Company no. 4432677
Charity no. 1098528

The Brain and Spine Foundation

Report and Unaudited Financial Statements

31 March 2020

The Brain and Spine Foundation

Reference and administrative details

For the year ended 31 March 2020

Company number 4432677

Charity number 1098528

Registered office

CAN Mezzanine
4th Floor
7-14 Great Dover Street
London
SE1 4YR

Trustees

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

Anthony Amato-Watkins	(appointed 29 April 2020)
Ian Basden-Smith	
Joseph Bedford	(appointed 29 April 2020)
Peter Brickley	(appointed 29 April 2020)
Colin Cosgrove	(resigned 22 October 2020)
Paul Fleming	(appointed 29 April 2020)
Joanne Garnham-Parks	(resigned 30 January 2020)
Asli Guner-Paul	(appointed 29 April 2020)
Jeroen Huysinga	(appointed 29 April 2020)
Clive Holland	(resigned 30 January 2020)
James Lamont	(resigned 23 October 2019)
Mark Luce (Chair)	
Elizabeth Manuel	
Sarah Vibert	(appointed 22 October 2020)
Alistair Watkins	

Charity president Peter Hamlyn BSc MB BS MD FRCS FISM

Charity vice president Clive Holland

Chief executive officer Marc Anthony Smith

Company secretary Marc Anthony Smith

Bankers

CAF Bank
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4TA

NatWest Bank
Tavistock House
Tavistock Square
London
WC1H 9JA

Independent examiners

Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Executive summary – Our year on a page.

Our financial performance April 2019 – March 2020

Total income £658,495 v total expenditure £529,880
Net assets 31 March 2020: £281,749
Cost ratios: Services 75%: Fundraising 20%: Governance 5%

Our impacts

We reached 425,000 people in our community:

- Helpline enquiries: 1,703
- Booklets distributed: 4,054
- Information downloads: 27,572
- Social media and on-line support groups: 21,519 and 2,407
- Website users: 414,489

Our people

Recruitment of talented individuals to the operational team in the delivery of our expert-led services and development of our new transformational strategy. We seek to represent the diversity in our community.

Begun in 2019, we have strengthened the board and now have broad experience represented in the 11 strong board of trustees.

Our plans for 2020 – 2021 and beyond

Uniquely pan-neuro, our information and support service model continues to evolve around understanding the holistic needs of people affected.

We have a new vision to improve the reach and impact of our services by leveraging digital and data strategies.

We will build the largest community of people affected by neurological conditions in the UK – one that unifies their voices and influences systemic change to design and delivery of care.

Our response to COVID-19

During the COVID-19 pandemic, demand for our services increased as NHS resources were diverted to the ‘front-line’ and neurology services were disrupted.

We maintained quality service delivery direct to our community and helped alleviate pressure on NHS.

Our COVID-19 response remains agile and appropriate.

Letter from the Chair

The charity's accounts have been reviewed and this report has been written in the most unprecedented of circumstances; we are the midst of the COVID-19 pandemic.

The full impact of COVID-19 is yet to be evaluated, but since February 2020, the societal and economic consequences of lockdown have been, and continue to be, significant. Whilst this report focuses on the period from April 2019 to March 2020, the gravity of these external factors makes it appropriate to comment on their influence beyond the end of the fiscal year.

The trustees are pleased to report that the charity has survived the first wave of COVID-19 lockdown and has been able to continue the delivery of its core services with minimum disruption. After consultation within the organisation, we declined the opportunity to furlough staff, and, in a period when demand for our services has increased, we are proud to have been in a position to help our community, and at the same time alleviate some of the pressures felt by the NHS.

Through the introduction and adoption of remote-working technology platforms in early 2019 the charity was well-positioned to operate a working-from-home protocol as soon as it became clear that this was necessary to protect the wellbeing of our staff. Like many others, we temporarily vacated our London based offices in March 2020 and continued to work remotely. And we continue to do so today, although our offices have re-opened and are being utilised judiciously by staff, recognising that this more flexible way of working brings many benefits and advantages.

The trustees are optimistic that the Brain & Spine Foundation's strategic and operational plans for the immediate and mid-term will see the charity though the external hiatus, and allow it to emerge a stronger, more agile, and resourceful organisation capable of better serving our community in 2021 and beyond.

In this period, the operational team has been strengthened under the leadership of CEO, Marc Smith, appointed in January 2019. This has been complemented by the enhancement of the board of trustees with new skills and experience to help guide the delivery of our new strategic vision.

Our activities and impacts on the fiscal year 2019-2020 are reported in more detail below and reflect the hard work, commitment, agility and resilience of our staff and supporters in the most challenging of times.

Mark Luce
Chair, Board of Trustees

Our objectives and activities: who we are & what we do

We believe **everyone affected by a neurological problem** should be **able to live a dignified and meaningful life** – this is our vision.

As an independent health charity, the Brain & Spine Foundation plays a number of crucial and influential roles in supporting the health and wellbeing of people affected by a neurological problem living within the United Kingdom.

Founded in 1992, we draw from 28 years of experience and accumulated expertise to deliver person-centred support and accessible information directly to those who need it; and we continue to listen to and learn from our community, allowing us to identify and respond to their unmet needs and ensure that our work remains relevant.

We are there for someone at any stage of their journey, from when symptoms first appear, throughout their wait to see specialists, and in the long term when there can often be a lack of specialist or community care available to help in the management of chronic conditions.

For many people, the support and information they find through our services simply do not exist anywhere else.

We also work to raise awareness and provide a platform for the voice of our community. We influence the design and delivery of healthcare services. We help to bridge the gaps between different parts of the health and social care systems, and we work to ensure that those who need to are able to interact with these systems effectively and efficiently.

Why we exist

At least 1 in 6 people living within the UK are affected by a neurological problem.

That is over 12 million individuals who have experienced or are living with a condition or symptom that may have life-changing, and often life-long, effects.

A neurological problem can impact every aspect of a person's life, including their physical, mental, and social wellbeing. Friends and family can also be affected and may need to provide full-time support as a carer.

There are over 600 known neurological conditions. This includes those that are more widely recognised such as migraine, stroke and dementia – as well as those that are rarer or less well known, such as motor neurone disease, transverse myelitis and Chiari malformation.

Many neurological problems are also 'hidden' or 'invisible'. This means it can be difficult for others to recognise and appreciate the effects and disabilities that they cause. People affected by a neurological problem often experience a lack of awareness and understanding, even within the healthcare system, and this can lead to discrimination and exclusion.

The stark reality for anyone affected by a neurological problem is that services are scarce, limited in scope and fragmented – and significantly under-resourced compared to other major health conditions, like cancer and heart disease.

In the wake of the COVID-19 pandemic, it is expected that the number of people with neurological complications or related neurological conditions will increase dramatically.

These individuals, alongside those already living with a neurological problem, will have to face the limitations caused by increasingly strained and under-resourced health and social care services.

The Association of British Neurologists estimates that the disruption caused to the delivery of neurological support services during the first wave of COVID-19 has increased the number of people waiting to see a specialist neurologist from 35,000 to over 200,000 in the UK. This number is expected to further increase to 250,000 people by Spring 2021.

