under Gift Aid to parent charity	(436,491)	(536,303)
Total retained earnings carried forward	-	-
The aggregate of the assets, liabilities and reserves was:		
Assets	657,300	704,716
Liabilities	(657,299)	(704,715)
Reserves	1	1

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:

	2023 £	2022 £
Gross income	3,257,352	2,905,051
Result for the year	112,835	320,276

15 Debtors

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	487,064	646,462	283,864	322,587
Amounts due from group undertakings	-	-	617,897	630,872
Other Debtors	7,697	10,626	7,697	10,626
Prepayments	92,997	131,930	92,997	131,930
Accrued income	42,289	51,747	42,289	51,747
	630,047	840,765	1,044,744	1,147,762

16 Creditors: amounts falling due within one year

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	195,364	146,472	195,364	146,472
Taxation and social security	71,663	97,782	33,261	53,938
Other creditors	14,887	14,086	14,887	14,086
Accruals	17,300	19,577	16,300	19,577
Deferred income (note 17)	87,165	194,304	87,165	164,304
	386,379	472,221	346,977	398,377

17 Deferred income

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

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Balance at the beginning of the year	194,304	72,474	164,304	42,474
Amount released to income in the year	(269,065)	(31,268)	(239,065)	(31,268)
Amount deferred in the year	161,926	153,098	161,926	153,098
Balance at the end of the year	87,165	194,304	87,165	164,304

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

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	-	1,008,517	-	1,008,517
Investments	-	-	-	-
Net current assets	1,160,404	877,462	681,935	2,719,801
Net assets at 31 March 2023	1,160,404	1,885,979	681,935	3,728,318

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

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	-	1,024,819	-	1,024,819
Net current assets	1,160,112	707,246	723,315	2,590,673
Net assets at 31 March 2022	1,160,112	1,732,065	723,315	3,615,492

19a Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
ABF The Soldiers' Charity	20,000	30,000	(30,000)	-	20,000
Alice Ellen Cooper-Dean Charitable Trust	-	10,000	(9,167)	-	833
Armed Forces Covenant Fund Trust	17,500	-	(17,500)	-	-
Awards for All	-	10,000	(4,167)	-	5,833
The Barbour Foundation	-	5,000	-	-	5,000
Bupa Foundation	-	6,000	(2,000)	-	4,000
Cardiff YMCA 1910 Trust	-	5,000	(1,667)	-	3,333
Charities Aid Foundation (Scope & CAF)	-	50,000	(10,000)	-	40,000
City Bridge Trust	49,600	50,300	(49,600)	-	50,300
Clare Milne Trust	-	5,000	(1,667)	-	3,333
East Suffolk Community Partnerships	833	-	(833)	-	-
The Eveson Charitable Trust	4,583	-	(4,583)	-	-
The February Foundation	-	5,000	(3,332)	-	1,668
Heart of Bucks Community Foundation	-	5,000	(1,250)	-	3,750
Sir James Knott Foundation	1,667	-	(1,667)	-	-
James Tudor Foundation	10,313	-	(10,313)	-	-
Leicestershire Communities Fund	5,000	-	(5,000)	-	-
Milton Keynes Community Foundation	-	-	-	-	-
Moondance Foundation	-	5,000	(3,333)	-	1,667
The October Club	482,898	-	(150,000)	-	332,898
NHS England	25,000	150,000	(150,000)	-	25,000
NHS England South East (Mental Health)	-	98,985	(21,211)	-	77,774
NHS England South East	-	6,630	(6,630)	-	-
Peter Sowerby Foundation	99,046	-	-	-	99,046
Queen Mary's Roehampton Trust	6,875	10,000	(12,708)	-	4,167
Shanly Foundation	-	5,000	(1,667)	-	3,333
Other small grants	-	76,221	(76,221)	-	-
Restricted donations	-	400	(400)	-	-
Restricted legacies	-	11,297	(11,297)	-	-
Total restricted funds	723,315	544,833	(586,213)	-	681,935
Unrestricted funds:					
Designated funds:					
Property fund	941,506	-	(28,494)	-	913,012
Fixed & intangible assets fund	83,304	-	(66,735)	78,936	95,505
Deposits from SIA group	7,246	16,136	(10,920)	-	12,462
Events and awareness raising	150,000	-	-	(150,000)	-
Expansion	250,000	-	-	(250,000)	-
Campaigning and counselling	90,000	-	-	(90,000)	-
Investment in digital (CRM)	90,000	-	-	(90,000)	-
Strategic growth	-	-	-	745,000	745,000
SIA House maintenance	120,000	-	-	-	120,000
Total designated funds	1,732,056	16,136	(106,149)	243,936	1,885,979
General funds	1,160,112.0	2,696,383.0	(2,452,155.0)	(243,936.0)	1,160,404
Total unrestricted funds	2,892,168	2,712,519	(2,558,304)	-	3,046,383
Total funds	3,615,483	3,257,352	(3,144,517)	-	3,728,318

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

19b Movements in funds (prior year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Alice Ellen Cooper-Dean Charitable Trust	9,167	-	(9,167)	-	-
The Persula Foundation	1,816	-	(1,816)	-	-
The Eveson Charitable Trust	4,170	5,000	(4,587)	-	4,583
ABF The Soldiers' Charity	20,000	30,000	(30,000)	-	20,000
Queen Mary's Roehampton Trust	5,625	7,500	(6,250)	-	6,875
Sobell Foundation	10,415	-	(10,415)	-	-
EBM Charitable Trust	1,666	-	(1,666)	-	-
Childwick Trust	2,500	-	(2,500)	-	-
The February Foundation	-	5,000	(5,000)	-	-
James Tudor Foundation	-	11,250	(937)	-	10,313
Goldcrest Charitable Trust	4,583	-	(4,583)	-	-
Sir William Coxen Trust	4,170	-	(4,170)	-	-
City Bridge Trust	49,000	98,758	(98,158)	-	49,600
The October Club	632,898	-	(150,000)	-	482,898
Milton Keynes Community Foundation	6,363	-	(6,363)	-	-
Moondance Foundation	830	-	(830)	-	-
Armed Forces Covenant Fund Trust	-	30,000	(12,500)	-	17,500
Clare Milne Trust	1,664	-	(1,664)	-	-
Peter Sowerby Foundation	5,000	99,046	(5,000)	-	99,046
Changing Ideas	10,000	-	(10,000)	-	-
East Suffolk Community Partnerships	-	5,000	(4,167)	-	833
Sir James Knott Foundation	-	5,000	(3,333)	-	1,667
TJH Foundation	-	25,000	(25,000)	-	-
Leicestershire Communities Fund	-	10,000	(5,000)	-	5,000
NHS England	-	75,000	(50,000)	-	25,000
Other small grants	-	107,448	(107,448)	-	-
Total restricted funds	769,867	514,002	(560,554)	-	723,315
Unrestricted funds:					
Designated funds:					
Property fund	970,000	-	(28,494)	-	941,506
Fixed & intangible assets fund	72,685	-	(43,386)	54,005	83,304
Deposits from SIA group	7,916	10	(680)	-	7,246.0
Events and awareness raising	289,000	-	-	(139,000)	150,000
Expansion	-	-	-	250,000	250,000
Campaigning and counselling	-	-	-	90,000	90,000
Investment in digital (CRM)	100,000	-	(51,000)	41,000	90,000
SIA House maintenance	100,000	-	-	20,000	120,000
Total designated funds	1,539,601	10	(123,560)	316,005	1,732,056
General funds	985,739	2,391,039	(1,900,661)	(316,005)	1,160,112
Total unrestricted funds	2,525,340	2,391,049	(2,024,221)	-	2,892,168
Total funds	3,295,207	2,905,051	(2,584,775)	-	3,615,483

Purposes of restricted funds

ABF - The Soldiers' Charity	To support SIA's work with individuals from the armed forces
Alice Ellen Cooper-Dean Charitable Trust	To support SIA's network of support services in the South East and South West
Armed Forces Covenant Fund Trust	To support SIA's work with individuals from the armed forces
Bupa Foundation	To support SIA's network of support services in the South East.
Cardiff YMCA 1910 Trust	To support SIA's network of support services in Wales.
Charities Aid Foundation - Connecting Communities Grant	To support SIA's network of support services.
City Bridge Trust	To support SIA's network of support in London.
Clare Milne Trust	To support SIA's network of support services in the South West
East Suffolk Community Partnerships	To support SIA's network of support services in the East of England.
Heart of Bucks Community Foundation	To support SIA's network of support services in the East of England.
James Tudor Foundation	To support SIA's nurse specialist service.
Leicestershire Communities Fund	To support SIA's network of support services in the East Midlands.
Moondance Foundation	To support SIA's network of support services in Wales.
NHS England South East Grant	To conduct focus groups with people with spinal cord injury in the South East.
NHS England Transformational Grant	To support SIA's SCI clinical specialist service.
NHS England South East Transformational Grant	To develop a SCI mental health support and education pilot across the South East.
Peter Sowerby Foundation	To develop a digital solution for SIA's nurse specialist service.
Queen Mary's Roehampton Trust	To support SIA's work with individuals from the armed forces.
Shanly Foundation	To support SIA's network of support services in the South East and East of England.
Sir James Knott Trust	To support SIA's network of support services in the North East.
The Barbour Foundation	To support SIA's network of support services in the North East.
The Eveson Charitable Trust	To support SIA's work with individuals from the armed forces.
The February Foundation	To support SIA's network of support services in the East of England.
National Lottery Awards for All	To support SIA's support line.
Restricted legacy	To support campaigns.
Restricted donations	To support SIA's nurse specialist service.

Purposes of designated funds

Property fund	Future depreciation costs of SIA premises.
Fixed assets fund	Future depreciation costs of fixed assets.
SIA group	Accumulated funds from an SIA group held by head office to support local activities.
Strategic growth	To underwrite planned shortfalls 2023/24 and 2024/25
SIA House maintenance	SIA House maintenance contingency

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 2023 £	2022 £
Less than one year	10,709	10,709
One to five years	14,278	22,837
Over five years	-	-
	24,987	33,546

21 Legal status of the charity

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

Spinal Injuries Association

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Milton Keynes, MK6 2HH

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Freephone support line: 0800 980 0501

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spinal.co.uk

Accounts



**A fulfilled life for everyone
affected by spinal cord injury**

sia spinal
injuries
association
for life after spinal cord injury



ANNUAL REPORT AND FINANCIAL STATEMENTS

Year ended 31 March 2022

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WELCOME FROM OUR CHAIR AND CEO

In late 2021 and early 2022, much was made of phrases like ‘new normal’ and ‘living with the virus’ when it came to continuing our daily lives against the backdrop of a global pandemic. The hope evoked by these phrases, which came from the easing of restrictions and the wider roll out of vaccinations, was tempered by the onset of new variants, hyperinflation and a cost-of-living crisis. And for spinal cord injured people and their families, so many dependent on care and carers, on universal credit, on precarious jobs and a national healthcare service unable to meet their vital daily needs, the supposed new normal has been anything but.

This was a year when we had a 211% increase in calls regarding breakdown in care packages (page 10); a year when our annual ‘What Matters?’ survey revealed a new low in our members’ experiences of lack of access to basic social care and health services; a year when our mental health research, published in our ‘It’s Not Just Physical’ report (page 5) revealed that people with a spinal cord injury (SCI) are three times more likely to consider suicide than the rest of the population, and yet have almost no access to specialist counselling services.

And so, for SIA there has been no ‘new normal’. It has been a year to build our response around being an ‘association for all’ – a charity offering **expertise** in every area of need, that can raise members’ **voices** as and when they need to fight for their rights and services, and that can provide a **network** of trusted partners available to all wherever they are in the country. This redoubled effort and expansion has had a truly remarkable impact on so many.

As you will read, our specialist clinical capacity now includes five specialist nurses, an occupational therapist and a specialist counsellor, with plans to expand further through 2022/23. We have built an advocacy team now capable of taking up cases for health and social care provision on behalf of spinal cord injured people. We have carried out regular user-informed surveys and research to build a case for change in areas such as care, mental health and continuing healthcare. And because of all that, we have been able to lead campaigns such as fighting for access to carers with the Migratory Advisory Committee (page 6).

Behind all this work has been our digital transformation. Members and their families were able to book a support, training or advocacy session with any of our support and clinical staff within a few clicks. Our expanded clinical specialist team were able to reach more SCI people and healthcare professionals through virtual sessions, our online cafes enabled greater connections between those within our community, our campaigns colleagues connected with ministers through virtual meetings, and the APPG had more organisations, more MPs and government level representation than ever.

I hope you feel as proud as we do of the staff and volunteers who have achieved all this. Looking ahead, we have so much to look forward to. The legacy of Martin’s Mountain – the climb of Mt. Kilimanjaro led by our vice president Martin Hibbert who was injured in the 2017 Manchester Arena bombing (page 5) – will continue to build public engagement in our cause. Our new strategy will define how we can become an association for everyone. Above all else, what we learn from our members about their everyday experiences serves as a daily reminder of the work ahead of us. For the 2,500 people paralysed by spinal cord injury each year, we cannot – we will not – let ‘new normal’ mean anything less than a fulfilled life.

Claire Martin – Chair of trustees

Nik Hartley OBE – Chief executive officer

HIGHLIGHTS OF 2021/22



OUR KEY ACHIEVEMENTS

1. 'What Matters?' report

Our research offered a startling snapshot of what really matters to SCI people, creating a cornerstone for our work moving forward. Respondents were asked to list concerns in three main areas – **physical health, mental wellbeing and the day to day running of their lives**. Lack of accessibility was the key message from our community with barriers to employment, mental health support and social care provision among the chief concerns. As a result of these findings, we have committed to redoubling our services to build more research, advocacy and campaigning around these three main areas.

This includes driving towards:

- Better access to specialist healthcare from healthcare professionals
- Access to ongoing psychological support from the point of injury and rehabilitation
- Care support built around a SCI person's needs

2. 'It's Not Just Physical' report

Our report revealed that people living with SCI are three times more likely to have suicidal thoughts compared to the general public. Additionally, we learned that those who did receive psychological support via the NHS following injury, stopped it because it was either not appropriate for their condition or was making their condition worse.

Following these revelations, we have committed to:

- Expanding our specialist counselling service
- Research best practice to ensure tailored, appropriate mental health support is offered in healthcare settings
- Build our advocacy service capacity to ensure better access to mental health services

3. Martin's Mountain campaign

Through the extensive public engagement generated by Martin's Mountain, a high-profile media and £1m fundraising campaign around our vice president Martin Hibbert's climb of Mt Kilimanjaro, spinal cord injury – and the work of SIA – has been brought under a national spotlight. Martin was paralysed in the Manchester Arena bombing in 2017 yet was determined to turn an act of terror into a force for good, focusing on the charity which helped rebuild his life after injury. You can read more about the fundraising aspect on page 15.

This project has also:

- Provided a platform for SIA to engage with new members and supporters
- Raised the charity's profile
- Brought spinal cord injury and the challenges faced by disabled people in the UK into a national focus

4. Migration Advisory Committee (MAC) care campaign

We worked closely with the MAC, an independent group which advises the government on migration issues, providing input from SCI people into how the availability of vital live-in carers and personal assistants has been impacted by the ending of free movement following Brexit. Many SCI people rely upon employing health and social care workers from overseas and the massive shortage in skilled carers during 2021 has been devastating.

Feedback from our members ensured that:

- MAC's urgent recommendation for fast-track visas for overseas care workers wishing to work in the UK led to care workers being added to the shortage occupation list and their status changed to ensure eligibility for visas
- A bespoke immigration solution for SCI people wanting to directly recruit and employ live-in carers be considered

5. Our digital transformation

We reached more people than ever before through our digital transformation. Our online booking system gave members the chance to book support, training and advocacy sessions quickly and easily while virtual offerings allowed the clinical specialist team to reach more people, provided opportunities for connections within the SCI community and enabled greater networking platforms for campaigns colleagues.

