



Transforming lives after spinal cord injury

# ANNUAL REPORT & ACCOUNTS 2016

The Back-Up Trust  
Registered Charity No. 1072216 and SC040577  
Charitable Company No 3596996  
Registered in England & Wales

# Back Up at a glance

1000 people are newly injured each year - in 2015/16 we reached over **800** with our services



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We trained **584 people** in wheelchair skills, with **91%** increasing in confidence

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We **registered 825 people** with spinal cord injury to receive our services

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We supported **662 people**, including **37 under 18s**, by telephone when they left hospital



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**138 people**, including **44 family members**, were mentored by a volunteer

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**97% of people** who were mentored felt more able to cope with their situation

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**77 people** took part in our residential courses and **100%** would recommend these to a friend

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All children aged under 13 improved their wheelchair skills, confidence **making friends** and independence on our courses

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We supported **32 children** and young people to be more included at school

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**100%** of young people who received face-to-face support were happier at school

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Almost all of our **11 new young volunteers** improved their confidence, skills and connection with others with spinal cord injury



**100%**

**£££**

We raised **£1.62 million** to transform the lives of people affected by spinal cord injury



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## **Did you know?**

We are a dedicated team of almost **400 volunteers**, **30 staff** and **thousands of supporters**

# Welcome

**Last year, 1,000 people learned they may never walk again as a result of a devastating spinal cord injury. Adjusting to a spinal cord injury can be overwhelming – but at Back Up we believe it shouldn't stop you from getting the most out of life. That's been our belief since 1986 when our founder, Mike Nemesvary, set up the charity to help other people to ski following a spinal cord injury.**

30 years on, our services have expanded to meet the needs of everyone affected by spinal cord injury. We offer mentoring, telephone support, wheelchair skills training and residential courses and support in getting back to work or school.

Our passion for making a difference means that our services are growing. In 2015/16, we registered over 800 new people with spinal cord injury – way beyond our original target. We now support more young people, family members and people over 50 than ever before.

We share our expertise nationally and internationally to improve the quality of services that people receive – including children who are paralysed. Last year saw us launch a campaign to increase teachers' understanding of disability inclusion. We also began to improve our support for people with spinal cord injury who are able to walk.

We couldn't have achieved all this without our amazing donors, funders and volunteers. There are so many to thank – from the viewers who responded to our BBC TV Lifeline appeal, to the individuals and companies who've gone the extra mile to raise funds for Back Up. Volunteers are our lifeblood – and our network reaches right across the UK. Our volunteers come from all walks of life and bring a wealth of experience and expertise to our work.

There is still more to be done. People are facing shorter stays in hospital and difficulties accessing work and specialist care. As the numbers and needs of people increase, it's vital we offer high quality support and opportunities to develop skills and independence. This 30th anniversary annual report celebrates how far we've come with your help. By working together, we can transform the lives of people affected by spinal cord injury, both now and in the future.



Louise Wright  
**Back Up CEO**



Becky Hill  
**Back Up Chair**

# Our mission, vision and values

## Our vision is...

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

## Our mission is to...

Inspire people affected by spinal cord injury to transform their lives

Challenge perceptions of disability

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



# Why Back Up is here

**Every eight hours, one of us will become permanently paralysed. It could be as the result of an illness or something as simple as falling down the stairs. Spinal cord injury can affect anyone at any time.**

Spinal cord injury changes your life in an instant. Its impact is not only physical – for example, limiting your movement and bodily functions – but also emotional and psychological too.

People often feel isolated and alone. The suicide rate is five times higher among people affected. Less than a third of people with spinal cord injury are in employment. But with the right support and opportunities, people who are paralysed go on to live active, independent and fulfilled lives.

Today, Back Up is at the forefront of supporting people to adjust positively to spinal cord injury – because we have been there and understand what you are going through. Our services include mentoring, wheelchair skills training and residential courses and support in getting back to work or school. At Back Up, we're with you for your darkest hours and beyond – so you can get back up to living life to the full.

## The difference we make

Back Up is passionate about the difference our services make. Our services are driven by the needs and ambitions of the people we help. Each service and area of work records information about the impact we make. We've included the highlights from this information in this report.

**We focus our support on four main areas to help people to achieve the life they want:**

1. Being well and happy.
2. Independence in day-to-day life and access to services you need.
3. Being part of and taking part in family and social life, in leisure activities and in education, volunteering and employment.
4. Not being held back by negative perceptions of disability.

Research shows that if a person with spinal cord injury sees their situation as a **manageable challenge** they will use certain positive ways of coping. These include setting personal goals, keeping busy, talking about their situation and using support from family and friends. These ways of coping are proven to be linked to **better long term outcomes**.

If someone feels their situation is unmanageable, they will tend to deal with this by avoiding it, through denial, withdrawal, or alcohol misuse. Long term, this can lead to issues such as **depression, anxiety, self-neglect** and result in complications – like urinary infections and pressure sores – which may result in lengthy hospital stays.



# Review of services



**"I went home a transformed person - to a point where it changed my lifestyle completely."**

Ste Unsworth, Course participant



# Outreach and Support

We trained **584 people** in wheelchair skills, with **91%** of them increasing in confidence.



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We registered **825 people** with spinal cord injury to receive our services and supported **662 people** by telephone when they left hospital

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**89%** of people receiving telephone support felt supported



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All under 18s improved in at least **2 of the following**: feel life is more manageable; learning new skills; having support networks and confidence

# Outreach and Support

## Getting out to meet people who are newly injured and their families is where our work begins.

Our team of outreach staff and volunteers visit NHS spinal centres and hospitals across the UK, delivering wheelchair skills training sessions, patient education talks and making contact with patients, staff and families.

All of our outreach staff and our wheelchair skills trainers have a spinal cord injury. They draw on their own experiences to find the best way to support you. Once you return home from hospital, a member of staff will check in regularly to find out how you are coping. We can help you see the possibilities of life with a spinal cord injury and put you in touch with services that can help.

This year we have reached more people with spinal cord injury than ever before, including 42 young people aged under-18. This is down to a 45% rise in registrations from general hospitals, working closer with several children's hospitals and our partnership with Aspire. Our focus now is on providing the level of ongoing support people require.

Our accredited wheelchair skills trainers have led community-based wheelchair skills training in 7 of the 11 spinal centres. Our aims next year are to extend these sessions to all centres; to reach more people in Scotland and support more family members and children.

### Our aims for 2015/16

Register 700 new people with spinal cord injury (SCI) including 30 aged under 18

Train 540 people in wheelchair skills in hospital including 20 aged under 18

88% of adult wheelchair skills participants increase in confidence; 88% learn new skills

under 18s trained in wheelchair skills to increase in at least 2 of 4 areas: feel more confident; learn new skills; life more manageable and support networks

630 people supported by telephone including 75 aged under 18

75% of people supported by telephone are more aware of the possibilities of life; 90% feel supported

### What we achieved

825 people registered including 42 under 18s

584 participants trained in wheelchair skills including 22 under 18s

91% of participants increased in confidence and 96% learned new skills

7 young people increased in all four areas, 3 increased in 3

662 people were supported by telephone including 37 under 18s

67% were more aware of the possibilities of life; 89% felt supported

### Our goals for 2016/17

Register 830 new people with SCI including 45 under 18s

585 people trained in wheelchair skills in hospitals. 68 people attend community wheelchair skills sessions

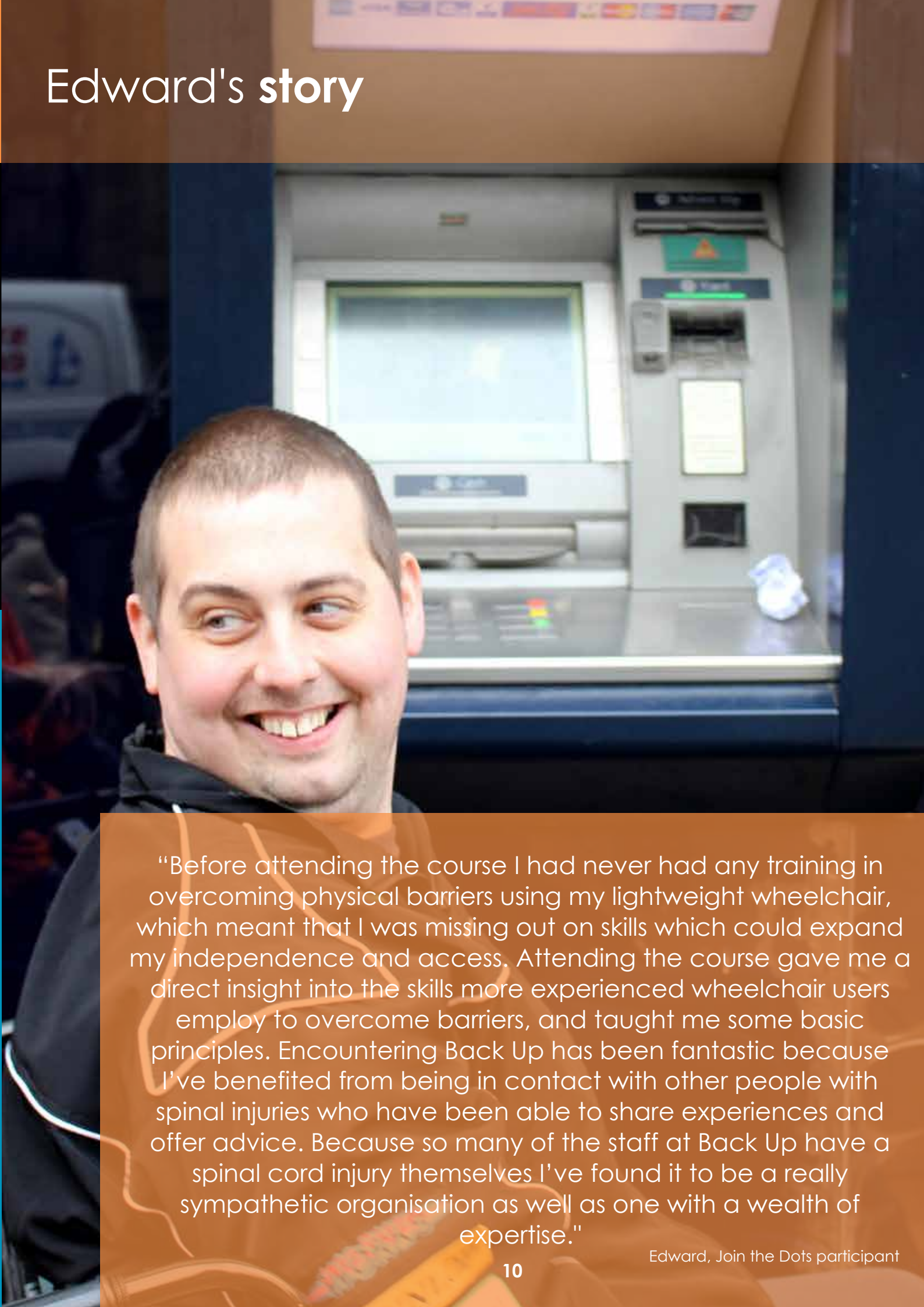
91% build their confidence; 90% learn new skills. 85% on community wheelchair skills sessions feel able to use skills when they're out