In this increasingly diverse, complicated, and complex landscape, there is an ever-growing need and demand for support and accessible information from individuals, their families, friends, and carers. The work we do makes a real difference; it gives immediate help and on-going support and relieves pressure on the NHS. This is especially valuable at a time of national emergency and during the aftermath.

Our strategy

As an organisation, our role in this is defined by our mission to **improve the quality of life of people affected by neurological problems by providing expert support, information, and education.**

This is reflected in the strategic goals that were ratified by the board of trustees, and which have guided our work this year:

1. To provide high-quality information and support for people affected by neurological problems throughout their journey;
2. To improve understanding and awareness of neurological problems and thereby improve the experience of patients and families;
3. To raise the profile of the Brain & Spine Foundation in order to reach more people with our support services; and
4. To secure the income to sustainably fund the charity’s work.

However, beyond these fundamental goals, we have recognised the imperative need to empower our community and influence much needed systemic change.

We also accept our responsibility as an organisation uniquely positioned to undertake this transformational mission.

Planning for our future

In July 2019, our board of trustees approved the initiation of a transformative programme that aims to:

- create a platform that unifies and amplifies the voice of our community;
- collects and presents powerful evidence that will influence improved service design and delivery across neurology;
- provide insight and knowledge that will dramatically enhance our direct & core services; and
- improve the reach and impact of our charity’s work.

We will achieve this by growing and developing our **community of people affected,** through collation and management of patient-reported **data,** and enabling engagement via **digital technology**.

As part of this transformational strategy, our objective is to create a comprehensive ‘pan-neuro’ view, contributing new and differentiated data, and drawing together the knowledge and understanding that already exists around the lives and experiences of people affected by neurological conditions into a neuro data-lake.

This will be a significant undertaking and does not lack either ambition or a realistic view of what is achievable. It will also deliver at scale with a goal of recruiting a community of at least 1 million active users within 2 years and engaging up to 6 million within 5 years.

There are some excellent but isolated sets of people’s own stories, their lived experiences, patient-reported data, and personal data. This includes condition-specific patient data registries, national surveys, research studies, and evaluation projects led by a wide range of service providers, academic institutions, and non-profit organisations.

We will unify and manage these data on behalf of our community to create rich and authentic insights that will:

- support improvements in health and social care;
- drive changes to policy and practice; and
- contribute to our understanding and knowledge within neurology.

Although some of the information and data may focus on certain conditions or groups of people, there are many shared experiences between people affected by a neurological problem. We hope that this project can support us to translate both new and existing learning to ensure that it benefits all people within our community, wherever possible.

Alongside this, we have developed a digital platform that would allow meaningful engagement and dialogue with our community. The first stage of this project, which we are now in the process of delivering in collaboration with the Neurological Alliance and others, is an App called ‘NeuroLifeNow.’

Prof. Adrian Williams said, “This is an exciting and much-needed project that has the potential to support more effective, efficient service provision in neurology and beyond.”

“It is critical that the experiences of people with neurological conditions shape how we deliver care – this platform will enable us to do just that. I fully endorse the project and look forward to utilising this work as part of my role to drive forward transformation in neurosciences.” - **Prof. Adrian Williams Chair of NHS England and Improvement Neurosciences Clinical Reference Group & Co-Chair of National Neurosciences Advisory Group; Senior Advisor to the Getting it Right First Time (GIRFT) programme & London Ambassador; West Midlands Clinical Director Neurosciences & Chair of Senate.**

More details on this future-facing strategy and the work it involves can be found later in this report.

What we do: Enable access to the right support and information, at the right time, in the right way.

Our Nurse-led helpline

We offer a free, expert national helpline service that provides a trusted, safe space where someone can seek the help they need when they need it. The helpline is run by experienced neuroscience trained professionals who understand the complexity of neurological conditions and the difficulties that people can encounter. The helpline has been particularly valued at this time of uncertainty when normal NHS services have been suspended and access to specialists, treatments, and medication so badly disrupted.

We engage with people in a holistic and person-centred way – seeing them as a person first and foremost.

People are able to talk to us by phone, email, or via our social media channels, and our service is confidential and may be accessed anonymously.

It is important to us that people can reach out for support in whichever way works for them.

We know that asking for help is not always easy. Discussing your diagnosis or condition, your worries, and the challenges you are facing can be emotional and difficult. Some people may have already experienced stigma when trying to talk to others, and we understand they may be concerned or cautious when first sharing this information with us.

The neuroscience nurses use their clinical knowledge and experience, alongside strong listening skills, and a commitment to treating people with compassion and empathy, to deliver high-quality person-centred care and support.

Our helpline talks through a wide range of neurological topics and issues including what to expect with tests or treatments, and how to manage long-term conditions. We help people make sense of complex information or specialist medical terminology. We support people and help them access the right services and to ask the right questions to ensure they get the most out of their appointments and care.

“Everyone has been keen to help me use crutches to go downstairs after my fall, but no one has discussed assessing my dizziness. Thank you for the easy-to-understand booklet (Dizziness & Balance) giving me the confidence and a basic understanding so that I am able to ask questions about the condition to those who will be caring for and treating me. Thank you for talking to me today and sending the booklet” **Feedback from Service User survey 2019-20**

“I now feel I will be able to understand and ask the appropriate questions when I next see my doctor. Thank you for being there – it has really reassured me” **Feedback from Service User survey 2019-20**

We understand the importance of recognising that their challenges are not limited to their symptoms or condition, but also come from how these can impact their ability to work, their independence, their relationships, and other wider personal and socio-economic issues.

Our helpline understands the varied and complex needs that may arise from a neurological problem, and how these can affect someone's memory or their ability to concentrate, as well as their psychological and physical wellbeing. They also know that getting a diagnosis may take a long time or even remain unclear and can support people appropriately.

"We have found that trying to get an understanding of our son's medical conditions unbelievably challenging… The emotional toll this is taking on all of us is huge. The advice and links to potential useful contacts offered (by the Brain & Spine Foundation Helpline) has been so helpful… reaching out to you has helped and is appreciated – your support is priceless" **Feedback from a Service User survey 2019-20**

"Thank you so much for your e-mail. Reflected back to me in this way, I can now see all the positives in what I wrote to you. I feel listened to and very positive – and ready for my progress". **Service User correspondence via e-mail 2019-20**

We aim to be an authoritative first port of call, that will help people find and access the information and support they need as they navigate care pathways and continue along their journey. We are there to help people in the first instance, but also on an on-going basis; calls are not limited in number nor by time, as we know that peoples' needs change over the years.

Knowing that trusted help is just a phone call or email away can also alleviate stress and reduce anxiety when often it is difficult for someone to get in contact with their own healthcare team.

Our team of experienced neuroscience nurses are a reason why other charities often refer callers with specific treatment and care-related questions to the Brain & Spine Foundation helpline. We also work with healthcare professionals seeking to learn more about neurological conditions and the support available to their patients locally and in the community.

In 2019-2020, as in previous years, our helpline answered enquiries across a wide range of neurological problems, and we continue to believe this to be one of our defining strengths.

Our accessible health information

The Brain & Spine Foundation produces accessible, evidence-based health information to support people affected by neurological problems.

Receiving a diagnosis can be a difficult or traumatic experience and absorbing or retaining information during appointments, or following a diagnosis, can be challenging – especially if it has been delivered verbally or someone is affected by cognitive or communication difficulties.