Additionally:

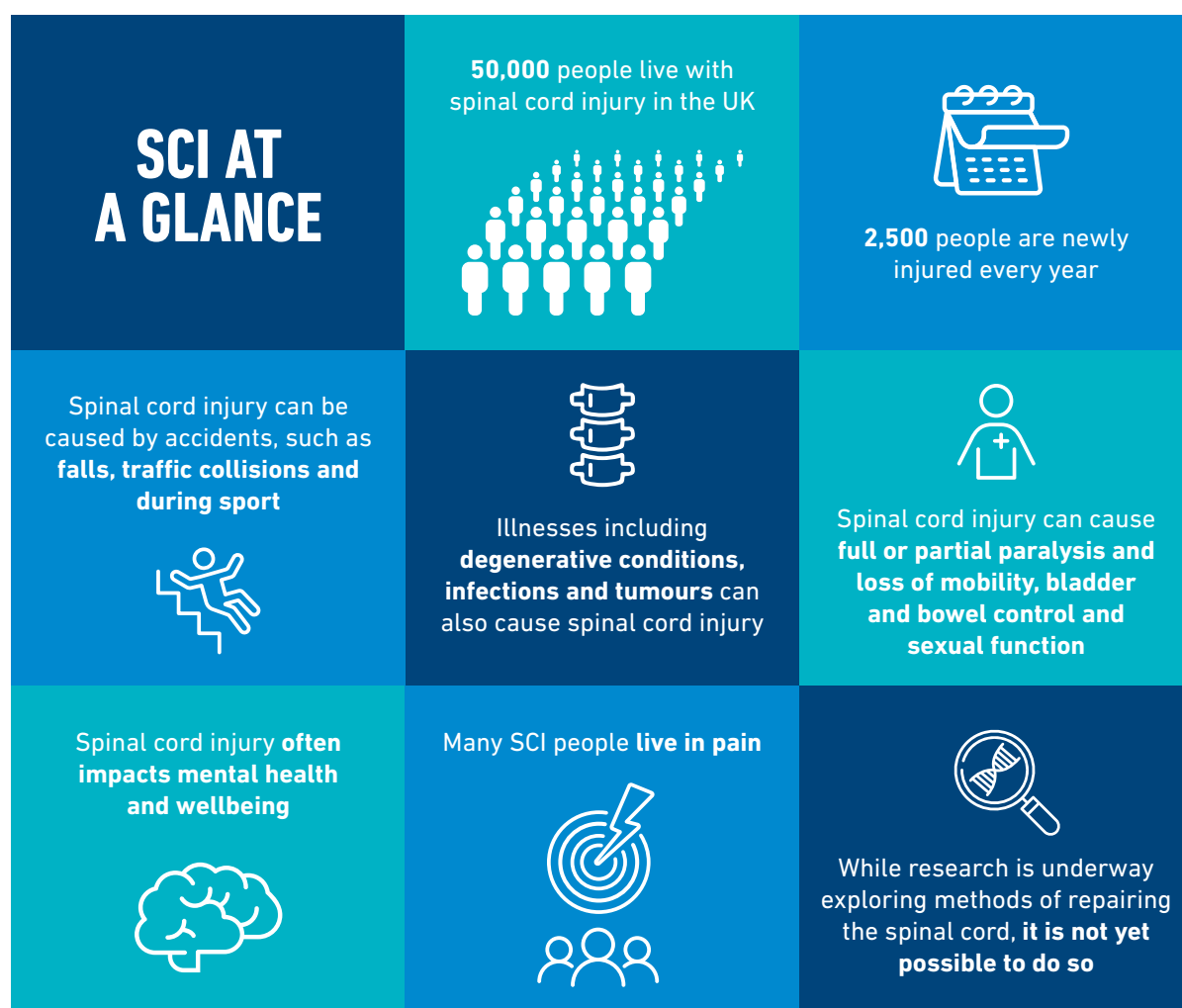
- Our newly launched website had over 125,000 visits during the year, an increase of 14% on the previous year with notable increases in traffic following Martin Hibbert's appearances on national television to promote Martin's Mountain
- We responded to the need for more immediate, visual and engaging content about spinal cord injury through our digital channels, providing over 2.5m opportunities to see our stories and messages across our social media channels, with over 87,000 engagements

SPINAL CORD INJURY AT A GLANCE

During 2020/21*:

- **2,307** patients were referred to the specialist SCI centres in England, of which 830 (36%) were admitted as in-patients and **628 (27%)** were seen as out-patients
- **38%** of injuries were caused by accident and **52%** were caused by illness or a medical condition. No cause of injury was reported in **10%** of those referred
- The most common cause of injury resulting from an accident were falls (**26%**).
- The most common cause of injury resulting from an illness or condition was disc prolapse (**27%**)
- **25%** of injuries resulted in paraplegia and **34%** tetraplegia
- **11%** of injuries were recorded as cauda equina syndrome, and no level of injury was recorded in **30%** of cases
- **61%** of people referred to an English SCI Centre were male, **39%** were female
- The biggest age group sustaining new injuries was **60-69 years olds**
- **65%** of newly injured people were over the age of 50 years old

** Findings sourced from the National Spinal Cord Injury Database Annual Report 2020/21. Statistics based on people referred to specialist SCI Centres in England only, in 2020/21. Most publicly available statistics at the time of approval.*



VISION, PURPOSE AND PUBLIC BENEFIT

OUR VISION

A fulfilled life for everyone affected by spinal cord injury.

OUR PURPOSE

Partnering with the spinal cord injured community to ensure equality and quality of life through campaigning, educating and supporting.

OUR VALUES

- Work together in an environment based on respect and mutual trust
- Always be user-led in our decision-making and development
- 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

Spinal cord injured people are front and centre of all that we do. Through our annual 'What Matters?' survey, SCI people tell us what barriers they face and what their priority needs are. This feedback informs the development of our services and will underpin our new strategy from 2023.

Our 2021/22 key targets were to:

1. **Influence** the quality of health and care services used 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 committee structure connects the board to support the leadership team. Key agreed objectives and milestones are reviewed quarterly to keep progress on track and identify areas in need of additional support. In this way, we can report to the board and wider SCI community on our progress in realising our vision.

ACTIVITIES AND ACHIEVEMENTS

For the purposes of this report, we present our work and vital achievements in 2021/22 under three key headings:

- **Advocacy and representation**
- **Information and advice**
- **Support**

Further achievements across the breadth of the organisation come under three additional headings:

- **Communications and engagement**
- **Staff and volunteers**
- **Fundraising**

All our activities focused on enabling everyone affected by spinal cord injury to lead fulfilled lives and were undertaken to further our charitable purposes for the public benefit.

Despite the challenges the Covid-19 pandemic continued to present, we provided a range of services for our membership of nearly 14,500 people. Whether their connection to SCI was personal or professional, we ensured all those needing access to our expertise could do so when it was most needed.

To ensure the high quality of our services and protection of vulnerable people, our trustees, staff and volunteers adhere to our policies on data protection, equality and diversity, health and safety and safeguarding of vulnerable adults.

Advocacy and representation

With healthcare inequalities under national scrutiny, we successfully delivered national campaigns which are helping transform the lives of thousands of SCI people across the UK alongside providing expert advocacy and specialist clinical services.

- We worked closely with the Migration Advisory Committee (MAC) ensuring a greater understanding of the care sector crisis and how issues with recruiting overseas live-in and live-out carers affect SCI people (as detailed on page 6).
- We continued providing the secretariat for the All-Party Parliamentary Group (APPG) on SCI, which gives MPs an insight into the issues facing our community and how they can help address them. The numbers of MPs, peers and observers attending the APPG meetings continued to increase throughout the year, helped by virtual meetings. The APPG chair is now Andy McDonald, MP for Middlesbrough.
- We conducted a successful Q&A with Justin Tomlinson MP, then minister for disabled people, to work with SIA during 2022 following the MAC report publication into the impact on the social care sector from the ending of free movement. While attending the March 2022 APPG meeting, she heard about the issues for SCI people with recruiting live-in carers.
- MPs Iain Steward and Ben Everitt visited SIA House to meet staff, learn more about SIA and see our newly refurbished workspace. We demonstrated our credentials as an organisation that should be involved in local decision-making, for example being more integrated with Milton Keynes Hospital.

- Our comprehensive 'What Matters?' survey was completed by 472 people, which, along with a series of focus groups, led to publication of October's final report (as detailed on page 5).
- We worked with the NHS and Department of Health and Social Care to prioritise the needs of SCI people with regards to policy change and strategic development. We successfully bid for NHS England grant funding to develop our services and facilitate the work of specialist settings and other health service areas supporting SCI people.
- We successfully campaigned to ensure the spinal cord injury wards handed over to general medical use during the pandemic would be reverted to spinal centre use as soon as possible.
- We contributed to a comprehensive submission on vulnerability to Covid-19 resulting in an enquiry being led by the APPG on Vulnerable Groups to Pandemics. All evidence gathered will inform the APPG's recommendations to the government regarding the needs of vulnerable groups during future pandemics.
- We continued to play an active role in the clinical reference group (CRG) on spinal services and the eight working groups reviewing and developing best practice for the National Standards of Care for SCI people. These new standards help standardise specialist care provided across the country and support collaborative working between spinal centres.
- We raised awareness and understanding of pressure ulcers among SCI people and healthcare professionals. An enormous and costly problem for the NHS, pressure ulcers can devastate lives, yet skin damage is preventable with the right knowledge and support. Our activities included:
 - Actively promoting Stop the Pressure Day, a national initiative driven by NHS England/Improvement to raise awareness of pressure ulcers
 - Actively engaging with the National Wound Care Strategy Programme through our role as a Patient and Public Voice (PPV) which allows us to influence development and delivery of support for those with pressure ulcers
 - Working as a PPV in an external stakeholder reference group for Nine Global Health, who hope to secure further funding from NHS England for a project exploring the use of artificial intelligence in supporting wound healing
- We joined influential collaborative groups including the Inequalities in Health Alliance. We also forged closer ties with several APPG's, including those on disability, social care, vulnerable groups to pandemics and mental health.
- We worked with the Department for Environment, Food and Rural Affairs (Defra) on the interim review into the impact of the plastic straw ban, passing our members' views on to Defra to incorporate into their findings.
- We provided clinical and direct advocacy to negotiate vital health, care and support services, such as helping secure funding and confirming rehabilitation plans with healthcare professionals.
- Our support line received its highest number of calls to date, handling over 3,000 enquiries over the year with a 211% increase in calls around breakdown in care packages alongside enquiries about/to our counselling and SCI clinical specialist team services.
- We delivered continuing healthcare casework (CHC), helping 220 people with care packages to meet their needs and assisting 36 people with social care casework support
- Our network of regional support coordinators and volunteers continued providing peer support to meet the practical and emotional needs of SCI people. More than 1,400 support sessions were delivered, with 530 people supported who were entirely new to SIA. More than 260 friends and family members received support.

- We diversified our growing clinical services offering, expanding into occupational therapy. Now with five specialist nurses alongside an occupational therapist (OT) and counsellor, our clinical specialist team continued to offer expertise in spinal cord injury nursing and OT to healthcare professionals, while also working directly with SCI people offering support and guidance on issues such as bowel management in hospital and at home. The team adapted well to the virtual sessions enabling them to see more people while continuing to deliver face to face sessions. Our SCI clinical specialist service received 879 referrals during 2021/22.
- Alongside colleagues in our support network team, our SCI clinical specialist team delivered 29 service introduction talks to around 300 people working for our partners and in other healthcare settings, to raise awareness of the support SIA can provide. The team also contributed to the Multidisciplinary Association for Spinal Cord Injured Professionals (MASCIP) conference.
- We helped to create 157 potentially life-saving emergency care plans (ECPs). These crucial care plans give SCI people greater confidence that their unique medical needs would be met if they were admitted to hospital.

Information and advice

We developed and shared knowledge and training for SCI people, their families, friends, carers, healthcare professionals and all organisations working with and for the sector while creating opportunities to connect with others and build understanding.

- We collaborated with the Universities of Reading and Buckingham to conduct research into the mental health needs of SCI people. We shared the findings, which were published in our landmark 'It's Not Just Physical' report (as detailed on page 5), with senior NHS managers and will continue using the research to influence the mental health agenda in 2022 and beyond.
- We hosted fortnightly virtual cafes, providing information about our services, as well as signposting access to education and information on living with a spinal cord injury. Around 220 people attended our 23 cafes which covered topics including wheelchair skills, meditation, getting outdoors, cauda equina syndrome (CES) and much more.
- We engaged, informed and connected readers through the pages of Forward, our sector-leading magazine for the SCI community. Available in both a digital and paper format, the new 60-page magazine underwent a redesign to update its look and is now published quarterly, offering readers curated, seasonal content.
- We welcomed over 200 people to our inaugural Festival, an educational and fundraising event for junior solicitors from across our networks. Providing a unique opportunity to show a fuller picture of SCI and how solicitors can be involved in working alongside SIA, it helps ensure spinal cord injured clients are signposted to us as a key resource.
- Our clinical specialist team provided training and education for nearly 400 healthcare professionals through a series of virtual education modules alongside face-to-face sessions. This enabled us to offer education to NHS trusts and other larger healthcare settings, alongside smaller bespoke sessions for personal assistant (PA) teams and care homes. We've held three successful virtual education sessions on neurogenic skin, attracting 75 attendees, and we are soon to launch a respiratory function module.
- We launched an online course for healthcare professionals providing information about SCI and the specialist care needed in the final stages of life, something too often lacking in a general nursing/care setting. A collaboration between SIA's specialist nurses and Princess Alice Hospice in Surrey, the module 'A Fulfilled Life: The final chapter' was initiated and sponsored by SIA members Leo and Mary Tye.
- Under the SIA Academy umbrella, our research group is uniquely placed to be the sector lead in patient-led research and in ensuring the patient voice is part of all research. This is done by gaining an understanding of what is important to SCI people in several ways, including through surveys including our annual 'What Matters?' survey and contributing to external research through our ability to provide participants from our membership.

- Plans to develop our SIA Academy offering include the launch of a self-care hub on our website which will provide educational opportunities and information for SCI people, their friends and families under the banners of body, mind and life.
- We created opportunities for staff and volunteers to broaden knowledge and gain a greater understanding of the work other SIA teams do and how this relates to the SCI community we serve through informal 'learn over lunchtime' sessions. We ran 25 sessions with over 200 attendees covering topics which included sexual function, pain and spasm and emotional and psychological wellbeing.
- We relaunched our monthly e-newsletter - The Voice - in a revised format to reflect a fresher, more modern tone of messaging. Providing digestible updates on our services, the publication reached an average of 12,329 each month and attracted over 1,500 new subscribers.

Support

- Ensuring spinal cord injured (SCI) people, their friends and families are connected, not just with the right services from our expanding network of people and organisations, but with peers to share experiences and to help rebuild their lives, from the moment of injury onwards. We have a total of 14,420 members and of these 9,277 are SCI. Other members include family and friends and health and social care professionals.
- We enhanced our existing partnerships and created new ones, connecting our spinal cord injured members with those specialising in different aspects of life with SCI, such as rehabilitation, finance, well-being, care and legalities. Among them are charities, companies and other organisations that share our values and ambitions. Over the course of 2021/22, we enabled over 300 connections between SCI people and our partner organisations.
- We continued to provide SCI people with advice on and recommendations to external organisations we know and trust through our growing corporate partnerships and business membership scheme.
- We continued to offer all regional services access to advocacy and representation digitally through our enhanced digital platform.
- SIA Healthcare, our reliable home delivery service for SCI people's urology, stoma, pharmaceutical and lifestyle needs, has been especially valuable throughout the pandemic. Last year, more than 26,000 products and prescriptions were delivered to our members.
- SIA Case Management, operated in partnership with Bush and Co, continued to be a leading case management service 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.
- Our merger with Cauda Equina Syndrome UK (CES UK) last year brought new members to SIA. Since the merger, there has been a significant rise in those looking for support around the physical and psychological complications of living with CES.
- Our free counselling service, led by a trained counsellor who is spinal cord injured, has been extremely popular, supporting 69 SCI people and delivering a total of 333 telephone and virtual sessions, including help for friends and family. In direct response to the high demand for and success of this unique service, we have now increased our capacity, bringing on two further qualified counsellors as volunteers, both of whom are SCI. One is a trained couples counsellor, enabling us to refine our service further.

Communications and engagement

As we work to provide the hope, skills and practical knowledge needed to lead a fulfilled life, it is critical we continue raising the profile of spinal cord injury beyond those immediately affected by it. The Martin's Mountain project (as detailed on page 5) propelled our cause into the national spotlight, simultaneously increasing the visibility and profile of SCI while raising awareness of the challenge itself. We continue to work with media outlets to provide an insight into life with spinal cord injury and how our services can help make a difference. We featured in TV coverage on BBC News, ITV's Good Morning Britain, ITV News Granada, Sky News and in the national press, with articles in The Times, The Sunday Mirror, Daily Mirror and the Mail on Sunday. This was complemented by regional coverage across various media.

Our new customer relationship management (CRM) database allows us to improve our current internal processes as well as communications with external members and supporters. Incorporating all elements of our work including membership, fundraising and our front facing services, the system helps streamline internal processes and communicate with service users much more efficiently.

Staff and volunteers

Of our 62 staff employed over the course of the year, and our 20 volunteers, 37 have a spinal cord injury. Our volunteers generously gave over 3,000 hours of their time offering their skills and experience across all aspects of our work including in fundraising, administration and peer support. This was lower than usual due to challenges posed by Covid-19 to effectively recruit and support volunteers. As well as gaining from their input, SIA aims to give volunteers opportunities that will enhance their skills and expertise, contributing to their future plans and careers, and many go on to gain paid employment having worked with SIA.

Working against the backdrop of a pandemic raised particular challenges for those with spinal cord injuries this year, yet our trained volunteers whole-heartedly welcomed the chance to offer face to face support within their communities again. They became regular visitors to the specialist spinal units, major trauma centres and other clinical settings across the country as well as continuing to offer support virtually.

The roll out of our volunteer-led community groups offered SCI people, their friends and family much needed opportunities to integrate back into society again through meeting with others, sharing experiences and finding support.

Fundraising

Corporate partnerships and membership, sponsorship, trusts and foundations, special events, community and challenge events, individual donations and legacies financially support our work and this is only possible thanks to the ongoing generosity of our supporters. We received income from 1,660 donors and fundraisers, 105 charitable trusts and 103 companies in 2021/22.

At the start of the financial year, our activities for the year ahead were still affected by the ongoing impact of Covid-19. Our original plan was to deliver the Martin's Mountain project (as detailed on page 5) in September 2021. However, the climb was postponed until June 2022, and we refocused efforts onto other Martin's Mountain fundraising initiatives.

