



National  
**Osteoporosis**  
Society

# Annual Report 2011





I became Patron, and later President, of the National Osteoporosis Society after my mother tragically died as a result of this devastating disease. Then, only seventeen years ago, in the dark days of osteoporosis it was often dismissed as a disease that only affected older women, as so little was known about its cause and even less about its treatment.

Nowadays huge strides have been made in the research, diagnosis, care and support of osteoporosis. But we still have a long way to go...

The National Osteoporosis Society has been a lifeline for thousands of sufferers and their families. This remarkable charity celebrates its 25th anniversary this year and I feel confident that in the next quarter century will make even greater progress in the treatment of osteoporosis, hopefully preventing millions of people world-wide from suffering the pain and ignominy of this disease.

Canille

---

# Contents

Chief Executive and Chairman's letter	4
<b>Our work</b>	
Working for a break <i>free</i> future	5
Driving standards and improving services	6
Working together for change	8
Providing a lifeline	10
Working in communities across the UK	12
Funding ground-breaking research	13
Celebrating 25 years of building stronger bones	14
Thank you	16
Financial Report 2011	18

# Chief Executive and Chairman's letter



The economic conditions under which the National Osteoporosis Society operated during 2011 were, as they were for many in the charitable sector, extremely difficult. For this reason, it is a great testament to everyone involved in the Charity that so much has been achieved.

The occasion of our 25th anniversary presented us with ample opportunities to celebrate the extensive breadth of work carried out by the Charity, to reflect on the many achievements and be clear on the challenges that lie ahead.

Once again our President, Her Royal Highness The Duchess of Cornwall, did an enormous amount to raise awareness of the condition and we would like to pass on our heartfelt thanks to her. We would also like to thank our Volunteers, Members, Support Groups, Friends, Employees and Trustees who have done so much to help and support the Charity during our anniversary year.

Despite the progress that has been made in 2011, which is highlighted in this report, there is still a great deal to do. The painful and often debilitating fractures caused by osteoporosis continue to have a devastating impact on those who suffer from them. We must therefore, continue to work closely with policy makers to effect change and ensure better services are in place to build a brighter future for everyone affected by osteoporosis and fragility fractures.

To mark our 25th anniversary, our 2011 Annual Report looks at how much life has changed for those affected by osteoporosis and the fractures it causes.

To show the important role we have played in these changes, this report contrasts the care, support and access to information people with osteoporosis could expect before 1986, when the Charity was founded, with life for people with osteoporosis today. In doing so, the report will show how much has been achieved in terms of improving the prevention, diagnosis and treatment of osteoporosis and fragility fractures and raising awareness of good bone health.

**Claire Severgnini**  
Chief Executive

**Professor David M. Reid**  
Chairman

# Working for a *breakfree* future

## Then:

In 1986, few people had even heard of osteoporosis and there were no national campaigns to raise awareness of the condition.

# 1,733

People have visited the “*breakfree*” area of our website.

## Now:

To mark the 25th anniversary of the Charity and affirm our aspirations for the future, 2011 saw the development and launch of an ambitious campaign that aims to change the lives of people affected by osteoporosis and fragility fractures.

“for a *breakfree* future” is our first fully integrated communications and fundraising campaign. It seeks to inspire the general public and supporters to understand who we are, why we exist and how, together, all of us can prevent the pain and debilitation caused by avoidable broken bones.

We will speak with one voice to ensure that the general public, the media and all our supporters receive strong, consistent and emotive messages about the enormous impact that osteoporosis and fragility fractures can have. It will also encourage those who hear our messages to understand how they can help us work towards a *breakfree* future.



Lord Fellowes spoke at the launch of our “for a *breakfree* future” campaign at Somerset House.



Our campaign uses powerful imagery to highlight the fact that 1 in 2 women and 1 in 5 men over the age of 50 will break a bone.

# Driving standards and improving services

## Then:

Before 1986 few healthcare professionals associated osteoporosis with an increased risk of broken bones. Most thought that it just caused kyphosis of the spine, or “dowager’s hump”, in elderly women.