All under 18s increase in at least 3 of 4 measures. under 18s on community sessions feel more able to get out and about and comfortable getting back to daily life

665 supported by telephone including 40 under 18s

70% more aware of the possibilities; 90% feel supported

# Edward's story

A photograph of a man with short brown hair, smiling and looking slightly to his right. He is wearing a dark jacket. He is seated in a wheelchair, which is partially visible in the foreground. In the background, there is a grey ATM machine with a screen and a keypad. The scene appears to be indoors, possibly in a public space like a train station or a shopping center.

"Before attending the course I had never had any training in overcoming physical barriers using my lightweight wheelchair, which meant that I was missing out on skills which could expand my independence and access. Attending the course gave me a direct insight into the skills more experienced wheelchair users employ to overcome barriers, and taught me some basic principles. Encountering Back Up has been fantastic because I've benefited from being in contact with other people with spinal injuries who have been able to share experiences and offer advice. Because so many of the staff at Back Up have a spinal cord injury themselves I've found it to be a really sympathetic organisation as well as one with a wealth of expertise."



# Mentoring

## **Our unique accredited mentoring service matches people with spinal cord injury and their family members with trained volunteers.**

A mentor is someone you can talk to who understands your situation and shares similar experiences. Mentoring involves several structured conversations by telephone, Skype or face-to-face. It helps people identify and work towards goals, and to develop positive ways of coping that are proven to help you adjust positively to life with, or affected by, spinal cord injury.

### **These approaches to coping which help you to adjust are:**

1. Feeling the future can be positive and something good can come from the experience
2. Feeling supported by people around you
3. Keeping busy and doing activities which are meaningful to you
4. Accepting what has happened, coming to terms with the situation and moving on
5. Active goal setting and working towards your own personal priorities

In 2015/16, we matched 138 people with mentors. We recruited more family mentors than ever before - training our first volunteer who is the adult child of a parent with spinal cord injury and we matched an aunt, cousin and two adult children with volunteers.

Mentoring for adults with spinal cord injury and especially older adults grew but not to the extent we had planned. Our increased staff team means we can reach even more people in 2016/17 including more adults with spinal cord injury, and we will continue to develop the service.



**We matched 138 people with a mentor; 90 adults and 4 young people aged under 18 with a spinal cord injury, and 44 family members**



**97% of people who were mentored felt more able to adjust / cope with their situation**



**95% of people achieved their personal goals**



“Phone calls with my mentor have definitely helped me accept my situation. She wasn't like 'you'll get used to it'. She learned to live with it rather than accept it. I feel the same. I want to say a big big thank you for everything she has done for me, all the phone calls and all the concern. Despite everything she has been through, it is amazing how she can support the people in the way she does.”

Patricia, mentored by 'Sam'

### Our aims for 2015/16

150 people matched with a mentor (106 adults and 4 under 18s with spinal cord injury and 40 family members)

95% of people mentored report increases in at least 3 of the 5 positive approaches to coping with spinal cord injury

95% achieve their personal goal

### What we achieved

138 matches (90 adults, 4 aged under 18, 44 relatives)

97% of people who opted for full length mentoring achieved increases in 4 of 5 ways of coping

95% of people who completed mentoring relationships achieved their personal goal

### Our goals for 2016/17

165 mentoring matches (107 adults and 5 under 18s with spinal cord injury, 53 family members)

95% adults mentored increase in at least 3 of 5 positive ways of coping

95% achieve their personal goal

# Courses

**Back Up runs 17 different residential courses for people of all ages, backgrounds and levels of spinal cord injury - ranging from creative arts to skiing and outward bound activities.**

Our courses bring together mixed groups of people with and without spinal cord injury and are led by trained volunteers. For participants, it's a chance to practise your wheelchair skills and take on new challenges in a supportive environment. You'll leave with new friends, increased independence and a more positive outlook which translates into everyday life after the course.

Our courses were very successful with only five spaces left unfilled. We are still seeing individuals drop out due to last minute illness or medical problems but we are better prepared and able to respond. Two new courses have been developed for our 2016/17 programme with and for the people we support. The Next Steps course is for adults with spinal cord injury who can walk. Our City Skills course for young people aged 13-17 is an opportunity for teenagers with spinal cord injury to have fun and develop skills, alongside a sibling or a friend.



**77 people (67 adults and 10 under 18s) participated in residential courses**



**100% of respondents would recommend courses to a friend**



**100% of under-13s on courses improved in their wheelchair skills, confidence making friends and their independence**

**"Outstanding range of skills covered. In less than a week I was taught things I've spent years trying to work out how to do. I feel like a computer game character who's just gone up a level and gained special powers."**

Rob, Skills for Independence participant





### **Our aims for 2015/16**

65 adults and 10 under 18s to attend residential courses

100% of people prepared to recommend Back Up courses to a friend

100% adult participants achieve their personal aims for the course

100% of children under 13 improve in 2 of 3 areas: wheelchair skills, confidence making friends and independence

### **What we achieved**

77 people took part in courses; 4 on taster sessions

100% of respondents would recommend to a friend

100% achieved their personal aims for the course

100% of under 13s improved in confidence making friends, wheelchair skills and independence

### **Our goals for 2016/17**

80 people (68 adults and 12 under 18s) on residential courses

100% respondents would recommend courses to a friend

100% of adult participants achieve personal aims

100% of young people aged under 13 to improve in at least 2 of 3 areas

# Back Up to Work

**We believe that spinal cord injury shouldn't prevent anyone from being able to work, but under a third of people with spinal cord injury are in employment. Our Back Up to Work courses are led by HR professionals, who have a spinal cord injury themselves.**

This year we held three Back Up to Work courses in different locations, and had a higher number of people attend the courses than ever before. These courses are designed to help people with spinal cord injury return to employment, or to go into education or volunteering. We offer tailored one-to-one support before and after the course to ensure people achieve their aspirations.

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**100% of respondents on our Back Up to Work courses achieved their personal aims**

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## Our aims for 2015/16

18-24 people attend Back Up to Work courses

100% prepared to recommend Back Up to Work course to a friend

70% increase in at least 3 of 5 measures: feel work is manageable; confident about getting work; confident about their plan to achieve employment; feel positive about life/future; achieve their personal goal

100% achieve their personal aims for the course

## What we achieved

18 people attended Back Up to Work courses

100% of respondents would recommend it to a friend

85% of respondents increased in at least 3 of the 5 measures

100% of respondents achieved their personal aims for the course  
All were offered tailored follow up support

## Our goals for 2016/17

20-24 people attend Back Up to Work courses

100% group members prepared to recommend Back Up to Work course to a friend

85% increase in at least 3 of 5 measures: feel work is manageable; confident about getting work; confident about their plan to achieve employment; feel positive about life/future

100% achieve their personal aims for the course





"The course was a stimulating and challenging event that got me thinking about working again and gave me the confidence to realise that it was really possible, having got stuck in a rut of endless physical rehab, and lost a lot of self-esteem. Thank you Helen and all at Back Up."

Ian, Back Up to Work participant



# Schools Inclusion

**At Back Up we believe that children and young people with a spinal cord injury should be fully included in all aspects of mainstream education.**

We support children, young people and families as well as schools and other professionals who support the child. Everyone's needs vary – and so does our support. It could mean meeting face-to-face and visiting your school or we might give advice by telephone, email or through our online toolkit.

In 2015/16, we increased our team of volunteer school advocates, all of whom are spinal cord injured. They are now more diverse in age, experience of spinal cord injury and location. This means we can better meet the needs of the children and young people we support across the country.

