

Company number: 3596996
Charity Number: 1072216
OSCR Number: SC040577

The Back-Up Trust

Report and financial statements
For the period ended 31 March 2020

The Back-Up Trust

Contents

For the period ended 31 March 2020

Reference and administrative information	3
Trustees' annual report	5
Independent auditor's report	22
Statement of financial activities (incorporating an income and expenditure account)	26
Balance sheet	27
Statement of cash flows.....	28
Notes to the financial statements	29

The Back-Up Trust
Reference and administrative information
For the period ended 31 March 2020

Company number	3596996
Country of incorporation	United Kingdom
Charity number	1072216
Country of registration	(England & Wales, Scotland or Northern Ireland)
Registered office and operational address	4 Knightley Walk London SW18 1GZ

Trustees Trustees, who are also directors under company law, who served during the period and up to the date of this report were as follows:

Helen Cooke*	
Mona Dhanjal	(From 24 July 2019 - Present)
David Fraser*	
Rebecca Hill* - Resigned	(Chair 2013- July 2019)
Anne Luttman-Johnson*	
Martine Petetin	
Claire Pimm	(Resigned in July 2019)
Tom Roberts	(From 24 July 2019 – Present)
Richard Smith	(Hon Treasurer)
Ben Sneesby*	
Rebecca Stevenson	
Dr Clair Pollard*	
Joanna Wright*	(Chair July 2019 – Present)
Paul Davidson*	(July 2019 – Resigned in March 2020)

*spinal cord injured

In keeping with the charity's ethos of inclusion, The Back-Up Trust (referred as Back Up in the rest of the document) aims to have 50% representation on the board from people who are spinal cord injured.

President	Konrad Bartelski
Chief Executive Officer	Sarah Bryan (Until 7 February 2020) Abigail Lock (7 February 2020 – Present)
Senior Management Team	Andy Masters Salvatore La Monica Sean McCallion Polly Nabarro (Until 4 August 2019)

The Back Up Trust
Reference and administrative information
For the period ended 31 March 2020

Company Secretary Salvatore La Monica

Bankers NatWest, 153 Putney High St, Putney, London SW15 1RX
BlackRock, 12 Throgmorton Avenue, London EC2N 2DL
Vanguard, The Walbrook Building, 25 Walbrook, London, EC4N 8AF

Auditors Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108-114 Golden Lane
LONDON
EC1Y 0TL

The Back-Up Trust
Trustees' annual report
For the period ended 31 March 2020

The trustees present their report and the audited financial statements for the period ended 31 March 2020. Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

Our services are centred on enabling all people affected by spinal cord injury to transform their lives. We focus on building independence and confidence, challenging perceptions of disability and offering a supportive network of people. The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

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

Mission, vision and values

Our vision:

A world where people with spinal cord injury can realise their full potential

Our mission:

To inspire people affected by spinal cord injury to transform their lives
To challenge perceptions of disability

To deliver services that build confidence and independence and offer a supportive network

Our values:

Driven by the needs of people with spinal cord injury, we are passionate about transforming lives

Through challenge and fun we open up possibilities to develop, achieve and get the most out of life

We respect individuality and embrace diversity

We strive for quality and excellence in all we do

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

Welcome from the Chair of Trustees

Where Back Up began and where we are now, may look far apart. But our values and our aspirations for people with spinal cord injury were the same in 1986 as they are today. People remain at the heart of Back Up and we exist to transform the lives of all people affected by spinal cord injury.

This year we supported over 1658 people affected by spinal cord injury. As we receive no government funding this would not have been achieved without the support and commitment of our fantastic volunteers, fundraisers and donors. It's these people who make Back Up the charity we are. People like Pete, who became the first chin-controlled power chair user to climb Snowdon in our fundraising challenge in July. Pete raised a fantastic £2,356.39 for us. Our glamorous attendees at this year's Front Row in March 2020 together helped us raise £74,000 on the night. But, we know that with an estimated 2500 injured each year, there are many more who could benefit from our support. We are working tirelessly to make sure our services are available to everyone affected by spinal cord injury.

Our services have continued to deliver strong outcomes this year. We carried out our first ever family volunteer training with eight new people now trained to lead Relatives' Days. As the only UK spinal injury charity with dedicated services for children and young people, I am delighted to say we also supported the development of the young person's NHS care pathway project which has given children and young people with spinal cord injury, along with their families a chance to have their say and share their experiences and guidance on the development of the pathway. This will be rolled out in 2020/21.

The past year has seen Back Up enter a new chapter. Firstly, I took over the role of Chair of Trustees from Becky Hill in July. Becky was instrumental in driving the growth in Back Up and I would personally like to thank her for her hard work and dedication over the past six years in this role.

Secondly, we have carried out extensive consultations and built the foundations for our new five year strategy. People remain at the heart of Back Up and this underpins our strategy for significantly growing our reach and support to newly injured people and their families. Volunteers, health care professionals, staff, trustees and people with spinal cord injury all contributed and it's wonderful to see us all behind it, as a collective.

In February we said goodbye to Sarah Bryan. During her time with us Sarah helped Back Up raise the most income in our history and started a number of important new initiatives, including the young person's NHS care pathway. We were delighted that Abigail Lock joined us as Back Up's new CEO. Her experience in the public, private and charity sectors is both extensive and diverse. Yet what really stood out to us is her understanding of the true value of Back Up being a peer-led and support network for all people affected by spinal cord injury – including family members. I have no doubt her tenacity and determination will inspire us to greater things as a charity.

Unfortunately, Abigail has had the most unusual of starts due to coronavirus. The global Covid-19 pandemic has been an extremely challenging and trying time. It has left us facing a dramatic loss of income, which led to the launch of the charity's first emergency appeal in March 2020. Abigail has set a wonderful example with quick response and innovation to ensure that we continue to be there for everyone affected by spinal cord injury.

Sadly because of this pandemic our face-to-face services and courses have been suspended for the time being, but we have expanded our digital services and have plans to launch 'The Back Up Lounge'

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

our new peer-led online forum for anyone affected by spinal cord injury to talk to like-minded individuals in a positive and informal environment. We have also added information on coronavirus for parents of children and young people with spinal cord injury to our website alongside a collection of external links to resources, applications and advice to support positive mental wellbeing.

Back Up has enjoyed an immensely successful year, embracing change and looking forward with energy and enthusiasm. No one would have imagined that we'd end the financial year with a global pandemic. Yet we can still move forward with enthusiasm, utilising our strengths and resources accordingly as the situation unfolds. Our plans may have changed, but our aim is still the same. We will continue to be there for everyone affected by spinal cord injury.

Jo Wright

Chair of Trustees

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

Achievements and performance

The charity's main activities are described below. All its charitable activities, as defined in the charity's articles, focus on people affected by spinal cord injury and are designed to:

- a)** Rehabilitate and encourage independence
- b)** Promote reintegration within society
- c)** Promote education and awareness of spinal cord injury
- d)** Support family members regarding their emotional health and welfare needs which arise from the spinal cord injury of the relative

These activities are undertaken to further TBack Up Trust's charitable purposes for the public interest.