GPs had no incentive to identify patients who needed further investigation and possible treatment for osteoporosis.

## Now:

Our public policy campaigns persuade politicians and policy makers to take vital decisions to improve the lives of people affected by osteoporosis and fragility fractures. We provide a strong voice that is heard in the governments of England, Northern Ireland, Scotland and Wales, and in every hospital and GP surgery across the UK.

Not only do our campaigns persuade policy makers to make the right choices, we engage and support healthcare professionals in translating that policy into practice.

During July we took our campaign for fairer care to the heart of UK government to ensure the right decision was made on the future of osteoporosis treatment and care from GPs. In a bid to convince decision makers to listen, we gathered over a thousand moving personal messages describing in 25 words why osteoporosis should be given greater priority. The messages, which were handed in to the Prime Minister at 10 Downing Street came from supporters all over the UK.

This exercise formed part of a seven year campaign to highlight the need for GPs to be

given incentives for identifying osteoporosis under a scheme called the Quality and Outcomes Framework (QOF). In November, we were delighted to hear that our persistence had paid off and osteoporosis would be included in the scheme from April 2012. This major breakthrough will improve the early identification of the condition and heralds new hope for the millions of women and men affected by osteoporosis and fragility fractures.

In 2011 we continued to champion improvements in the education and training of health professionals to ensure a greater understanding of osteoporosis amongst the people on the front line of prevention, diagnosis and treatment.

We supported healthcare professionals striving to deliver care through Fracture Liaison Services by holding a national learning event in Birmingham.

We continued to engage with healthcare professionals at the local level through a number of education days hosted throughout the UK in partnership with our Support Groups.

Delivering our messages to 10 Downing Street. (Pictured from left to right) Lord Black of Brentwood; Claire Severgnini; members Anthea Franks and Val Napier; Patron Lynn Faulds Wood; and member David Brookfield.



# 1,000

**people backed our 25 words campaign by writing about their vision “for a breakfree future”.**

“It’s shocking that hundreds of thousands of people are still breaking bones needlessly when awareness amongst the general public and GPs could be improved so easily and so simply.”

**Lynn Faulds Wood’s personal message.**

# Working together for change

## Then:

Before 1986 there was no guidance or widely recognised model for coordinating the assessment or care of older patients who had broken bones.

## Now:

The Charity is committed to influencing the development of health and social care policies that improve the lives of people affected by osteoporosis and fragility fractures. We strive to inform and influence politicians in all four UK countries.

In October we joined with Age UK to co-host a summit of key government officials, healthcare providers and people with osteoporosis, to address an urgent need for better coordination of falls and fractures services across England.

A national audit published in 2011 revealed that service provision varies unacceptably. Only 38% of local areas in England, Northern Ireland, Wales, the Channel islands and the Isle of Man have a Fracture Liaison Service (FLS). Although this is a welcome increase from 31% in 2008, there are still vast strides to be made to ensure everybody has access to the dedicated care, support and treatment they deserve. While Scotland has better FLS provision, recent figures show a falling level of service, albeit from a high baseline.

Attended by the Care Services Minister, Paul Burstow MP, participants in the Falls and Fractures Summit are committed to working together to drive the improvements required to prevent unnecessary disability and save the NHS money.



Edwin Poots, Member of the Legislative Assembly, at our 25th anniversary reception in Stormont. We also held receptions for politicians in Edinburgh, Cardiff and London.



Joyce Watson, Assembly Member, speaking at an event in the Welsh Assembly which was attended by our supporters, health professionals and Welsh health policy officials.



23

organisations committed to improve services by attending our Falls and Fractures Summit.

# Providing a lifeline

## Then:

The care and support offered to those affected by osteoporosis and fragility fractures in 1986 fell very short from the standards of care delivered by healthcare professionals today.

There were no free, reliable and easy-to-access sources of information available for people affected by osteoporosis or the professionals caring for them. There was no Helpline service to support people and provide information about the prevention, treatment and diagnosis of osteoporosis and fragility fractures.