According to the Neurological Alliance's most recent patient experience survey (Neuro Patience, 2019):

- 23% of respondents were not given an explanation of their diagnosis that they understood when they were first told they had a neurological condition;
- 43% of respondents were not given written information when they were told they had a neurological condition; and
- 45% were not told how to find further information.

Our information helps individuals better understand their symptoms and diagnosis, participate in shared decision making about treatments and care-planning, and empowers them to better manage their condition and achieve their goals.

High quality, accessible information can also help improve someone's experience of healthcare, helping to reduce the pressures, utilisation, and costs of that person to the healthcare system.

We publish our information online through our website, where it is available to view, print, and download. This information is delivered in the form of webpages, fact sheets, booklets, animations, and short entries within an A-Z directory.

Our online information resources provide information on a range of conditions, including Parkinson's disease, migraine, stroke, and meningitis. We also have information on what to expect during tests and treatments, such as MRI scans, lumbar punctures, and coiling of brain aneurysms. Our most downloaded resource provides guidance on how to perform vestibular rehabilitation exercises at home.

Our booklets, which are available in printed format, cover the following topics in more detail:

- Brain tumours;
- Chiari malformation;
- Dizziness and balance problems;
- Face pain;
- Headache;
- Head injury;
- Spinal tumours;
- Subarachnoid haemorrhage;
- Transverse Myelitis; and
- Vascular malformations of the brain.

We distribute our printed booklets free-of-charge to individuals and to healthcare professionals. These may be given out in healthcare settings as part of providing patient information at the time of diagnosis or during care and management.

We recognise that an individual's information needs will also vary over time. This may be because their symptoms or condition have changed or progressed, or because of changes in their environment (e.g. COVID-19) or their circumstances (e.g. employment status or pregnancy). We often signpost to other organisations and sources of information to help people find and access support for their wider needs (e.g. finances, social care, employment rights, or welfare and benefits). We also continue to review and develop our information to ensure that it is current and relevant to people's needs.

We want to improve our ability to support people to find further sources of information and support by developing both internal and public-facing directories. These directories will list charities and organisations that provide information and support for a wide range of issues and conditions related to neurology. We believe this is part of developing a sustainable strategy and will help drive efficiency through more collaboration with other charities and organisations.

Our online peer support

We created and moderate two Facebook groups that provide online peer support for people with Chiari malformation, and for people who have had a subarachnoid haemorrhage (SAH).

These groups connect people with shared experiences of these comparatively rare conditions, offering a safe and welcoming space where they can find social connections as well as support.

Perhaps reflecting the uncommon nature of these conditions, our online support groups attract members from overseas as well as the UK. This often adds another dimension to discussions but highlights how so many of the needs of this community are the same, wherever someone may live.

Our groups continue to grow in popularity and are busy and active with members posting stories and insight from their own lives and engaging in informative and supportive discussion threads daily.

Our groups are overseen by volunteer moderators, who themselves are living with the conditions concerned. Alongside support from members of the charity's staff, our moderators will contribute to discussions to clarify positions or occasionally to guide group members towards additional support, from our helpline team or from other agencies. We are incredibly grateful to our moderators for their ongoing care and dedication to their community and peers.

Peer support, at its best, tackles feelings of isolation and can improve mental wellbeing, as well as helping people to feel more able to tackle the obstacles they face in living with a neurological problem.

In 2019/20, our plan had been to expand our peer support activity into community settings, and to establish networks that could be accessed by anyone with a neurological condition, common or rare. The coronavirus pandemic has put a stop on any community-based activity for the foreseeable future, and as a consequence, we have responded by expanding the online support available.

We are now offering weekly video chats for people with neurological problems. Called "Neuro Social", these sessions offer a safe and positive space for people to meet, share stories, give support, and get support. The chats are open to anyone regardless of diagnosis, ensuring that even people with rarer conditions can still access a welcoming group.

"I struggled to find positivity and perspective in other groups, which did not suit me at all. I have found such a sense of self through listening and sharing with others with various neurological conditions. I really think it has improved my overall health." **Feedback from Neuro Social participant**

The Neuro Social model has been developed through close working with volunteers who themselves have neurological problems, and who are now helping to lead the discussions.

Our aim is for our peer support services to be truly peer-led, and for the groups to grow into an active network of people who connect across multiple channels to support one another and to influence for positive change for people with neurological problems.

Reaching our community and raising awareness

We know that accessing the right information and support, at the right time, can make a significant difference to someone's life. It improves their ability to cope and manage their symptoms and condition, as well as their overall experience of health and social care.

To help us achieve our strategic goals, we believe it is important to raise the profile of the Brain & Spine Foundation and to increase awareness about the lives of people affected by a neurological problem.

Our outreach work is an important part of how we continue to grow our overall reach and audience as a charity, ensuring as best we can that people are aware of (or can find out about) our services when they need them. Attending conferences and events provides us with an invaluable chance to meet and engage with our community.

We know that there is more work needed to ensure that the information resources we produce reach the people who need it and growing the network of healthcare professionals we support and work with is a key part of this. Healthcare professionals support us by helping us to review and update our information resources and booklets, and they also are responsible for distributing a large proportion of our booklets to patients through hospitals and clinics.

Connecting with our community also means listening to and amplifying the voices of the people we work with and support.

We often work with members of our community to capture and share their stories through our website, newsletters, and social media channels. We know this can be a very personal and powerful way of helping others better understand the difficulties they face. It can also challenge the stigma that exists around many conditions by highlighting the capabilities, rich lives, and vibrant personalities of the people within our community.

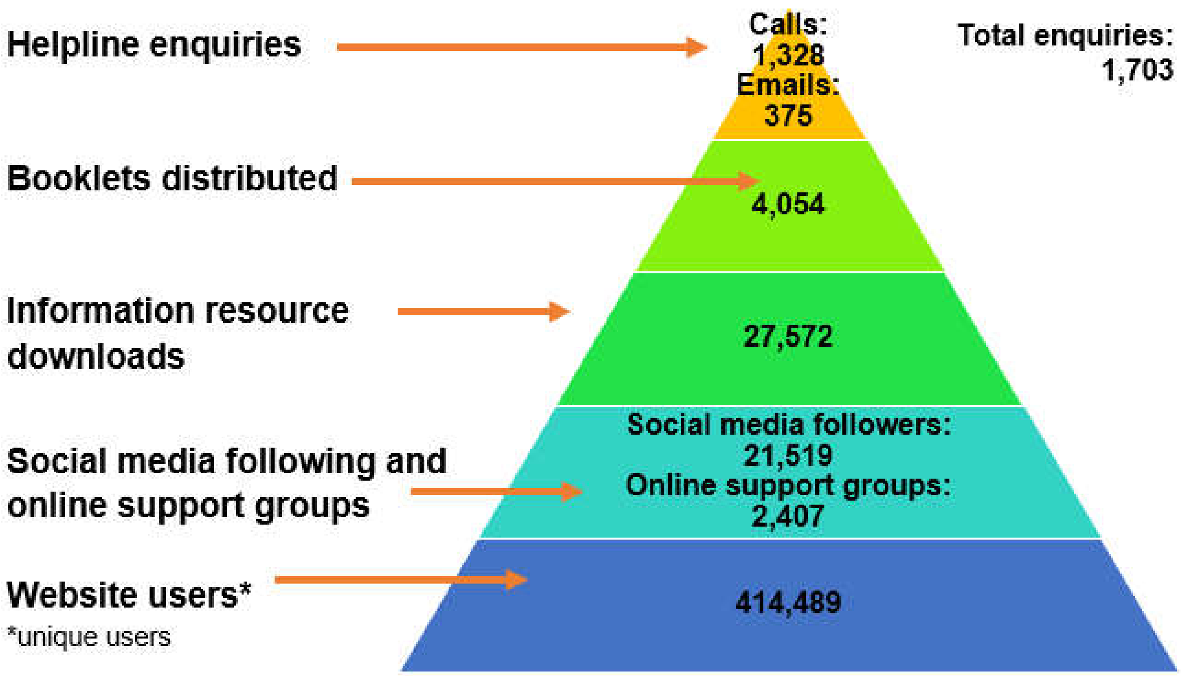
Our network of passionate and committed volunteer Ambassadors help us to engage directly with local communities, sharing their own first-hand experience and supporting others to get in touch with our services or contribute to our work. They also help us to raise awareness through online campaigns and fundraising events.