The support we have provided this year has been more intensive than last year, with 17 young people receiving visits to their school or in-depth phone support. We have led assemblies and workshops to raise awareness of spinal cord injury within schools. We supported one young person at school with six face-to-face visits.

We have also launched our **#ThisSchoolIncludes** campaign, to ensure that initial teacher training is able to deliver high quality inclusion training to trainee teachers. Collaborating with a range of organisations, we have developed our **Skills for Inclusion** module which we plan to pilot with one training provider this coming year.

## Our aims for 2015/16

34 children/young people supported (16 intensively) of which 18 were new referrals

### *Intensive support – following specific school visits:*

90% of schools improve their understanding of inclusion needs

90% of children/young people feel happier at school

### *Over 6-12 months' support:*

80% of children/young people to feel more included in school

80% of parents more positive about their child's inclusion

## What we achieved

We supported 32 children - 17 were supported intensively and 19 were new referrals

### *Intensive support:*

100% of schools improved their understanding of inclusion needs

100% of children/young people felt happier at school

### *Over 2 years:*

3 of 5 young people felt more included in school

75% of parents more positive about their child's inclusion

## Our goals for 2016/17

35 children/young people supported (17 intensively) of which 20 will be new referrals

### *For specific school visits for those supported intensively:*

90% of schools improve their understanding of inclusion needs

90% of children/young people feel happier at school

### *Over 6-12 months' support:*

80% of children/young people to feel more included in school

80% of parents more positive about their child's inclusion



**100% of children and young people who received face-to-face intensive support became happier at school**

"I just wanted to say thank you to you and everyone involved in the visit to Samuel's school! Everything from our point of view went well and the teachers I have spoken to have said the same. I really do think that it has made them look outside the box so much so that in yesterday's PE lesson everything was altered to ensure Samuel was fully included! This was done in such a way that the children were not aware of it!"

Ali, mum of Samuel, aged 10

# Volunteering and under 18s participation

**Back Up believes that people affected by spinal cord injury are best placed to support others in a similar situation and that their needs should drive decision-making.**

Almost 400 dedicated volunteers help deliver our services – as trustees, mentors, wheelchair skills trainers and helpers on courses.

Back Up believes in youth participation too – so young people help shape our services. Our young volunteers empower and support other children and young people with spinal cord injury to live life to the full. This can happen face-to-face on our courses, during a hospital visit or on the telephone. It's about connecting with others who understand what you're going through, seeing what's possible, and becoming more independent.

We now have 18 youth advisors, who drive initiatives such as setting up a new under 18s e-forum and our first Children's Commissioner's Takeover Day. Our youth advisors are inviting their teachers to spend 30 hours in a wheelchair to fundraise for our anniversary. In 2016/17, we will be running a second youth advisors training weekend and our new course for 13-17s, developed by the group. Our challenge now is to reach out to other young people so there is a wider range of voices in the group.

## Our aims for 2015/16

Recruit 10 new young volunteers: including 4 new youth advisors

Young volunteers to improve in at least 3 of 6 areas: confidence, skills, connections with other people, relationships, how motivated and happy they feel about life now

Recruit 38 new adult service delivery volunteers including 18 mentors

## What we achieved

11 new young volunteers, including 6 youth advisors, 2 wheelchair skills trainers

90% of young volunteers increased in at least 4 areas. The main areas of impact were their confidence, skills and feeling connected with others

38 new adult volunteers recruited including 21 mentors

Young group leaders increased in skills, confidence, support network and perceptions of the future

All volunteer mentors increased or increased greatly in their social and communication skills, ability to lead and encourage, and confidence in abilities

75% of school advocates feel they make a difference

## Our goals for 2016/17

10 new young volunteers

Young volunteer group to improve in at least 3 of 6 areas

38 new adult volunteers delivering services

Wheelchair skills trainers are more confident, motivated and feel they make a difference

95% of mentors report a positive impact on their lives

Group leaders are more confident in leading groups, working in a team, making decisions

All school advocates increase in 1 area: feeling motivated, confident in abilities and making a difference





"The best things from the training have been meeting lots of new people, spending time with other people in a similar situation to me, the funny memories and knowing that you are helping people with spinal cord injury. It has been helpful talking to the other people on the course about the problems we face and we have lots in common. I have learnt different ways of doing things and I realise that I can do a lot on my own without help. The training has given me even more motivation to be as independent as possible and start doing more by myself."

Yasmin, 16, youth advisor

**11 new young volunteers and 38 new adults recruited and successfully trained to help us deliver services**

# Our strategy & future plans

**Back Up is one year in to a five year strategy which will take us to 2020. We based this strategy on a detailed review of needs and the views of the people with whom we work.**

In the years to 2020, there will be greater need for our service as a result of factors such as:

- Local authority funding cuts
- Shorter stays in hospitals which offer specialist spinal cord injury rehabilitation
- Difficulty accessing specialist spinal cord injury rehabilitation (especially for children and people with spinal cord injuries not caused by accidents)

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These factors affect people's wellbeing, their need to maximise their independence, and their ability to participate in normal everyday activities and roles. People with spinal cord injury have high support needs around employment, and pressure on them to be working is increasing. There is also uncertainty regarding the impact of the EU referendum, which may lead to even greater pressure on services and on the people we support.

Over the next five years, we have identified three themes which underpin all our plans and our work, including our services. These themes provide a focus for our development.



1. An **inclusive** organisation



2. A **leading** organisation



3. A **sustainable** organisation



# 1. An **inclusive** organisation

**We are actively seeking out groups of people who are underrepresented in our services and we have prioritised those with the greatest need.**

Last year we focused particularly on supporting older people, young people aged under 18 and those who can walk. We also looked at how to reach people who are not accessing specialist spinal rehabilitation who are in general hospitals, and those living in Scotland. We have work to do to better understand the profile of our people – including the ethnicity of service users.

## What we achieved in 2015/16...

- We carried out research into the needs of people with spinal cord injury who can walk. This has led to improvements in how we communicate and to our services.
- We registered 42 young people – our highest number ever
- Reaching people over 50:
  - We achieved our target with 30% of adults on courses aged over 50
  - We fell just short of target with 35% of adults matched with a mentor aged over 50
- We registered 50 newly injured people in general hospitals
- We increased the number of new people we support in Scotland to 49

## Our goals for 2016/17

- Run our first 'Next Steps' course for people able to walk
- Increase our reach to under-represented groups:
  - 40% of adults with a spinal cord injury matched with a mentor to be aged 50+
  - 32% of adult course participants aged 50+
  - Reach 58 people in general hospitals
  - Register 40 young people aged under 18 and introduce a new course
- Reach more people with medically caused injuries and increase our outreach to family members
- Improve our monitoring of ethnic diversity





## 2. A leading organisation

**At Back Up our aim is to continue to deliver award winning and accredited services, and develop our people. We have kept volunteering at the heart of what we do, providing better quality and more opportunities for people to contribute.**

We are taking a lead in influencing decisions about how services are delivered - championing those most in need. Access to specialist rehabilitation and ongoing care for under 18s remains a priority.

People trust us because we clearly demonstrate the difference our services make. We want to increase our transparency, and improve how we communicate about our services and about spinal cord injury. To maximise our impact we have shared knowledge and expertise nationally and internationally and worked in partnership with other charities.

### What we achieved in 2015/16...

- We continued to support the piloting of a NHS care pathway for under 18s
- We launched a campaign, to improve training in disability inclusion for student teachers
- We drafted national guidelines on supporting people into employment for professionals working with people with spinal cord injury through MASCIP
- We increased awareness of our services with a 30% rise in media coverage and social media engagement
- We worked with several overseas partners on mentoring services and delivered a very successful wheelchair skills training session in Dublin
- We continued our successful partnership with Aspire

### Our goals for 2016/17

- Trial our inclusion training module and train 100 student teachers as part of our #ThisSchoolincludes campaign to ensure schools are better able to fully include pupils with spinal cord injury
- Support MASCIP to launch national guidelines to get more people with spinal cord injury back to work
- Support the consultation process for a national NHS care pathway for under 18s with a spinal cord injury, so that young people can meaningfully contribute to improving their care and rehabilitation
- Launch a new website and improve how we communicate in order to reach more people affected by spinal cord injury
- Develop our overseas partnerships including Dublin and other international networks
- Accredit two thirds of volunteer wheelchair skills trainers. Develop accreditation for rehabilitation staff volunteering on our courses



### 3. A sustainable organisation

**In 2015/16, we grew all income streams, with strong performance across the board.**

#### What we achieved in 2015/16...

- Back Up raised £1.6 million - a growth of 19 % on last year
- Fundraising costs were 30% of our total income generated
- We had a successful BBC Lifeline appeal with Olivia Colman, raising funds and awareness
- We secured a new five year grant from the Big Lottery Fund and secured multi-year support from other funders
- We had particular success in attracting new corporate partnerships – with Allianz and Eversholt Rail coming on board and our Over-50s services receiving support from Give it Away Ltd.
- We received significant donations from individuals keen to see our services develop

The team experienced a number of staff changes towards the end of the year, which resulted in some short-term staffing gaps. However prompt recruitment means we expect minimal impact on our income in 2016/17. We are confident that we will continue to grow, with a new team now in place.