## Now:

Providing information and support to those affected by osteoporosis and fragility fractures is a crucial part of what we do on a day-to-day basis.

For Christine Sharp, the information she has received by calling our Helpline, receiving our life-changing leaflets and visiting our website has been invaluable.

"I found out I had osteoporosis after a fall in 2008 and really needed to find out more. I'm so grateful for the support the Helpline has given me. They are always just at the end of a phone line to answer my questions and put my mind at rest. They really do provide an invaluable service."

Just like Christine, thousands of people every year contact our dedicated team of Helpline nurses with specialist knowledge of osteoporosis, via the telephone, e-mail, our Ask the Nurses internet discussion forum and by post.

Our Helpline is also supported by a large body of leading osteoporosis professionals. This ensures that the information is based on the most accurate and up-to-date knowledge.

Our nurses also provide important emotional support and can direct callers to other relevant organisations that might be able to provide additional help. During 2011, our Helpline nurses responded to over 13,000 enquiries.

We continue to help thousands of people like Christine every year through our free suite of up-to-date, comprehensive information leaflets. During 2011 we developed two new publications on clothing and on hormone therapy and distributed over 397,000 leaflets to people all over the UK. These leaflets provide in-depth information about areas such as drug treatments, exercise, scans and tests and healthy eating.

In addition, 212,000 people accessed our website and internet forums during 2011. Our website provides an invaluable range of information while our forum allows people affected by osteoporosis to share their experiences with others, ask questions and feel part of a supportive community.

Our Helpline nurses are skilled at providing both expert information about osteoporosis and emotional support.



**13,000**  
enquiries about  
osteoporosis and bone  
health were answered  
by our Helpline nurses  
during 2011.

**212,000**  
people accessed our  
website and internet  
forum during 2011.



“I’m so passionate about the Helpline – they gave me strength to face this condition. I honestly don’t know how I’d have coped without their expert help, and their compassion”.

**Christine Sharp, Helpline user**

# Working in communities across the UK

## Then:

Prior to the Charity's formation in 1986, people with osteoporosis had no easy way of meeting and talking with other people affected by the condition in their local area. There were no local meetings or events for those who had just received a diagnosis of osteoporosis.

# 2,134

**People benefited from our osteoporosis education events.**

## Now:

The National Osteoporosis Society has 85 Support Groups across the UK that play an invaluable role in their local areas, raising awareness of the condition and lobbying for better services as well as providing a welcoming community and support and information for people with osteoporosis and fragility fractures.

The Portsmouth and District Support Group are typical of the hard-working, dedicated individuals who volunteer for us. During 2011 the group worked hand in hand with Queen Alexandra Hospital organising two "Love Your Bones" information days and worked with falls specialists to raise awareness of osteoporosis and fractures in the wider community. The group also organised a magnificent publicity stunt, turning Portsmouth's Spinnaker Tower orange on World Osteoporosis Day, gaining important coverage in local newspapers.

The Charity has a team of regional employees who work together with our volunteers and health professionals. In 2011 they organised over fifty education events from the Northern Isles in Scotland to the South Coast of England and from the South of Wales to Northern Ireland, for people who had been newly diagnosed with osteoporosis and for people living with osteoporosis and fragility fractures.



The Portsmouth and District Group turned the Spinnaker Tower orange on World Osteoporosis Day.

# Funding ground-breaking research

## Then:

Before the National Osteoporosis Society was founded in 1986, there was no organisation dedicated to supporting research into osteoporosis.

## £2.9m

**has been spent on over 100 research projects into osteoporosis and bone health since 1994.**

## Now:

Dr Kate Ward is a Senior Research Scientist in the Nutrition and Bone Health Group at Medical Research Council Human Nutrition Research in Cambridge and is a member of the National Osteoporosis Society's Nutrition and Lifestyle Forum. In 2011 the Charity provided nearly £50,000 for the research project she is leading, investigating how what we eat throughout our life affects our bone health.

Kate and her team are analysing data from the National Survey of Health and Development, which includes participants who have been studied since their birth in March 1946.