Review of services

Key performance indicators

Continuous and annual evaluation is essential to the delivery and importance of all our services, and it ultimately ensures that our services have the greatest impact on the lives of the people we support. At the end of the last financial year the decision was made to bring our financial year into line with most UK organisations which required this reporting year to be reduced to 11 months. The figures listed throughout this report reflect this change. We have a range of measures that we use to monitor the performance of all our services:

- The number of people we reach – Each year, approximately 2,500 people sustain a spinal cord injury in the UK. We want to reach as many of them and their family members as possible.
- High-quality outcomes – We've identified a range of key coping strategies that are necessary to positively adjust to spinal cord injury and have a happy and fulfilled life. Attaining a number of these strategies is a key indicator of the performance of many of our services.
- Life skills and education – Spinal cord injury can initially feel overwhelming for the person with the injury and their loved ones. That's why learning new life skills and acquiring knowledge is a key component of many of our services – whether that be learning how to transfer, asking for advice on catheters, or learning new ways of managing pain. We measure this by evaluating people's confidence in the new skills that they've learned through Back Up's services.
- Service-specific goals – As we have a wide range of services, many of them have unique goals and aims that relate to their specific area of work. For example, our education inclusion service measures the percentage of education providers who improve their understanding of inclusion needs after receiving our support, while our mentoring service monitors the degree to which mentees increase their positivity in a range of predetermined coping strategies.

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

A) Outreach and Support

We're at the forefront of supporting people with spinal injury to make a positive adjustment. Our outreach and support team, all of whom have a spinal cord injury themselves, make vital connections with newly injured people and their families through patient education sessions, wheelchair skills sessions and talks at spinal centres and general hospitals across the country.

At the end of each hospital visit we make sure to ask for the contact details of everyone we've talked to. This is so a member of the team can then stay in touch on a regular basis, and explain how Back Up and partner organisations can support them and their family moving forward. This support is tailored to the individual's needs.

Our telephone advice and support gives the individual the chance to talk to someone who understands life with a spinal cord injury during the often challenging transition from hospital back to home and beyond. These calls are incredibly important as the service is peer-led, the team can signpost to important information and share their experiences on many subjects such as travel, driving, personal care, work or leisure. This year 743 successful calls were made to support 568 individuals. 93% of people surveyed felt more positive about the future as a result of the calls.

Getting around in a wheelchair can be difficult without knowing appropriate techniques for dealing with everyday situations. From teaching an efficient pushing technique, getting over obstacles and up kerbs, to back wheel balancing and transfers, our manual or power chair sessions are tailored to enable people to live the life they want. Wheelchair skills are held in spinal centre's gyms or sports halls to establish basic skills. This year 518 people were taught wheelchair skills and 90% of people surveyed felt more confident after the course, 89% found they learnt new skills and 81% felt like life with a spinal cord injury would be more manageable after the session. These wheelchair skills are then built upon in our skills extra sessions by taking participants into local towns to build confidence and independence when out and about having left hospital. This year 100 people attended our wheelchair skills extra sessions. 75% of people surveyed left the session feeling more confident using the skills learnt when out and about, and 85% left the sessions feeling more comfortable when thinking about getting back to daily activities.

We are continuing to provide peer support for every patient education session at The Queen Elizabeth National Spinal Injuries Unit in Glasgow. Our Scottish coordinator continues to strengthen relationships built at the unit and is able to proactively support and track more people who come through the unit. With partner charities, Aspire and Spinal Injuries Scotland we have been instrumental in supporting the unit's new initiative - the Stepping Stones project. The project, which launched towards the end of 2019, supports people who can walk after spinal cord injury.

❖ Family support

Our family service includes outreach and telephone support for family members of those with a spinal cord injury. We started this year with ambitious targets to successfully deliver 18 relative's days, across six centres. Relative's days support family members of inpatients and recently discharged patients, focusing on their needs. The aim is for the relative of a person with a spinal cord injury to feel more

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

prepared for life once out of hospital as their wellbeing is crucial, not only for them, but also for their role in supporting their loved one.

At three centres the sessions were coordinated entirely by Back Up staff whereas Back Up supported the implementation of the sessions at the other three. 61 people joined us over 10 relative's days and 100% of people who attended a relative's day said they felt more supported coping with their family member's spinal cord injury after the session. This year also saw us carrying out our first ever family volunteer training day. We trained eight new people to lead sessions at future relative's days.

The team continued to support relatives with telephone support calls. In 2018/19 144 family members were called or emailed, 62 of whom were contacted more than once. This year we successfully supported 93 unique family members, through 54 phone calls and 121 emails and text messages. However, significant staffing challenges across the family support service caused targets to be missed. This is because a coordinator was not in post for a third of the year. It has also been a steep learning curve for the team learning how best to train and develop staff remotely. It has been decided that we will concentrate our relative days this coming year to the three centres where our sessions have been adopted. This decision has been made to get the best possible outcomes from these days before support is offered to other centres that do not currently run relative's days. We will continue to support other centres in an advisory capacity.

B) Mentoring for family members and people with a spinal cord injury

Our accredited mentoring service for people with a spinal cord injury matches people with trained mentors who have been through similar experiences and can understand the challenges faced. These Back Up mentors all have a spinal cord injury themselves and use active listening and problem-solving skills to help people develop positive ways of coping and meet their goals.

This year we trained 20 new spinal cord injury mentors which was an increase from 13 in 2018/19. Mentor training takes place over two days. During the course the trainees learn the role of a mentor at Back Up, what active listening means, recognising any causes for concern, problem solving, action planning and endings. The mentors then get an afternoon to practice all the skills they have learned in roleplays.

100% of mentees surveyed told us that they had achieved their personal goal, and 98% surveyed said they could see improvements in at least three out of five coping strategies which include; How positive are you feeling about the future How supported are you by the people around you ; How much of an opportunity do you have to do meaningful activities; How much acceptance do you have of your situation and personal goal. This is an improvement on the previous year. We will be able to continue providing tailored support for more people affected by spinal cord injury with the new mentors that have trained.

We also provide a dedicated mentoring service for family members. We have trained volunteer mentors who are parents, partners, siblings and children of people with a spinal cord injury. All our family mentors have experience of spinal cord injury and we will match individuals with someone who best fits the need, whether that's practical advice or a listening ear from someone who has been there.

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

The aim was to train eight new family members, but unfortunately targets were not met and only five family mentors were trained this year. However, 97% of family mentees achieved their personal goal and 78% improved in three out of five coping strategies; keeping active; believing something good can come from the experience; acceptance of spinal cord injury; the improved problem-solving and goal-setting; using support from others.

We have noticed over this past year that it is becoming increasingly difficult to recruit for family members. We suspect this is because they have significant caring responsibilities and so are unable to travel or commit to a weekend away from home to attend training. We recognise this is an issue and we hope to offer two regional based training sessions (one in the South and one in the North) in order to minimise travel for everyone.

Over the course of this year we have managed to increase the numbers of mentoring matches to 102 spinal cord injured mentees and 41 family mentees. In 2018/19 we achieved 89 new matches (four children and young people were matched) and 43 family mentee matches. Referrals to our family mentoring service have reduced, this is due to having a significant period of time without a family outreach coordinator in post.

C) Courses

Back Up offers a wide-ranging programme of life skills and activity courses, covering everything from skiing to abseiling and navigating cities. Our courses are designed to challenge the participant's perceptions of what is possible after a spinal cord injury. Our courses are open to people of all ages, backgrounds and levels of injury & ability. The aim is to help people with a spinal cord injury learn new skills and develop confidence in a supportive and fun environment. All courses are led by people who have a spinal cord injury themselves. This allows participants to learn from others who have who have been there and can understand the issues and challenges.