We participate as stakeholders in the development of clinical guidelines and guidance to ensure that the lives of people affected by those conditions are reflected in them.

What we achieved in 2019/20

Delivering support and information to our community

We reached over 425,000 people in our community in 2019/20



In 2019/20 we supported and engaged with over 425,000 people through our services and activities – this is our community.

Our helpline answered 1,703 enquiries by answering phone calls, providing callbacks, and responding to emails.

We were pleased to welcome a new member to our helpline team who has over 25 years of nursing experience in neurosurgery, neuromedicine and neuro-rehab. This was made possible through our ongoing partnership with the not-for-profit health insurer, BHSF.

We also transitioned the delivery of our helpline service to a new online virtual call centre platform. This brings with it the ability for members of our helpline team to work remotely, as well as providing us with more detailed data.

We are confident that these enhancements will support us to grow and develop our helpline through enabling more skilled and experienced professionals from across the country to join us and allowing us to make sure our helpline is available to people when they need it.

During 2019/20, we continued our commitment to producing high-quality health information and reviewed and updated our information on head injury, and dizziness and balance problems.

We distributed 4,054 printed booklets to both individuals and healthcare professionals working in hospitals and clinics across the country.

Through our website, our information was viewed by 414,489 people and our booklets and fact sheets were downloaded 27,572 times.

We also completed the in-house development of our animation on Chiari malformation. This video is designed to support people to understand the condition, how it affects people, and how it can be managed. As part of the development, we sought insight, quotes, and feedback from our online support group for people affected by Chiari malformation.

We launched our 'Understanding Chiari malformation' animation on 22 August 2019, and it had been viewed over 6,500 times by 31 March 2020. At the time of writing this report (November 2020), our animation has since been viewed over 13,700 times.

Membership of our online peer support groups for subarachnoid haemorrhage and Chiari malformation grew by almost 23% to 2,407 members.

Who we are supporting?

This year we were able to grow our understanding of who we are supporting through our helpline.

Most people (72%) who reached out were calling to speak to us about themselves, but we also received calls from partners, family, and friends too. Within these groups, nearly half identified themselves as a carer for the person they were contacting us about.

We received enquiries from a broad demographic, with people of all ages and genders talking to us about a wide range of symptoms, conditions, and other issues relating to their lives.

Overall, 71% of our callers were female and most callers (53%) were over 50 years old.

Many people found our services via our website (58%), as well as social media and through our publications. About 20% of people who contacted us were referred to our helpline by another charity.

We want to do more to raise our profile amongst healthcare professionals – as currently, only 4% of our callers said that they had been signposted to us by this group.

We believe it is important to not restrict the time spent on a call, or the number of times someone can reach out and speak to us. In 2019/20, 10% of our calls were with people who contact us regularly and the average length of a call to our helpline was just over 11 minutes. However, when dealing with complex enquiries or supporting someone who is very distressed the length of calls can extend to over 45 minutes.

As a result of our transition to a new virtual call centre, we have been able to capture more data around our call volume and how this relates to the number of calls we are able to answer.

Over the period of Oct 2019 to March 2020, were able to respond directly to 44% of the calls made to our helpline.

This means that despite our best efforts, we missed 56% of calls. This was due to people contacting us out-of-hours, or when all our nurses are busy supporting another person, or when we had reduced capacity due to staff training and leave.

This is a painful reality for everyone connected with the Brain & Spine Foundation, and we plan to explore how we can increase the number of calls we are able to answer first time.

We are pleased to say that we continue to make every effort to get in touch with those that leave a voicemail and request a call-back. Through our new system, this is now easier for people to do when they are waiting to speak with someone on the helpline.

Another benefit of our new virtual call centre has been the ability to provide people with the opportunity to leave us feedback through an ongoing survey. So far, more than 90% of people who spoke to our helpline have said that they benefited from gaining useful information, feeling more confident to discuss their condition with a healthcare professional, and two-thirds felt less alone and isolated in dealing with their problems.

Working with our community and partners

During 2019/20 we attended and contributed to several events, forums, and debates related to our work and achieving our strategic goals.

This included attending and contributing to events such as:

- Primary Care & Community Neurology Society Conference (Birmingham);
- Royal College of General Practitioners (London);
- UCLH World Stroke Forum;
- BHSF Occupational Health Conference;
- BHSF Wellbeing At Work conference in Birmingham; and
- The launch of the South London Operational Delivery Network.

As members of the Neurological Alliance, we contributed to policy development and attended forums such as:

- National Neurosciences Advisory Group on Mental Health and Neurology; and
- Development of the Rare Conditions Report.

In addition, Marc Smith, our CEO was elected to the Neurological Alliance board of trustees in November 2019 which brings mutual benefits and facilitates a closer working relationship with this organisation.

This year we were stakeholders in the review and development of neurosurgical care pathways for subarachnoid haemorrhage, brain tumours, and pituitary tumours, which was being led by NHS England and NHS Improvement. We provided feedback on their recommendations and supported the NHS teams to engage patients and their families appropriately and effectively in the development process.

The BHSF partnership enhances its offer to the employee welfare marketplace through access to our services. We are proud to be extending the reach of our support services to this new audience.

This initiative, and others such as our partnership with the Grand Prix Trust which refers relevant cases to our helpline for expert support, demonstrates a new model of reciprocal benefits for the charity and its supporters that may develop into long term and sustainable relationships with other corporate partners.

Our community engagement and funding

The Brain & Spine Foundation operates entirely from voluntary income – there is no Government funding – and the strategy is to maintain this independence.

The pillars of our fundraising strategy are to:

- have a diverse funding mix from individual donors, legacies, trusts and foundations, corporate, events and community;
- maintain the cost of fundraising between 15% and 20%;
- achieve an ROI of 6:1 (or greater) i.e. for every pound spent on fundraising we generate £6;
- provide supporters with an exceptional experience to build loyalty; and
- build a community of people who understand the cause and support it practically, emotionally and financially.

The Virgin Money London Marathon remains a key source of income for the charity. The 2019 team of 35 runners was captained for the second time by Great Britain Olympian and media pundit, Colin Jackson.