This type of research is vital to our understanding of how osteoporosis and fragility fractures develop, and whether diet can alleviate the condition. "As a person ages their bones and muscles become weaker. It is not clear exactly how diet might affect this decline in function and bone health, but diet is likely to be important", she explains.

The Charity is also supporting research into the effects of obesity and exercise on bone health, falls prevention and osteoporosis in men.



Photo supplied by MRC Human Nutrition Research

"The research grant enables us to answer vital questions about osteoporosis and fragility fractures, to better our understanding of bone health and to contribute to beneficial knowledge and treatment of this condition, which affects millions of people and causes unnecessary suffering".

**Dr. Kate Ward, MRC  
Human Nutrition Research**

# Celebrating 25 years of building stronger bones

**2011 marked the 25th anniversary of the founding of the National Osteoporosis Society and gave us a great opportunity to celebrate the achievements of the past and look ahead to the future.**

We hosted special events during the year designed to raise the profile of osteoporosis and fragility fractures and generate much-needed funding to support our vital work. We did this in a variety of interesting ways, including a collective challenge to walk 25,000 miles throughout the year, a UK Support Group and Volunteer Conference and our special celebratory anniversary Members' Day and Annual General Meeting. We also used the occasion to open a Garden of Remembrance at our headquarters in

Camerton, created in memory of Linda Edwards, the Founding Director of the National Osteoporosis Society.

Our 25th anniversary celebrations were also marked by our President, Her Royal Highness The Duchess of Cornwall, who worked tirelessly throughout the year to raise awareness of our cause. Her Royal Highness generated fantastic publicity by mentioning the Charity during a special appearance on BBC Radio's *The Archers*, hosted a reception in the gardens of Clarence House and wrote a series of moving front page stories for the *Daily Mail* about her own mother's agonising death from spinal fractures caused by osteoporosis and her concern about the link between young girls, eating disorders and bone health.



Trustee Kate Tompkins (left) with Lord Mayor of Birmingham Councillor Anita Ward (right) and consort Mr Brown (centre) at the UK Support Group and Volunteer Conference. The Lord Mayor spoke about the importance of better care for people with osteoporosis and thanked the volunteers for their tremendous work.



Anne McTaggart MSP (third from left) with Glasgow-based Fracture Liaison Nurses (from left to right) Margaret French, Francis Lovell and Mayrine Fraser celebrate the Charity's 25th anniversary at an event in the Scottish Parliament.



Member Anthea Franks and Claire Severgnini plant a rose bush in the Garden of Remembrance.



Long-serving members Anne Dunlop (left) and Maureen Godfrey (right) with Claire Severgnini at our 25th anniversary Members' Day.



Celebrities including Dame Shirley Bassey and Cilla Black attended a 25th anniversary reception hosted by Her Royal Highness The Duchess of Cornwall.



Our President HRH The Duchess of Cornwall visited the BBC's *Strictly Come Dancing*, meeting our Patron Craig Revel Horwood. The visit emphasised the positive links between dancing and bone health.



“Happy Birthday!” A toast at our celebratory Members' Day and Annual General Meeting at the Assembly Rooms in Bath.

# Thank you to all of our generous supporters....

The National Osteoporosis Society relies upon voluntary donations and we are grateful for all the support we receive. Thank you to all of our 25,000 members, patrons, individual supporters, corporate partners, trusts, foundations, runners,

event organisers, local Support Groups and those who generously left a gift in their will. In particular we would like to thank the following supporters during 2011, as well as those who have chosen to remain anonymous.