We continued developing our trusted partnerships, rolling out the new model of working together so partners become an integrated part of SIA's network of people and partners, with plans to expand into the care sector. Face-to face special and challenge events resumed in the autumn of 2021 and we delivered seven special and challenge events in just seven months, boosting our income in the second half of the financial year. Other highlights included our Christmas appeal, acquiring project funding for a digital services project and securing funding from NHS England for service expansion.

Due to the success across the team's activities, fundraising income in 2021/22 exceeded the mid-level income scenario of our original budget planning. Fundraising expenditure was lower than planned due to the postponement of the Martin's Mountain climb.

Over the past year we have had three commercial participator agreements in place, two relating to the sale of Martin's Mountain merchandise and one relating to the sale of charity advent calendar products. Contractual agreements were in place, and review meetings held, with all commercial participators to ensure that they abided by the Code of Fundraising Practice and, specifically, protected vulnerable people and other members of the public from behaviour such as unreasonably intruding on their privacy, making unreasonable persistent approaches for soliciting money, or placing undue pressure on them to give money or other property.

Across all our fundraising activities, we adhered to the Code of Fundraising Practice for the UK as set by the fundraising regulator, specifically following the guidance on behaviour when fundraising. There were no complaints registered with the independent regulator or any breaches with the Code of Fundraising Practice.

We are very thankful to everyone who has supported our work throughout the year. Here are just some of the ways people and organisations have raised funds for us:

Individual giving and legacy income

We received more than £157,00 from one-off donations, regular direct debit gifts, payroll giving, in memory donations and in lieu of celebrations gifts. We launched an appeal in the summer and grew our Big Give Christmas appeal raising over £32,000. We are grateful to receive gifts in wills from people who have chosen to invest in our charity's future so we can continue supporting the SCI community and we offer all bereaved families the opportunity to set up a tribute page in memory of their loved ones.

Challenge and community events

This year saw a return to challenge and community fundraising with supporters taking part in a wide range of events to raise vital funds for SIA collectively raising over £86,000 across our challenge events. We were also supported by wonderful and creative community fundraisers across the country. Building support for our work in local communities is a vital part of our awareness raising, allowing us to reach more SCI people who could benefit from our services.

Corporate sponsors and partners

Businesses from the legal, care, finance, medical product and other sectors supported our work through partnerships, corporate membership, sponsorship of our services and events and charitable donations. We launched the second year of our corporate partnership pilot model, through which we work with a range of organisations providing expert services to SCI people. We now have 19 trusted partners working with us across the UK and 39 business members linking into our network of people and partners.

Events

In September 2021, we were delighted to return to delivering in-person events including the Gunpowder Ball in London which raised over £70,000. We launched Festival, an innovative CPD event for upcoming legal professionals. The year ended with our flagship dinner, the Cornflower Ball in Manchester that raised a record-breaking £170,000.

Trusts and foundations

We received funding from 105 trusts and foundations towards our charitable services, including peer support, specialist clinical advice, advocacy and training and our support line. This included a three-year grant from NHS England to expand our clinical specialist team and recruit an academy and impact manager.

Martin's Mountain fundraising

The 'Martin's Mountain' project centred around SIA vice president, Martin Hibbert climbing Mt. Kilimanjaro. Despite being twice delayed and rescheduled for June 2022, the challenge has continued gathering momentum and accumulating funds towards the ambitious fundraising target of £1m. Following a range of fundraising activities throughout the year, just under £260,000 was raised during 2021/22. This included a prize draw, merchandise sales, public donations following TV appearances on BBC Breakfast, sponsorship donations and engagement in the #MY19 fundraising initiative. The remaining funds will be raised in 2022/23.

This project is much more than a fundraising initiative and has already provided a huge platform for SIA to engage with new members and supporters, raise the charity profile and awareness of spinal cord injury as well as the challenges faced by disabled people in the UK.

We will also aim to strengthen and expand our social enterprises to achieve a more sustainable balance between earned and voluntary income, whilst enhancing our services.

We are extremely grateful to everyone who has supported our work over the past year, helping expand our reach and influence so we can continue providing much-needed advice, advocacy and support to the SCI community.

FUTURE PLANS

2022 marks the final year of our current five-year strategic plan, Fulfilled Lives. Over the next 12 months, we will develop a new plan, whilst also delivering the following charity-wide priorities to ensure that we are ready to implement our new strategy from April 2023.

- **Referrals:** Implement protocols to ensure that people who turn to us for help are referred seamlessly between our frontline services and network of partners
- **Digital:** Fully embed our new CRM database and launch the next phase of our website
- **Members:** Improve the ways by which members of SIA can find, join and engage with us throughout their lives
- **Messages:** Ensure accurate and consistent messaging on all matters relating to spinal cord injury, to inform our internal and external communications
- **Healthcare settings:** Strengthen our relationship with spinal centres, major trauma centres and other settings where spinal cord injured people can find us and our vital services
- **EDI:** Develop and launch an Equality, Diversity and Inclusion strategy to underpin everything we do
- **Learning and Development:** Embed a charity-wide plan to ensure everyone has the knowledge and skills to achieve their personal and professional development goals

In addition to these overarching priorities, we have set departmental goals, objectives and milestones for the next 12 months. We created a planning framework to bring together the needs of people affected by spinal cord injury, the charity's strengths and expertise, and our financial parameters. Our plans for the coming year are focused on addressing the challenges faced by spinal cord injured people relating to their body, mind or life. We will achieve this by amplifying the voice of our members, providing access to our team of experts and connecting them with our network of partners. Over the past year we have made great strides towards our ambition to become an association for all – one that can meet the holistic needs of the people we serve through our own services and those provided by our expanding partnership network. This ambition continues to drive our future plans and activities.

FINANCIAL REVIEW

Our gross income in 2021/22 was £2,905,051, and our expenditure was £2,584,775, resulting in a surplus of £320,276 at the end of the year.

Income of £2,905,051 was an increase of 19% compared with 2020/21. The main reason was the re-start of fundraising activities.

Income raised in 2021/22 has enabled us to keep our total free funds at a steady level of £3,615,483 (2021: £3,295,207), of which £1,160,112 is our unrestricted reserves and £707,246 is designated for activities in 2022/23 and beyond and £1,024,810 is designated for future depreciation of SIA House and other fixed assets. Our restricted reserves decreased slightly to £723,315. Our cash flow is stable, and our reserves are within the limits set out in our reserves policy.

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 in 2022/23.

Reserves policy

Our reserves policy, including agreed reserve levels, is reviewed by trustees annually as part of governance processes and takes into consideration our strategic plans, annual budget and the overall risk environment in which we operate.

We recognise 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 our income or sudden unexpected expenditure.

Trustees have adopted a risk-based reserves policy, taking into consideration risks associated with income and expenditure, likely ways in which income levels could materially change and/or we could experience sudden unexpected expenditure and possible “what if” scenarios.

The following principles apply:

1. That, unless already committed, funds held and expenditure relating to designated funds should be included in the calculation; for this purpose, the property and fixed asset designated funds will be excluded as these have been created to cover future depreciation charges. For 2021/22, only those reserves that are classed as Unrestricted will be considered as being available.
2. That funds held relating to restricted funds will be excluded from the calculation; such expenditure will also be excluded to the extent it is met by restricted fund income received.
3. Four categories have been used for estimating an appropriate level of free reserves. These were all considered by the senior leadership team (SLT). The highest impact value of the four categories will be used as the appropriate reserves level:
 - Working capital
 - Building
 - Continuity
 - Regulatory

Based on these calculations, £900,000 to £1,200,000 is considered to be an appropriate level of unrestricted reserves.

Trustees are satisfied that the current free reserves level of £1,160,112 (2020/21: £985,739) falls within the parameters of the reserves policy.

During the Covid-19 pandemic, the trustees have been regularly reviewing the reserves levels alongside our revised projections for 2022/23 and the results of our fundraising efforts.

	2022	2021
Restricted Funds	£723,315	£769,867
Designated Funds		
Property and fixed assets funds	£1,024,810	£1,042,685
Deposits from SIA groups	£7,246	£7,916
Events and awareness-raising	£150,000	£289,000
Expansion	£250,000	-
Campaigning and Counselling	£90,000	-
Investment in digital	£90,000	£100,000
SIA House maintenance	£120,000	£100,000
General/Free Funds	£1,160,112	£985,739
Total Funds	£3,615,483	£3,295,207

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 regarding cash balances and risk, and any restrictions to be placed upon investments held at that time. Our finance and operations committee monitor the position regularly throughout the year.

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

Going concern

As we come out of the Covid-19 pandemic, the trustees consider the charity to be in a strong position. The trustees have considered the charity's ability to continue as a going concern and confirm that there are no known issues to be reported.

The risks and possible impact of Covid 19 have been continually monitored by the senior leadership team (SLT) and the trustees over the last two years.

The charity has a strong balance sheet, with free reserves of over £1,160,000 well within the reserve policy approved by trustees, and no indication of any short-term cashflow shortfall.

Given the availability and liquidity of these unrestricted funds, the trustees believe the charity will have sufficient resources to meet its liabilities as they fall due. As such, they remain satisfied that the charity can continue operating for the foreseeable future and these accounts have been prepared on a going concern basis.

LEGAL AND ADMINISTRATIVE DETAILS

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, also Directors under company law, who served during the year and up to the date of this report were as follows:	
	Christina Dyson*	Faisal Hussain*
	Ron Dunning*	Christopher Keogh*
	Dr Rupert Earl* - resigned 26/2/22	Claire Martin*
	Peter Hamilton*	Aliyyah-Begum Nasser – resigned 22/11/21
	Dr Ram Hariharan	Mark Riddler* - resigned 21/06/22
	Mark Henderson*	Leanora Volpe
	Martin Hibbert* - resigned 26/2/22	Stephanie Whitmore
	Michelle Howard* - resigned 26/2/22	Peter Watts

**Denotes spinal cord injured Trustee*

Key management personnel	Nik Hartley OBE, Chief executive officer Anna Saunders, Director of business development Kathryn Hill, Interim director of programmes Svetla Stallwood, Director of finance and operations
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Bankers	Barclays Bank Plc, Muswell Hill, London, N10 1DD
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Auditor	Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL
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Solicitors	Freeths LLP, Routeco Office Park, Davy Avenue, Knowlhill, Milton Keynes, MK5 8HJ
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Patron	HRH The Princess Royal
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Life President	Baroness Masham of Ilton
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Vice-Presidents	Claire Williams OBE	Paul Roy
	Lady Gillian Howard de Walden	Gerard McDermott QC
	Martin Hibbert	

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 November 2021).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

SIA is a company limited by guarantee and not having a share capital governed by its Articles of Association dated 3rd November 2021. It is registered as a charity with the Charity Commission. In the event of winding up, each company member's liability is limited to £1.

Appointment of trustees

As set out in the articles of association, SIA is managed by a board of trustees who are also directors for the purpose of company law and company members. The board of trustees comprises of no less than nine and no more than 15 trustees. Trustees may serve up to three terms of three years.

As far as is practicable:

- at least 75% of the trustees is spinal cord injured
- the composition of the board is one of diversity reflecting society; and
- in respect of five of the trustees, the process for their selection as candidates for appointment will include an election by the members to choose those candidates from amongst the members

Trustees' induction and training

On appointment, new trustees attend induction sessions with members of our senior leadership team and are provided with a comprehensive induction and resource materials. They are briefed on their legal obligations under charity and company law, on our governing documents, on the committee structure and decision-making processes, our services, the strategic, business, and fundraising plans and our financial performance and reserves. Trustees also complete safeguarding training. All trustees are encouraged to attend appropriate external training events to help facilitate their roles and fill any skills shortage identified by the annual skills audit.

Organisation

The board is responsible for the governance of the charity. The trustees delegate the running of the organisation to the chief executive, within a framework of delegated authority. The board meets four times a year. The board has established three committees with appropriate delegations:

The Finance and operations committee has key responsibilities for:

- undertaking deeper level scrutiny and give assurance to the board by reviewing the charity's policies, plans and reports relating to:
 - the charity's financial situation and associated risks
 - the charity's policies, plans and reports in relation to accountability and compliance
 - people services including attraction, retention and development of staff and volunteers as well as relevant legislative and regulatory requirements
 - oversight of the charity's assets including SIA House
 - oversight of planned maintenance and sustainability programs in relation to SIA House
- making strategic decisions and recommendations, where appropriate, to the Board in relation to the areas above
- supporting the senior leadership team (SLT) lead in the areas of finance, operations, governance, people and compliance

The **Business development committee** has key responsibilities for:

- supporting the executive lead/team in the area of business development, undertaking deeper level scrutiny on behalf of the board by reviewing the charity's policies, plans and reports relating to business development and making strategic decisions and recommendations to the board in relation to:
 - **Business development:** Building and managing relationships with individuals and/or to generate income for SIA, whilst also helping to achieve its charitable aims. Key drivers are growth, diversification and sustainability of income streams and networks
 - **Investments & partnerships:** including trust fundraising, corporate fundraising, corporate partnerships, business membership, sponsorship, challenge events, community fundraising, charity of the year, special events, individual giving, major donors, legacies, Christmas cards and special campaigns such as Martin's Mountain
 - **Enterprises:** Specific enterprises are not included in the remit of the Business development committee, as they are considered by the SIA Enterprises board. However, opportunities that combine activities across Investments & partnerships and Enterprise are included

The **Programmes committee** has key responsibilities for:

- supporting the executive lead/team in the areas of service, campaigns, communication and engagement:
 - **Services:** remit includes the Support Network, the Academy including training and support to healthcare professionals, carers and self-care and research; counselling and mental health; advocacy
 - **Communications and engagement:** remit includes campaigns, policy-work, communications, marketing, publications, CRM, membership, engagement, and publications
 - **Risk Management:** oversight of relevant strategic risks: including safeguarding and other strategic/Board level risks that are assigned to this committee

Key executive personnel

A team of nine (full-time and part-time) staff make up the senior leadership team, who oversee SIA's day-to-day running of the charity, including the CEO, three directors and five heads of departments.

Related parties

The charity 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 £536,303 (2021: £419,987). Distributable profits are donated to SIA. This arrangement is agreed by a Deed of Covenant which is reviewed annually.

None of the trustees receive remuneration or other benefit from their work with the charity.

Remuneration policy

Trustees are responsible for agreeing a remuneration framework, taking account of responsibilities and performance, the sector norms for charities of similar size, the external economic environment and financial affordability. Staff pay is normally reviewed by the trustees every 12-18 months.

Details of directors' remuneration are disclosed in note 7 to the accounts.

Risk management

Over the last year, trustees examined and monitored the major strategic, business and operational risks that the charity faces and confirmed that systems are in place to enable the necessary steps to be taken to reduce these risks. We have a two-tier risk register to address operational and strategic risks. We use recognised risk management protocols and standards when assessing operational and strategic risks.

At the time of the publication of the 2021/22 accounts, there were six strategic-level risks identified and managed by the senior leadership team and overseen by the board and its committees.

- 1. Limited capacity to deliver successful corporate partnerships and fulfil partnership commitments** has been mitigated by greater staff capacity to manage and coordinate partnerships, collaboration with partners on the development of partnership agreements and activity plans, cross-departmental teamwork, regular reviews and feedback meetings.
- 2. Staff burnout and capacity loss as a result of ongoing changes in working practices and growth with the backdrop of the ongoing pandemic** has been mitigated by regular charity staff meetings and team catch ups, internal and external wellbeing support promoted throughout the charity, hybrid working pilot arrangements, new employee assistance programme promoted (including telephone support and counselling), people team leading on staff wellbeing and developing supportive culture, staff survey and feedback from teams/managers taken on board and encouraging staff engagement and motivation and compassionate leadership across the charity.
- 3. Reputational challenges from the governance change process not being rolled out effectively** have been mitigated by reviewing board elections and recruitment to build relevant, diverse and needed capacity into the board membership; development of committees reflecting the priorities and structure of the organisation and clear and transparent communication with members and other stakeholders.
- 4. The safeguarding of vulnerable adults in contact with our services** has been mitigated by clear and transparent safeguarding policies, staff, trustee and volunteer training, DBS checks and regular safeguarding group meetings. There is a Safeguarding Group that meets regularly and two safeguarding leads.
- 5. Controlling the levels of reserves against a changing and growing charity** has been mitigated by monthly review of our results against the budget, at least quarterly re-forecasts and annual review of our reserves policy.
- 6. The impact of the Covid-19 pandemic across the other five strategic risk areas** has been an entire project in itself, resulting in frequent managers/senior leadership team (SLT) meetings to review ever-changing income and expenditure projections, agreed short and long-term succession planning for senior staff and the board, regular review of government advice, information and intelligence that could impact our members and /or our service delivery programmes, maintaining good lines of communications between the charity and its stakeholders. At all times, the focus of this risk has been developing contingencies that achieve three aims: the safety of our staff and volunteers, the needs and support to our members and the viability of the charity.

Our Finance and operations committee, which meets quarterly, is responsible for oversight of the risk management framework and regularly reviews the risk register. Our senior leadership team reviews the risk register quarterly and is responsible for managing a set of effective measures to mitigate both the likelihood and impact of each risk with quarterly reports to delegated board committees for each risk.

No serious incidents were reported to the Charity Commission during this financial year.

Equality, diversity and inclusion (EDI)

SIA's vision is to uphold, promote and demonstrate best practice in equality, diversity and inclusion (EDI). SIA aims to be an inclusive charity through diverse representation at all levels, a culture that supports its people (trustees, staff and volunteers) to be themselves, and to be an all-inclusive organisation.