Together, the runners raised an incredible £93,700. On the day of the event (Sunday 4 April, 2019) they were supported by friends and family and the wider B&SF team. We owe particular thanks to our media partners, The Daily Telegraph, and to specialist physiotherapists Running Gods who support the team each year with advice leading up to the day and much-needed post-race massages.

We must also make special mention of our Ambassador and super-runner David Phillips, who ran his 500th full marathon this year, and has now raised (with the help of Team Phillips) over £125,000 for the Brain & Spine.

We are delighted that David was recognised for his charitable fundraising efforts with an MBE in the Queen’s Birthday Honours list of June 2020.

Across our community, we have wonderful volunteers and people who go to great lengths to fundraise for the work we do. Each and every event, volunteer and supporter is greatly appreciated.

We would particularly like to thank John Kedge and his family, and the great team that helps them, who this year reached the milestone of organising the 21st Claxton Triathlon on behalf of the Brain & Spine Foundation – and it was, yet again, a great success!

Enhanced governance of our charity

During 2019/20, the Chair of the board of trustees, Mark Luce, acted on an audit of the skills of our board of trustees to identify and recruit seven new trustees to support the strategic goals and enhance the governance of our charity.

The new trustees joined the organisation from April – September, and the board now numbers 11 and includes representation of lived-experience, clinical expertise, and information & data management system governance.

The new board reflects the future-facing needs and ambitions of our charity.

Our response to COVID-19

We know that during these unprecedented and uncertain times there is a high demand for access to trusted support, clear information, and expertise.

As a valued and respected health charity, we believe it is our responsibility to support our community and our nation’s health and social care services.

We know that people are concerned about the impact of disrupted NHS services on their care plans. They are experiencing delayed or cancelled appointments, and changes in access to medication and treatment.

Some callers are concerned and confused by the messages from the Government – they are worried about being more at risk, and the implications.

Many people have also been experiencing the impact of social distancing and shielding measures on their mental health and wellbeing.

Our neuroscience nurses have been talking people through the issues relating to the management of their conditions, changes to their treatment plans and care services, and supporting them to understand the constantly changing guidance from the Government. Our helpline also provides a caring and compassionate point of contact and can support people to find ways to become emotionally and mentally more resilient.

Since the start of the pandemic, 50% of callers have shared that they are concerned about their vulnerability, and there is a recurring theme of loneliness and anxiety, driven in part by disruption to normal services.

Since February 2020, we had already become significantly busier but in mid-March, we saw a spike in calls to the helpline as people wanted to know the impact of coronavirus on their personal situation. Our team has been able to respond to these requests for help despite multiple national lockdowns and unplanned changes in our working practices.

We do not know how long the COVID-19 pandemic will last. However, we do know that it is having a significant impact on our community here and now, and this will continue long after the pandemic has subsided.

The dilemma facing many is well expressed by one of the people we support:
"In late January, I went to A&E concerned that my memory, perception and balance were getting worse. A CT scan found my results had got worse since the previous scan. I was referred for an MRI scan on 19 March, but this was cancelled due to my health issues and their concerns about patient safety. The first urgent appointment is now 1 September. So, between January and September my new issues will not have been addressed." **Service User March 2020**

As part of our response to COVID-19, we plan to expand our capability and capacity to meet the growing demand e.g. through interacting with neurology teams to better understand how we can help them to support their patients.

We're also continuing to work collaboratively with the Neurological Alliance and related professional bodies such as the Association of British Neurologists, to consolidate, update, and publish the latest information related to COVID-19 for our community that lives with serious neurological conditions.

Above all, at this critical time, the Brain & Spine Foundation continues to do what it has always done – to help people feel more informed, better supported, and confident to make the right next step.

NeuroLifeNow

Neurology was the 'Cinderella service' before the COVID-19 crisis, so it is concerning to consider how poorly it might fare going forward.

Systemic changes are needed in the way our people are cared for and supported.

We are seeking to support this through a project called NeuroLifeNow. We are working collaboratively with the Neurological Alliance and others to co-ordinate a sector-wide approach to monitor the downturn in service provision for people with a neurological problem, now and in the medium term. This initiative includes the development of supporting technology and data management services that can achieve this.

With strategic and technical support from KPMG, the NeuroLifeNow app has been developed and will be launched into a test & learn programme in December 2020.

With feedback from two regional pilot studies, we will refine the app for full roll-out in 2021.

In 2020, with the arrival of the COVID-19 pandemic, there have been unprecedented challenges across all society and all sectors. However, the responses to these challenges have been necessarily dramatic and impactful – and brought new opportunities to the fore. The acceleration of digital transformation, the more open attitudes to use of data-collaboration and the willingness to adopt new practices have all created an environment where initiatives, like NeuroLifeNow, have been allowed to be created and prosper.

What we plan to do in 2020/21

In early 2019, we took the strategic decision to undertake a ground-breaking, transformation programme.

We know there is and will continue to be a great and growing need for accessible, holistic support for the 1 in 6 people in the UK affected by a neurological problem.

Currently, the impact of the Brain & Spine Foundation is valued by those who it reaches, and through this transformation program, we will improve the reach and scale of our support and engagement.

This programme is the foundation of our new 1, 3, and 5-year strategic plans. It is person-centred, collaborative, and has financial sustainability at its heart.

As part of this expanded vision, we are working towards a new model for our charity where our team remains small, but our impact is big.

Allied to this lean structure is a new model of engagement and fundraising – one that sees people at the heart of a social movement. A movement designed to give people affected by a neurological problem a stronger and unified voice. We want to work alongside our community and empower them to act and take the lead in creating the change they want to see.

Through this programme and based on values of collaboration and co-production, we want to:

- re-imagine how our information and support services can be delivered;
- grow new partnerships and engage in collaborative working – in and out of our sector – outsourcing to key suppliers and partners to contribute specific skills and expertise;
- develop agile and creative ways of working and support iterative learning within our organisation; and
- build a technology-enabled, digital working environment that supports our staff to work effectively and efficiently whether on-site or working remotely.

We have initiated an operational audit and are reviewing our IT and office systems as part of this work. We are exploring secure cloud-based software and better integration to help drive collaboration and efficiency, whilst not compromising the delivery or security of our services and data. Through developing more agile and flexible working practices, we hope to allow for wider recruitment and greater retention of staff and resource.

The outcomes of this programme will remain aligned with our objectives and outcome framework, and we hope will lead to:

- improved quality of life for people affected by neurological conditions;
- empowering people with neurological conditions to actively manage their own care;
- increased awareness of neurological conditions, their impacts, and sources of support; and
- faster access to specialist support, and better-connected care services, relieving pressure on the NHS and other health and social care services.

We are pleased to say we have already made significant progress towards this programme in the last 18 months (April 2019 – October 2020):

- We are exploring ways to develop and enhance our helpline and information services, to better enable us to support a person holistically and address their complex needs. We are currently describing this as the development of a 'neuro-navigation service':
    - By developing our approach to assessment and care planning, we want to be more readily able to capture an individual's needs and connect them to appropriate national and local services provided by the NHS or within their local community; and
    - Alongside this, we want to develop an improved knowledge management system to support our information resources and to allow us to create online directories that people can use to readily find sources of further information and support.
- We are working with members of our community to bring people together and understand how we can support the launch of a social movement, #WeAreNeuro. We hope to create a national campaign and engage 50% of the 12m population of people affected by a neurological problem within five years ('50 in 5');
- We have begun to scope out a person-centred learning system that brings together patient data and personal data to allow people to have more control over their own health and care pathway, and which can deliver novel and impactful insights to researchers, clinicians, and other charity organisations. This project is code-named "BrainHQ"; and
- Developed a digital engagement platform as part of NeuroLifeNow, which we hope to grow to support all the work described above.