**We would like to extend our thanks to the following individuals, organisations and companies.**

## **Trusts**

Awards for All  
John James Bristol Foundation  
PF Charitable Trust  
ShareGift / The Orr Mackintosh Foundation  
Simon Gibson Charitable Trust  
The Clore Duffield Foundation  
The Dunhill Medical Trust  
The Gosling Foundation Limited  
The Headley Trust  
The Homestead Charitable Trust  
The Rothermere Foundation  
The Trusthouse Charitable Foundation

## **Major donors**

Steve Bennett  
David Brownlow  
Sir Eddie and Lady Kulukundis OBE  
Sir Brian Souter

## **Companies**

Amgen Limited  
Eli Lilly and Company Limited  
Servier Laboratories  
Shire Pharmaceutical Group PLC  
Vitabiotics Limited  
Walkers' Snacks Limited

## **Bone Builder Benefactor**

Edwin Dunlop  
The Kings Lynn National Osteoporosis Society Support Group

## **Legacies**

Ernesteen Andrews  
Doreen Atkinson  
Sylvia Auger  
Mary Back  
William Baker  
Jessie Batchelor  
Lillian Brewes  
Freda Burnet  
Barbara Dyer  
Phyllis Eager  
Muriel Geeson  
Denise George

Ronald Gillett  
Keith Gourlay  
Joan Grove  
Patricia Hartley  
Kathleen Jones  
Betty Kennewell  
Patricia Langford  
Elsie Lea  
Doris Lovelock  
Emma McAlister  
Margarette Nute  
Emily Potter  
Frank Pullon  
Rachael Ramsay  
Joan Rogers  
Elsie Shepperd  
Nancy Starling  
Audrey Titmus  
Moirra Warren  
Derek Webb  
Clive Weed  
Dorothy Williams  
Phyllis Yeo

## **Patrons**

Sean Bean  
Mary Berry  
Deborah Bull CBE  
Wendy Craig  
Peter Cruddas  
Trudie Goodwin  
Susan Hampshire OBE  
Craig Revel Horwood  
Nerys Hughes  
The Lady Hylton  
Ross Kemp  
Dr Maggie Philbin  
Dr Miriam Stoppard  
Lizzie Webb  
Barbara Windsor MBE  
Lynn Faulds Wood



### Inner Wheel

Special thanks to Pam McConnell, 2010 – 2011 President of the **Association of Inner Wheel Clubs** in Great Britain and Ireland, for

nominating us to be her Charity of the Year. The combined efforts of all the Inner Wheel clubs raised over £40,000 for us as the President's charity – a truly amazing achievement for which we are extremely grateful.



### Virgin London Marathon

Our Chairman, Professor David Reid, ran in the 2011 Virgin London Marathon. We would like to thank

David and all our other runners who ran for us in events during 2011 raising over £55,000.

### Orange ribbons

We launched our orange ribbons on World Osteoporosis Day in 2011 and raised over £2,000 by selling them to members of the public through our Support Groups.



### Legacies

"I am the third generation of my family to suffer from osteoporosis; both my mother and grandmother died as a result of a hip fracture. Thankfully I benefit from treatment which was not available to them and my daughter, should she need it, will do so too. This is why it is so important to support the wonderful work of the National Osteoporosis Society by leaving a gift in one's will. This helps to ensure the best possible treatment and support for the many sufferers of this debilitating condition."

**Deborah Peak, member and legacy pledger. The money we raise from gifts in wills enables us to provide our range of life changing services. To find out more contact Wendy Jackson on 01761 473264 or [w.jackson@nos.org.uk](mailto:w.jackson@nos.org.uk).**

# Financial Report 2011

## Financial Performance

### Overview

In 2011 the Charity continued to provide life-changing information and practical guidance and support to thousands of people affected by osteoporosis and fragility fractures. In a challenging year for the economy which led to generally declining trends in charitable giving, we maintained healthy income figures by focussing on core areas of support and identifying new income streams. While achieving some streamlining of costs in areas such as overheads, we made sure that our charitable activities were maintained.

### How we spent our money

In 2011 we moved forward with new and established programmes to support more people affected by osteoporosis and fragility fractures than ever before. With 85 Support Groups meeting regularly across the UK, the Helpline answering 13,000 calls, 397,000 free publications sent nationwide and available online, funding of ongoing Research Projects, the influencing of Parliament and policy makers, and with profile-raising media campaigns, we have continued to raise awareness and provide caring support and essential information to people affected by osteoporosis and fragility fractures. Overall expenditure in the year has fallen by 5% (excluding the costs for our 2010 scientific conference, which takes place every 18 months and costs relating to the Osteoporosis Scanning and Services Development programme). We also made savings on staffing, administration costs and governance, while ensuring that we continue to offer vital services to people with or at risk of fragility fractures.