During the year, we set up an EDI focus group with representatives from across the charity to bring EDI to the forefront of all planning and to embed best practise within our culture, looking both internally and externally.

The group identified the following priorities as a basis for developing a fuller strategy over the coming year:

- influencing and informing departments and raising awareness of EDI within departmental decision making
- acting as an EDI conduit across the organisation, feeding recommendations and proposing areas for development
- implementing SIA's EDI strategy and embedding it into everything we do

We also aim to offer a supportive work environment, which is flexible and responsive to the needs of our diverse team. The identity and experience of our staff is diverse: we have 58% female and 30% male with 12% who preferred not to disclose. We have 5% Mixed White and Black Caribbean/Asian and 76% White with 19% preferring not to say. (Figures based on staffing on 31 March 2022).

Environmental sustainability

During the year, one of our planned key objectives was a review of our sustainability policy and strengthening and reviving our commitment to environmental sustainability.

We had also planned to develop 'SIA's Green Plan to Zero' setting our detailed actions in all areas of the charity. However, this had to be postponed to 2022/23 due to lack of resources and staff changes. At the time of writing this report, this work is very much under way.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

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 UK Accounting Standards (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year that give a true and fair view of the situation 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 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.

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
2. Monitoring the implementation of the budget by receiving monthly and quarterly reports

The board of trustees meet quarterly and has delegated certain tasks to directly accountable committees. The finance and operations committee 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 and campaigns and policy and communications) and the business development committee (covering income generation and external networks). Each committee meets quarterly. In order that urgent matters may be considered outside of full board meetings, the chair of SIA and the committee chairs meet with the CEO (and any other appropriate trustees by invitation) when required.

During 2021/22, the following specialist working group existed to look at specific areas of SIA's work and comprised a mix of trustees and senior members of staff:

Governance review working group (leading on reviewing and updating our articles of association)

The terms of reference for all SIA 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.

Legislative and regulatory compliance

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

Charity Governance Code

The Charity Governance Code was published in 2017. We continue to benchmark our policies, procedures and activities against the recommendations and statements of good practice it contains.

While 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.

Auditors

Sayer Vincent LLP was reappointed 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 was approved by the trustees on 16 July 2022 and signed on their behalf by Claire Martin, Chair and Company Director.

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 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company 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 FRS 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 2022 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Spinal Injuries Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the group financial statements themselves. 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 for 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 trustees' annual report.

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 directors 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

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 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations
- We inspected the minutes of meetings of those charged with governance
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit
- We reviewed any reports made to regulators
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

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)

13 September 2022

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

Consolidated statement of financial activities

(incorporating an income and expenditure account)

For the year ended 31 March 2022

		Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
	Note						
Income from:							
Donations and legacies	2	1,208,221	-	1,208,221	1,351,526	-	1,351,526
Charitable activities							
Information and advice	3	78,977	13,283	92,260	89,828	70,529	160,357
Advocacy and representation	3	5,000	232,452	237,452	12,500	106,941	119,441
Support	3	5,186	268,267	273,453	19,845	257,561	277,406
Other trading activities	4	1,090,116	-	1,090,116	487,377	-	487,377
Investments		3,549	-	3,549	5,780	-	5,780
Other - transfer of funds from CES	20	-	-	-	20,395	-	20,395
Total income		2,391,049	514,002	2,905,051	1,987,251	435,031	2,422,282
Expenditure on:							
Raising funds	5	700,312	-	700,312	385,048	-	385,048
Charitable activities							
Information and advice	5	383,181	20,820	404,001	352,291	55,599	407,890
Advocacy and representation	5	467,410	273,473	740,883	484,981	120,123	605,104
Support	5	473,318	266,261	739,579	268,896	265,809	534,705
Total expenditure		2,024,221	560,554	2,584,775	1,491,216	441,531	1,932,747
Net income / (expenditure) for the year	6	366,828	(46,552)	320,276	496,035	(6,500)	489,535
Transfers between funds		-	-	-	-	-	-
Net income / (expenditure) before other recognised gains and losses		366,828	(46,552)	320,276	496,035	(6,500)	489,535
Gains / (losses) on revaluation of fixed assets	11	-	-	-	(558,722)	-	(558,722)
Net movement in funds		366,828	(46,552)	320,276	(62,687)	(6,500)	(69,187)
Reconciliation of funds:							
Total funds brought forward		2,525,340	769,867	3,295,207	2,588,027	776,367	3,364,394
Total funds carried forward		2,892,168	723,315	3,615,483	2,525,340	769,867	3,295,207

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

As at 31 March 2022

		The group		The charity	
		2022 £	2021 £	2022 £	2021 £
	Note				
Fixed assets:					
Tangible assets	11	990,693	1,042,685	990,693	1,042,685
Intangible assets	12	34,117	-	34,117	-
Investments		-	-	1	1
		1,024,810	1,042,685	1,024,811	1,042,686
Current assets:					
Stock		1,250	1,250	1,250	1,250
Debtors	15	840,765	535,893	1,147,762	776,974
Short term deposits		1,028,333	1,025,866	1,028,333	1,025,866
Cash at bank and in hand		1,192,546	1,086,246	811,704	788,528
		3,062,894	2,649,255	2,989,049	2,592,618
Liabilities:					
Creditors: amounts falling due within one year	16	(472,221)	(396,733)	(398,377)	(340,097)
Net current assets		2,590,673	2,252,522	2,590,672	2,252,521
Total net assets		3,615,483	3,295,207	3,615,483	3,295,207
Funds:					
Restricted income funds	19a	723,315	769,867	723,315	769,867
Unrestricted income funds:					
Designated funds					
Property and fixed assets funds		1,024,810	1,042,685	1,024,810	1,042,685
Other designated funds		707,246	496,916	707,246	496,916
General funds		1,160,112	985,739	1,160,112	985,739
Total unrestricted funds		2,892,168	2,525,340	2,892,168	2,525,340
Total funds		3,615,483	3,295,207	3,615,483	3,295,207

Approved by the trustees on 16 July 2022 and signed on their behalf by

Claire Martin
Chair and Company Director.

For the year ended 31 March 2022

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Notes to the financial statements

For the year ended 31 March 2022

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.

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.

c) Public benefit entity

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

d) Going concern

As we emerged from the Covid-19 pandemic, the trustees worked closely with the senior leadership team on budget planning, forecasting, monitoring and risk assessing. As part of our plan to grow sustainably and become even more resilient to changes in funding streams, we invested in a head of enterprise that has enabled us to continue to diversify and explore alternative sources of funding.

The trustees believe that the Charity's financial resources and contingency planning is robust and sufficient to ensure the ability of the Charity to continue as a going concern for the foreseeable future, being at least 12 months from the date of approval of these financial statements and therefore have prepared the financial statements on a going concern basis.

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.

Notes to the financial statements

For the year ended 31 March 2022

1. Accounting policies (continued)

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 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 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.

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.

Notes to the financial statements

For the year ended 31 March 2022

1. Accounting policies (continued)

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated as support costs. The carrying value of intangible assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. 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.

Financial assets measured at cost or amortised cost must be reviewed for impairment at each reporting date. A financial asset is impaired when its recoverable amount is less than its carrying amount.

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:

Full annual depreciation is charged in the first year.

Land	Not depreciated
Leasehold property	50 years
Office equipment	4 years
Fixtures and fittings	4 years

l) Intangible assets

Intangible assets consist of 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 sold in our charity shop.

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 include 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.

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.

Notes to the financial statements

For the year ended 31 March 2022

1. Accounting policies (continued)

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 £123,441 (2021: £99,853) were paid during the year.

2. Income from donations and legacies

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Grants and Donations	890,616	-	890,616	978,324	-	978,324
Legacies	317,605	-	317,605	373,201	-	373,201
Donated services	-	-	-	-	-	-
	1,208,221	-	1,208,221	1,351,526	-	1,351,526

Notes to the financial statements

For the year ended 31 March 2022

3. Income from charitable activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
ABF The Soldier's Charity	-	3,682	3,682	-	950	950
Queen Mary's Roehampton Trust	-	920	920	-	760	760
EBM Charitable Foundation	-	-	-	-	3,333	3,333
Milton Keynes Community Foundation	-	-	-	-	5,333	5,333
Moondance Foundation	-	-	-	-	1,667	1,667
Armed Forces Covenant Fund Trust	-	3,682	3,682	-	5,317	5,317
Essex Community Foundation	-	-	-	-	1,667	1,667
Persula Foundation	-	-	-	-	5,000	5,000
National Lottery COVID-19 Fund	-	-	-	-	25,000	25,000
Changing Ideas	-	-	-	-	20,000	20,000
East Suffolk Community Partnerships	-	1,666	1,666	-	20,000	20,000
Leicestershire Communities Fund	-	3,333	3,333	-	20,000	20,000
Other Charitable Trusts	-	-	-	-	1,502	1,502
Publications	38,744	-	38,744	46,810	-	46,810
Education and Training	36,109	-	36,109	15,143	-	15,143
Sponsorships	4,124	-	4,124	12,375	-	12,375
Other	-	-	-	15,500	-	15,500
Sub-total for Information and Advice	78,977	13,283	92,260	89,828	110,529	200,357
Queen Mary's Roehampton Trust	-	1,410	1,410	-	2,940	2,940
James Tudor Foundation	-	11,250	11,250	-	-	-
Sir William Coxen Trust Fund	-	-	-	-	5,000	5,000
Sobell Foundation	-	-	-	-	25,000	25,000
ABF The Soldier's Charity	-	5,525	5,525	-	10,700	10,700
Childwick Trust	-	-	-	-	15,000	15,000
Peter Sowerby Foundation	-	99,046	99,046	-	10,000	10,000
EBM Charitable Foundation	-	-	-	-	3,333	3,333
Milton Keynes Community Foundation	-	-	-	-	5,333	5,333
Moondance Foundation	-	-	-	-	1,667	1,667
Armed Forces Covenant Fund Trust	-	5,525	5,525	-	5,317	5,317
Essex Community Foundation	-	-	-	-	1,667	1,667
Stewarts Foundation	5,000	-	5,000	12,500	-	12,500
East Suffolk Community Partnerships	-	1,667	1,667	-	20,000	20,000
Leicestershire Communities Fund	-	3,333	3,333	-	20,000	20,000
NHS England	-	75,000	75,000	-	-	-
Other Charitable Trusts and donations	-	29,696	29,696	-	20,984	20,984
Sub-total for Advocacy and Representation	5,000	232,452	237,452	12,500	146,941	159,441

Notes to the financial statements

For the year ended 31 March 2022

3. Income from charitable activities (continued)

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
The Princess Anne's Charities Trust	-	-	-	5,000	-	5,000
Stewarts Foundation	5,000	-	5,000	12,500	-	12,500
Sir James Knott Trust	-	5,000	5,000	-	-	-
The Goldcrest Charitable Trust	-	-	-	-	5,000	5,000
Priory Foundation	-	-	-	-	-	-
Rothera Charitable Settlement	-	-	-	-	-	-
Persula Foundation	-	-	-	-	-	-
ABF The Soldier's Charity	-	20,793	20,793	-	18,350	18,350
Rothschild Foundation	-	-	-	-	-	-
The Eveson Charitable Trust	-	5,000	5,000	-	5,000	5,000
Alice Ellen Cooper Dean Charitable Foundation	-	-	-	-	10,000	10,000
The February Foundation	-	5,000	5,000	-	-	-
EBM Charitable Foundation	-	-	-	-	3,333	3,333
City Bridge Trust	-	98,758	98,758	-	49,000	49,000
Queen Mary's Roehampton Trust	-	5,170	5,170	-	3,800	3,800
Clare Milne Trust	-	-	-	-	5,000	5,000
Milton Keynes Community Foundation	-	-	-	-	5,333	5,333
Moondance Foundation	-	-	-	-	1,667	1,667
Armed Forces Covenant Fund Trust	-	20,793	20,793	-	5,317	5,317
Essex Community Foundation	-	-	-	-	1,667	1,667
National Lottery COVID-19 Fund	-	-	-	-	75,000	75,000
East Suffolk Community Partnerships	-	1,667	1,667	-	20,000	20,000
The TJH Foundation	-	25,000	25,000	-	-	-
Leicestershire Communities Fund	-	3,334	3,334	-	20,000	20,000
Other Charitable Trusts	-	77,752	77,752	-	69,094	69,094
Other	186	-	186	2,345	-	2,345
Sub-total for Support Network	5,186	268,267	273,453	19,845	297,561	317,406
Total income from charitable activities	89,163	514,002	603,165	122,173	555,031	677,205

4. Income from other trading activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Fundraising events	396,955	-	396,955	3,700	-	3,700
Corporate partnerships and memberships	292,708	-	292,708	185,958	-	185,958
Other trading	400,453	-	400,453	297,719	-	297,719
	1,090,116	-	1,090,116	487,377	-	487,377

Notes to the financial statements

For the year ended 31 March 2022

5a. Analysis of expenditure (current year)

	Charitable activities							
	Raising funds £	Information and Advice £	Advocacy and Representation £	Support Network £	Governance costs £	Support costs £	2022 Total £	2021 Total £
Staff costs (Note 7)	289,087	194,139	481,934	446,988	43,380	275,510	1,731,038	1,374,725
Other direct costs	278,496	112,061	42,390	62,061	-	-	495,008	247,113
Premises	-	-	-	-	-	80,150	80,150	51,008
Insurance	-	-	-	-	-	11,001	11,001	8,097
Communications	-	-	-	-	-	10,650	10,650	8,123
Audit	-	-	-	-	10,380	-	10,380	7,800
IT	-	-	-	-	-	73,106	73,106	60,250
Professional fees	-	-	-	-	15,956	12,792	28,748	15,461
Office expenses	-	-	-	-	-	13,645	13,645	16,002
Finance costs	-	-	-	-	-	11,947	11,947	12,617
Recruitment, Training, Welfare	-	-	-	-	20	64,255	64,275	41,325
Trustee expenses	-	-	-	-	418	-	418	110
Depreciation and amortisation	-	-	-	-	-	71,880	71,880	70,043
Recoverable VAT	-	-	-	-	-	(33,624)	(33,624)	(8,324)
Other expenses	-	-	-	-	7,752	8,401	16,153	28,397
	567,583	306,200	524,324	509,049	77,906	599,713	2,584,775	1,932,747
Support and Governance costs	132,729	97,801	216,559	230,530	(77,906)	(599,713)	-	-
Total expenditure 2022	700,312	404,001	740,883	739,579	-	-	2,584,775	
Total expenditure 2021	385,048	407,890	605,104	534,705	-	-		1,932,747

Notes to the financial statements

For the year ended 31 March 2022

5b. Analysis of expenditure (prior year)

		Charitable activities					
	Raising funds £	Information and Advice £	Advocacy and Representation £	Support Network £	Governance costs £	Support costs £	2021 Total £
Staff costs (Note 7)	195,927	181,473	396,316	319,134	23,596	258,279	1,374,725
Other direct costs	77,185	142,541	11,860	15,527	-	-	247,113
Premises	-	-	-	-	-	51,008	51,008
Insurance	-	-	-	-	-	8,097	8,097
Communications	-	-	-	-	-	8,123	8,123
Audit	-	-	-	-	7,800	-	7,800
IT	-	-	-	-	-	60,250	60,250
Professional fees	-	-	-	-	-	15,461	15,461
Office expenses	-	-	-	-	-	16,002	16,002
Finance costs	-	-	-	-	-	12,617	12,617
Recruitment, Training, Welfare	-	-	-	-	-	41,325	41,325
Trustee expenses	-	-	-	-	110	-	110
Depreciation and amortisation	-	-	-	-	-	70,043	70,043
Recoverable VAT	-	-	-	-	-	(8,324)	(8,324)
Other expenses	-	-	-	-	7,091	21,306	28,397
	273,112	324,013	408,177	334,661	38,597	554,187	1,932,747
Support and Governance costs	111,936	83,877	196,927	200,044	(38,597)	(554,187)	-
Total expenditure 2021	385,048	407,890	605,104	534,705	-	-	1,932,747

Notes to the financial statements

For the year ended 31 March 2022

6. Net income / expenditure for the year

This is stated after charging / (crediting):

	2022 £	2021 £
Depreciation and amortisation	71,880	70,043
Auditor's remuneration (excluding VAT):	620	-
Audit (excluding VAT):	9,000	9,000

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

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	1,470,935	1,161,448
Redundancy and termination costs	-	4,935
Social security costs	136,662	108,489
Employer's contribution to defined contribution pension schemes	123,441	99,853
	1,731,038	1,374,724

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

	2022 No.	2021 No.
£60,000 - £69,999	-	-
£70,000 - £79,999	-	-
£80,000 - £89,999	1	1
£90,000 - £99,999	-	-

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

2022: £279,680

2021: £118,480

The key management personnel group has been updated to reflect the latest structure and responsibilities.

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represent the payment or reimbursement of travel and subsistence costs or professional membership totalling £488 (2021: £110) incurred by 2 (2021: 1) trustees.

Notes to the financial statements

For the year ended 31 March 2022

8. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 56 (2021: 47).

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

	2022 No.	2021 No.
Raising funds	9.5	7.5
Information & advice	7.0	5.7
Advocacy & representation	15.5	13.3
Support network	16.5	13.5
Governance	0.5	0.3
Support costs	7.0	6.8
	56.0	47.0

9. Related party transactions

Total donations worth £2,100 were received from trustees.