In 2020/21, we will also continue to deliver against our core work, providing:

- free and unrestricted information and support through our helpline service, from trained and experienced neuroscience nurses;
- accessible information resources made available on our website and distributed via healthcare professionals and our helpline;
- online support groups that enable people to benefit from peer-to-peer learning and emotional support;
- engaging and relevant content that we will share with our community through newsletters, social media, and as part of our work to raise awareness; and
- a network of Ambassadors reaching out in local communities, raising awareness, supporting people, and ensuring they know how to access information and support when they need it.

We aim to increase our reach through our services and online channels so that we can support and engage with over 500,000 people and continue to grow our community. We plan to grow our helpline team and to develop our outreach work to help us achieve this.

Our financial review for April 1st 2019 to March 31st 2020

Against another particularly uncertain and turbulent political background which impacted all aspects of the economy, and charitable fundraising in particular, the 2019-20 financial year saw total income of £658,495 against an expenditure of £529,880.

The surplus of £128,615 has been accrued because of the reduction of fixed overheads and salaries early in the year, and careful management of the cost base thereafter.

Our income represents a spread of sources, including trusts (34%), community & events (16%), corporate (12%), individual donations (10%), major donors (3%) and legacy income (11%).

Events continue to be a good source of income, especially the London Marathon which contributed nearly £83,000 to funds in 2019-20. The negative impact of COVID-19 on community and event fundraising in financial year 2020/21 is already significant.

The board and CEO are aware that the charity income base will need to be strengthened, with strategies being developed to address the sustainability of core and transformational projects.

In the year, we are particularly grateful for the donations and support from the public, and new supporters such as Swire Charitable Trust and the continued support of Garfield Weston Foundation, The Fairhill Foundation, the Grand Prix Trust and BHSF.

Reserves policy

The trustees have again reviewed the charity's need for reserves including a reserves policy. Their aim is to keep unrestricted funds equivalent to a minimum 6 months of running costs, to ensure the charity's core activity could continue during a period of unforeseen difficulty. In this period of financial re-building, we ended the year with £130,093 free reserves which equates to 3.53 months of running costs.

Our structure, governance & management

The Brain & Spine Foundation is a company limited by guarantee and is registered as a charity with the Charity Commission. It is governed by its Articles of Association (and updated on 22 March 2017). The board of trustees is responsible for determining the overall strategic direction of the charity and for developing policies and plans to support the delivery of charitable objects. The board monitors progress across all areas of activity including legal requirements and financial performance. Meetings take place quarterly and the Finance and Governance sub-committee, a sub-group of the board, meets up to four times each year to consider finances and good governance. Other sub-committees are created by the Chair to support and give oversight of strategic initiatives as required.

A Chief Executive Officer (CEO) is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the authority for operational matters including financial management, employment and performance relating to agreed key objectives is delegated to the CEO. Any decisions outside of the strategic direction agreed by the board or outside of the agreed budget are referred to trustees for approval.

The pay and remuneration of the CEO is reviewed by the board each year and any changes made are based on performance, an assessment of the market, the financial position of the organisation and relativity across the team.

In the previous year, we developed a code of conduct for trustees and updated the trustee role description. The code sets out the conduct and practices required to ensure the highest standards of integrity and stewardship in this role.

In 2018, the charity introduced the honorary positions of President and Vice-President.

Trustee recruitment and appointment, induction, and training

Skills gaps relevant to the strategic objectives of the charity are identified on the board by way of informal audit (last conducted in Spring 2019). These are addressed through the recruitment of new trustees. Potential trustees meet the CEO and Chair of trustees and submit a CV, which is considered by the board. New trustees are offered an induction programme including a set of key documents, meetings with other trustees, visits to the charity office and discussions with staff. Opportunities for training are offered to support trustees in their roles.

The Articles of Association include terms of office for trustees, so that an initial appointment is made for a 3-year term and trustees will be eligible for reappointment for one further term of 3 years.

Volunteers

Brain & Spine Foundation volunteers support the charity’s work in many ways. Many volunteers are directly affected by neurological conditions and the charity benefits greatly from their experience and commitment to the cause. The trustees are especially grateful for the unstinting efforts of the volunteers who are involved in fundraising. We are also grateful to our team of Community Ambassadors who fundraise for the charity’s work, represent the organisation in their local area and increase awareness of neurological problems. At least 200 people provided voluntary service to the Foundation in 2019-2020.

Fundraising approach

The Brain & Spine Foundation is registered with the Fundraising Regulator and subscribes to their standards for fundraising.

The charity does not use intrusive or persistent methods of fundraising, which could offend our donors or intrude in their privacy and no complaints were received about our fundraising activity.

Risk management

An organisational risk review sets out the major risks and uncertainties facing the organisation. This is monitored periodically by the board’s Finance and Governance Committee and systems and policies have been established to mitigate exposure to those risks.

Public benefit

When planning the activities for the year, the trustees have regard to the Charity Commission’s guidance on public benefit in accordance with the duties set out in Section 17 of the Charities Act 2011. The benefit is to a specific group of individuals who have a neurological condition, or who have a friend or family member with such a condition, or who are involved in the treatment and care of these people. This report illustrates the activities provided for this group.

Statement of responsibilities of the trustees

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Independent examiners

Godfrey Wilson Limited were re-appointed as examiners to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 14 January 2021 and signed on their behalf by

Mark Luce

Mark Luce – Chairman

Independent examiner's report

To the trustees of

The Brain and Spine Foundation

I report to the trustees on my examination of the accounts of The Brain and Spine Foundation (the charitable company) for the year ended 31 March 2020, which are set out on pages 24 to 37.

Responsibilities and basis of report

As the trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charitable company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

(1) accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
(2) the accounts do not accord with those records; or
(3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
(4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Alison Godfrey

Date: 18 January 2021
Alison Godfrey FCA
Member of the ICAEW
For and on behalf of:
Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

The Brain and Spine Foundation

Statement of financial activities *(incorporating an income and expenditure account)*

For the year ended 31 March 2020

	Note	Restricted £	Designated £	General £	**2020 Total £**	2019 Total £
Income from:						
Donations and legacies	3	79,974	-	183,475	**263,449**	171,435
Charitable activities	4	90,625	150,000	56,900	**297,525**	73,230
Other trading activities	5	-	-	97,359	**97,359**	203,597
Investments		-	-	162	**162**	509
Total income		170,599	150,000	337,896	**658,495**	448,771
Expenditure on:						
Raising funds		-	-	105,984	**105,984**	255,310
Charitable activities		141,687	80,349	201,860	**423,896**	464,319
Total expenditure	7	141,687	80,349	307,844	**529,880**	719,629
Net income / (expenditure) and net movement in funds	8	28,912	69,651	30,052	**128,615**	(270,858)
Reconciliation of funds:						
Total funds brought forward		6,500	25,000	121,634	**153,134**	423,992
Total funds carried forward		35,412	94,651	151,686	**281,749**	153,134

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 15 to the accounts.