### How we raised our money

The Charity's income increased by £153k compared to 2010 (excluding conference income). The main increases in income derived from Major Donors (398% increase) and Trusts (54% increase), while Membership income and Investment income also improved despite the economic climate. The Charity

continued to appeal to donors in a broad variety of ways, from attractive membership schemes to Challenge Events such as skydiving, to the 25th Anniversary Walk, or more relaxing endeavours such as Tea Parties and Cabaret Evenings. All of this led to an increase in our Voluntary Income of 6% and our Fundraising Activities income of 3%. A total of 34% of income now relates to legacies, 41% to donations, fundraising events and campaigns, 17% to membership, 5% to other income including advertising and 3% to investment income.

### Summary

During the year the Charity had a planned deficit of £264k on unrestricted funds and a surplus of £24k on restricted funds. We have made great efforts in 2011 both organisationally and financially to ensure that we are in a strong position to face future challenges and consolidate our position as the only UK-wide charity dedicated to improving the prevention, diagnosis and treatment of osteoporosis and fragility fractures. We are fortunate to have an expert team of employees and committed supporters, who have contributed so generously to the Charity throughout the year.

### From Our Trustees

The summarised accounts are a summary of information extracted from the annual accounts and contain information relating to both the Statement of Financial Activities and the Balance Sheet.

These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the Charity. For further information, the full accounts, which received an unqualified audit opinion, should be consulted. Copies of these can be obtained from the National Osteoporosis Society, Camerton, Bath BA2 0PJ.

The annual accounts were approved by the Trustees on 2nd May 2012.

## **Independent Auditors' Statement to the Trustees of the National Osteoporosis Society**

We have examined the Summary Financial Statements of the National Osteoporosis Society for the year ended 31 December 2011. This report is made solely to the company's members, as a body. Our work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's statement on the summarised financial statements and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective Responsibilities of Trustees and Auditors**

The Trustees, who act as Directors for the purpose of company law, are responsible for preparing the Summary Financial Statements in accordance with the recommendations of the charities SORP and in compliance with the relevant requirements of sections 426 to 429 of the Companies Act 2006 and other applicable law.

Our responsibility is to report to you our opinion on the consistency of the Summary Financial Statements with the full financial statements and Trustees' Annual Report. We also read the other information contained in the Annual Report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the Summary Financial Statements.

### **Basis of Opinion**

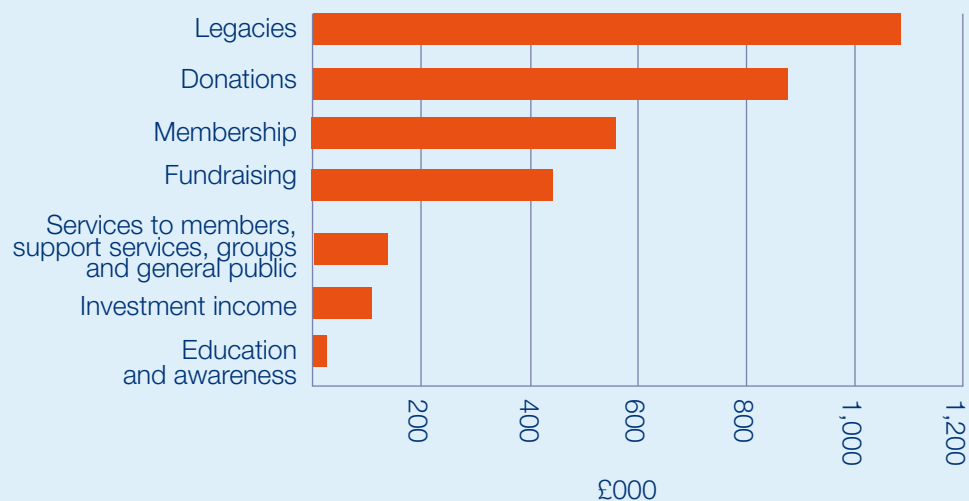
We conducted our work in accordance with Bulletin 2008/3 "The auditors' statement on the summary financial statement" issued by the Auditing Practices Board for use in the United Kingdom.