In 2019/20, 52 people attended our programme of 12 residential life skills and activity courses. This year we ran our popular ski-karting course in Sweden, which we now alternate with our sit ski course in Colorado. One attendee said "*Words cannot express my gratitude. Thank you, from the bottom of my heart, for making me realise that my life can, and will be anything I want it to be.*" Another attendee for this course told us that they have now signed up to take part in our Snowdon Push challenge and fundraise for us.

This year we wanted to broaden our pool of group leaders. We did this by targeting specific underrepresented groups for induction training and reached out to previously trained volunteers for a larger development day. This training was very successful, and whilst a second session was planned for March 2020 this has had to be cancelled because of the coronavirus pandemic.

This year also saw our courses team working more closely with our mentoring team to offer a mentoring follow up for all course participants. This is to build on the motivation that comes from attending a course and to help combat the 'Back Up Blues' where someone comes home to a less than ideal situation having just had a great time on the course, but are unable to practice the skills learnt.

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

The team are aware that there is still more work to be done with last minute drop outs, which prevent others from joining the course. This will be looked into in more detail in the coming year.

❖ **Back Up to Work and Vocation Service**

Working is an important part of most people's lives. The benefits that come from working are not just financial – work can be mentally stimulating, offer a sense of purpose and provide vital social interaction, especially when working as part of a team. It can be incredibly daunting returning to work, or looking for work after sustaining a spinal cord injury. Our Back Up to Work service offers courses that give participants the skills they need when looking to secure work, as well as advice on how and when to declare their disability to ensure they receive the necessary adjustments they may need.

The aim of our Back Up to Work course is to help people identify their own skillset and teach them how best to market themselves in the workplace. Run over two 9 to 5 days and hosted by one of Back Up's corporate partners in a real office environment, we help people hone their curriculum vitae (CVs) and applications. We also hold eight minute speed interviews where the participants can practice their answers to key questions that are likely to come up in a real-life scenario with professionals from our corporate host. Listening and supporting each other during the course is highly encouraged so that learning can be shared.

Our Vocation Coordinator post was filled in early January 2020. The purpose of this role is to develop our vocation toolkit which will cover the return to work journey and legal advice. Work has started on this and will continue this coming year. The role is also important in helping us to continue fostering our relationships with spinal centres and general hospitals, so that returning to work is discussed earlier with those affected by spinal cord injury to reinforce confidence and independence and get back to living life to the full.

D) Education Inclusion Service for Children and Young People

Back Up is the only charity in the UK that has dedicated services for children and young people with a spinal cord injury. Whether injured from birth or later on, we work with them directly to ensure the right support is in place so that their questions are answered and that they can thrive during their school life, gain independence and fulfil their true potential.

Our online education and inclusion toolkit helps ensure that students with a spinal cord injury are fully included in every aspect of their education. It includes comprehensive advice and practical tips for teaching staff & health care professionals as well as young people and family members. Our Education toolkit was converted from PDFs and launched as dedicated webpages in September 2019 aimed at parents and professionals. Over the seven months since launch we have had over 1600 unique page views on the website. 20 new referrals were made to the service and the team has supported 16 children and young people this year. 12 of these children also required more intensive support, which can include a school visit for an assembly presentation or a meeting with the senior education team. The impact of the team's work is also clear when follow up surveys show that 100% of schools improve their understanding of inclusion needs, 100% of children and young people we worked with feel happier at school and 100% of parents feel their child is more included at school.

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

❖ U18s Participation

The best people to support children and young people adjust to life with spinal cord injury are often young people themselves. We are here to make things easier by providing the opportunity for young people to meet others their own age who understand what living with a spinal cord injury is like, to learn new skills at our residential courses that help with confidence and independence, and to have a lot of fun.

We work with a small group of fantastic youth advisors who help us design and deliver our services for under 18s. They tell us what we need to be doing better for children and young people whether that's designing new courses or developing dedicated social media forums for them. This year we trained five new youth advisors and we look forward to having their input for the planning of our services this coming year. One project they have told us they want to create is a handbook for newly injured children and young people.

Early in the year we designed an under 18s services video which focused on our under 13s multi-activity course. This video really helped to bring to life the course's fun element and its purpose is to give children and young people a better idea of what our courses are like. We would like to be able to expand on our videos this coming year to engage with young people further.

We offer residential courses and wheelchair skills training sessions to children and young people. This year, 12 children and young people attended a course. Unfortunately, our final course of the year was postponed because of the coronavirus pandemic. 25 children were taught wheelchair skills this year and discussions are being held to record some of these sessions this coming year to expand our reach.

A key objective for the team this year was to support and organise the patient focus groups for the NHS in England's Young Person's care pathway project. The Young Person's care pathway project is a collaboration between Back Up and Dr Fiona Barr, Consultant in Health Care in Specialist Spinal Cord Injury Services. It will aim to refine a care journey which will focus on meeting the needs of newly injured young people and their families – from the point of injury to settling back into home, school and social life. It is to ensure that all newly injured children and young people receive specialist care. Children and young people with spinal cord injury, along with their families were able to have their say and share their experiences and guidance on the development of the pathway. Two patient groups were held and the launch of the project is scheduled for later in the year.

Other work within the department

❖ Volunteering

Back Up was founded by volunteers and volunteering remains at the heart of everything we do. The contribution of our team of over 400 volunteers is felt throughout the whole organisation in all aspects of our work. Our volunteers work tirelessly every day to fundraise, govern the charity and deliver our vital services. They range in ages, injury level and backgrounds but they all possess unique and varied skills.

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

All of our frontline services are delivered by volunteers. They have all been directly affected by spinal cord injury themselves and use their own experiences to support others and understand the challenges they may face. As well as helping us deliver, they are instrumental in supporting the design of our services too with focus groups and training days running throughout the year for all services. With wheelchair skills, for example, we train eight adults and two children each year and at any one time we have a pool of 60 active trainers.

In November, we announced the appointment of a newly-created role, our Services Development Manager. This role has been designed to oversee the vocation service and lead on the management, training and engagement of all of our wonderful team of volunteers. Volunteer recruitment is a key aspect of the role, which goes hand in hand with plans for our next strategy ensuring we have a strong volunteer base in place to facilitate what we want to do in the years ahead.

We also have a small, dedicated team of office volunteers who give up their time to support us with administration. This year we've calculated that our office volunteers have dedicated 3040 hours of their time to support our work. Volunteers also make a huge contribution to our fundraising events and challenges. In total they gave 933 hours of their time helping raise our profile through bucket collections, manning our cheer points and participating in our event committees – utilising their time and expertise to sell tables and bring in auction prizes.

We are also lucky to have volunteer support from corporations too. In July 2019 international insurance company, Allianz volunteered to support our corporate team with various strategic projects, including making a shortlist of new database providers to use, and how best to maintain them. The benefit of this support was twofold - our team now better understand how to use data and new tools, and the Allianz team learnt how to develop their own skills in a different working environment. The probono support team at Clarasys, the business consultancy, provided vital insight, and support into developing the new five year strategy and we are looking into new ways they can support us.