The Brain and Spine Foundation

Balance sheet

As at 31 March 2020

	Note	£	2020 £	2019 £
Fixed assets				
Tangible assets	11		**21,593**	29,872
Current assets				
Debtors	12	**13,452**		61,360
Cash at bank and in hand		**279,227**		84,470
		292,679		145,830
Liabilities				
Creditors: amounts falling due within 1 year	13	**32,523**		22,568
Net current assets			**260,156**	123,262
Net assets	14		**281,749**	153,134
Funds	15			
Restricted funds			**35,412**	6,500
Unrestricted funds				
Designated funds			**94,651**	25,000
General funds			**151,686**	121,634
Total charity funds			**281,749**	153,134

The directors are satisfied that the charitable company is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the financial statements for the year by virtue of section 477(2), and that no member or members have requested an audit pursuant to section 476 of the Act.

The directors acknowledge their responsibilities for:

(i) ensuring that the charitable company keeps proper accounting records which comply with section 386 of the Act; and

(ii) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the charitable company.

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 14 January 2021 and signed on their behalf by

Mark Luce

Mark Luce - Chairman

The Brain and Spine Foundation

Statement of cash flows

For the year ended 31 March 2020

	2020 **£**	2019 £
Cash used in operating activities:		
Net movement in funds	**128,615**	(270,858)
Adjustments for:		
Depreciation charges	**14,347**	14,284
Dividends, interest and rents from investments	**(162)**	(509)
(Increase) / decrease in debtors	**47,908**	70,744
Increase / (decrease) in creditors	**9,955**	1,598
Net cash provided by / (used in) operating activities	**200,663**	(184,741)
Cash flows from investing activities:		
Dividends, interest and rents from investments	**162**	509
Purchase of tangible fixed assets	**(6,068)**	-
Net cash provided by / (used in) investing activities	**(5,906)**	509
Increase / (decrease) in cash and cash equivalents in the year	**194,757**	(184,232)
Cash and cash equivalents at the beginning of the year	**84,470**	268,702
Cash and cash equivalents at the end of the year	**279,227**	84,470

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

1. Accounting policies

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 in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Brain and Spine Foundation 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 note.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern. However, the COVID-19 pandemic has had a profound impact on the global economy, and has in turn affected the charity. The trustees have considered the impact of this issue on the charity’s current and future financial position. The charity holds unrestricted, general reserves of £151,686, designated funds that could be drawn down if required of £94,651 and a cash balance of £279,227. The trustees therefore consider that the charity has sufficient cash reserves to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

c) Income

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

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

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

Income from fundraising events and other trading income is recognised when the event or conference takes place and is deferred where the income relates to future periods.

1. Accounting policies (continued)

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

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

For Google AdWords, the charity measures the value of the gift at a proportion of the market value provided by Google. Where the market value is given in foreign currency, this is translated in line with the charity's foreign exchange policy (note 1 (o)).

e) Interest receivable

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

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

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

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

h) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity’s activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities on the following basis, which is an estimate of staff time spent on each activity:

	2020	**2019**
Raising funds	10.0%	19.4%
Charitable activities	90.0%	80.6%

1. Accounting policies (continued)

i) Tangible fixed assets

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

Computer equipment	4 years straight line basis
Database and website	4 years straight line basis

Items of equipment are capitalised where the purchase price exceeds £1,000.

j) 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.

k) 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.

l) Creditors

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

m) Financial instruments

The charitable company 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 recognised at amortised cost using the effective interest method.

n) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

o) Foreign currency transactions

Transactions in foreign currencies are translated at the period average rate. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the year end.

p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

1. Accounting policies (continued)

p) Accounting estimates and key judgements (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements.

2. Prior period comparative: statement of financial activities

	Restricted	Designated	Unrestricted	**2019**
				Total
	£	£	£	**£**
Income from:				
Donations and legacies	55,409	-	116,026	**171,435**
Charitable activities	22,000	25,000	26,230	**73,230**
Other trading activities	-	-	203,597	**203,597**
Investments	-	-	509	**509**
Total income	77,409	25,000	346,362	**448,771**
Expenditure on:				
Raising funds	-	-	255,310	**255,310**
Charitable activities	125,546	12,415	326,358	**464,319**
Total expenditure	125,546	12,415	581,668	**719,629**
Net income / (expenditure) and net movement in funds	(48,137)	12,585	(235,306)	**(270,858)**

3. Income from donations and legacies

	Restricted	Unrestricted	**2020**
			Total
	£	£	**£**
Gifts in kind - Google AdWords	79,974	-	**79,974**
Donations and appeal income	-	82,422	**82,422**
Legacies	-	78,053	**78,053**
Major donors	-	23,000	**23,000**
Total donations and legacies	79,974	183,475	**263,449**

3. Income from donations and legacies (continued)

Prior period comparative

	Restricted £	Unrestricted £	2019 Total £
Gifts in kind - Google AdWords	55,409	-	55,409
Donations and appeal income	-	77,432	77,432
Legacies	-	1,270	1,270
Major donors	-	37,324	37,324
Total donations and legacies	55,409	116,026	171,435

4. Income from charitable activities

	Restricted £	Designated £	General £	**2020 Total £**
Grants > £5,000:				
The Caledonian Charity Trust	-	-	25,000	**25,000**
Garfield Weston	-	-	25,000	**25,000**
John Swire 1989 Charitable Trust	-	150,000	-	**150,000**
James Weir Charitable Trust	5,000	-	-	**5,000**
Birmingham Hospital Saturday Fund	68,000	-	-	**68,000**
Grants < £5,000:				
Persula Foundation	3,000	-	-	**3,000**
Other small grants < £3,000	14,625	-	6,900	**21,525**
Total charitable activities	90,625	150,000	56,900	**297,525**

Prior period comparative

	Restricted £	Designated £	General £	2019 Total £
Grants > £5,000:				
The Grand Prix Trust	-	25,000	-	25,000
Awards for All	10,000	-	-	10,000
The Hedera Charitable Trust	-	-	10,000	10,000
Pixel Funds	5,000	-	-	5,000
John Swire 1989 Charitable Trust	-	-	5,000	5,000
Grants < £5,000:				
Persula Foundation	3,000	-	-	3,000
The D'Oyly Carte Charitable Trust	3,000	-	-	3,000
Other small grants < £3,000	1,000	-	11,230	12,230
Total charitable activities	22,000	25,000	26,230	73,230

5. Income from other trading activities

	2020 Total £	2019 Total £
Fundraising events	**97,359**	203,597

All income from other trading activities in the current and prior year is unrestricted.

6. Government grants

The charitable company did not receive any government grants during the current or prior financial period.

7. Total expenditure

	Raising funds £	Charitable activities £	Support and governance costs £	**2020 Total £**
Direct costs	47,901	107,642	8,878	**164,421**
Staff costs (note 9)	41,983	219,968	15,054	**277,005**
Allocated costs:				
Premises costs	4,283	22,848	1,428	**28,559**
Office costs	5,708	30,458	1,903	**38,069**
Depreciation	2,152	11,478	717	**14,347**
Consultants	1,122	5,983	374	**7,479**
Sub-total	103,149	398,377	28,354	**529,880**
Allocation of support and governance costs	2,835	25,519	(28,354)	-
Total expenditure	**105,984**	**423,896**	**-**	**529,880**

Governance costs in the year were £3,988 (2019: £4,728).