The external environment for fundraising is challenging with public trust in charities at an all time low. However at Back Up, being clear about the difference we make and building great relationships with our supporters puts us in a strong position. We will follow best practice in communicating with supporters, and will respond to any changes and recommendations that are required, working with our funders and donors.

Our supporters are often people affected by spinal cord injury and their family and friends. We never buy or sell people's personal information. We work hard to respect people's wishes about how they want us to communicate with them.

Back Up has never cold mailed or cold called the public to raise funds. We did not employ external companies to carry out fundraising on our behalf. We meet the standards set by the Fundraising Standards Board – and monitor any complaints received by the charity about fundraising. We received eight complaints in 2015/16, which have all been handled in line with our complaints procedures and fed into our ongoing evaluation and development.

Back Up aims to further grow our income in 2016/17 by better understanding our donors and why they choose to support us as well as exploring new sources of funding. This year we will invest in our corporate and community fundraising, look for fundraising collaborations and ways to innovate through trading/social enterprise opportunities.

#### Our goals for 2016/17

- Raise £1.7million, by growing our community, corporate and trust fundraising
- Fundraising expenditure to remain under 30% of total income generated
- Explore trading/social enterprise, helping us to grow and diversify our income
- Understand our donors better and their motivations for giving
- Make any necessary changes in line with the new regulator, ensuring our donors feel respected and valued





“On a personal level, the course was a lesson on patience, on listening to people and on how getting out of my comfort zone can be extremely rewarding. I've improved my listening skills, my adaptability, I've helped others with their own goals, developed project management skills and I've learned to approach new situations with an open mind. The course exceeded all my expectations, in terms of personal development and human experience.”

Corporate buddy on one of our courses, Andrea, BMO

# Structure, governance & management

**The trustees are legally responsible for the running of Back Up. The board is made up of a maximum of 12 trustees who meet four times a year. Back Up aims to have at least 50% representation on the board from people with spinal cord injury. One third of the trustees retires by rotation at each annual general meeting and may be reappointed.**

Back Up is a charitable company limited by guarantee of its members. Members agree to contribute £1 to the company in case the company is wound up and has liabilities in excess of its assets.

The board carries out 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. A panel of existing trustees selects and then recommends new members of the board. New trustees receive a comprehensive induction and ongoing support from the Chair and Chief Executive to become confident board members, fully aware of their role and responsibilities. Trustees 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.

## 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.

**The Governance Committee** reviews the skills and performance of board members and oversees the recruitment and induction of new trustees.

**The Fundraising Committee** meets at least twice a year to review Back Up's strategy for generating income.

**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 Committee** has three trustees with delegated authority for:

- Setting the pay of the Chief Executive
- Receiving recommendations on pay across departments and authorising as appropriate
- Scrutinising and authorising changes to the organisation's remuneration policy and structure

**The Chief Executive is responsible for planning and developing the work of Back Up within the clear guidelines agreed with the trustees. Together with the senior management team (SMT) she manages the day-to-day operations of the charity in line with our strategy and business plan.**

Back Up aims to be a fun and rewarding place to work with an open, inclusive culture. We are committed to developing our staff and provide support, training and coaching. Staff are involved in developing the business plan for the charity and individual objectives are set at appraisals based on its plan and its mission, vision and values. No one is paid over £60,000.

We aim to develop our staff and volunteers, attracting the best and retaining them. Staff morale is generally very high at Back Up and above the industry standard, as evidenced in our bi-annual morale survey. A range of factors contribute to this: a clear shared vision of where we want to go, a feedback culture (360 degree appraisals) and shared values which inform behaviours.

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Back Up was founded by volunteers and volunteering remains at the heart of everything we do. We believe volunteers have a unique and essential contribution to make to all our work. Volunteers govern Back Up, deliver our services, raise vital funds, raise awareness, and support and develop our work in many ways. We estimate that this year our volunteers contributed almost 26,000 hours to our work. A heart-felt thank you to every volunteer.

We aim to have a culture where people are strongly challenged and highly supported in their roles. We also continually monitor feedback relating to the quality and impact of our services from our service users, volunteers and partners. Recognising that our people determine the success and quality of what we do, we are investing in a new part-time Head of People to support this vital area for Back Up.



## Risks and uncertainties for the year ahead

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

- A long term strategic plan, two 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, 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.

Back Up Promotions Ltd. is a wholly owned trading subsidiary of the charity that has remained dormant throughout the period. 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.

**The biggest risks we face for the year ahead 2016/2017 are:**

- Not having the resources in place to meet the needs of people affected by spinal cord injury, and their families. For this reason we have a mix of fundraising streams and activity which spreads risk and we tightly monitor our income and expenditure
- Injury to participants on courses, or events - with our 30 years' of experience, and together with trusted, qualified partners we work very hard to manage and minimise potential risks to participants, staff and volunteers involved in our courses and events, and to keep people safe
- Not being able to recruit, retain and develop sufficient staff and volunteers to support our work. As we grow in size and complexity, supporting our talented team of volunteers and staff members is a vital priority, and next year we are creating a new senior leadership role focussed on excellent people management across Back Up

## How our activities deliver public benefit

The trustees confirm that we have referred to the guidance contained in the Charity's Commission's general guidance on public benefit when reviewing the charity's aims and objects and in planning future activities and setting policy for the new year. Our services are centred on enabling people affected by spinal cord injury to transform their lives, focussing on building independence and confidence, challenging perceptions of disability, and offering a supportive network of people.

We continue to undertake regular research to further understand the impact of our work and the needs of the people we aim to reach. A five year strategy for 2020 has been developed which will further extend and expand our reach to people affected by spinal cord injury across the UK.

# Financial review

Back Up's financial performance was very strong in 2015/16. This has given us the resources we need to deliver better services and to make a difference in the future.

Back Up has an ambitious five year strategy to reach and support more people than ever before. Total resources spent on the charity's services for people with spinal cord injury grew by 8% to £1,042,863 (2015: £969,467) representing 68% of total expenditure (2015: 69%).

As part of our growth strategy, income from activities for generating funds was up by 25% to £614,979 (2015: £489,575). Fundraising costs increased by 15% to £492,975 (2015: £426,717) representing 30% of total income (2015: 31%) and 32% of total costs (2015: 31%).

Restricted income for our core charitable activities has grown by 30% to £662,298 (2015: £507,109). Restricted income does not cover the expenditure for the majority of the activities and is therefore supplemented with unrestricted income.

Governance costs were £40,586 (2015: £38,367).

Our year end reserves this year increased by £81,851 (2015: deficit £29,917).

## Reserves policy

Trustees have agreed the level of reserves required to be £467,000 to meet the needs of cash flow and risk of unforeseen events. The policy will enable Back Up to invest a proportion of reserves in services, awareness and fundraising to support growth.

At the year end total reserves were £645,572. This was made up of free reserves of £440,936 (2015: £403,580), designated funds of £50,000 (2015: £nil), restricted funds of £40,617 (2015: £59,408) and £100,913 in expendable endowments (2015: £100,913).

**The reserves policy and risk assessment are reviewed by the trustees on an annual basis.**

## Investment

The market value of the quoted investments has decreased by £4,822 (2015: increase £7,482). Details of the investments held by the charity are set out in note 7 of the financial statements.

Trustees aim to hold the majority of funds as cash or bank deposits at the best rates available.

The holding of other investments, including collective funds is periodically reviewed by the trustees.

# Trustee responsibilities

**The trustees (who are also directors of Back Up 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).**

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the surplus or deficit of the charitable company 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 2015 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 charitable company 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company 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; and
- 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 charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

## **The Auditors**

The auditors, Price Bailey LLP will be proposed for re-appointment in accordance with paragraph 485 of the Companies Act 2006.

Approved by the trustees on 21st July 2016 and signed on their behalf by:

**Ms Rebecca Hill**  
**Chair of Trustees**





# Independent Auditor's Report

## To the trustees and members of The Back-Up Trust

We have audited the financial statements of The Back-Up Trust for the year ended 30 April 2016 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) [including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"].

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 and its trustees 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, the charitable company's members as a body and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement the trustees (who are also the directors of the 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.

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 responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 April 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (applicable to smaller entities)]; and
- 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) Regulations 2006 (as amended).