In total we estimate that our volunteers have contributed 13,783 hours to our work this year. This works out at almost 574 days, or almost 2 years' worth of time. We are extremely grateful by the amazing contributions our volunteers make.

❖ **Influencing**

As a truly user-led organisation, we have a unique insight into the needs of people affected by spinal cord injury. This knowledge puts us in a strong position to support and influence others to make sure good services are in place across the UK and internationally.

We continued to contribute the patient voice to the NHS clinical reference group for spinal services in England and support the patient forum meeting at the National Spinal Injuries Centre, Stoke Mandeville. Alongside colleagues from the spinal centres and both Aspire and the Spinal Injuries Association, we continue to champion the rights of people affected by spinal cord injury, encouraging transparency of information, collaboration and a focus on needs.

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

Plans for the future

Using data published from the NHS in England in 2019, we estimate that approximately 2500 people will sustain a spinal cord injury each year, as opposed to the 1000 as previously thought. These figures have encouraged us to re-evaluate how, with limited resources, we can support a much larger spinal cord injured population and focus on those in greatest need. This has provided the basis for our new five-year strategy which we look to implement throughout 2020/21 having laid out the foundations and consultation groundwork this year. Unfortunately, coronavirus has had a direct impact on the launch, but we are still moving towards its aims and objectives whilst also developing new service offerings that will endure following the end of the pandemic. Next year we will launch the young person's NHS care pathway in spinal cord injury centres and children's hospitals. This is a bespoke plan to ensure all newly injured children and young people receive the specialist care they deserve from the point of injury to settling back into home, social and school life. We will present this pathway to healthcare professionals to demonstrate the benefits of specialist care plans for all newly injured children and young people.

Financial review

Charity financial position

The Trustees have decided to amend the financial year from April to March to align Board meetings with Charity's key quarterly deadlines. This means that the 2019/20 financial year covers an 11-month period. Whereas figures from 2018/19 refer to a 12-month period.

This year we have raised £1,604,126 (2019: £1,793,709) and our costs were £1,633,728 (2019: £1,685,988).

Back Up does not receive government funding and relies entirely on the generosity of our supporters and partners. We realise that some partners are keen to fund a specific charitable activity, but Back Up aims for no more than 40% in restricted income to ensure the smooth running of the charity. In 2019/20, restricted income accounted for 34% of the total.

Reserves policy and going concern

Reserves

The Trustees have agreed a level of reserves of £421,000 to ensure sufficient cashflow for day-to-day activities, meet opportunities that arise over time, and mitigate any unforeseen events that could come up over the next twelve months. The Trustees also aim to maintain a three month expenditure ratio.

At the end of the financial period, total funds were £620,008 (2019: £658,451). This was made up of £492,033 (2019: £537,505) of unrestricted funds, £100,913 (2019: £100,913) of endowments, £18,232 of tangible assets (2019: £15,053) and £8,830 restricted funds (2019: £4,980).

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

Investments

Some funds, which are above the minimum reserves limit and are not needed in the short term, are invested in the stocks and shares market mainly to mitigate the long-term risk of inflation and to maximise return to support charitable activities. The market value of the investment at the end of the year is £113,122 (2019: £121,963). The board of trustees review the investment performance quarterly and review the policy at least every three years. The negative investment performance was driven by adverse market conditions in the final quarter of our Financial year in conjunction with Covid-19.

Principal risks and going concern

Our Trustees have reviewed the major risks Back Up faces, and confirm that the following systems are in place to manage them:

- A clear one year transition plan from the 2015-20 strategy to the new one in consideration of the COVID 19 pandemic.
- A detailed one year business plan and budget approved by trustees.
- Quarterly review of financial targets and results, variance from budgets and non-financial performance indicators by SMT and Trustees.
- Quarterly in-depth review of financial performance by the Finance, Audit and Risk committee.
- Scaled authority and segregation of duties.
- Identification and management of risks reviewed and approved by trustees.

We have a framework which is used at all levels of management to identify risks and respond to them appropriately. Our 'risk register' includes an assessment of key risks, causes, consequences, their likelihood and significance, and a description of how they will be managed and mitigated. The register is regularly monitored by the senior management team and the Finance, Audit and Risk committee of the board.

Our plans balance risks and opportunities. We won't take risks that undermine our impact or the safety of our service users and volunteers. But we do want to be in a position where we can realise potential opportunities.

At the time of writing, the biggest risks we face for the year ahead are related to the Covid-19 pandemic which has and continues to impact our Service delivery and ability to raise funds. The Trustees have put in place control mechanisms to ensure that the Charity minimises the impact of the pandemic and has the ability to continue to operate.

Trustees maintain particular attention to cashflow analysis through modelled future scenarios and weekly reforecast which provide them with the appropriate tools to make confident decisions.

In light of the above, the current level of unrestricted funds and access to the Coronavirus Job Retention Scheme, the Trustees are confident that the Charity can continue to operate in the next 12 months.

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

Fundraising

In 2019/20, we raised £1,604,126. This was a reduction of 10.6% from 2018/19 which is largely explained by the 11-month financial year and lower income in corporate as explained below.

Our corporate income was down without the two significant partnership events we benefitted from in 2018/19 and some losses relating to coronavirus in March. Our trusts team performed well, exceeding their target for the year.

Our major events have continued to do well, with both Front Row and The City Dinner exceeding budget thanks to our wonderful volunteer committees and the generosity of our guests. We had considerable success with our new Ben Nevis Push event which achieved more than double its fundraising target.

Our Individual Giving income was bolstered by a regular giving campaign – Pushing Forwards – and a coronavirus emergency appeal launched in the final week of March 2020.

Voluntary income (£1,478k)

Our voluntary fundraising areas are:

- Donations (£924k) – these include regular and one-off gifts including in memory, grants from trusts and the Big Lottery Fund and money raised by community fundraisers and corporate partners.
- Events (£554k) Over 1000 people took part in our challenges and major events including The City Dinner, Front Row Fashion Show, Back Up Ball, Snowdon Push and Ben Nevis Push.

Trading income (£124k)

This includes income from the Back Up online shop and corporate sponsorship of our services.

Other income (£1.5k)

This includes income from our investments.

Fundraising approach, regulation and complaints

Back Up is a member of the Fundraising Regulator and we comply with the standards as set out in the Code of Fundraising Practice across all of our fundraising activity. Our fundraising team led a series of workshops during the year to improve their understanding of the Code of Fundraising Practice and it is included as part of induction for new starters.

We do not engage with any third-party fundraisers. We have commercial participator agreements in place with corporate partners where appropriate. We comply with the key principles and behaviours of the Code to ensure that any vulnerable persons are treated fairly.

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

We received two complaints this year relating to Fundraising which were related to direct mail and social media content. These were dealt with in line with our complaints policy. We received no suppression requests from the Fundraising Preference Service.