Services totalling £24,000 (2021: £nil) were purchased from Turnbull Consultancy Ltd. Neil Turnbull, who became a director of SIA Enterprises during 2021/22, is a director of Turnbull Consultancy Ltd. £nil (2021: £nil) were outstanding at year end.

There were no other donations from related parties which were outside the normal course of business and no restricted donations from related parties. There were 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:

	2022 £	2021 £
UK corporation tax at 19%	-	-

Notes to the financial statements

For the year ended 31 March 2022

11. Tangible fixed assets - Group and charity

	Leasehold property £	Fixtures & fittings £	Office equipment £	Total £
Cost				
At the start of the year	1,604,688	89,557	16,786	1,711,031
Additions in year	-	2,830	-	2,830
Disposals in year	-	-	(3,148)	(3,148)
At the end of the year	1,604,688	92,387	13,638	1,710,713
Depreciation				
At the start of the year	634,688	26,565	7,093	668,346
Charge for the year	28,494	23,097	3,231	54,822
Eliminated on disposal	-	-	(3,148)	(3,148)
At the end of the year	663,182	49,662	7,176	720,020
Net book value				
At the end of the year	941,506	42,725	6,462	990,693
At the start of the year	970,000	62,992	9,693	1,042,685

All of the above assets are used for charitable purposes. The building was formally revalued by Brown & Lee Chartered Surveyors on 12 February 2021 and the trustees consider that there are no indicators of impairment to the valuation. The valuation does not include the leased land on which the building stands.

12. Intangible fixed assets - Group and charity

	2022 £
Cost	
At the start of the year	14,266
Additions	51,175
At the end of the year	65,441
Amortisation	
At the start of the year	14,266
Charge of the year	17,058
At the end of the year	31,324
Net book value	
At the end of the year	34,117
At the start of the year	-

Notes to the financial statements

For the year ended 31 March 2022

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, Mark Henderson, Chris Keogh, Claire Martin, Faisal Hussain and Ron Dunning together with the Chief Executive were/are also directors of the subsidiary. Christa Dyson and Rupert Earl resigned as directors of SIA Enterprises on 10 May 2021 and 26 February 2022 respectively.

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

	2022 £	2021 £
Turnover	636,672	473,987
Cost of sales	-	-
Cost of sales related to purchases from parent undertaking	-	-
Gross profit/(loss)	636,672	473,987
Administrative expenses	(90)	(81)
Management charge payable to parent undertaking	(100,279)	(53,919)
Profit/(loss) on ordinary activities before taxation	536,303	419,987
Taxation on profit on ordinary activities	-	-
Profit for the financial year	536,303	419,987
Retained earnings		
Total retained earnings brought forward	-	-
Profit for the financial year	536,303	419,987
Distribution under Gift Aid to parent charity	(536,303)	(419,987)
Total retained earnings carried forward	-	-
The aggregate of the assets, liabilities and reserves was:		
Assets	704,716	477,367
Liabilities	(704,716)	(477,367)
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:

	2022 £	2021 £
Gross income	2,905,051	2,422,202
Result for the year	320,276	(69,187)

Notes to the financial statements

For the year ended 31 March 2022

15. Debtors

	The group		The charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	646,462	265,614	322,587	85,965
Amounts due from group undertakings	-	-	630,872	420,730
Other Debtors	10,626	9,433	10,626	9,433
Prepayments	131,930	120,080	131,930	120,080
Accrued income	51,747	140,766	51,747	140,766
	840,765	535,893	1,147,762	776,974

16. Creditors: amounts falling due within one year

	The group		The charity	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	146,472	233,434	146,472	233,434
Taxation and social security	97,782	67,364	53,938	40,728
Other creditors	14,086	10,523	14,086	10,523
Accruals	19,577	12,938	19,577	12,938
Deferred income (note 17)	194,304	72,474	164,304	42,474
	472,221	396,733	398,377	340,097

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	
	2022 £	2021 £	2022 £	2021 £
Balance at the beginning of the year	72,474	38,682	42,474	38,682
Amount released to income in the year	(31,268)	(33,434)	(31,268)	(33,434)
Amount deferred in the year	153,098	67,226	153,098	37,226
Balance at the end of the year	194,304	72,474	164,304	42,474

Notes to the financial statements

For the year ended 31 March 2022

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

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	-	1,024,810	-	1,024,810
Net current assets	1,160,112	707,246	723,315	2,590,673
Net assets at 31 March 2022	1,160,112	1,732,056	723,315	3,615,483

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

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	-	1,042,685	-	1,042,685
Net current assets	985,739	496,916	769,867	2,252,522
Net assets at 31 March 2021	985,739	1,539,601	769,867	3,295,207

Notes to the financial statements

For the year ended 31 March 2022

19a. Movements in funds (current year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Alice Ellen Cooper-Dean Charitable Foundation	9,167	-	(9,167)	-	-
The Persula Foundation	1,816	-	(1,816)	-	-
The Eveson Charitable Trust	4,170	5,000	(4,587)	-	4,583
ABF The Soldier's Charity	20,000	30,000	(30,000)	-	20,000
Queen Mary's Roehampton Trust	5,625	7,500	(6,250)	-	6,875
Sobell Foundation	10,415	-	(10,415)	-	-
EBM Charitable Trust	1,666	-	(1,666)	-	-
Childwick Trust	2,500	-	(2,500)	-	-
The February Foundation	-	5,000	(5,000)	-	-
James Tudor Foundation	-	11,250	(937)	-	10,313
Goldcrest Charitable Trust	4,583	-	(4,583)	-	-
Sir William Coxen Trust	4,170	-	(4,170)	-	-
City Bridge Trust	49,000	98,758	(98,158)	-	49,600
The October Club	632,898	-	(150,000)	-	482,898
Milton Keynes Community Foundation	6,363	-	(6,363)	-	-
Moondance Foundation	830	-	(830)	-	-
Armed Forces Covenant Fund Trust	-	30,000	(12,500)	-	17,500
Clare Milne Trust	1,664	-	(1,664)	-	-
Peter Sowerby Foundation	5,000	99,046	(5,000)	-	99,046
Changing Ideas	10,000	-	(10,000)	-	-
East Suffolk Community Partnerships	-	5,000	(4,167)	-	833
Sir James Knott Foundation	-	5,000	(3,333)	-	1,667
TJH Foundation	-	25,000	(25,000)	-	-
Leicestershire Communities Fund	-	10,000	(5,000)	-	5,000
NHS England	-	75,000	(50,000)	-	25,000
Other small grants	-	107,448	(107,448)	-	-
Total restricted funds	769,867	514,002	(560,554)	-	723,315
Unrestricted funds:					
Designated funds:					
Property fund	970,000	-	(28,494)	-	941,506
Fixed & intangible assets fund	72,685	-	(43,386)	54,005	83,304
Deposits from SIA group	7,916	10	(680)	-	7,246
Events and awareness raising	289,000	-	-	(139,000)	150,000
Expansion	-	-	-	250,000	250,000
Campaigning and counselling	-	-	-	90,000	90,000
Investment in digital (CRM)	100,000	-	(51,000)	41,000	90,000
SIA House maintenance	100,000	-	-	20,000	120,000
Total designated funds	1,539,601	10	(123,560)	316,005	1,732,056
General funds	985,739	-	(1,900,661)	(316,005)	1,160,112
Total unrestricted funds	2,525,340	-	(2,024,221)	-	2,892,168
Total funds	3,295,207	-	(2,584,775)	-	3,615,483

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

Notes to the financial statements

For the year ended 31 March 2022

19a. Movements in funds (prior year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Alice Ellen Cooper-Dean Charitable Foundation	7,778	10,000	(8,611)	-	9,167
The Persula Foundation	4,169	5,000	(7,353)	-	1,816
The Eveson Charitable Trust	3,749	5,000	(4,579)	-	4,170
ABF The Soldier's Charity	15,000	30,000	(25,000)	-	20,000
Queen Mary's Roehampton Trust	7,143	7,500	(9,018)	-	5,625
Sobell Foundation	10,419	25,000	(25,004)	-	10,415
EBM Charitable Trust	-	10,000	(8,334)	-	1,666
Childwick Trust	-	15,000	(12,500)	-	2,500
RAF Benevolent Fund	7,501	-	(7,501)	-	-
The February Foundation	4,000	-	(4,000)	-	-
James Tudor Foundation	1,248	-	(1,248)	-	-
ALBORADA Trust	25,000	-	(25,000)	-	-
Goldcrest Charitable Trust	1,247	5,000	(1,664)	-	4,583
James Weir Foundation	1,250	-	(1,250)	-	-
Sir William Coxen Trust	1,666	5,000	(2,496)	-	4,170
Wesleyan Foundation	5,000	-	(5,000)	-	-
City Bridge Trust	48,300	49,000	(48,300)	-	49,000
The October Club	632,898	-	-	-	632,898
Milton Keynes Community Foundation	-	16,000	(9,637)	-	6,363
Moondance Foundation	-	5,000	(4,170)	-	830
Armed Forces Covenant Fund Trust	-	15,952	(15,952)	-	-
Clare Milne Trust	-	5,000	(3,336)	-	1,664
Essex Community Foundation	-	5,000	(5,000)	-	-
National Lottery COVID-19 Fund	-	100,000	(100,000)	-	-
Peter Sowerby Foundation	-	10,000	(5,000)	-	5,000
Changing Ideas	-	20,000	(10,000)	-	10,000
Other small grants	-	91,578	(91,578)	-	-
Total restricted funds	776,368	435,030	(441,531)	-	769,867
Unrestricted funds:					
Designated funds:					
Property fund	1,568,390	-	(598,390)	-	970,000
Fixed assets fund	17,282	85,778	(30,375)	-	72,685
Deposits from SIA group	8,045	630	(759)	-	7,916
Expanded work of clinical teams	120,488	-	(120,488)	-	-
Events and awareness raising	-	-	-	289,000	289,000
Investment in digital	-	-	-	100,000	100,000
SIA House maintenance	-	-	-	100,000	100,000
Total designated funds	1,714,205	86,408	(750,012)	489,000	1,539,601
General funds	873,821	1,900,844	(1,299,927)	(489,000)	985,739
Total unrestricted funds	2,588,026	1,987,252	(2,049,939)	-	2,525,340
Total funds	3,364,394	2,422,282	(2,491,469)	-	3,295,207

Notes to the financial statements

For the year ended 31 March 2022

Purposes of restricted funds

ABF The Soldiers' Charity	To support SIA's work with individuals from the armed forces.
Armed Forces Covenant Fund Trust	To support SIA's work with individuals from the armed forces.
Changing Ideas	To conduct a research project into mental health support for SCI people.
Childwick Trust	To support SIA's nurse specialist service.
City Bridge Trust	To support SIA's network of support in London.
Clare Milne Trust	To support SIA's network of support services.
East Suffolk Community Partnerships	To support SIA's network of support services.
EBM Charitable trust	To support SIA's support network of services during Covid-19.
Goldcrest Charitable Trust	To support SIA's network of support services.
James Tudor Foundation	To support SIA's nurse specialist service.
Leicestershire Communities Fund	To support SIA's network of support services.
Milton Keynes Community Foundation	To support SIA's network of support services during Covid-19.
Moondance Foundation	To support SIA's network of support services during Covid-19.
NHS England Transformational Grant	To support SIA's SCI nurse specialist service.
Other small grants	To support SIA's network of support services and PPE.
Peter Sowerby Foundation	To develop a digital solution for SIA's nurse specialist service.
Queen Mary's Roehampton Trust	To support SIA's work with individuals from the armed forces.
Sir William Coxen Trust Fund	To support SIA's nurse specialist service.
Sir James Knott Trust	To support SIA's network of support services.
Sobell Foundation	To support SIA's nurse specialist service.
The Alice Ellen Cooper Dean Charitable Foundation	To support SIA's network of support services.
The Eveson Charitable Trust	To support SIA's work with individuals from the armed forces.
The February Foundation	To support SIA's network of support services.
The October Club	To support SIA's nurse specialist service.
The TJH Foundation	To support SIA's network of support services.

Purposes of designated funds

Property fund	Future depreciation costs of SIA premises.
Fixed assets fund	Future depreciation costs of fixed assets.
SIA group	Accumulated funds from an SIA group held by head office to support local activities.
Events and awareness raising	Underwriting event costs in light of the risk to income caused by the Coronavirus pandemic.
Investment in digital	Investment in a new CRM database.
SIA House maintenance	Future upkeep of SIA House.

Notes to the financial statements

For the year ended 31 March 2022

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	
	2022	2021
	£	£
Less than one year	10,709	9,720
One to five years	22,837	26,951
Over five years	-	-
	33,546	36,671

21. Legal status of the charity

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

Spinal Injuries Association

SIA House, 2 Trueman Place,

Milton Keynes, MK6 2HH

Tel: 01908 604 191

Freephone support line: 0800 980 0501

sia@spinal.co.uk

 [@spinalinjuries](https://twitter.com/spinalinjuries)

 [Spinal Injuries Association](https://www.facebook.com/SpinalInjuriesAssociation)

 [Spinal Injuries Association](https://www.linkedin.com/company/SpinalInjuriesAssociation)

spinal.co.uk

Accounts

Spinal Injuries Association

Annual Report and Financial Statements

Year ended 31 March 2021

A fulfilled life for everyone affected by spinal cord injury



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LEGAL AND ADMINISTRATIVE DETAILS

Board of trustees

Ron Dunning* - appointed 01/04/20

Christina Dyson*

Dr Rupert Earl*

Jonathan Fogerty* - resigned 14/06/20

Alison France* - resigned 09/04/20

Peter Hamilton*

Dr Ram Hariharan

Mark Henderson*

*Denotes spinal cord injured

Martin Hibbert*

Michelle Howard*

Darren Hughes* - resigned 13/02/21

Faisal Hussain*

Christopher Keogh* - appointed 18/07/20

Claire Martin* - appointed 13/02/21

Aliyyah-Begum Nasser - appointed 18/07/20

Mark Ridler*

Chief executive

Nik Hartley OBE

Key personnel

Kathryn Hill, interim director of programmes

Company secretary

Nik Hartley OBE

Registered office

SIA House, 2 Trueman Place, Oldbrook, Milton Keynes,
MK6 2HH

Company number

3175203

Country of incorporation

United Kingdom

Charity number

1054097

Country of registration

England and Wales

Auditor

Sayer Vincent LLP, Invicta House, 108-114 Golden Lane,
London, EC1Y 0TL

Bankers

Barclays Bank Plc, Muswell Hill, London, N10 1DD

Solicitors

Freeths LLP, Routeco Business Park, Davy 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

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.

WELCOME FROM OUR CHAIR AND CEO

From a life saved to a life fulfilled

Few phrases better describe 2020/21 than era-defining. But for so many spinal cord injured (SCI) people, the last year will perhaps be simply remembered as one of the most challenging the community has ever faced.

As the Covid-19 pandemic broke, it rapidly became apparent that the more than 50,000 people living with spinal cord injury in the UK were among those in some of the highest risk groups. Most SCI people have impaired immune systems, are at greater risk of developing life-threatening respiratory infections, and many depend on carers for essential day-to-day care. Over the past year, the fear of being admitted to hospital, being without carers, or being isolated from friends and family hit hard. Compounding this was the pressure on NHS resources, with specialist beds being used for Covid-19 patients and many SCI people being discharged from hospitals too soon.

We quickly responded and redoubled our efforts by launching a programme of interventions to save lives, prevent infections and relieve the mushrooming capacity crisis for the NHS. Faced with isolation, cancelled fundraising events and protecting our own staff and volunteers, we redeployed our entire efforts to ensure we could continue to meet the needs of SCI people.

We launched a 111-style support line to respond to the three-fold increase in calls for advice and guidance. We rolled out new technologies to ensure people could still speak directly to one of our SCI nurse specialists or local support coordinators. We launched a new peer-led counselling service for those experiencing mental health and wellbeing challenges. And we continued to advocate and campaign on behalf of SCI people to ensure they were placed in the right priority group for vaccinations.

We entered 2020/21 initially facing a £1m shortfall in income because of cancelled events and the economic downturn. Instead, we created digital fundraising events with the support of our generous partners and donors, and we carefully managed expenditure to end the year in a secure financial position.

Every one of our colleagues should feel incredibly proud of just what was achieved.

The stark reality remains that 2,500 people every year – one every four hours – are paralysed by spinal cord injury, forever changing the course of their lives and those of their friends and families. We remain steadfast in our determination that every one of those people receive the care and support they need to lead a fulfilled life.

As we enter the fifth and final year of our strategy, Fulfilled Lives, our work will focus on building and sharing **expertise**, strengthening the **voice** of the spinal cord injury community, and building a **network** of support for all in communities and online. Digital technology will continue to play a key role in enabling us to expand and diversify our reach and impact. Most of all, SCI people will continue to be at the heart of our organisation as trustees, staff, volunteers, members and supporters. We take all that we have learnt from 2020/21 and will be more determined than ever that more SCI people have the best opportunity to rebuild their lives and achieve their full potential.

Dr Rupert Earl
Chair of trustees

Nik Hartley OBE
Chief executive officer

SPINAL CORD INJURY AT A GLANCE



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 partner with the spinal cord injury community to ensure equality and quality of life by campaigning, educating and supporting.



Our values

- Collaboration 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.
- **Commitment** 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.
- **Integrity** in our work, collaborating with others where a greater impact can be achieved.

Spinal cord injured people are front and centre 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.