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

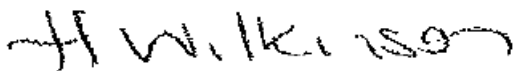
In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit. 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 exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

Helena Wilkinson (Senior Statutory Auditor)  
For and behalf of  
Price Bailey LLP  
Causeway House  
Chartered Accountants  
Statutory Auditors



1 Dane Street  
Bishop's Stortford  
Hertfordshire  
CM23 3BT

Date: 10/08/2016

Price Bailey LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

# Statement of financial activities

(Incorporating income and expenditure accounts) for the year ended 30 April 2016

| Income and Expenditure   | Note | Unrestricted Funds<br>£ | Restricted Funds<br>£ | Endowment Funds<br>£ | Total 2016<br>£  | Total 2015<br>£  |
|--|------|-------------------------|-----------------------|----------------------|------------------|------------------|
| <b>Income and endowments from:</b>                                       |      |                         |                       |                      |                  |                  |
| Donations and legacies   | 2    | 369,439                 | 514,923               | -                    | 884,362          | 802,578          |
| Income from charitable activities:                                       |      | -                       | 119,375               | -                    | 119,375          | 62,754           |
| Income from other trading activities:<br>Activities for generating funds |      | 586,979                 | 28,000                | -                    | 614,979          | 489,575          |
| Investments  | 2c   | 756                     |                       | 3,039                | 3,795            | 3,879            |
| <b>Total Income</b>  |      | <u>957,174</u>          | <u>662,298</u>        | <u>3,039</u>         | <u>1,622,511</u> | <u>1,358,786</u> |
| <b>Expenditure</b>   |      |                         |                       |                      |                  |                  |
| Costs of raising funds:<br>Fundraising costs                             | 3    | 492,975                 | -                     | -                    | 492,975          | 426,717          |
| Expenditure on charitable activities:                                    | 3    | 40,586                  | 999,238               | 3,039                | 1,042,863        | 969,467          |
| <b>Total expenditure</b>   | 3    | <u>533,561</u>          | <u>999,238</u>        | <u>3,039</u>         | <u>1,535,838</u> | <u>1,396,184</u> |
| (Loss)/gain on investments   | 7    | (4,822)                 | -                     | -                    | (4,822)          | 7,481            |
| <b>Net income/(expenditure)</b>  |      | <u>418,791</u>          | <u>(336,940)</u>      | <u>-</u>             | <u>81,851</u>    | <u>(29,917)</u>  |
| <b>Transfer between funds</b>  | 11   | (318,149)               | 318,149               | -                    | -                | -                |
| <b>Net movement in funds</b>   |      | <u>100,642</u>          | <u>(18,791)</u>       | <u>-</u>             | <u>81,851</u>    | <u>(29,917)</u>  |
| <b>Reconciliation of funds</b>   |      |                         |                       |                      |                  |                  |
| Total funds brought forward  |      | 403,580                 | 59,408                | 100,913              | 563,901          | 593,818          |
| <b>Total funds carried forward</b>                                       | 11   | <u>504,222</u>          | <u>40,617</u>         | <u>100,913</u>       | <u>645,752</u>   | <u>563,901</u>   |

There are no recognised gains and losses other than those in the statement of financial activities. Therefore no statement of total recognised gains and losses has been prepared. All the above amounts relate to continuing activities.



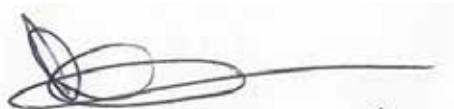
# Balance sheet

As at 30 April 2016

|   | Note | 2016<br>£        | 2015<br>£        |
|---|------|------------------|------------------|
| <b>Fixed Assets</b>                                   |      |                  |                  |
| Tangible Assets                                       | 5    | 13,286           | 11,038           |
| Investments   | 7    | <u>98,934</u>    | <u>103,756</u>   |
|   |      | 112,220          | 114,794          |
| <b>Current Assets</b>                                 |      |                  |                  |
| Debtors   | 8    | 196,972          | 176,771          |
| Cash at bank and in hand                              |      | <u>519,746</u>   | <u>386,126</u>   |
|   |      | 716,718          | 562,897          |
| <b>Creditors:</b> amounts falling due within one year | 9    | <u>(183,186)</u> | <u>(113,790)</u> |
| <b>Net current assets</b>                             |      | 533,532          | 449,107          |
|   |      | <u>645,752</u>   | <u>563,901</u>   |
| <b>Total Net Assets</b>                               |      |                  |                  |
| <b>Funds</b>  |      |                  |                  |
| <i>Unrestricted funds</i>                             |      |                  |                  |
| General funds   | 10   | 454,222          | 403,580          |
| Designated funds                                      | 10   | 50,000           |                  |
| <i>Restricted funds</i>                               | 10   | 40,617           | 59,408           |
| Endowment funds                                       | 10   | 100,913          | 100,913          |
| <b>Total funds and reserves</b>                       |      | <u>645,752</u>   | <u>563,901</u>   |

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006

The accounts were approved by the board of trustees on 21 July 2016 and signed on their behalf on 21 July by:



Treasurer

Richard Smith

Company no: 3596996

The notes on pages 37 to 44 form part of these accounts

# Statement of cash flows

For the year ended 30 April 2016

|   | Note | 2016<br>£      | 2015<br>£       |
|---|------|----------------|-----------------|
| <b>Cash flows from operating activities:</b>                      |      |                |                 |
| Surplus/(deficit) for the financial year                          |      | 81,851         | (29,917)        |
| <b>Adjustments for:</b>   |      |                |                 |
| Depreciation of tangible assets                                   |      | 8,884          | 19,483          |
| Investment income   |      | (3,795)        | (3,879)         |
| (Increase)/decrease in debtors                                    |      | (20,201)       | 3,348           |
| Increase/(decrease) in creditors                                  |      | 69,396         | (39,436)        |
| Loss/(gain) on investments  |      | 4,822          | (7,481)         |
| <b>Net cash generated from operating activities</b>               |      | <u>140,957</u> | <u>(57,882)</u> |
| <b>Cash flows from investing activities</b>                       |      |                |                 |
| Purchase of tangible fixed assets                                 |      | (11,132)       | (17,809)        |
| Income from investments   |      | 3,795          | 3,879           |
| <b>Net cash from investing activities</b>                         |      | <u>(7,337)</u> | <u>(13,930)</u> |
| Net increase/decrease in cash and cash equivalents                |      | 133,620        | (71,812)        |
| Cash and cash equivalents at the beginning of the year            |      | 386,126        | 457,938         |
| <b>Cash equivalents at the end of the year</b>                    |      | <u>519,746</u> | <u>386,126</u>  |
| <b>Cash and cash equivalents at the end of the year comprise:</b> |      |                |                 |
| Cash at bank and in hand  |      | <u>519,746</u> | <u>386,126</u>  |

# Notes to financial statement

For the year ended 30 April 2016

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## 1. Accounting policies

The principal accounting policies, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### a) 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) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Back Up (the Back-Up Trust) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

### b) Income

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Grants have been included as income from charitable activities where these amount to a contract for services but as voluntary income where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

Legacies are included in the statement of financial activities 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 receipt.

Sources of income and donations organised directly by the charity are included gross together with related fundraising expenditure. Income and donations organised by external parties are shown on the basis of the amounts received.

Total fundraising costs are used to raise income from both restricted and unrestricted funds.

### c) Expenditure

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered. Resources expended comprise the following:

a. The costs of generating funds include the salaries, direct costs and overheads associated with generating funds.

b. Expenditure incurred for charitable activities comprises of costs relating to the charity's primary charitable purposes as described in the trustees' report.

The majority of costs are directly attributable to specific activities. Certain shared costs are apportioned to the activities based on staff time.

c. Governance costs comprise costs which are directly attributable to the management of the charity's assets, organisational procedures and the necessary legal procedures for compliance with statutory requirements.

### d) Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general activities of the charity and which have not been designated for any other purpose. Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

### e) Tangible Fixed Assets

The fixed asset policy was revised in 2006 to reflect a more realistic value of assets to the charity

All assets with a cost in excess of £1000 intended to be of ongoing use to The Back-Up Trust are capitalised as fixed assets

Depreciation is charged on tangible fixed assets at 33 1/3% of cost per annum, so as to write them off over their expected useful lives.

### f) Investments

Quoted investments are valued on the balance sheet date, at closing market value. Revaluation gains or losses are recognised in the statement of financial activities, and attributed to the fund for which the investments are held.

### g) Post retirement benefits

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.

### h) Leases

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

### i) 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.

### J) Transition to FRS 102

The policies applied under the entity's previous accounting framework at the date of transition are not materially different to FRS 102 and have not impacted on equity or profit or loss. The transition date was 1 April 2014.



**k) 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. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

**l) Creditors**

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

**m) 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.

**n) Consolidation**

The charity is taking advantage of the exemption not to consolidate its subsidiary undertaking as it is dormant.

# Notes to financial statement

For the year ended 30 April 2016

## 2. Income

### a) Voluntary Income

|                     | 2016<br>£      | 2015<br>£      |
|---------------------|----------------|----------------|
| Individuals         | 150,999        | 193,605        |
| Charitable Trusts   | 501,554        | 382,074        |
| Corporate Donations | 231,809        | 226,899        |
|                     | <u>884,362</u> | <u>802,578</u> |

### b) Deferred Income

Deferred income comprises restricted income received in advance. Income deferred in the year relates to events, courses and services planned for May 2015 onwards.

|                                  | 2016<br>£      | 2015<br>£     |
|----------------------------------|----------------|---------------|
| Balance brought forward          | 44,872         | 52,864        |
| Amounts received during the year | 363,374        | 276,420       |
| Amounts released to SOFA         | (303,073)      | (284,412)     |
| Balance carried forward          | <u>105,173</u> | <u>44,872</u> |

### c) Investment Income

|                       | 2016<br>£    | 2015<br>£    |
|-----------------------|--------------|--------------|
| Bank deposit interest | 756          | 840          |
| Dividend income       | 3,039        | 3,039        |
|                       | <u>3,795</u> | <u>3,879</u> |

## 3. Resources Expended

### a) Analysis of total resources expended - current year

|                                 | Direct costs<br>£ | Staff Costs<br>£ | Support Costs<br>£ | Total<br>2016<br>£ |
|---------------------------------|-------------------|------------------|--------------------|--------------------|
| <b>Charitable activities</b>    |                   |                  |                    |                    |
| Outreach & Support              | 41,690            | 130,414          | 61,117             | 233,221            |
| Mentoring                       | 16,526            | 105,565          | 54,041             | 176,132            |
| Courses                         | 184,180           | 79,164           | 36,467             | 299,811            |
| Schools and Family Inclusion    | 2,667             | 28,890           | 16,613             | 48,170             |
| U18 Participation               | 17,117            | 21,099           | 10,505             | 48,721             |
| Raising Awareness               | 37,412            | 144,364          | 55,031             | 236,807            |
| <b>Cost of Raising funds</b>    | 161,377           | 240,506          | 91,092             | 492,975            |
| <b>Total resources expended</b> | <u>460,969</u>    | <u>750,002</u>   | <u>324,867</u>     | <u>1,535,838</u>   |

Expenditure on charitable activities was £1,535,838 (2015: £1,396,185) of which £533,561 was unrestricted (2015: £465,084) and £999,238 was restricted (2015: £931,101).