Structure, governance and management

Trustee Committees

The board is responsible for agreeing an appropriate strategy and policies for the charity and making sure that these are put into practice. To support its work, the board has established the following sub-committees:

- **The Finance, Audit and Risk Committee** meets at least four times a year and its main responsibility is to
 - Advise trustees that all assets of Back Up are safeguarded and that funds are spent effectively and efficiently according to our objects as a charity and our business plan.
 - Review policies around financial management, health and safety, data protection and confidentiality, whistleblowing, complaints and governance, including conflicts of interest policy, recommending special investigations if necessary.
 - Review key risks to ensure they are managed and mitigated appropriately.
 - Scrutinise the budgeting process, financial performance of the charity throughout the year.
 - Review the annual report, including the process of review of accounts prior to submission for audit.
- **The Disclosure and Barring Committee** includes a minimum of two trustees and two co-opted members, one of whom has a specialist background. The board has delegated responsibility to this committee for assessing the risks associated with recruiting staff/volunteers with a criminal conviction or other disclosure when a criminal record check has been carried out.
- **The Remuneration and Nominations Committee** meets at least once a year ahead of the budgeting process and it has delegated authority for:

Remuneration:

- Setting the pay of the Chief Executive and authorising the remuneration budget
- Scrutinising and authorising changes to the organisation's remuneration policy and structure.

Back Up believes that the opportunity to transform the lives of people affected by spinal cord injury is an important part of the total reward of working for Back Up, especially at more senior levels. The Committee review the overall salary structure and bandings every three years to make sure it is benchmarked against the sector and ensure an annual remuneration policy review that balances pay with our employees' needs, and our donors' expectations that our funds will be used wisely. In setting

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

the pay for the CEO and setting the pay bands for all staff, the remuneration committee takes account of the skills and experience required for each of the roles, the salary for similar roles in the sector, and the financial health of the charity. Independent advice is also used to inform those judgements.

Nominations:

- The recruitment and induction process for new trustees.
- Regular reviews to identify any gaps in the knowledge and experience of our trustees needed to further Back Up's work. This informs the recruitment, induction and training process for new trustees.

The Nomination Committee identifies and reviews Trustees' skills, knowledge and experience on an ongoing basis and conduct the recruitment based on these. The Committee then proposes candidates for election to the wider Board of Trustees.

All of our Trustees give their time voluntarily to the Charity. Expenses reclaimed by Trustees are set out in our financial statements.

New trustees receive a comprehensive induction following a detailed plan. When complete, a new trustee should understand/know:

- The causes, nature and impact of SCI
- Where Back Up fits in - the need and the impact we make
- Our purpose and how we work (our vision, mission and values)
- The role of the board and sub-committees and of a trustee
- What good governance looks like
- Our services and all the functions within the organisation
- The roles of the staff team and know key staff members
- Back Up's 5-year strategy and business plan
- How they will be supported and developed in their role, and mutual expectations
- Be linked in with networks to aid their performance, learning and development.

The new trustee will achieve this through documentation, meetings, and experiencing services and events. It may take up to a year to be fully inducted. Induction will be reviewed regularly and form part of the trustee's on-going training and development in the role. Progress and performance will be discussed with the Chair or nominated representative.

Trustees receive ongoing support from the Chair and Chief Executive to help them fulfil their role and responsibilities. They are also encouraged to attend training courses to keep up to date with current legislation and to widen their experience. A joint away day with staff helps to build relationships and understanding to fulfil our mission.

Three trustees have been in post in excess of nine years. This is due to challenges recruiting individuals with requisite skills and the lived experience of SCI. Plans are being developed for trustee succession.

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

- **The Fundraising Committee** has four trustees with delegated authority for:
 - The fundraising strategy
 - Strategic processes for managing income risk and financial sustainability
 - Policies around partnership working and income generation (ethical policy)
 - Regular review of management accounts and supporting narrative, business cases.
 - Budget setting, management accounts and reforecasts
 - Fundraising team KPIs.

- **The Services Committee** meets at least four times a year and aims to support the Head of Services and wider team in their responsibilities regarding the development and delivery of services for people affected by spinal cord injury. Its main responsibilities are to advise on –
 - Services strategy
 - Partnership working with ASPIRE and other charities
 - Regular review of services performance and services development

Related parties and relationships with other organisations

Back Up works closely with Aspire, the Spinal Injuries Association & other organisations to provide better support for people affected by spinal cord injury.

We do this by sharing ideas and information with a view to delivering complementary services. Our staff share their expertise and training opportunities. We are actively looking for new projects to collaborate on to better respond to peoples' needs and we work together to lead and develop national Spinal Cord Injury Awareness Day every May.

Our partnership with Aspire means that anyone who accesses one of our organisation's services – with their permission automatically gains access to the services of the other.

Statement of responsibilities of the trustees

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

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

- 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 at 31 March 2020 was 11 (2019: 12). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

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

The trustees' annual report been approved by the trustees on 23 July 2020 and signed on their behalf by

Richard Smith
Treasurer

Joanna Wright
Chair

The Back-Up Trust
Independent auditor's report
For the period ended 31 March 2020

Opinion

We have audited the financial statements of Back-Up Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the period ended 31 March 2020 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the period 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulation 2006 (as amended).

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 financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial period 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 its 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 Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in

The Back Up Trust
Trustees' annual report
For the period ended 31 March 2020

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

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

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

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 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. 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.

Noelia Serrano (Senior statutory auditor)
9 September 2020
for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

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

The Back-Up Trust

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

For the period ended 31 March 2020

		11 months to 31 March 2020			12 months to 30 April 2019				
	Note	Unrestricted £	Restricted £	Endowment £	Total £	Unrestricted £	Restricted £	Endowment £	Total £
Income from:									
Donations and legacies	2	384,662	-	-	384,662	272,510	-	-	272,510
Charitable activities	4	-	539,766	-	539,766	-	525,831	-	525,831
Other trading activities									
Activities for raising funds	3	678,164	-	-	678,164	990,623	-	-	990,623
Investments		671	-	863	1,534	405	-	4,340	4,745
Total income		1,063,497	539,766	863	1,604,126	1,263,538	525,831	4,340	1,793,709
Expenditure on:									
Raising funds		615,953	-	-	615,953	612,132	-	-	612,132
Charitable activities		138,460	878,452	863	1,017,775	161,017	908,499	4,340	1,073,856
Total expenditure	5	754,413	878,452	863	1,633,728	773,149	908,499	4,340	1,685,988
Net income / (expenditure) before net (losses) on investments		309,084	(338,686)	-	(29,602)	490,389	(382,668)	-	107,721
Net (losses) on investments		(8,841)	-	-	(8,841)	(240)	-	-	(240)
Net income / (expenditure) for the year	6	300,243	(338,686)	-	(38,443)	490,149	(382,668)	-	107,481
Transfers between funds		(342,536)	342,536	-	-	(387,648)	387,648	-	-
Net movement in funds		(42,293)	3,850	-	(38,443)	102,501	4,980	-	107,481
Reconciliation of funds:									
Total funds brought forward		552,558	4,980	100,913	658,451	450,057	-	100,913	550,970
Total funds carried forward		510,265	8,830	100,913	620,008	552,558	4,980	100,913	658,451

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 21 to the financial statements.