## **Opinion**

In our opinion the summarised financial statements are consistent with the full financial statements and the Trustees' Annual Report of the National Osteoporosis Society for the year ended 31st December 2011.

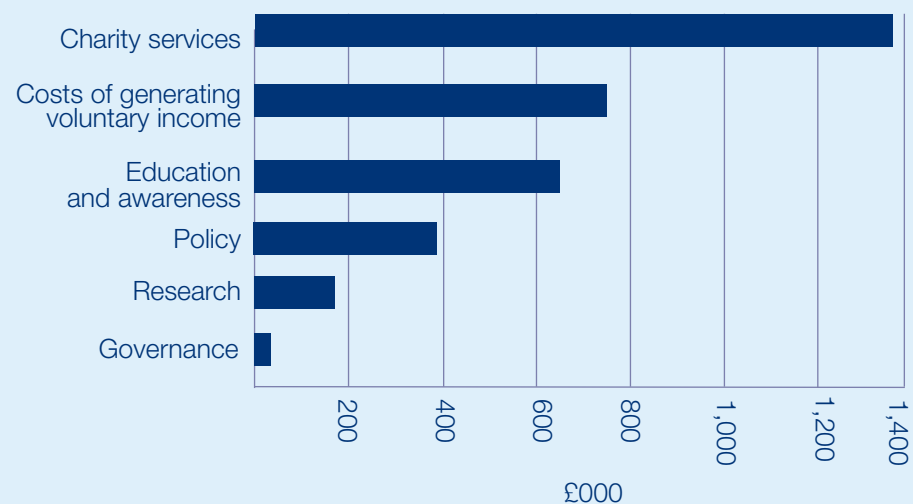
haysmacintyre  
Chartered Accountants  
Registered Auditors  
Fairfax House  
15 Fulwood Place  
London  
WC1V 6AY

## How we raised our money



	£000	%
Legacies	1,085	34%
Donations	877	27%
Membership	561	17%
Fundraising	444	14%
Services to members, support services, groups and general public	137	4%
Investment income	109	3%
Education and awareness	24	1%
<b>Total</b>	<b>3,237</b>	

## How we spent our money



	£000	%
Charity services	1,381	40%
Costs of generating voluntary income	761	22%
Education and awareness	661	20%
Policy	396	12%
Research	175	5%
Governance	36	1%
<b>Total</b>	<b>3,410</b>	

# Statement of financial activity

(Incorporating an income and expenditure account)

For the year ended 31st December 2011

	Restricted	Unrestricted	Total 2011	Total 2010
	£	£	£	£
<b>Incoming resources</b>				
<i>Incoming resources from generated funds</i>				
Voluntary income	459,646	1,503,041	<b>1,962,687</b>	1,850,596
Activities for generating funds	9,112	995,836	<b>1,004,948</b>	978,917
Investment income	-	108,715	<b>108,715</b>	44,034
<i>Incoming resources from charitable activities</i>				
Services to members, support groups and the general public	-	136,743	<b>136,743</b>	166,257
Policy	-	-	-	4,688
Education and awareness	-	24,089	<b>24,089</b>	484,199
<b>Total incoming resources</b>	<b>468,758</b>	<b>2,768,424</b>	<b>3,237,182</b>	<b>3,528,691</b>
<b>Resources expended</b>				
<i>Costs of generating funds</i>				
Costs of generating voluntary income	5,853	754,763	<b>760,616</b>	752,775
<i>Charitable activities</i>				
Services to members, support groups and the general public	131,106	1,310,272	<b>1,441,378</b>	1,490,925
Osteoporosis Scanning Service Development Programme	73,527	(134,207)	<b>(60,680)</b>	1,499,834
Policy	14,462	381,764	<b>396,226</b>	425,833
Education and awareness	66,844	594,494	<b>661,338</b>	1,013,649
Research	153,086	21,695	<b>174,781</b>	255,947
Governance costs	-	36,116	<b>36,116</b>	45,531
<b>Total resources expended</b>	<b>444,878</b>	<b>2,964,897</b>	<b>3,409,775</b>	<b>5,484,494</b>
<b>Net incoming/(outgoing) resources before other recognised gains/(losses)</b>	<b>23,880</b>	<b>(196,473)</b>	<b>(172,593)</b>	<b>(1,955,803)</b>
Realised (losses)	-	(38,840)	<b>(38,840)</b>	(5,335)
Unrealised gains/(losses)	-	(28,606)	<b>(28,606)</b>	115,984
<b>Net movement in funds</b>	<b>23,880</b>	<b>(263,919)</b>	<b>(240,039)</b>	<b>(1,845,154)</b>
Funds at the start of the year	620,072	4,286,702	<b>4,906,774</b>	6,751,928
<b>Funds at the end of the year</b>	<b>643,952</b>	<b>4,022,783</b>	<b>4,666,735</b>	<b>4,906,774</b>