### Analysis of total resources expended - prior year

|                                 | Direct costs<br>£ | Staff Costs<br>£ | Support Costs<br>£ | Total<br>2015<br>£ |
|---------------------------------|-------------------|------------------|--------------------|--------------------|
| <b>Charitable activities</b>    |                   |                  |                    |                    |
| Outreach & Support              | 39,753            | 108,441          | 62,325             | 210,519            |
| Mentoring                       | 29,439            | 98,529           | 55,088             | 183,056            |
| Courses                         | 142,638           | 73,889           | 37,119             | 253,646            |
| Schools and Family Inclusion    | 6,461             | 26,964           | 16,813             | 50,238             |
| U18 Participation               | 11,575            | 19,693           | 10,566             | 41,834             |
| Raising Awareness               | 39,327            | 134,743          | 56,105             | 230,175            |
| <b>Cost of Raising funds</b>    | 112,175           | 220,406          | 94,135             | 426,716            |
| <b>Total resources expended</b> | <u>381,368</u>    | <u>682,665</u>   | <u>332,151</u>     | <u>1,396,184</u>   |

### b) Analysis of support costs - current year

|                            | Outreach & Support<br>£ | Mentoring<br>£ | Courses<br>£  | Schools & Family<br>£ | U18 Participation<br>£ | Raising Awareness<br>£ | Fundraising<br>£ | Total<br>2016<br>£ |
|----------------------------|-------------------------|----------------|---------------|-----------------------|------------------------|------------------------|------------------|--------------------|
| Premises                   | 12,208                  | 10,741         | 7,095         | 2,975                 | 1,708                  | 10,955                 | 21,540           | 67,222             |
| Insurance                  | 2,651                   | 2,332          | 1,540         | 646                   | 371                    | 2,378                  | 4,677            | 14,595             |
| Communications             | 13,562                  | 11,931         | 7,881         | 3,305                 | 1,897                  | 12,169                 | 23,927           | 74,672             |
| Office expenses            | 2,256                   | 1,985          | 1,311         | 550                   | 316                    | 2,024                  | 3,981            | 12,423             |
| Finance costs              | 1,032                   | 908            | 600           | 252                   | 144                    | 926                    | 1,821            | 5,683              |
| Management & Admin Staff   | 18,343                  | 16,137         | 10,659        | 4,470                 | 2,566                  | 16,458                 | 32,361           | 100,994            |
| Governance                 | 9,486                   | 8,618          | 6,464         | 4,030                 | 3,282                  | 8,705                  | -                | 40,586             |
| Depreciation               | 1,579                   | 1,389          | 917           | 385                   | 221                    | 1,416                  | 2,785            | 8,692              |
| <b>Total support costs</b> | <u>61,117</u>           | <u>54,041</u>  | <u>36,467</u> | <u>16,613</u>         | <u>10,505</u>          | <u>55,031</u>          | <u>91,092</u>    | <u>324,867</u>     |

b) **Analysis of support costs - prior year**

|                          | Outreach & Support | Mentoring     | Courses       | Schools & Family | U18 Participation | Raising Awareness | Fundraising   | Total 2015     |
|--------------------------|--------------------|---------------|---------------|------------------|-------------------|-------------------|---------------|----------------|
|                          | £                  | £             | £             | £                | £                 | £                 | £             | £              |
| Premises                 | 14,985             | 13,182        | 8,708         | 3,651            | 2,096             | 13,444            | 26,435        | 82,501         |
| Insurance                | 2,711              | 2,385         | 1,575         | 661              | 379               | 2,433             | 4,783         | 14,927         |
| Communications           | 11,584             | 10,191        | 6,732         | 2,823            | 1,621             | 10,394            | 20,437        | 63,782         |
| Office expenses          | 2,403              | 2,114         | 1,397         | 586              | 336               | 2,156             | 4,240         | 13,232         |
| Finance costs            | 1,000              | 880           | 581           | 244              | 140               | 897               | 1,765         | 5,507          |
| Management & Admin Staff | 17,213             | 15,143        | 10,003        | 4,194            | 2,408             | 15,444            | 30,367        | 94,772         |
| Governance               | 8,967              | 8,147         | 6,111         | 3,810            | 3,102             | 8,229             | -             | 38,366         |
| Depreciation             | 3,462              | 3,046         | 2,012         | 844              | 484               | 3,107             | 6,109         | 19,064         |
|                          | <u>62,325</u>      | <u>55,088</u> | <u>37,119</u> | <u>16,813</u>    | <u>10,566</u>     | <u>56,104</u>     | <u>94,136</u> | <u>332,151</u> |

c) **Analysis of governance costs**

|  | 2016          | 2015          |
|--|---------------|---------------|
|  | £             | £             |
| Auditors remuneration - audit              | 6,000         | 6,840         |
| Auditors remuneration - non audit services | 1,800         | -             |
| Trustee meetings and expenses              | 2,550         | 2,377         |
| Legal fees                                 | 26            | 36            |
| Apportionment of support costs             | 30,366        | 29,088        |
| Sundries                                   | (156)         | 25            |
| Total governance costs                     | <u>40,586</u> | <u>38,366</u> |

**4. Trustees and employee information**

a) **Trustee information**

No remuneration was paid to the trustees during the year (2015: £Nil). £2,551 in expenses (2015: £2,498) was paid to 3 trustees during the year for travel and accommodation costs.

b) **Employee information**

Employee costs during the year were:

|                       | 2016           | 2015           |
|-----------------------|----------------|----------------|
|                       | £              | £              |
| Salaries              | 736,159        | 684,917        |
| Social security costs | 68,671         | 65,372         |
| Pension               | 27,691         | 24,639         |
| Training              | 21,425         | 19,265         |
| Recruitment           | 3,279          | 7,306          |
| Other                 | 20,106         | 652            |
|                       | <u>877,331</u> | <u>802,151</u> |

The number of employees whose emoluments amount to over £60,000 during the year was nil (2015: nil).

The key management personnel of the charity comprise the trustees, the Chief Executive, Head of Finance, Head of Services, Head of PR and Communication and the Head of Fundraising of The Back-Up Trust. The total employee benefits of the key management personnel of the Charity were £192,158 (2015: £185,504)

The number of persons employed during the year were:

|                       | 2016      | 2015      |
|-----------------------|-----------|-----------|
|                       |           |           |
| Fundraising           | 9         | 7         |
| Charitable activities | 16        | 13        |
| Support               | 3         | 3         |
| Governance            | 1         | 1         |
|                       | <u>29</u> | <u>24</u> |
| Average staff numbers | <u>29</u> | <u>26</u> |

**5. Tangible fixed assets**

|                       | Office equipment | Total          |
|-----------------------|------------------|----------------|
|                       | £                | £              |
| <b>Cost</b>           |                  |                |
| At 1 May 2015         | 110,770          | 110,770        |
| Additions             | 11,132           | 11,132         |
| Disposals             | -                | -              |
| At 30 April 2016      | <u>121,902</u>   | <u>121,902</u> |
| <b>Depreciation</b>   |                  |                |
| At 1 May 2015         | 99,732           | 99,732         |
| Charge for the year   | 8,884            | 8,884          |
| Disposals             | -                | -              |
| At 30 April 2016      | <u>108,616</u>   | <u>108,616</u> |
| <b>Net book value</b> |                  |                |
| At 30 April 2016      | <u>13,286</u>    | <u>13,286</u>  |
| At 30 April 2015      | <u>11,038</u>    | <u>11,038</u>  |



# Notes to financial statement

For the year ended 30 April 2016

## 6. Net movement in funds for the year

This is stated after charging:

Operating leases  
- land and buildings  
- other  
Depreciation  
Auditors' remuneration

| 2016          | 2015          |
|---------------|---------------|
| £             | £             |
| 36,540        | 36,540        |
| 1,800         | 1,087         |
| 8,884         | 19,483        |
| 5,000         | 5,000         |
| <u>50,224</u> | <u>62,110</u> |

## 7. Investments

### Quoted

Market value as at 1 May 2015  
Net gains/losses on revaluation at 30 April 2016  
Market value as at 30 April 2016

| 2016          | 2015           |
|---------------|----------------|
| £             | £              |
| 103,656       | 96,174         |
| (4,822)       | 7,482          |
| <u>98,834</u> | <u>103,656</u> |

### Investment in subsidiary

Back-Up Promotions Ltd.

|               |                |
|---------------|----------------|
| 100           | 100            |
| <u>98,934</u> | <u>103,756</u> |

### The quoted investments are held in the following funds

Charinco Common Investment Fund  
Charishare Common Investment Fund

| £             | £              |
|---------------|----------------|
| 8,843         | 9,003          |
| 89,991        | 94,653         |
| <u>98,834</u> | <u>103,656</u> |

### Historical cost of quoted investments

| £      | £      |
|--------|--------|
| 63,000 | 63,000 |

All investments are held in the UK

The charity owns the entire issued share capital of 100 ordinary shares of £1 each in Back-Up Promotions Limited. This company remained dormant throughout the period.