7. Total expenditure (continued)

Prior period comparative

	Raising funds £	Charitable activities £	Support and governance costs £	2019 Total £
Direct costs	51,188	68,775	19,430	139,393
Staff costs (note 9)	160,637	210,673	43,740	415,050
Allocated costs:				
Premises costs	18,697	81,573	2,465	102,735
Office costs	8,455	34,772	1,322	44,549
Depreciation	2,600	11,341	343	14,284
Consultants	660	2,871	87	3,618
Sub-total	242,237	410,005	67,387	719,629
Allocation of support and governance costs	13,073	54,314	(67,387)	-
Total expenditure	**255,310**	**464,319**	**-**	**719,629**

8. Net movement in funds

This is stated after charging:

	2020 **£**	2019 £
Depreciation	**14,347**	14,284
Trustees' remuneration	**Nil**	Nil
Trustees' reimbursed expenses	**Nil**	603
Trustees' indemnity insurance	**110**	110
Independent examiners' remuneration (including VAT):	**3,375**	3,120

There were no reimbursed expenses paid to trustees in 2020. In the prior year trustees' reimbursed expenses included payments to 3 trustees for travel costs to attend board meetings.

9. Staff costs and numbers

Staff costs were as follows:

	2020 **£**	2019 £
	250,683	368,033
Salaries and wages	**15,744**	33,158
Social security costs	**10,578**	11,412
Pension costs	**-**	2,447
Redundancy costs		
	277,005	415,050

9. Staff costs and numbers (continued)

No employees earned more than £60,000 during the year (2019: none).

The key management personnel of the charitable company comprise the trustees, chief executive and senior management team. The total employee benefits of the key management personnel were £207,802 (2019: £149,935).

	2020 **No.**	2019 No.
Average head count	**10**	12

10. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11. Tangible fixed assets

	Computer equipment £	Database and website £	**Total** **£**
Cost			
At 1 April 2019	33,401	50,932	**84,333**
Additions in year	4,200	1,868	**6,068**
At 31 March 2020	37,601	52,800	**90,401**
Depreciation			
At 1 April 2019	32,899	21,562	**54,461**
Charge for the year	1,264	13,083	**14,347**
At 31 March 2020	34,163	34,645	**68,808**
Net book value			
At 31 March 2020	**3,438**	**18,155**	**21,593**
At 31 March 2019	502	29,370	29,872

12. Debtors

	2020 **£**	2019 £
Prepayments	**13,452**	41,198
Accrued income	**-**	20,162
	13,452	61,360

13. Creditors: amounts due within 1 year

	2020 **£**	2019 £
Trade creditors	**20,692**	2,895
Accruals	**3,240**	8,264
Other taxation and social security	**8,591**	11,409
	32,523	22,568

14. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	**Total 2020 £**
Tangible fixed assets	-	-	21,593	**21,593**
Net current assets	35,412	94,651	130,093	**260,156**
Net assets at 31 March 2020	**35,412**	**94,651**	**151,686**	**281,749**

Prior period comparative	Restricted funds £	Designated funds £	General funds £	**Total 2019 £**
Tangible fixed assets	-	-	29,872	**29,872**
Net current assets	6,500	25,000	91,762	**123,262**
Net assets at 31 March 2019	**6,500**	**25,000**	**121,634**	**153,134**

15. Movements in funds

	At 1 April 2019 £	Income £	Expenditure £	Transfers between funds £	**At 31 March 2020 £**
Restricted funds					
Awards for All, Big Lottery Fund	2,500	-	-	-	**2,500**
Google AdWords	-	79,974	(79,974)	-	**-**
Persula Foundation	-	3,000	(3,000)	-	**-**
The D'Oyly Carte Charitable Trust	3,000	-	(3,000)	-	**-**
James Weir Charitable Trust	-	5,000	(5,000)	-	**-**
Birmingham Hospital Saturday Fund		68,000	(40,000)	-	**28,000**
Other small grants < £3,000	1,000	14,625	(10,713)	-	**4,912**
Total restricted funds	6,500	170,599	(141,687)	-	**35,412**
Unrestricted funds					
Designated funds:					
The Grand Prix Trust	25,000		(25,000)	-	**-**
John Swire 1989 Charitable Trust	-	150,000	(55,349)	-	**94,651**
Total designated funds	25,000	150,000	(80,349)	-	**94,651**
General funds	121,634	337,896	(307,844)	-	**151,686**
Total unrestricted funds	146,634	487,896	(388,193)	-	**246,337**
Total funds	153,134	658,495	(529,880)	-	**281,749**

Purposes of restricted funds

Awards for All, Big Lottery Fund - To fund Back Pain booklet and film (animation).

Google AdWords - Google AdWords represent the value of advertising donated by Google to support access to information.

Persula Foundation - Funds towards the expansion of the helpline.

The D'Oyly Carte Charitable Trust - A one off-grant towards the updating of the helpline to Virtual Call Centre Platform.

James Weir Charitable Trust - James Weir fund was used to fund a Helpline Information

Birmingham Hospital Saturday Fund - £40,000 towards support of Helpline for year 2019/20 and £28,000 towards support of Helpline for year 2020/21.

15. Movements in funds (continued)
Purposes of designated funds

The Grand Prix Trust - £25,000 was designated in 2019 and has been fully spent in 2020 on supporting the core costs of the BrainHQ project and the helpline services.

John Swire 1989 Charitable Trust - £150,000 has been designated to support the development of the BrainHQ project. The remaining funds will be spent down in the financial year ending 31 March 2021.

Prior period comparative	At 1 April 2018 £	Income £	Expenditure £	Transfers between funds £	**At 31 March 2019 £**
Restricted funds					
Awards for All, Big Lottery Fund	-	10,000	(7,500)	-	**2,500**
The Henry Smith Charity	28,250	-	(28,250)	-	**-**
Google AdWords	-	55,409	(55,409)	-	**-**
Masonic Charitable Foundation	21,387	-	(21,387)	-	**-**
Persula Foundation	-	3,000	(3,000)	-	**-**
James Tudor Foundation	5,000	-	(5,000)	-	**-**
Pixel fund	-	5,000	(5,000)	-	**-**
The D'Oyly Carte Charitable Trust	-	3,000	-	-	**3,000**
Other small grants < £3,000	-	1,000	-	-	**1,000**
Total restricted funds	54,637	77,409	(125,546)	-	**6,500**
Unrestricted funds					
Designated funds:					
Premises fund	11,699	-	(11,699)	-	**-**
Trust fundraising	716	-	(716)	-	**-**
The Grand Prix Trust	-	25,000	-	-	**25,000**
Total designated funds	12,415	25,000	(12,415)	-	**25,000**
General funds	356,940	346,362	(581,668)	-	**121,634**
Total unrestricted funds	369,355	371,362	(594,083)	-	**146,634**
Total funds	423,992	448,771	(719,629)	-	**153,134**

16. Related party transactions

There were no related party transactions in the year.

Peter Hamlyn, President of The Brain and Spine Foundation, is also a director of The Spine Surgery London. During the prior year, The Spine Surgery London paid £10,000 to attend the charity's fundraising gala. This transaction was at arm's length.