The Back-Up Trust

Consolidated balance sheet

Company no. 3596996

As at 31 March 2020

	Note	Group		Charity	
		As at 31 March 2020 £	As at 30 April 2019 £	As at 31 March 2020 £	As at 30 April 2019 £
Fixed assets:					
Tangible assets	11	18,232	15,053	18,232	15,053
Investments	12	113,122	121,963	113,222	122,063
		131,354	137,016	131,454	137,116
Current assets:					
Debtors	15	246,946	262,252	312,673	326,212
Cash at bank and in hand		440,817	456,670	341,175	355,093
		687,763	718,922	653,848	681,305
Liabilities:					
Creditors: amounts falling due within one year	16	(199,109)	(197,487)	(165,293)	(159,970)
Net current assets		488,654	521,435	488,555	521,335
Total net assets		620,008	658,451	620,009	658,451
Funds:	21a				
Restricted income funds		8,830	4,980	8,830	4,980
Endowment funds		100,913	100,913	100,913	100,913
Unrestricted income funds:					
General funds		510,265	552,558	510,266	552,558
Total unrestricted funds		510,265	552,558	510,266	552,558
Total funds		620,008	658,451	620,009	658,451

Approved by the trustees on 23 July 2020 and signed on their behalf by

Richard Smith
Treasurer

The Back-Up Trust

Consolidated statement of cash flows

For the period ended 31 March 2020

	11 months to 31 March 2020		12 months to 30 April 2019	
	£	£	£	£
Cash flows from operating activities				
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(38,443)		107,481	
Depreciation charges	10,416		7,510	
Losses on investments	8,841		240	
Dividends, interest and rent from investments	(671)		(405)	
Decrease in debtors	15,306		62,702	
Increase / (Decrease) in creditors	1,622		(98,017)	
Net cash (used in)/ provided by operating activities		(2,929)		79,511
Cash flows from investing activities:				
Dividends, interest and rents from investments	671		405	
Purchase of fixed assets	(13,595)		(6,897)	
Net cash (used in) investing activities		(12,924)		(6,492)
Change in cash and cash equivalents in the year		(15,853)		73,019
Cash and cash equivalents at the beginning of the year		456,670		383,651
Cash and cash equivalents at the end of the year		440,817		456,670

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

1 Accounting policies

a) Statutory information

The Back-Up Trust is a charitable company limited by guarantee and is incorporated in United Kingdom.

The registered office address is 4 Knightley Walk, London, SW18 1GZ.

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 Back-Up Promotions 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.

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 have decided to amend the financial year from April to March to align Board meetings with Charity's key quarterly deadlines. This means that the 19/20 financial year covers an 11 month period whereas figures from 18/19 refer to 12 months. As such amounts presented in the financial statements (including the related notes) are not entirely comparable. Legal authority to make the change has been granted by the relevant regulatory bodies.

c) Public benefit entity

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

d) Going concern

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

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

e) Income

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

Income from government and other grants, 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, they are included on the earlier of when the charity is advised by the personal representative of an estate that payment will be made or property transferred and the amount involved can be quantified or when a distribution is made.

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

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) 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.

h) 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.

Endowment funds are held on trust and the return on investments can be spent on each restricted fund.

i) 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.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

● Outreach and support	18.0%
● Mentoring	20.0%
● Courses	12.0%
● Schools and Family Inclusion	4.0%
● U18 participation	3.0%
● Cost of Raising funds	35.0%
● Raising awareness	8.0%

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.

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

1 Accounting policies (continued)

k) Operating leases

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

l) Tangible fixed assets

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

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:

- Office equipment 3 years

m) 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. The charity does not acquire put options, derivatives or other complex financial instruments.

n) Investments in subsidiaries

Investments in subsidiaries are at cost.

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) 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

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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

s) Pensions

The Charity operates a stakeholder pension scheme. The Assets of the scheme are held separately from those of the charity in an independently administered fund. The amount charged to the Statement of Financial Activities represents the discretionary contributions paid to the scheme in respect of the accounting period.

t) Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownerships remain with the Lessor are charged on a straight line basis over the lease term.

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

2 Voluntary income

	11 months to 31 March 2020 Total £	12 months to 30 April 2019 Total £
Individuals	265,705	211,849
Charitable Trusts	20,700	32,006
Corporate Donations	98,257	28,655
	384,662	272,510

All income from voluntary income are unrestricted for 2020 and 2019.

3 Income from activities for raising funds

	11 months to 31 March 2020 Total £	12 months to 30 April 2019 Total £
General events	236,070	467,883
Major events	317,701	345,975
Other trading activities	124,393	176,765
	678,164	990,623

All income from raising funds are unrestricted for 2020 and 2019.

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

4 Income from charitable activities

	11 months to 31 March 2020			12 months to 30 April 2019		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Garfield Weston Foundation	-	-	-	-	30,000	30,000
National Lottery Community Fund – Join the Dots	-	77,286	77,286	-	75,668	75,668
National Lottery Community Fund – Grants for Improving Lives	-	18,056	18,056	-	18,070	18,070
Childwick Trust	-	-	-	-	12,500	12,500
The R S Macdonald Charitable Trust	-	5,000	5,000	-	5,000	5,000
The Eveson Charitable Trust	-	3,000	3,000	-	-	-
St James Place Charitable Foundation	-	4,000	4,000	-	-	-
Other Charitable Trusts	-	83,880	83,880	-	68,863	68,863
Outreach and Support	-	191,222	191,222	-	210,101	210,101
Persula Foundation	-	10,000	10,000	-	10,000	10,000
National Lottery Community Fund – Grants for Improving lives	-	7,306	7,306	-	6,507	6,507
The R S Macdonald Charitable Trust	-	5,000	5,000	-	5,000	5,000
St James Place Charitable Foundation	-	4,000	4,000	-	-	-
Henry Smith Charity	-	17,500	17,500	-	-	-
Other Charitable Trusts	-	13,098	13,098	-	11,517	11,517
Mentoring	-	56,904	56,904	-	33,024	33,024
Big Lottery Fund	-	46,739	46,739	-	68,222	68,222
National Lottery Community Fund – Grants for Improving Lives	-	15,991	15,991	-	12,582	12,582
Bruce Wake Charitable Trust	-	14,000	14,000	-	12,000	12,000
National Lottery Community Fund – Join the Dots	-	4,025	4,025	-	8,246	8,246
SAGE Foundation	-	-	-	-	25,000	25,000
Savills	-	7,000	7,000	-	-	-
The D'Oyly Carte Charitable Trust	-	4,094	4,094	-	-	-
The R S Macdonald Charitable Trust	-	5,000	5,000	-	5,000	5,000
Ludin Energy	-	11,328	11,328	-	-	-
The Alice Ellen Cooper–Dean Charitable Foundation	-	10,000	10,000	-	-	-
St James Place Charitable Foundation	-	4,000	4,000	-	-	-
Other Charitable Trusts	-	35,128	35,128	-	24,931	24,931
Courses	-	157,304	157,304	-	155,981	155,981
BBC Children in Need	-	33,169	33,169	-	31,415	31,415
Henry Smith Charity	-	-	-	-	25,000	25,000
St James Place Charitable Foundation	-	8,000	8,000	-	20,000	20,000
Stewarts Investors	-	39,667	39,667	-	-	-
Marguerite Foundation	-	40,000	40,000	-	-	-
Other Charitable Trusts	-	13,500	13,500	-	50,310	50,310
U18 Participation	-	134,336	134,336	-	126,725	126,725

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

4 Income from charitable activities (continued)

Total income from charitable activities

	-	539,766	539,766	-	525,831	525,831
--	---	---------	----------------	---	---------	---------

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

5a Analysis of expenditure (current period – 11 months)