Our 2020/21 key targets:

1. Influence the quality of health and care services used 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 revised committee structure connects the board to support the leadership team. Key agreed milestones are reviewed quarterly to keep progress on track and identify areas in need of additional support. In this way, we can report to the board and wider SCI community on our progress in realising our vision.

ACHIEVEMENTS AND PERFORMANCE

The Covid-19 pandemic brutally exposed the frailty of the support that the tens of thousands of SCI people in the UK receive, from limitations in their rehabilitation to ongoing physical, emotional and mental health care.

In 2020, we committed to becoming an **association for all**, one that is far greater than the sum of its parts. This model builds capacity and expertise, amplifies voices, boosts influence, and coordinates increasingly accessible support and services to all who need it. Our association is based on three core pillars: **expertise**, **voice** and a **network of support**.



Expertise

A trusted, accurate and active resource of expertise and support to provide reliable and sound information and advice on all areas of spinal cord injury.



Voice

Bringing together the diverse experiences of SCI people and the sector to further develop the profile of our cause and propel societal change with a powerful, united voice.



Network

Connecting people to relevant services and services to people, so everyone affected by spinal cord injury can find one another alongside the support they need.

Our proudest achievements in 2020/21 are detailed below. All activities focus on enabling everyone affected by spinal cord injury to lead fulfilled lives and are undertaken to further our charitable purposes for the public benefit.

This year, the pandemic changed the way we delivered support, but we continued to provide a range of services for our membership of more than 13,300 people. Whether their connection to SCI was personal or professional, we ensured that everyone needing access to expert information, advice and support could do so when they needed it most.

EXPERTISE

We developed and shared knowledge and training for spinal cord injured (SCI) people, their families, friends, carers, health care professionals and all organisations working with and for the sector.

- Our SCI nurse specialists continued to offer clinical expertise in spinal cord injury nursing to healthcare professionals, while also working directly with SCI people to offer support and guidance on issues such as bowel management in hospital and at home. Our SCI nurse specialist service received 764 new referrals and supported SCI people 2,359 times during 2020/21.
- Our SCI nurse specialists trained 312 healthcare professionals in 2020/21. We adapted and refreshed key study days to create a series of virtual education modules. We also delivered smaller, bespoke training sessions to NHS trusts and other healthcare settings, including care agencies and homes from whom we had a significant increase in requests. Work is underway to launch a virtual module on neurogenic skin and pressure ulcers in response to demand.
- Our SCI nurse specialists delivered eight talks to more than 100 people working for our partners and other charities. The team also contributed to the Multidisciplinary Association for Spinal Cord Injured Professionals conference and the Metastatic spinal cord compression study day run by the Christie NHS Foundation Trust.
- We helped to create 155 potentially life-saving emergency care plans (ECPs). These crucial documents give SCI people greater confidence that their unique medical needs would be met if they were admitted to hospital.
- Content offering guidance on shielding and vaccinations was developed and shared on our website, social media channels and YouTube. This included curated videos from clinical care, nutrition and mental health experts.
- Our support line became a 111-style service to provide essential information and advice, connect the SCI community to our specialist staff and services and signpost to external services and resources. The support line received the highest number of calls to date, handling 2,023 enquiries over the year. Most of these related to support and guidance at the various stages of the pandemic and included issues such as food supplies. The freephone support line is open Monday to Friday, 9am-5pm on 0800 980 0501.
- We launched an online booking service to enable SCI people to access support and counselling quickly and efficiently from SCI peers.
- We hosted regular virtual cafes for as many as 70 people, allowing them to share experiences and reduce the stress of isolation. Launched in conjunction with partners This is Spinal Crap and Back Up, these online gatherings proved to be a positive and cost-effective way to connect SCI people with each other, to our in-house specialists and to external experts. We held 46 cafes covering topics including wheelchair skills, domestic abuse, meditation, getting outdoors, cauda equina syndrome (CES) and gaming.
- We established a research and innovation hub to lead, promote and share developments that could have a positive impact on the SCI community.
- We launched a landmark research project to identify and address gaps in the provision and quality of mental health support for SCI people. The work is supported by the Changing Ideas charity and is being delivered in partnership with the University of Reading and the University of Buckingham.

VOICE

The Covid-19 pandemic thrust healthcare inequalities under the spotlight. We coordinated representation for anyone in need while delivering local and national campaigns to raise the visibility and influence of important causes and the organisations and people fighting for them.

- We led an extensive digital campaign, providing information for people to take to their GPs to ensure they were in the right vaccination priority group. The campaign was endorsed by the British Association for Spinal Cord Injury Specialists, and we engaged with spinal cord injury centres, NHS England and the Department of Health and Social Care. Our action meant many SCI people were able to access vaccinations.
- We negotiated with NHS England to reach SCI patients denied referral to specialist centres to prevent the creation of a lost generation of SCI people whose quality of life is compromised by delayed or cancelled rehabilitation.
- We campaigned regionally and nationally to call for an exit strategy that would ensure the spinal cord injury wards that were handed over to general medical use during the pandemic would be reverted at the end of the crisis. Most of the repurposed beds have now been returned for specialist spinal cord injury use.
- We provided clinical and direct advocacy to negotiate vital health, care and support services, such as helping to secure funding and confirming rehabilitation plans.
- We delivered continuing healthcare casework (CHC), helping 139 people secure care that met their needs and assisting 33 people with social care casework support.
- We negotiated with local clinical commissioning groups for essential personal protective equipment for PAs and unpaid carers.
- We worked with the NHS and Department of Health and Social Care to put the needs of SCI people front and centre of policy changes and strategic developments. We can now bid for grant funding from NHS England to further develop our services and support the work of specialist settings and other areas of the health service that support SCI people.
- We continued to provide the secretariat for the All-Party Parliamentary Group (APPG) on SCI, which gives MPs an insight into the issues facing our community and how they can help address them. Owen Paterson MP, a committed and influential supporter, was elected chair in November 2020.
- Helen Whately MP, the minister of state for care, attended the March 2021 APPG meeting, allowing us to highlight national issues. The minister made a formal commitment to revert specialist spinal centre beds repurposed during the pandemic after the crisis has subsided. We are building on this milestone to ensure MPs use their influence to generate positive and lasting change.
- We raised awareness and understanding of pressure ulcers among SCI people and healthcare professionals. Pressure ulcers are an enormous and costly problem for the NHS and can devastate lives. Yet, skin damage is preventable with the right knowledge and support. Our activities included:
 - Actively promoting Stop the Pressure Day, a national initiative driven by NHS England/Improvement to raise awareness of pressure ulcers.
 - Successfully applying to be a Public and Patient Voice (PPV) on the National Wound Care Strategy Programme giving us an important opportunity to influence the development and delivery of support for those with pressure ulcers.
 - Successfully applying to be a PPV in an external stakeholder reference group for Nine Global Health, which has secured funding from NHS England for a project exploring the use of artificial intelligence in supporting wound healing.

NETWORK

We built a growing network of people and organisations to reflect on and provide support for every aspect of an injured person's life, and those of their friends and families.

- Our network of regional support coordinators and volunteers continued to provide peer support to help meet the practical and emotional needs of SCI people. More than 660 SCI people were supported – 262 were new to SIA – through over 500 virtual video support sessions and 464 visits to those isolated at home. More than 220 friends and family members received support.
- We launched a free counselling service, which is led by a trained counsellor who is spinal cord injured. The service supported 57 SCI people across the country, and their friends and families, through 375 telephone and virtual sessions over the year.
- We connected with partners specialising in different aspects of life with a spinal cord injury, such as rehabilitation, mental health, care, legal advice and fertility support. Among them are charities, companies and other organisations that share our values and ambitions. More than 160 connections were made between SCI people and our partner organisations in 2020/21.
- We introduced an enhanced digital platform, offering all regional services access to advocacy and representation digitally.
- We established corporate partnerships and a business membership scheme to provide SCI people with advice on and recommendations to external organisations we know and trust.
- SIA Healthcare, our reliable home delivery service for SCI people's urology, stoma, pharmaceutical and lifestyle needs, has been especially valuable during the pandemic. Last year, more than 25,000 products and prescriptions were delivered to our members.
- SIA Case Management, operated in partnership with Bush and Co, continued to be a leading case management service 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.

Joining forces with Cauda Equina Syndrome UK

Cauda Equina Syndrome UK (CES UK) merged with Spinal Injuries Association in January 2021. Both organisations share the common aim of ensuring SCI people get the right information, find the appropriate support and make links with other people to share and learn from their community. The merger means CES UK's 1,459 members will continue to receive information and support from CES UK, alongside instant access to life-saving advocacy from our SCI nurse specialists and the practical, emotional and psychological support offered by our peer-led support network and professional counselling services.

COMMUNICATIONS AND ENGAGEMENT

Increased reach through better use of digital

Our digital channels became the focus of our offer over the year as we quickly responded to the unprecedented need for daily written and video content about Covid-19 and SCI.

There were 6,340,010 opportunities to see our stories and messages across our social media channels, with over 170,000 engagements.

There were almost 110,000 visits to the website during 2020/21, an increase of 21% on the previous year. The rise in views was driven by our wealth of information services related to Covid-19 and expanded nursing support. Our newly designed website in 2021/22 builds on this success, guiding people to a network of support in just a few clicks.

Our fortnightly e-clips newsletter, summarising news, updates and services, reached 11,328 people over the year, with 175 new subscribers signing up to receive our regular updates by email.

Sharing stories and expertise

FORWARD magazine continues to be the sector-leading magazine for engaging with and informing the SCI community about the issues that matter to them. Features cover health, lifestyle, daily living, family and powerful stories of lived experience, alongside the latest thinking articles from leading experts and partners to give our readers essential access to specialist knowledge.

Media engagement

As we work to provide the hope, skills and practical knowledge needed to lead a fulfilled life, it is critical to continue raising the profile of spinal cord injury beyond those immediately affected by it. We continue to work with media outlets to provide an insight into life with spinal cord injury and how our services can help make a difference. We featured in TV coverage on BBC News, ITV's *Good Morning Britain* and Sky News and in the national press, with articles in *The Guardian*, *The Independent* and *Daily Mirror*. This was complemented by regional coverage.

STAFF AND VOLUNTEERS

Rising to the challenge

Of our 50 staff members and 27 long-term support volunteers, more than a third have a spinal cord injury. The pandemic has exacerbated the considerable challenges of being spinal cord injured while also supporting thousands of other SCI people and their families day after day. Our colleagues have risen to this challenge, full-heartedly committing to enabling all SCI people to lead fulfilled lives during a time of great uncertainty for all.

Our volunteers gave over 1,500 hours of their time, providing skills and experience across various areas of our work, including fundraising, peer and administrative support and content contribution to our *FORWARD* magazine.

Connecting online

We quickly adapted to using an array of digital platforms and channels to enable our expanded offer. Under a new leadership for digital communications, we have embedded not just online communications but a web-based phone system and digital booking for members. We are now working to introduce a new customer relationship management (CRM) platform and support-focused website in 2021/22. These tools will allow everyone affected by SCI to visit an online one-stop shop to find the information and support they need, alongside education for healthcare professionals through the SIA Academy.

Volunteers

We were gratefully supported by a diverse pool of 27 support volunteers in 2020/21, including 19 who were recruited and trained over the year. A dedicated cauda equina syndrome volunteer and a youth ambassador enabled us to be further specialised in the support we deliver. Meanwhile, seven office volunteers contributed more than 1,380 hours to further enhance our service.

Many face-to-face volunteering opportunities were cancelled amid the pandemic. Adapting overnight and thanks in great part to the tenacity of our team, we continued to find ways to deliver our services with the same impact. We supported those who needed it most, including people in hospital after sustaining a spinal cord injury and their friends and families, who were seeking information due to visitor restrictions in healthcare settings.

There was a big emphasis on engaging our volunteers across all regions and ensuring they could support our service users with day-to-day concerns. As lockdown eases, our volunteers will become regular visitors to the specialist spinal units, major trauma centres and other clinical settings across the country to provide support at crucial times throughout the spinal cord injury journey.

Our volunteer activity over last year was different to previous years, but it has been no less committed, with volunteers seamlessly adapting to working remotely and the challenges this presented. We will continue to provide virtual support as we have seen how invaluable it can be in reaching people across the country.

RAISING FUNDS

Exceeding expectations

Corporate partnerships and membership, sponsorship, trusts and foundations, special events, community and challenge events, individual donations and legacies financially support our life-changing work – it is only possible thanks to the generosity of our supporters. We received income from 2,266 donors and fundraisers, 97 charitable trusts and 101 companies in 2020/21.

At the start of the financial year, we revised our income targets to account for a £1m predicted shortfall, because of the pandemic, against the original budgeted income. In response, we re-focused resources on income streams that proved to be more resilient, including corporate partnerships and trusts. Other fundraising activities included an appeal centred on our Covid-19

response for SCI people, virtual fundraising events and activities, and applications to pandemic response funding programmes.

With these efforts, fundraising income during 2020/21 significantly exceeded the revised target set at the start of the pandemic. Fundraising expenditure for the year was lower than planned because of cancelled events. Key milestones included the introduction of our corporate partnerships model, revised business membership scheme and the launch of *Martin's Mountain*, a major awareness and fundraising initiative.

We do not have any commercial participator agreements in place. We adhere to the Code of Fundraising Practice for the UK as set by the Fundraising Regulator. There are no complaints registered with the independent regulator or any breaches with the Code of Fundraising Practice.

To ensure the high quality of our fundraising activities and the protection of vulnerable people, our staff and volunteers adhere to our policies on GDPR, equality and diversity, health and safety and safeguarding of vulnerable adults.

We are hugely thankful to everyone who has supported our work throughout the year. Here are just some of the ways people have raised funds for us.

Individual giving and legacy income

We received more than £24,794 from 323 regular donors, including through direct debits and payroll giving. We launched our *Together in Isolation* appeal, which helped raise funds to keep SCI people safe and well throughout the pandemic.

We are grateful to have received gifts in wills from people who have chosen to help safeguard the future of our charity and enable us to make and achieve long-term plans. This year, we received £373,201 in legacy giving. We offer all bereaved families the option to set up a tribute page in memory of their loved ones.

Challenge and community events

Many challenges and community fundraising events were cancelled or postponed because of Covid-19. Despite this, we raised vital funds through virtual events and activities such as the 2.6 Challenge, a virtual overseas cycle ride, and an at-home Winter Wonderwheels event. Even amid national lockdowns, we were supported by many wonderful community fundraisers, who collectively donated more than £21,000. Beyond raising funds, our challenge and community activities provided opportunities for us to reach and engage with new supporters. By helping us to assist others, many SCI people took steps to rebuild their lives by forging new connections in their own communities.

Charity of the Year partnerships

Most of our Charity of the Year partners, including AFC Ewell, Mid Kent Golf Club and King's College University, were forced to delay their 2020/21 fundraising plans. We are delighted they are still eager to support us in 2021/22.

Corporate sponsors and partners

More than 100 businesses contributed to our work through partnerships, corporate membership, sponsorship of our services and events and charitable donations.

We introduced a new corporate partnership model, through which we are working with a range of organisations to deliver high-quality services to SCI people. Companies from the legal, care and financial sectors joined as partners in our network during the year. We also launched a revamped business membership scheme, with 18 companies joining since August 2020.

Events

The Cornflower Ball, scheduled for March 2020, was cancelled because of the pandemic. Instead, we held a virtual version of the event and were astonished at the generosity and engagement it attracted. A small virtual auction was held on the night, and many sponsors and guests opted to donate their financial commitments as goodwill gestures.

We arranged a virtual golf day, attracting 49 participants across the country. Many of our corporate supporters took part, with one team joining from Tanzania.

Trusts and foundations

We received funding from 97 charitable trusts and foundations towards our charitable services, including peer support, SCI nurse specialists, counselling, campaigning, advocacy and our support line. This included grants from dedicated funds that were created in response to the pandemic.

Fundraising beyond Covid-19

The financial impact of the pandemic will be felt during 2021/22 and beyond, but our fundraising plans are exciting and ambitious. Alongside our established activities and events, we launched Martin's Mountain, a major initiative that aims to raise £1m to support our work. Martin Hibbert, who sustained a spinal cord injury in the 2017 Manchester Arena bombing, plans to climb Mount Kilimanjaro in September 2021. His goal is to turn an act of terror into a force for good – shifting the spotlight away from those who tried to end his life and towards the charity that helped rebuild it.

Throughout the year ahead, we will continue to monitor and mitigate the risks associated with the pandemic that could impact our fundraising plans and income. We hope for a return to many of our face-to-face events and community-based activities. We are profoundly grateful to everyone who has supported and stuck with us during these difficult times and who continue to provide much-needed financial support.

STRUCTURE, GOVERNANCE AND MANAGEMENT

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 (SORP) – Accounting and Reporting by Charities, 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 reregistered as a charity on 29 March 1996.

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

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.

Appointment of directors and trustees

In any governance year, we may have between nine and 15 trustees. Of these, no more than nine may be elected by full members of SIA. Trustees are elected for a renewable term of three years, can serve no more than nine 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 and are eligible to vote in trustee elections. Full members may nominate either themselves or other full members willing to serve as trustees.

Every effort is made to ensure that the constitution of the board of trustees reflects our diverse membership. If a particular section of the membership is underrepresented, we actively encourage members from this section to stand for election.