## 8. Debtors

Other debtors  
Prepayments

| 2016           | 2015           |
|----------------|----------------|
| £              | £              |
| 70,757         | 96,779         |
| 126,215        | 79,992         |
| <u>196,972</u> | <u>176,771</u> |

## 9. Creditors: Amounts falling due within one year

Accruals  
Deferred Income (note 2b)  
Other creditors

| 2016           | 2015           |
|----------------|----------------|
| £              | £              |
| 13,871         | 12,272         |
| 105,173        | 44,872         |
| 64,142         | 56,646         |
| <u>183,186</u> | <u>113,790</u> |

## 10 Funds - current year

|   | Opening balance | Net incoming resources | Charitable expenditure | Gain on revaluation | Transfers from general Fund | Closing balance |
|---|-----------------|------------------------|------------------------|---------------------|-----------------------------|-----------------|
|   | £               | £                      | £                      | £                   | £                           | £               |
| <b>Restricted</b>                                   |                 |                        |                        |                     |                             |                 |
| Outreach & Support                                  |                 |                        |                        |                     |                             |                 |
| Outreach (General) Fund                             | -               | 156,538                | 220,696                | -                   | 73,158                      | 9,000           |
| Mentoring Services                                  |                 |                        |                        |                     |                             |                 |
| Big Lottery Grant (Mentoring Services England) Fund | -               | 128,351                | 112,351                | -                   | (7,777)                     | 8,223           |
| Mentoring Services (General) Fund                   | -               | 61,132                 | 55,163                 | -                   | -                           | 5,969           |
| Courses   |                 |                        |                        |                     |                             |                 |
| Courses (General) Fund                              | 5,000           | 188,698                | 293,254                | -                   | 111,981                     | 12,425          |
| Winter Course (Sweden)                              | 39,408          | 28,000                 | 93                     | -                   | (67,315)                    | -               |
| CRH Trust   |                 | 5,000                  |                        |                     |                             | 5,000           |
| Children & Young People                             |                 |                        |                        |                     |                             |                 |
| Under 18's General                                  | 15,000          | 67,579                 | 89,579                 | -                   | 7,000                       | -               |
| Awareness   |                 |                        |                        |                     |                             |                 |
| Raising Awareness Fund                              | -               | 27,000                 | 228,102                | -                   | 201,102                     | -               |
|   | <u>59,408</u>   | <u>662,298</u>         | <u>999,238</u>         | <u>-</u>            | <u>318,149</u>              | <u>40,617</u>   |
| <b>Endowment</b>                                    |                 |                        |                        |                     |                             |                 |
| Alasdair Ross Memorial Fund                         | 50,000          | 1,519                  | 1,519                  | -                   | -                           | 50,000          |
| William Gardner Victoria Cross Fund                 | 50,913          | 1,520                  | 1,520                  | -                   | -                           | 50,913          |
|   | <u>100,913</u>  | <u>3,039</u>           | <u>3,039</u>           | <u>-</u>            | <u>-</u>                    | <u>100,913</u>  |
| <b>Unrestricted</b>                                 |                 |                        |                        |                     |                             |                 |
| General Fund  | 403,580         | 957,174                | 533,561                | (4,822)             | (368,149)                   | 454,222         |
| Designated relocation fund                          |                 |                        |                        |                     | 50,000                      | 50,000          |
|   | <u>403,580</u>  | <u>957,174</u>         | <u>533,561</u>         | <u>(4,822)</u>      | <u>(318,149)</u>            | <u>504,222</u>  |
| <b>Total funds</b>                                  | <u>563,901</u>  | <u>1,622,511</u>       | <u>1,535,838</u>       | <u>(4,822)</u>      | <u>-</u>                    | <u>645,752</u>  |

**The Outreach Funds** 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.

Big Lottery Fund – Reaching Communities, Bruce Wake Charitable Trust, City Bridge Trust, R S Macdonald Charitable Trust, Paul Bush Foundation Trust, Adamson Trust, Ryvoan Charitable Trust, Enkalon Foundation, D'Oyly Carte Charitable Trust, Vintners' Company, Boshier-Hinton Foundation, Santander Foundation, CRH Trust, Mildred Duveen Charitable Trust, Alice Ellen Cooper Dean Charitable Trust, Whirlwind Charitable Trust, Roger & Douglas Turner Charitable Trust, Pom Charitable Trust.

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

Dentons Charitable Trust, The BBC Children In Need Appeal, Freemasons' Grand Charity, John Horniman's Children's Trust, Miss W E Lawrence 1973 Charitable Settlement, Linmardon Trust, Barbara Ward Children's Foundation, MacRobert Trust, Lynn Foundation, Sir James Roll Charitable Trust, Evan Cornish Foundation, Douglas Arter Foundation, N Smith Charitable Trust, Fitton Trust, Big Lottery Fund - Awards for All, Joan Strutt Charitable Trust

**The Raising Awareness Fund** enables the charity to raise the profile of our services and awareness of relevant issues in the wider public.

It is supported by Origin Care and Serious Law.

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 Relocation fund** has been designated for costs of relocating our main office in Wandsworth to new premises in 2017

# Notes to financial statement

For the year ended 30 April 2016

## 10 Funds - prior year

|   | Opening balance | Net incoming resources | Charitable expenditure | Gain on revaluation | Transfers from general Fund | Closing balance |
|---|-----------------|------------------------|------------------------|---------------------|-----------------------------|-----------------|
|   | £               | £                      | £                      | £                   | £                           | £               |
| <b>Restricted</b>                                   |                 |                        |                        |                     |                             |                 |
| Outreach & support                                  |                 |                        |                        |                     |                             |                 |
| Outreach (General) Fund                             | -               | 104,493                | 195,114                | -                   | 90,621                      | -               |
| Mentoring Services                                  |                 |                        |                        |                     |                             |                 |
| Big Lottery Grant (Mentoring Services England) Fund | -               | 101,202                | 123,608                | -                   | 22,406                      | -               |
| Mentoring Services (General) Fund                   | -               | 48,312                 | 48,312                 | -                   | -                           | -               |
| Courses   |                 |                        |                        |                     |                             |                 |
| Courses (General) Funds                             | -               | 110,741                | 245,467                | -                   | 139,726                     | 5,000           |
| Winter Course (Sweden)                              | -               | 39,501                 | 93                     | -                   | -                           | 39,408          |
| Children & Young People                             |                 |                        |                        |                     |                             |                 |
| Under 18s General                                   | -               | 78,985                 | 83,857                 | -                   | 19,872                      | 15,000          |
| Awareness   |                 |                        |                        |                     |                             |                 |
| Raising Awareness Fund                              | -               | 23,875                 | 218,897                | -                   | 195,022                     | -               |
|   | <u>-</u>        | <u>507,109</u>         | <u>915,348</u>         | <u>-</u>            | <u>467,647</u>              | <u>59,408</u>   |
| <b>Endowment</b>                                    |                 |                        |                        |                     |                             |                 |
| Alasdair Ross Memorial Fund                         | 50,000          | 1,519                  | 1,519                  | -                   | -                           | 50,000          |
| William Gardner Victoria Cross Fund                 | 50,913          | 1,520                  | 1,520                  | -                   | -                           | 50,913          |
|   | <u>100,913</u>  | <u>3,039</u>           | <u>3,039</u>           | <u>-</u>            | <u>-</u>                    | <u>100,913</u>  |
| <b>Unrestricted</b>                                 |                 |                        |                        |                     |                             |                 |
| General Funds                                       | 492,905         | 848,638                | 477,798                | 7,482               | (467,647)                   | 403,580         |
|   | <u>492,905</u>  | <u>848,638</u>         | <u>477,798</u>         | <u>7,482</u>        | <u>(467,647)</u>            | <u>403,580</u>  |
| <b>Total funds</b>                                  | <u>593,818</u>  | <u>1,358,786</u>       | <u>1,396,185</u>       | <u>7,482</u>        | <u>-</u>                    | <u>563,901</u>  |

## 11 Transfers between funds

Transfers have been made from the General Fund to clear the deficit balances on all the Restricted funds

## 12 Analysis of assets between funds

|                                     | Tangible fixed assets | Investments   | Net current assets | Creditors > 1 year | Total          |
|-------------------------------------|-----------------------|---------------|--------------------|--------------------|----------------|
|                                     | £                     | £             | £                  | £                  | £              |
| <b>Restricted</b>                   |                       |               |                    |                    |                |
| Outreach and support                | -                     | -             | 9,000              | -                  | 9,000          |
| Mentoring                           | -                     | -             | 14,192             | -                  | 14,192         |
| Courses                             | -                     | -             | 12,425             | -                  | 12,425         |
|                                     | <u>-</u>              | <u>-</u>      | <u>35,617</u>      | <u>-</u>           | <u>35,617</u>  |
| <b>Endowment</b>                    |                       |               |                    |                    |                |
| Alasdair Ross Memorial Fund         | -                     | -             | 50,000             | -                  | 50,000         |
| William Gardner Victoria Cross Fund | -                     | -             | 50,913             | -                  | 50,913         |
|                                     | <u>-</u>              | <u>-</u>      | <u>100,913</u>     | <u>-</u>           | <u>100,913</u> |
| <b>Unrestricted</b>                 |                       |               |                    |                    |                |
| General Funds                       | 13,286                | 98,934        | 397,002            | -                  | 454,222        |
|                                     | <u>13,286</u>         | <u>98,934</u> | <u>397,002</u>     | <u>-</u>           | <u>504,222</u> |
| <b>Total funds</b>                  | <u>13,286</u>         | <u>98,934</u> | <u>533,532</u>     | <u>-</u>           | <u>645,752</u> |



### 13 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 year is £1,916 (2015: £1,852).

### 14 Related Party Transactions

There were no related party transactions.