	Charitable activities									11 months to 31 March 2020 Total £	12 months to 30 April 2019 Total £
	Raising funds £	Outreach and Support £	Mentoring £	Courses £	Schools and Family Inclusion £	U 18 Participation £	Raising awareness £	Governance costs £	Support costs £		
Staff costs (Note 7)	310,236	151,156	168,515	100,768	33,651	21,867	72,126	9,138	93,644	961,101	1,004,708
Other direct costs	190,057	44,349	12,440	106,372	-	51,836	39,897	-	-	444,951	437,392
Premises	-	-	-	-	-	-	-	-	92,879	92,879	88,602
Insurance	-	-	-	-	-	-	-	-	11,540	11,540	12,932
Communications	-	-	-	-	-	-	-	-	72,150	72,150	93,164
Office expenses	-	-	-	-	-	-	-	-	13,154	13,154	18,971
Finance costs	-	-	-	-	-	-	-	-	6,064	6,064	6,920
Audit fees	-	-	-	-	-	-	-	14,530	-	14,530	10,760
Professional fees	-	-	-	-	-	-	-	1,074	-	1,074	1,926
Trustee expenses	-	-	-	-	-	-	-	2,377	-	2,377	663
Depreciation	-	-	-	-	-	-	-	-	10,416	10,416	7,510
Other expenses	-	-	-	-	-	-	-	-	3,492	3,492	2,440
	500,293	195,505	180,955	207,140	33,651	73,703	112,023	27,119	303,339	1,633,728	1,685,988
Support and Governance costs	115,660	59,482	66,092	39,655	13,218	9,914	26,437	(27,119)	(303,339)	-	-
Total expenditure 2020	615,953	254,987	247,047	246,795	46,869	83,617	138,460	-	-	1,633,728	-
Total expenditure 2019	612,132	333,631	204,586	252,877	47,726	74,019	161,017	-	-	-	1,685,988

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

5b Analysis of expenditure (prior year)

	Charitable activities									12 months to 30 April 2019 Total £
	Raising funds £	Outreach and Support £	Mentoring £	Courses £	Schools and Family Inclusion £	U 18 Participation £	Raising awareness £	Governance costs £	Support costs £	
Staff costs (Note 7)	300,075	202,700	134,665	98,500	32,998	25,610	85,836	8,091	116,233	1,004,708
Other direct costs	186,865	46,242	14,689	113,874	-	37,363	38,359	-	-	437,392
Premises	-	-	-	-	-	-	-	-	88,602	88,602
Insurance	-	-	-	-	-	-	-	-	12,932	12,932
Communications	-	-	-	-	-	-	-	-	93,164	93,164
Office expenses	-	-	-	-	-	-	-	-	18,971	18,971
Finance costs	-	-	-	-	-	-	-	-	6,920	6,920
Audit fees	-	-	-	-	-	-	-	10,760	-	10,760
Professional fees	-	-	-	-	-	-	-	1,926	-	1,926
Trustee expenses	-	-	-	-	-	-	-	663	-	663
Depreciation	-	-	-	-	-	-	-	-	7,510	7,510
Other expenses	-	-	-	-	-	-	-	-	2,440	2,440
	486,940	248,942	149,354	212,374	32,998	62,973	124,195	21,440	346,772	1,685,988
Support and Governance costs	125,192	84,689	55,232	40,503	14,728	11,046	36,822	(21,440)	(346,772)	-
Total expenditure 2019	612,132	333,631	204,586	252,877	47,726	74,019	161,017	-	-	1,685,988

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	11 months to 31 March 2020 £	12 months to 30 April 2019 £
Depreciation	10,416	7,510
Operating lease rentals:		
Property	85,428	85,428
Auditor's remuneration (excluding VAT):		
Audit	7,150	7,000
Other services	4,200	3,760
	<u>104,194</u>	<u>97,708</u>

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

Staff costs were as follows:

	11 months to 31 March 2020 £	12 months to 30 April 2019 £
Salaries and wages	813,842	851,416
Redundancy and termination costs	–	5,334
Social security costs	74,713	74,127
Operating costs of defined benefit pension schemes	48,934	53,042
Training	13,252	14,511
Recruitment	7,220	3,586
Other forms of employee benefits	3,140	2,692
	<u>961,101</u>	<u>1,004,708</u>

No employee earned more than £60,000 and less than £70,000 during the period (2019: one).

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £209,236 (2019: £271,777).

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

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £316 (2019: £72) incurred by 1 (2019: 1) members relating to attendance at meetings of the trustees.

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the period was 35 (2019: 35).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	11 months to 31 March 2020 No.	12 months to 30 April 2019 No.
Fundraising	11.0	11.0
Services	20.0	19.0
Support	3.0	4.0
Governance	1.0	1.0
	<u>35.0</u>	<u>35.0</u>

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

9 Related party transactions

During the period the charity charged expenses of £31,348 (2019: £30,342) to Back-Up Promotions Limited, a wholly owned subsidiary of the Company. The Company also received income of £232,891 (2019: £70,746) on behalf of Back-Up Promotions Limited. The amount due from them at the year end was £31,348 (2019: £30,342).

There are no donations from related parties which are 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 Back-Up Trust Promotions Limited distributes under Gift Aid available profits to the parent charity.

11 Tangible fixed assets

The group and charity

	Office equipment £	Total £
Cost		
At the start of the period	152,154	152,154
Additions in period	13,595	13,595
Disposals in period	(114,955)	(114,955)
At the end of the period	50,794	50,794
Depreciation		
At the start of the period	137,101	137,101
Charge for the period	10,416	10,416
Eliminated on disposal	(114,955)	(114,955)
At the end of the period	32,562	32,562
Net book value		
At the end of the period	18,232	18,232
At the start of the period	15,053	15,053

All of the above assets are used for charitable purposes.

12 Listed investments

	The group		The charity	
	2020	2019	2020	2019
	£	£	£	£
Fair value at the start of the period	121,963	122,203	121,963	122,203
Net (loss) / gain on change in fair value	(8,841)	(240)	(8,841)	(240)
Fair value at the end of the period	113,122	121,963	113,122	121,963
Historical Cost	124,577	63,000	124,577	63,000

Investments comprise only of UK common investment funds, there have been no transactions within the period.

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

13 Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Back-Up Trust Promotions Limited, a company registered in England. The company number is 02719893. The registered office address is 4 Knightley Walk, London, England, SW18 1GZ .

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 Subsidiary is exempt from the requirements of the Companies Act 2006 relating to the audit of individual accounts by virtue of Section 479a.

The Trustees Richard Smith and Rebecca Hill (resigned 24 July 2019) are also directors of the subsidiary.