We have a strong mix of skills on our board of trustees. However, if the board loses particular expertise because of retirement, members with appropriate skill sets are approached, or we advertise for those skills in our call for nominations to the board. Trustees complete a full evaluation of the existing skills, knowledge, and experience on the board of trustees annually.

The board may also co-opt up to six trustees. Co-opted trustees are appointed to serve for a renewable term of one year. They are selected based on 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.

Trustee induction and training

We are fortunate to have some trustees whose length of service on the board enables them to pass on their knowledge and experience to newly elected and co-opted trustees.

Before new trustees attend their first board meeting, they attend induction sessions with members of our senior leadership team and are provided with a comprehensive induction and resource materials. They are briefed on their legal obligations under charity and company law, on our governing documents, on the committee structure and decision-making processes, our services, the strategic, business, and fundraising plans and our recent financial performance. Trustees also complete safeguarding training. All trustees are encouraged to attend appropriate external training events to help facilitate their roles and fill any skills shortage 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 £419,987 (2020: £349,854). The full profit was donated to SIA.

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 support. The review also helps the trustees ensure the charity's aims, objectives and activities remain 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 our aims and objectives and in planning 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 socioeconomic 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 our objectives 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 our 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

We offer 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

Our articles of association provide for a limitation of full member liability to not exceeding £1.

We are fortunate to enjoy and benefit from a close relationship with our members. We adhere to our founding principle that we are 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 business membership packages, SIA membership is free, with a small subscription payable if members opt to receive our magazine, *FORWARD*. During the year covered by this report, 1,329 people joined as new members, bringing the total number of SIA members to 13,360.

FINANCIAL REVIEW

Financial performance

Our gross income in 2020/21 was £2,422,282, and our expenditure was £2,491,469 (including a loss of £558,722 on SIA House revaluation), resulting in a loss of £69,187 at the end of the year.

Income of £2,422,282 was a decrease of 19% compared with 2019/20. The main reason was that the 2019/20 accounts included one-off fundraising from the October Club that raised nearly £900,000. Our fundraising events and community fundraising were significantly impacted in 2020/21

by the Covid-19 pandemic. However, the final income of 2,422,282 was higher than any of the previous seven years – no mean feat in a year of lockdown and minimal external events.

Income raised in 2020/21 has enabled us to keep our total funds at a steady level of 2,525,340 (2020: 2,588,026), of which £985,739 is our unrestricted reserves and £496,916 is designated for activities in 2021/22 and beyond. Our restricted reserves decreased by £6,501 to £769,867. Our cash flow is stable, and our reserves are within the limits set out in our reserves policy.

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 in 2021/22.

Principal risks and uncertainties

Over the last year, trustees examined and monitored 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. We have a two-tier risk register to address operational and strategic risks. We use recognised risk management protocols and standards when assessing operational and strategic risks.

At the time of the publication of the 2020/21 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** has been mitigated by developing stewardship plans, regular meetings and reporting, training for staff and volunteers and by having clear and transparent agreements in place.
2. **Long-term distant working and capacity-loss/shortfall** has been mitigated by monthly virtual staff meetings and social interaction, weekly team catch-ups, talking about mental health and wellbeing, internal support promoted throughout the charity, flexible working arrangements, new employee assistance programme promoted (including telephone support and counselling), setting up of a people team leading on staff wellbeing and developing supportive culture.
3. **The development and restructure of the board and its subcommittees** has been mitigated by setting up a governance working group including selected board and SLT members to explore best practice of constitutional structure and articles; review of board elections and recruitment to build relevant and needed capacity into the membership; development of new committees and clear and transparent communication with members and other stakeholders on proposed changes.
4. **The safeguarding of vulnerable adults in contact with our services** has been mitigated by clear and transparent safeguarding policies, staff, trustee and volunteer training, DBS checks and regular safeguarding group meetings.
5. **Controlling the levels of reserves against a changing and growing charity** has been mitigated by monthly review of our results against the budget, at least quarterly re-forecasts and annual review of our reserves policy.
6. **The impact of the Covid-19 pandemic across the other five strategic risk areas** has been an entire project in itself, including the formation of CORAL (Covid response and leadership), which is made up of a cross-section of SIA staff. In addition, there have been frequent managers/SLT meetings to review ever-changing income and expenditure projections, agreed short- and long-

term succession planning for senior staff and the board, regular review of government advice, information and intelligence that could impact our members and /or our service delivery programmes, maintaining good lines of communications between the charity and its stakeholders.

Our finance and operations committee, which meets quarterly, is responsible for oversight of the risk management framework and regularly reviews the risk register. Our senior leadership team reviews the risk register quarterly and is responsible for managing a set of effective measures to mitigate both the likelihood and impact of each risk with quarterly reports to delegated board committees for each risk.

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

Since the start of the Covid-19 pandemic in the UK, we have managed a new risk (6 above) throughout our executive and governance processes. Central to the additional weekly processes was a radically restructured annual budget approved in an extra session of the board in April 2020. This enabled the redeployed response for our users to be prioritised while protecting the viability and financial security of the charity. 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 regarding cash balances and risk, and any restrictions to be placed upon investments held at that time. Our finance and operations committee monitors the position regularly throughout the year.

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

Reserves policy

Our reserves policy, including agreed reserve levels, is reviewed by trustees annually as part of governance processes and takes into consideration our strategic plans, annual budget and the overall risk environment in which we operate.

We recognise 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 our income or sudden unexpected expenditure.

Trustees have adopted a risk-based reserves policy, taking into consideration risks associated with income and expenditure, likely ways in which income levels could materially change and/or we could experience sudden unexpected expenditure and possible "what if" scenarios.

The following principles apply:

- a. That, unless already committed, funds held and expenditure relating to designated funds should be included in the calculation; for this purpose, the property and fixed asset designated funds will be excluded as these have been created to cover future depreciation charges. For 2021/22, only those reserves that are classed as Unrestricted will be considered as being available.
- b. That funds held relating to restricted funds will be excluded from the calculation; such expenditure will also be excluded to the extent it is met by restricted fund income received.
- c. Four categories have been used for estimating an appropriate level of free reserves. These were all considered by the SLT. The highest impact value of the four categories will be used as the appropriate reserves level.
 - Working capital
 - Building
 - Continuity
 - Regulatory

Based on these calculations, £900,000-£1,200,000 is considered to be an appropriate level of unrestricted reserves.

Trustees are satisfied that the current free reserves level of £985,739 (2019/20: £1,002,353) falls within the parameters of the reserves policy.

During the Covid-19 pandemic, the trustees have been regularly reviewing the reserves levels alongside our revised projections for 2021/22 and the results of our fundraising efforts.

	2021	2020
RESTRICTED FUNDS	£769,867	£776,368
DESIGNATED FUNDS		
Property and fixed assets funds	£1,042,685	£1,585,672
Deposits from SIA groups	£7,916	£8,045
Expanded work of clinical teams	-	£120,488
Events and awareness-raising in 21/22	£289,000	
Investment in digital	£100,000	
SIA House maintenance	£100,000	
GENERAL/FREE FUNDS	£985,739	£873,821
TOTAL FUNDS	£3,295,207	£3,364,394

Trustees continue to ensure that our reserves policy is kept under review and the finance and operations committee has oversight responsibility for this area.

Remuneration policy for key management personnel

Salaries for all staff are periodically benchmarked against external market data to ensure SIA remains competitive and attracts and retains the best people for the job. Trustees review staff remuneration annually.

Details of directors' remuneration are disclosed in note 7 to the accounts.

PLANS FOR FUTURE PERIODS

Constructing a resilient and better future:

- Continuing with those objectives from the 2020/21 plan before the pandemic took hold.
- Building on the successes and innovations of the past 12 months.
- Incorporate into our 2021/22 priorities those areas that were not rolled out as planned.

Increase our online availability and presence by investing in our:

- Capacity to lead on developing a version of every programme online.
- Ability to link to working and investing partners online.
- Interactions by creating a CRM that is fit for all programmes, partnerships, and fundraising.

Focus on building our ambition for an association based on expertise, voice and a network of partners by:

- Investing in the support network model.
- Expanding our Academy and its role as an expert in the sector.
- Building capacity in SIA Enterprises.
- Redeveloping the head office as a hub for our work, our members and an accessible and sustainable space for our partners.

To achieve this, we have developed several cross-cutting themes:

- Collaboration and partnerships
- Sustainability
- Digital offers
- Accountability to the spinal cord injury community
- Equality, diversity and inclusion
- People

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 that give a true and fair view of the situation 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 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 on 31 March 2021 was 13,360 (2020: £12,348). 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 committees, the finance and operations 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 and campaigns and policy) and the business development committee (covering investment and partnerships and communications and engagement). Each committee meets quarterly, and all meetings are attended by SIA's 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 2020/21, 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.

The terms of reference for all SIA 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.

Trustees' activities

Key aspects of trustee activity this year included:

- A review of SIA's membership structure and articles of association to streamline governance and increase and enhance member engagement.
- Input and support to key campaigns moments in the year.
- Support for fundraising activities and events.
- Support and oversight of the redevelopment of programmes in response to the Covid-19 pandemic.
- Streamlining our governance processes to focus on business-critical issues to ensure appropriate Covid-19 response, financial stability and staff wellbeing.
- Maintaining best practice in accordance with the Charities Governance Code.
- Safeguarding training: the programmes committee is responsible for monitoring the safeguarding risk via our board risk register. All trustees were DBS checked and received safeguarding training.

Legislative and regulatory compliance

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

Charity Governance Code

The Charity Governance Code was published in 2017. We continue to benchmark our policies, procedures and activities against the recommendations and statements of good practice it contains.

While 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.

AUDITORS

Sayer Vincent LLP was reappointed 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 was approved by the trustees on 10/07/21 and signed on their behalf by

Dr Rupert Earl
Chair and Company Director

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

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 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company 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 FRS 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 2021 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Spinal Injuries Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the group financial statements themselves. 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 for 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 trustees' annual report.

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 directors 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.

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 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

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

Independent auditor's report
To the members of Spinal Injuries Association
For the year ended 31 March 2021

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)
24 September 2021
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 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations and legacies	2	1,351,526	–	1,351,526	933,414	247,924	1,181,338
Charitable activities							
Information and Advice	3	89,828	70,529	160,357	290,079	1,760	291,839
Advocacy and Representation	3	12,500	106,941	119,441	102,126	96,094	198,220
Support	3	19,845	257,561	277,406	119,412	221,903	341,315
Other trading activities	4	487,377	–	487,377	466,952	511,555	978,507
Investments		5,780	–	5,780	7,052	–	7,052
Other – transfer of funds from CES	20	20,395	–	20,395	–	–	–
Total income		1,987,251	435,031	2,422,282	1,919,035	1,079,236	2,998,271
Expenditure on:							
Raising funds	5	385,048	–	385,048	539,167	–	539,167
Charitable activities							
Information and Advice	5	352,291	55,599	407,890	443,789	1,693	445,482
Advocacy and Representation	5	484,981	120,123	605,104	300,721	228,833	529,554
Support Network	5	268,896	265,809	534,705	489,857	200,848	690,705
Total expenditure		1,491,216	441,531	1,932,747	1,773,534	431,374	2,204,908
Net income / (expenditure) for the year	6	496,035	(6,500)	489,535	145,501	647,862	793,363
Transfers between funds		–	–	–	–	–	–
Net income / (expenditure) before other recognised gains and losses		496,035	(6,500)	489,535	145,501	647,862	793,363
Gains / (losses) on revaluation of fixed assets	11	(558,722)	–	(558,722)	–	–	–
Net movement in funds		(62,687)	(6,500)	(69,187)	145,501	647,862	793,363
Reconciliation of funds:							
Total funds brought forward		2,588,027	776,367	3,364,394	2,442,526	128,505	2,571,031
Total funds carried forward		2,525,340	769,867	3,295,207	2,588,027	776,367	3,364,394

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 2021

	Note	The group 2021 £	2020 £	The charity 2021 £	2020 £
Fixed assets:					
Tangible assets	11	1,042,685	1,580,917	1,042,685	1,580,917
Intangible assets	12	–	4,755	–	4,755
Investments		–	–	–	1
		<u>1,042,685</u>	<u>1,585,672</u>	<u>1,042,685</u>	<u>1,585,673</u>
Current assets:					
Stock		1,250	9,850	1,250	9,850
Debtors	15	535,893	599,270	776,974	671,765
Short term deposits		1,025,866	850,000	1,025,866	850,000
Cash at bank and in hand		1,086,246	581,649	788,529	490,988
		<u>2,649,255</u>	<u>2,040,769</u>	<u>2,592,619</u>	<u>2,022,603</u>
Liabilities:					
Creditors: amounts falling due within one year	16	(396,733)	(262,047)	(340,097)	(243,883)
Net current assets		<u>2,252,522</u>	<u>1,778,722</u>	<u>2,252,522</u>	<u>1,778,721</u>
Total net assets		<u>3,295,207</u>	<u>3,364,394</u>	<u>3,295,207</u>	<u>3,364,394</u>
Funds:	19a				
Restricted income funds		769,867	776,368	769,867	776,368
Unrestricted income funds:					
Designated funds					
Property and fixed assets funds		1,042,685	1,585,672	1,042,685	1,585,672
Other designated funds		496,916	128,533	496,916	128,533
General funds		985,739	873,821	985,739	873,821
Total unrestricted funds		<u>2,525,340</u>	<u>2,588,026</u>	<u>2,525,340</u>	<u>2,588,026</u>
Total funds		<u>3,295,207</u>	<u>3,364,394</u>	<u>3,295,207</u>	<u>3,364,394</u>

Approved by the trustees on 10/07/21 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 2021

	Note	2021 £	£	2020 £	£
Cash flows from operating activities					
Net income / (expenditure) for the reporting period (as per the statement of financial activities)		489,535		793,363	
Depreciation and amortisation charges		70,043		48,599	
Dividends and interest from investments		(5,780)		(7,052)	
(Increase)/decrease in stocks		8,600		14,775	
(Increase)/decrease in debtors		63,377		(274,335)	
Increase/(decrease) in creditors		134,686		93,981	
Net cash provided by / (used in) operating activities		760,461		669,331	
Cash flows from investing activities:					
Dividends and interest from investments		5,780		7,052	
Purchase of fixed assets		(85,778)		(16,703)	
Net cash provided by / (used in) investing activities		(79,998)		(9,651)	
Change in cash and cash equivalents in the year		680,463		659,680	
Cash and cash equivalents at the beginning of the year		1,431,649		771,969	
Cash and cash equivalents at the end of the year		2,112,112		1,431,649	

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.

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.

c) Public benefit entity

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

d) Going concern

During the year that was predominantly overshadowed by the Covid-19 pandemic, the trustees worked closely with the Senior Leadership Team on budget planning, forecasting, monitoring and risk assessing. As part of our plan to grow sustainably and become even more resilient to changes in funding streams, we continued to diversify and explore alternative sources of funding.

The trustees believe that the Charity's financial resources and contingency planning is robust and sufficient to ensure the ability of the Charity to continue as a going concern for the foreseeable future, being at least twelve months from the date of approval of these financial statements and therefore have prepared the financial statements on a going concern basis.

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 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 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.

1 Accounting policies (continued)

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.

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. The carrying value of intangible assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. 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.

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:

Full annual deprecation is charged in the 1st year.

- | | |
|-----------------------|-----------------|
| • 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.