### 15 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 £27,691 (2015: £24,639). £8,457 (2015 - £2,784) was owing to the pension scheme at the year end.

### 16 Leasing Commitments

Operating leases

At the year end the charity had annual commitments under non-cancellable operating leases as follows:

|                   | Land and buildings |           | Other     |           |
|-------------------|--------------------|-----------|-----------|-----------|
|                   | 2016<br>£          | 2015<br>£ | 2016<br>£ | 2015<br>£ |
| Within 1 year     | -                  | 43,500    | 8,640     | -         |
| Within 2-5 years  | 43,500             | 43,500    | 34,560    | -         |
| More than 5 years | -                  | -         | 15,120    | -         |

### 17 Subsequent Events

There have been no subsequent events since the balance sheet date.

# Thanks...

**We would like to say a huge thank you to all our amazing supporters this year, we simply couldn't do it without you. Thanks to all our fundraisers who have run, swum, rowed, cycled, jumped out of a plane, climbed a mountain or baked for Back Up and everything else in between. Thanks also to our donors, committee members, volunteers, ambassadors, event guests and bidders, corporate supporters, trusts funders and all those who donated to auction and raffle prizes.**

## **Our special thanks go to...**

### **Our dedicated committee members who make our events such a success...**

Andy Masters, Anne Urban, Chirsty Bennett, David Fraser, Debbie Cragg, Eric Lanlard, Helen Marsh, James Rixon, Jane Rogan, Jean Egbunike, Jocelyn Matthews, John Morgan, Julie Allen, Malene Sweeney, Matt Newman, Paul Newrick, Rebecca Newham, Rhiannon Phenis, Sarah Oughton

### **Our runners, cyclists and other individuals who go the extra mile...**

Amanda Lewis, Andree Falla, Athena Morse, Charles Hanson, Charlie Handy, Charlotte Grobien, Charlotte Humpage, Charlotte Wood, Clive Bowen, Dave Jarman, David Withers, Eric Schirmer, Frank Gardner, Helen Marsh, Hugh Johnson, Ivan Smith, Jen Orchard, Jerry Bishop, Justin Layzell, Kirsty Stevens, Laura Jenkins, Lee Warsop, Lewis Carruthers, Lucas Griffith Wilkin, Margot and Nigel Russel, Mark Waterson, Matt and Chris Duffy, Michelle Berger, Nick Tutton, Niel Henderson, Olivia Colman, Patrick Woodall, Paul Dick, Paul Thomas and Kristian Ives, Penny Loades, Peter Olphert, Robert Shelton, Rhys Llewellyn Williams, Rob Burgess, Robert Tutton, Sarah Dickenson, Sau Tran, Sharon Hunko, Sophie Tandy, Stacey Washington and team, Stephanie Benac, Stewart and Claire Murray, Tiffany Leaver, Tom Mallion, Trevor Jenkins and Will Farmer

### **The generous Trusts and Foundations...**

Adamson Trust, Alice Ellen Cooper Dean Charitable Foundation, Austin & Hope Pilkington Trust, Awards For All, Barbara Ward Children's Foundation, BBC Children in Need Appeal, Bergqvist Charitable Trust, Bernard Lewis Family Charitable Trust, Bewley Charitable Trust, Big Lottery Fund - Reaching Communities, Borrowes Charitable Trust, Boshier-Hinton Foundation, Bruce Wake Charitable Trust, Chandris Foundation, Charles Skey Charitable Trust, Christopher Rowbotham Charitable Trust, City Bridge Trust, CRH Trust, Culra Charitable Trust, Dentons Charitable Trust, Douglas Arter Foundation, D'oyly Carte Charitable Trust, Enabling Activities Charitable Trust, Enkalon Foundation, Evan Cornish Foundation, Eveson Charitable Trust, Fitton Trust, Foster Charitable Foundation, Freemasons' Grand Charity, Girdlers' Company, Gordon Fraser Charitable Trust, Grey Court Trust, H A Holliday Charitable Trust, James T Howat Charitable Trust, Joan Strutt Charitable Trust, John Horniman's Children's Trust, MacRobert Trust, Lillie C. Johnson Charitable Trust, Linmardon Trust, Lynn Foundation, Martin Connell Charitable Trust, Michael and Anna Wix Charitable Trust, Mildred Duveen Charitable Trust, Millennium Stadium Charitable Trust, Miss W E Lawrence 1973 Charitable Settlement, Mitre Trust, Motability Tenth Anniversary, Mountbatten Memorial Trust, N Smith Charitable Trust...

...Nathaniel Reyner Trust Fund, Paul Bush Foundation Trust, Pennycress Trust, Percy Bilton Charity, Persula Foundation, Pom Charitable Trust, R S Macdonald Charitable Trust, Ratcliff Foundation, Raymond Oppenheimer Foundation, Robert Kiln Charitable Trust, Roger & Douglas Turner Charitable Trust, Rothschild Foundation, Ryvoan Charitable Trust, Saddlers' Charitable Company Fund, Santander Foundation, Sir James Roll Charitable Trust, Sir Jules Thorn Charitable Trust, Souter Charitable Trust, Sovereign Health Care Charitable Trust, Stafford Trust, Stella Symons Charitable Trust, Sylken Charitable Trust, UKH Foundation, Vintners' Company, Wheelwrights Charity Trust, Whirlwind Charitable Trust

### **The Companies and their employees with whom we work in partnership:**

7BR Barristers Chambers, AAA Insurance & Reinsurance Brokers Ltd, Active Assistance, The Bank of New York Mellon Corporation, BBraun Medical Ltd, BMO Global Asset Management, Bolt Burdon Kemp, CMC Imaging Services Ltd at Heath Lodge Clinic, Coloplast Ltd, Deloitte LLP, Eversholt Rail Group, Exemplar Properties, Grapepip Wine, GS1 UK, Hermes Investment Management, Homeworks Energy Limited, HSBC, Irwin Mitchell Solicitors, John's Investment Chronicle, Lee Hecht Harrison, Leigh Day, Macaw Engineering, Mark Warner Ltd, Mindtree Ltd, My Plus Consulting, New Quadrant Partners, Origin Care, Panorama Antennas, Personal Documentary Company, PI Costing, Pragma Consulting Ltd, Royal Bank of Scotland, Russell Cooke Solicitors, Savills UK Ltd, Serious Law LLP, Skandinaviska Enskilda Banken (SEB) AB, Snowdon Tate, Southern Water, Stewarts Law LLP, Teleflex, Wellspect Healthcare, Withers LLP.





# Trustees, staff & advisors

## **President**

Konrad Bartelski

## **Special Ambassador**

Phil Packer

## **Patrons**

Alain Baxter

Caroline Quentin

Martin Bell

Sir Christian Bonington CBE

Mike Nemesvary

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Valerie Singleton OBE

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Jess Stock

Julian Tutt

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David Fraser\*

Crispin Longden (Vice Chair)

Rebecca Hill (Chair)\*

Dr Clair Turnbull\*

Matthew King OBE\* (resigned October 2015)

Stephen Lightbown\* (resigned May 2015)

Gary Lynch

Claire Pimm

Richard Smith (Hon Treasurer)

Martine Petetin

Alex Burrow (resigned October 2015)

## **\*spinal cord injured**

**Back Up aims to have 50% representation on the board from people who are spinal cord injured.**

## **Chief Executive Officer**

Louise Wright

## **Company Secretary**

George Osborne

## **Registered name:**

The Back-Up Trust

## **Registered Address**

Jessica House

Red Lion Square

191 Wandsworth High St

London, SW18 4LS

**Registered Charity Nos. 1072216 and SC040577**  
**Charitable Company No 3596996**







Transforming lives after spinal cord injury

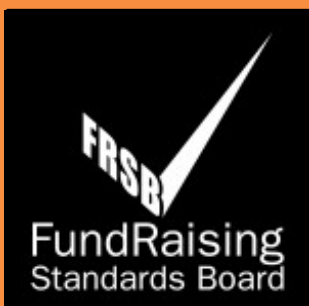
**Find out more about our work:**

**W:** [www.backuptrust.org.uk](http://www.backuptrust.org.uk)

**E:** [admin@backuptrust.org.uk](mailto:admin@backuptrust.org.uk)

**T:** 020 8875 1805

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The Back-Up Trust  
Company No. 3596996 Registered in England and Wales  
Registered Charity Nos. 1072216 and SC040577