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

	11 months to 31 March 2020 £	12 months to 30 April 2019 £
Turnover	124,393	176,765
Cost of sales	(2,236)	(1,354)
Gross profit	122,157	175,411
Management Recharge	(31,348)	(30,432)
Administrative expenses	(2,547)	(350)
Profit on ordinary activities before taxation	88,262	144,629
Taxation on profit on ordinary activities	-	-
Profit for the financial year	88,262	144,629
Retained earnings		
Total retained earnings brought forward	-	103,817
Profit for the financial year	88,262	144,629
Distribution under Gift Aid to parent charity	(88,262)	(248,446)
Total retained earnings carried forward	-	-
The aggregate of the assets, liabilities and reserves was:		
Assets	153,525	212,677
Liabilities	(153,425)	(212,577)
Reserves	100	100

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

14 Parent charity

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

	2020	2019
	£	£
Gross income	1,599,343	1,832,816
Result for the year	(38,865)	148,293

15 Debtors

	The group		The charity	
	31 March 2020 £	30 April 2019 £	31 March 2020 £	30 April 2019 £
Trade debtors	158,074	148,339	104,191	37,239
Amounts due from group undertakings	-	-	119,610	175,060
Prepayments and accrued income	88,872	113,913	88,872	113,913
	246,946	262,252	312,673	326,212

16 Creditors: amounts falling due within one year

	The group		The charity	
	31 March 2020 £	30 April 2019 £	31 March 2020 £	30 April 2019 £
Trade creditors	36,134	41,881	36,134	57,673
Taxation and social security	2,357	25,851	-	-
Other creditors	20,982	23,593	20,982	23,593
Accruals	12,400	11,992	11,600	11,992
Deferred income (note 18)	127,236	94,170	96,577	66,712
	199,109	197,487	165,293	159,970

18 Deferred income

Deferred income comprises of income received in advance for events taking place within 2020/21.

	The group		The charity	
	31 March 2020 £	30 April 2019 £	31 March 2020 £	30 April 2019 £
Balance at the beginning of the year	94,170	152,095	66,712	152,095
Amount released to income in the year	(94,170)	(152,095)	(66,712)	(152,095)
Amount deferred in the year	127,236	94,170	96,577	66,712
Balance at the end of the year	127,236	94,170	96,577	66,712

19 Pension scheme

The company operates a stakeholder pension scheme. Employees can make contributions to the scheme and the company contributes 2% plus an additional matching amount up to a maximum of 5%. The pension cost charge for the period is £48,934 (2019: £53,042). £nil (2019: £136.62) was owing to the pension scheme at the year end.

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

20a Analysis of group net assets between funds (current period)

	General unrestricted £	Endowment funds £	Restricted funds £	Total funds £
Tangible fixed assets	18,232	–	–	18,232
Investments	113,122	–	–	113,122
Net current assets	378,911	100,913	8,830	488,654
Net assets at 31 March 2020	510,265	100,913	8,830	620,008

20b Analysis of group net assets between funds (prior year)

	General unrestricted £	Endowment funds £	Restricted funds £	Total funds £
Tangible fixed assets	15,053	–	–	15,053
Investments	121,963	–	–	121,963
Net current assets	415,542	100,913	4,980	521,435
Net assets at 30 April 2019	552,558	100,913	4,980	658,451

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

21a Movements in funds (current period)

	At 1 May 2019	Income & gains £	Expenditure & losses £	Gain on revaluation £	Transfers £	At 31 March 2020 £
Restricted funds:						
Outreach & Support						
Outreach (General) Fund	-	191,222	(254,987)	-	63,765	-
Mentoring Services						
Mentoring Services (General) Fund	-	56,904	(247,047)	-	190,143	-
Courses						
Courses (General) Fund	-	157,304	(245,932)	-	88,628	-
Children & Young People						
Under 18's and Schools	4,980	134,336	(130,486)	-	-	8,830
Total restricted funds	4,980	539,766	(878,452)	-	342,536	8,830
Endowment funds:						
Alasdair Ross Memorial Fund	50,000	432	(432)	-	-	50,000
William Gardner Victoria Cross Fund	50,913	432	(432)	-	-	50,913
Total designated funds	100,913	863	(863)	-	-	100,913
Unrestricted funds:						
General Fund	552,558	1,063,497	(754,413)	(8,841)	(342,536)	510,265
Total designated funds	552,558	1,063,497	(754,413)	(8,841)	(342,536)	510,265
Total unrestricted funds	552,558	1,063,497	(754,413)	(8,841)	(342,536)	510,265
Total funds	658,451	1,604,126	(1,633,728)	(8,841)	-	620,008

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

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

21b Movements in funds (prior year)

	At 1 May 2018 £	Income & gains £	Expenditure & losses £	Gain on revaluation £	Transfers £	At 30 April 2019 £
Restricted funds:						
Outreach & Support						
Outreach (General) Fund	-	210,101	(333,631)	-	123,530	-
Mentoring Services						
Mentoring Services (General) Fund	-	33,024	(204,586)	-	171,562	-
Courses						
Courses (General) Fund	-	155,981	(248,537)	-	92,556	-
Children & Young People						
Under 18's and Schools	-	126,725	(121,745)	-	-	4,980
Total restricted funds	-	525,831	(908,499)	-	387,648	4,980
Endowment funds:						
Alasdair Ross Memorial Fund	50,000	2,170	(2,170)	-	-	50,000
William Gardner Victoria Cross Fund	50,913	2,170	(2,170)	-	-	50,913
Total designated funds	100,913	4,340	(4,340)	-	-	100,913
Unrestricted funds:						
General Fund	450,057	1,263,538	(773,149)	(240)	(387,648)	552,558
Total designated funds	450,057	1,263,538	(773,149)	(240)	(387,648)	552,558
Total unrestricted funds	450,057	1,263,538	(773,149)	(240)	(387,648)	552,558
Total funds	550,970	1,793,709	(1,685,988)	(240)	-	658,451

The Back-Up Trust

Notes to the financial statements

For the period ended 31 March 2020

The Outreach Fund provides individual support for spinally injured individuals during their rehabilitation.

The Mentoring Services Fund provides a matched mentoring service for those affected by spinal cord injury.

The Courses Fund provides a variety of courses for people with a spinal cord injury and able bodied volunteer helpers.

The Children and Young people's funds provide services for participants under eighteen years of age.

Purposes of restricted funds

A restricted fund is a reserve of money that can only be used for specific purposes. The following supporters wish for their grant and its usage to be publicised in this report.

Project	Amount (£)
National Lottery Community Fund- Join the Dots	81,311
National Lottery Community Fund – Grants for Improving Lives	41,353
The Clothworkers' Foundation: meeting room	7,200

Purposes of endowment funds

With The Alasdair Ross Memorial Fund, Alasdair's family and Back Up trustees intend to create a lasting memory (for at least 10 years) of Alasdair Ross, who was Back-Up's treasurer. An expendable endowment fund of £50,000 has been established. The income generated from cash deposits or investments of the fund's assets is to be applied to support an annual winter course in memory of Alasdair Ross. The capital in the expendable endowment may be spent to support general expenditure at Trustees discretion, but only in exceptional circumstances, in consultation with the Ross Family.

The William Gardner Victoria Cross Fund is being funded from the sale of a Victoria Cross awarded to William Gardner in 1958. His family wish to create a bursary to support a tetraplegic participant and their carer on a summer course each year. This participant would be selected by the Services Team and would be the person most in need of support. The capital in the expendable endowment may be spent to support general expenditure at Trustees discretion, but only in exceptional circumstances, in consultation with the Gardner family.

The transfer between unrestricted and restricted income, is cover the costs of the key projects, that were not fully covered by restricted funding.

22 Operating lease commitments payable as a lessee

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

	Property 2020 £	2019 £
Less than one year	85,428	85,428
One to five years	113,904	199,047
	<u>199,332</u>	<u>284,475</u>

23 Indemnity Insurance

Funds belonging to The Back-Up Trust have been used in the purchase of professional indemnity insurance, to protect the charity from loss arising from the neglect or defaults of its Trustees and employees. The amount paid this period is £11,540 (2019: £12,932).

24 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.