1 Accounting policies (continued)

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.

r) 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.

s) 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.

t) 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.

u) 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 £99,853 (2020: £100,943) were paid during the year.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Grants and Donations	978,324	–	978,324	855,616	247,924	1,103,540
Legacies	373,201	–	373,201	77,798	–	77,798
Donated services	–	–	–	–	–	–
	<u>1,351,526</u>	<u>–</u>	<u>1,351,526</u>	<u>933,414</u>	<u>247,924</u>	<u>1,181,338</u>

Spinal Injuries Association

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For the year ended 31 March 2021

3 Income from charitable activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
ABF The Soldier's Charity	-	950	950	-	1,000	1,000
Queen Mary's Roehampton Trust	-	760	760	-	760	760
EBM Charitable Foundation	-	3,333	3,333	-	-	-
Milton Keynes Community Foundation	-	5,333	5,333	-	-	-
Moondance Foundation	-	1,667	1,667	-	-	-
Armed Forces Covenant Fund Trust	-	5,317	5,317	-	-	-
Essex Community Foundation	-	1,667	1,667	-	-	-
Persula Foundation	-	5,000	5,000	-	-	-
National Lottery COVID-19 Fund	-	25,000	25,000	-	-	-
Changing Ideas	-	20,000	20,000	-	-	-
Other Charitable Trusts	-	1,502	1,502	-	-	-
Publications	46,810	-	46,810	138,475	-	138,475
Education and Training	15,143	-	15,143	56,569	-	56,569
Sponsorships	12,375	-	12,375	36,500	-	36,500
Other	15,500	-	15,500	58,535	-	58,535
Sub-total for Information and Advice	89,828	70,529	160,357	290,079	1,760	291,839
Queen Mary's Roehampton Trust	-	2,940	2,940	-	4,940	4,940
James Tudor Foundation	-	-	-	-	5,000	5,000
Sir William Coxen Trust Fund	-	5,000	5,000	-	5,000	5,000
Sobell Foundation	-	25,000	25,000	-	25,000	25,000
ABF The Soldier's Charity	-	10,700	10,700	-	6,000	6,000
RAF Benevolent Fund	-	-	-	-	3,040	3,040
The ALBORADA Trust	-	-	-	-	25,000	25,000
Stewarts Foundation	-	-	-	25,000	-	25,000
Austin & Hope Pilkington Trust	-	-	-	-	-	-
The TJH Foundation	-	-	-	-	-	-
Childwick Trust	-	15,000	15,000	-	-	-
Peter Sowerby Foundation	-	10,000	10,000	-	-	-
EBM Charitable Foundation	-	3,333	3,333	-	-	-
Milton Keynes Community Foundation	-	5,333	5,333	-	-	-
Moondance Foundation	-	1,667	1,667	-	-	-
Armed Forces Covenant Fund Trust	-	5,317	5,317	-	-	-
Essex Community Foundation	-	1,667	1,667	-	-	-
Stewarts Foundation	12,500	-	12,500	-	-	-
Other Charitable Trusts and donations	-	20,984	20,984	2,000	22,114	24,114
Sponsorships	-	-	-	56,000	-	56,000
Other	-	-	-	19,126	-	19,126
Sub-total for Advocacy and Representation	12,500	106,941	119,441	102,126	96,094	198,220

3 Income from charitable activities (continued)

The Princess Anne's Charities Trust	5,000	–	5,000	4,000	–	4,000
Stewarts Foundation	12,500	–	12,500	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
Rothera Charitable Settlement	–	–	–	–	–	–
Persula Foundation	–	–	–	–	10,000	10,000
ABF The Soldier's Charity	–	18,350	18,350	–	23,000	23,000
Rothschild Foundation	–	–	–	–	–	–
The Eveson Charitable Trust	–	5,000	5,000	–	5,000	5,000
Alice Ellen Cooper Dean Charitable Foundation	–	10,000	10,000	–	10,000	10,000
The February Foundation	–	–	–	–	5,000	5,000
EBM Charitable Foundation	–	3,333	3,333	–	–	–
The Royal British Legion	–	–	–	–	–	–
Boots Charitable Trust	–	–	–	–	–	–
The MacRobert Trust	–	–	–	–	–	–
Awards for All	–	–	–	–	–	–
CHK Charities Ltd	–	–	–	–	–	–
Wesleyan Foundation	–	–	–	–	5,000	5,000
City Bridge Trust	–	49,000	49,000	–	48,300	48,300
RAF Benevolent Fund	–	–	–	–	6,960	6,960
Queen Mary's Roehampton Trust	–	3,800	3,800	–	4,300	4,300
Clare Milne Trust	–	5,000	5,000	–	–	–
Milton Keynes Community Foundation	–	5,333	5,333	–	–	–
Moondance Foundation	–	1,667	1,667	–	–	–
Armed Forces Covenant Fund Trust	–	5,317	5,317	–	–	–
Essex Community Foundation	–	1,667	1,667	–	–	–
National Lottery COVID-19 Fund	–	75,000	75,000	–	–	–
Other Charitable Trusts	–	69,094	69,094	–	73,107	73,107
Sponsorships	–	–	–	88,000	–	88,000
Other	2,345	–	2,345	2,412	–	2,412
Sub-total for Support Network	19,845	257,561	277,406	119,412	221,903	341,315
Total income from charitable activities	122,173	435,031	557,205	511,617	319,757	831,374

4 Income from other trading activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Fundraising events	3,700	–	3,700	79,403	511,555	590,958
Corporate memberships	185,958	–	185,958	112,625	–	112,625
Other trading	297,719	–	297,719	274,924	–	274,924
	487,377	–	487,377	466,952	511,555	978,507

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2021

5a Analysis of expenditure (current year)

	Charitable activities							
	Raising funds £	Information and Advice £	Advocacy and Representation £	Support Network £	Governance costs £	Support costs £	2021 Total £	2020 Total £
Staff costs (Note 7)	195,927	181,473	396,316	319,134	23,596	258,279	1,374,725	1,407,807
Other direct costs	77,185	142,541	11,860	15,527	–	–	247,113	550,962
Premises	–	–	–	–	–	51,008	51,008	40,182
Insurance	–	–	–	–	–	8,097	8,097	6,790
Communications	–	–	–	–	–	8,123	8,123	8,655
Audit	–	–	–	–	7,800	–	7,800	12,960
IT	–	–	–	–	–	60,250	60,250	73,701
Professional fees	–	–	–	–	–	15,461	15,461	10,275
Office expenses	–	–	–	–	–	16,002	16,002	23,149
Finance costs	–	–	–	–	–	12,617	12,617	16,495
Recruitment, Training, Welfare	–	–	–	–	–	41,325	41,325	16,058
Trustee expenses	–	–	–	–	110	–	110	3,003
Depreciation and amortisation	–	–	–	–	–	70,043	70,043	48,599
Recoverable VAT	–	–	–	–	–	(8,324)	(8,324)	(25,814)
Other expenses	–	–	–	–	7,091	21,306	28,397	12,086
	273,112	324,013	408,177	334,661	38,597	554,187	1,932,747	2,204,908
Support and Governance costs	111,936	83,877	196,927	200,044	(38,597)	(554,187)	–	–
Total expenditure 2021	385,048	407,890	605,104	534,705	–	–	1,932,747	
Total expenditure 2020	539,167	445,482	529,554	690,705	–	–		2,204,908

Spinal Injuries Association

Notes to the financial statements

For the year ended 31 March 2021

5b Analysis of expenditure (prior year)

	Charitable activities						
	Raising funds £	Information and Advice £	Advocacy and Representation £	Support Network £	Governance costs £	Support costs £	2020 Total £
Staff costs (Note 7)	233,942	187,674	342,740	401,129	29,087	213,235	1,407,807
Other direct costs	210,119	190,860	56,654	93,329	–	–	550,962
Premises	–	–	–	–	–	40,182	40,182
Insurance	–	–	–	–	–	6,790	6,790
Communications	–	–	–	–	–	8,655	8,655
Audit	–	–	–	–	12,960	–	12,960
IT	–	–	–	–	–	73,701	73,701
Professional fees	–	–	–	–	1,899	8,376	10,275
Office expenses	–	–	–	–	–	23,149	23,149
Finance costs	–	–	–	–	–	16,495	16,495
Recruitment, Training, Welfare	–	–	–	–	–	16,058	16,058
Trustee expenses	–	–	–	–	3,003	–	3,003
Depreciation	–	–	–	–	–	48,599	48,599
Recoverable VAT	–	–	–	–	–	(25,814)	(25,814)
Other expenses	–	–	–	–	2,287	9,799	12,086
	444,061	378,534	399,394	494,458	49,236	439,225	2,204,908
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

Notes to the financial statements

For the year ended 31 March 2021

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2021 £	2020 £
Depreciation and amortisation	70,043	48,599
Audit	9,000	9,000

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

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	1,161,448	1,200,170
Redundancy and termination costs	4,935	17,932
Social security costs	108,489	106,694
Employer's contribution to defined contribution pension schemes	99,853	100,943
	1,374,724	1,425,739

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:

	2021 No.	2020 No.
£60,000 – £69,999	–	–
£70,000 – £79,999	–	–
£80,000 – £89,999	1	1
£90,000 – £99,999	–	–

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

2021: £118,480 (Chief Executive Officer, Director of Services & Operations Retired 31/07/20).

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

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs or professional membership totalling £110 (2020: £3,003) incurred by 1 (2020: 11) members.

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 47 (2020: 49).

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

	2021 No.	2020 No.
Raising funds	7.5	8.5
Information & advice	5.7	6.0
Advocacy & representation	13.3	11.5
Support network	13.5	17.0
Governance	0.3	0.5
Support costs	6.8	5.5
	47.0	49.0

9 Related party transactions

During the year, The Spinal Injuries Association and its trading subsidiary received £45,000 (2020: £57,790) from Slater and Gordon (UK). Darren Hughes, a Trustee of Spinal Injuries Association until 13/02/21, is employed by Slater and Gordon Lawyers.

(Values exclude VAT where applicable).

The Spinal Injuries Association also received £25,000 (2020: £26,590) from CFG Law. Jonathan Fogerty, a Trustee of the Spinal Injuries Association until 14/06/20, is employed by CFG Law.

(Values exclude VAT where applicable).

The Spinal Injuries Association also received £2870 from Spinal & Disabled Homecare Services for Advertising in the Forward Magazine. Michelle Howard, a Trustee of the Spinal Injuries Association, is employed by Spinal & Disabled Homecare Services.

(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:

	2021 £	2020 £
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	16,703	29,449	2,216,023
Additions in year	–	–	72,854	12,924	85,778
Disposals in year	–	(6,461)	–	(25,587)	(32,048)
Impairment of property	(558,722)	–	–	–	(558,722)
At the end of the year	1,604,688	–	89,557	16,786	1,711,031
Depreciation					
At the start of the year	595,020	6,461	4,176	29,449	635,106
Charge for the year	39,668	–	22,389	3,231	65,288
Eliminated on disposal	–	(6,461)	–	(25,587)	(32,048)
At the end of the year	634,688	–	26,565	7,093	668,346
Net book value					
At the end of the year	970,000	–	62,992	9,693	1,042,685
At the start of the year	1,568,390	–	12,527	–	1,580,917

Due to the possible impact of Covid 19 on property values, in particular, office properties, the building was revalued in this financial year by Brown & Lee Chartered Surveyors on 12 February 2021. The fair value was determined to be materially lower than the net book value of the asset at the start of the year and therefore the property has been impaired accordingly. The valuation didn't include the leased land.

All of the above assets are used for charitable purposes.

12 Intangible fixed assets – Group and charity

	2021
	£
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	9,511
Charge of the year	4,755
At the end of the year	14,266
Net book value	
At the end of the year	–
At the start of the year	4,755

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:

	2021 £	2020 £
Turnover	473,987	380,393
Gross profit/(loss)	473,987	380,393
Administrative expenses	(81)	(108)
Management charge payable to parent undertaking	(53,919)	(30,430)
Profit/(loss) on ordinary activities before taxation	419,987	349,855
Taxation on profit on ordinary activities	-	-
Profit for the financial year	419,987	349,855
Retained earnings		
Total retained earnings brought forward	-	-
Profit for the financial year	419,987	349,855
Distribution under Gift Aid to parent charity	(419,987)	(349,855)
Total retained earnings carried forward	-	-
The aggregate of the assets, liabilities and reserves was:		
Assets	477,367	240,761
Liabilities	(477,367)	(240,761)
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:

	2021 £	2020 £
Gross income	2,422,202	2,998,163
Result for the year	(69,187)	793,363

15 Debtors

	The group		The charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	265,614	358,835	85,965	212,734
Amounts due from group undertakings	–	–	420,730	222,596
Other Debtors	9,433	–	9,433	–
Prepayments	120,080	112,262	120,080	112,262
Accrued income	140,766	128,173	140,766	124,173
	535,893	599,270	776,974	671,765

16 Creditors: amounts falling due within one year

	The group		The charity	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	233,434	60,653	233,434	60,653
Taxation and social security	67,364	47,116	40,728	28,952
Other creditors	10,523	74,410	10,523	74,410
Accruals	12,938	41,186	12,938	41,186
Deferred income (note 17)	72,474	38,682	42,474	38,682
	396,733	262,047	340,097	243,883

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	
	2021	2020	2021	2020
	£	£	£	£
Balance at the beginning of the year	38,682	26,205	38,682	26,205
Amount released to income in the year	(33,434)	(26,205)	(33,434)	(26,205)
Amount deferred in the year	67,226	38,682	37,226	38,682
Balance at the end of the year	72,474	38,682	42,474	38,682

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

	General unrestricted	Designated funds	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	–	1,042,685	–	1,042,685
Net current assets	985,739	496,916	769,867	2,252,522
Net assets at 31 March 2021	985,739	1,539,601	769,867	3,295,207

18b Analysis of group net assets between funds (prior 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

19a Movements in funds (current year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Alice Ellen Cooper–Dean Charitable Foundation	7,778	10,000	(8,611)	–	9,167
The Persula Foundation	4,169	5,000	(7,353)	–	1,816
The Eveson Charitable Trust	3,749	5,000	(4,579)	–	4,170
ABF The Soldier's Charity	15,000	30,000	(25,000)	–	20,000
Queen Mary's Roehampton Trust	7,143	7,500	(9,018)	–	5,625
Sobell Foundation	10,419	25,000	(25,004)	–	10,415
EBM Charitable Trust	–	10,000	(8,334)	–	1,666
Childwick Trust	–	15,000	(12,500)	–	2,500
RAF Benevolent Fund	7,501	–	(7,501)	–	–
The February Foundation	4,000	–	(4,000)	–	–
James Tudor Foundation	1,248	–	(1,248)	–	–
ALBORADA Trust	25,000	–	(25,000)	–	–
Goldcrest Charitable Trust	1,247	5,000	(1,664)	–	4,583
James Weir Foundation	1,250	–	(1,250)	–	–
Sir William Coxen Trust	1,666	5,000	(2,496)	–	4,170
Wesleyan Foundation	5,000	–	(5,000)	–	–
City Bridge Trust	48,300	49,000	(48,300)	–	49,000
The October Club	632,898	–	–	–	632,898
Milton Keynes Community Foundation	–	16,000	(9,637)	–	6,363
Moondance Foundation	–	5,000	(4,170)	–	830
Armed Forces Covenant Fund Trust	–	15,952	(15,952)	–	–
Clare Milne Trust	–	5,000	(3,336)	–	1,664
Essex Community Foundation	–	5,000	(5,000)	–	–
National Lottery COVID–19 Fund	–	100,000	(100,000)	–	–
Peter Sowerby Foundation	–	10,000	(5,000)	–	5,000
Changing Ideas	–	20,000	(10,000)	–	10,000
Other small grants	–	91,578	(91,578)	–	–
Total restricted funds	776,368	435,030	(441,531)	–	769,867
Unrestricted funds:					
Designated funds:					
Property fund	1,568,390	–	(598,390)	–	970,000
Fixed Assets Fund	17,282	85,778	(30,375)	–	72,685
Deposits from SIA Groups	8,045	630	(759)	–	7,916
Expanded work of clinical teams	120,488	–	(120,488)	–	–
Events and Awareness raising in 21/22	–	–	–	289,000	289,000
Investment in digital	–	–	–	100,000	100,000
SIA House maintenance	–	–	–	100,000	100,000
Total designated funds	1,714,205	86,408	(750,012)	489,000	1,539,601
General funds	873,821	1,900,844	(1,299,927)	(489,000)	985,739
Total unrestricted funds	2,588,026	1,987,252	(2,049,938)	–	2,525,340
Total funds	3,364,394	2,422,282	(2,491,469)	–	3,295,207

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

19b Movements in funds (prior 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

Purposes of restricted funds

ABF The Soldiers' Charity	To support SIA's work with individuals from the armed forces.
ALBORADA Trust	To support SIA's nurse specialist service.
Armed Forces Covenant Fund Trust	To support SIA's work with individuals from the armed forces during Covid-19.
Changing Ideas	To conduct a research project into mental health support for SCI people.
Childwick Trust	To support SIA's nurse specialist service.
City Bridge Trust	To support SIA's network of support in London.
Clare Milne Trust	To support SIA's network of support services.
EBM Charitable trust	To support SIA's support network of services during Covid-19.
Essex Community Foundation	To support SIA's support network of services during Covid-19.
Goldcrest Charitable Trust	To support SIA's network of support services.
James Tudor Foundation	To support SIA's nurse specialist service.
James Weir Foundation	To support SIA's work with individuals from the armed forces.
Milton Keynes Community Foundation	To support SIA's network of support services during Covid-19.
Moondance Foundation	To support SIA's network of support services during Covid-19.
National Lottery COVID-19 fund	To support SIA's support network of services in England during Covid-19.
Other small grants	To support SIA's network of support services and PPE.
Peter Sowerby Foundation	To develop a digital solution for SIA's nurse specialist service.
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.
Sir William Coxen Trust Fund	To support SIA's nurse specialist service.
Sobell Foundation	To support SIA's nurse specialist service.
The Alice Ellen Cooper Dean Charitable Foundation	To support SIA's network of support services.
The Eveson Charitable Trust	To support SIA's work with individuals from the armed forces.
The February Foundation	To support SIA's network of support services.
The October Club	To support SIA's nurse specialist service.
The Persula Foundation	To support SIA's support line.
Wesleyan Foundation	To support SIA's network of support services.

Purposes of designated funds (continued)

Property Fund	Future depreciation costs of SIA premises.
Fixed Asset Fund	Future depreciation costs of fixed assets.
SIA Group	Accumulated funds from an SIA group held by head office to support local activities.
Events and Awareness raising	Underwriting event costs in light of the risk to income caused by the Coronavirus pandemic.
Investment in digital	Investment in a new CRM database.
SIA House maintenance	Future upkeep of SIA House.

20 Merger with CES UK

On 15/01/21, the assets and liabilities of Cauda Equina Syndrome UK (CES UK), were transferred into Spinal Injuries Association. A summary of the assets and liabilities transferred is detailed below.

	Balance £
Fixed assets	–
Stock	1,250
Debtors	1,437
Cash at bank and in hand	<u>23,524</u>
Total current assets	26,211
Creditors: amounts falling due within one year	<u>(5,816)</u>
Net current assets	<u>20,395</u>
Net assets	<u><u>20,395</u></u>

21 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 2021 £	2020 £
Less than one year	9,720	3,652
One to five years	26,951	4,441
Over five years	–	–
	<u>36,671</u>	<u>8,093</u>

22 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.