# Balance sheets

As at 31st December 2011

	Group 2011 £	Charity 2011 £	Group 2010 £	Charity 2010 £
<b>Fixed Assets</b>				
Tangible fixed assets	2,114,596	2,114,596	2,189,622	2,189,622
Investments	1,485,799	1,485,800	1,567,017	1,567,018
	<b>3,600,395</b>	<b>3,600,396</b>	3,756,639	3,756,640
<b>Current Assets</b>				
Debtors	125,192	206,276	174,223	456,512
Short term deposits	1,003,090	1,003,090	1,575,155	1,575,155
Cash at bank and in hand	1,114,252	1,011,078	1,262,164	845,766
	<b>2,242,534</b>	<b>2,220,444</b>	3,011,542	2,877,433
<b>Creditors:</b> amounts falling due within one year	<b>(1,176,194)</b>	<b>(1,154,105)</b>	(1,861,407)	(1,727,299)
<b>Net Current Assets</b>	<b>1,066,340</b>	<b>1,066,339</b>	1,150,135	1,150,134
<b>Net Assets</b>	<b>4,666,735</b>	<b>4,666,735</b>	4,906,774	4,906,774
<b>Funds</b>				
Restricted funds	643,952	643,952	620,072	620,072
Unrestricted funds				
Designated funds	2,060,039	2,060,039	2,101,888	2,101,888
General funds	1,962,744	1,962,744	2,184,814	2,184,814
<b>Total Funds</b>	<b>4,666,735</b>	<b>4,666,735</b>	4,906,774	4,906,774

# Our organisation

## Board of Trustees:

Chairman:	Professor David M Reid
Vice Chairman:	Mary Regnier-Leigh
Treasurer:	Philip Newborough
	Janine Chandler
	Dr Alun Cooper
	Professor Roger Francis
	Wendy Hull
	Professor Terence O'Neill
	Jeremy Stern
	Catherine Tompkins
	Carole Walker (appointed 26th June 2011)
	Carlyn Chisholm (appointed 26th June 2011)

## Management Team:

Chief Executive:	Claire Severgnini
Fundraising Director:	Amanda Oxford (appointed 4th July 2011)
Operations Director:	Nina Copping
Communications and Public Affairs Director:	Juliette Brown
Finance Director:	Rose Barker
Human Resources Director:	Helen Kingman

## Honorary:

President:	HRH The Duchess of Cornwall
Vice President:	Professor John W W Studd
Scientific President:	Dr Allan Dixon

## Registered office:

Camerton, Bath BA2 0PJ

## Auditors:

haysmacintyre,  
Fairfax House, 15 Fulwood Place, London WC1V 6AY

## Bankers:

National Westminster Bank plc,  
3 High Street, Midsomer Norton, Bath BA3 2ZY  
Santander UK plc  
2 Triton Square, Regent's Place, London NW1 3AN

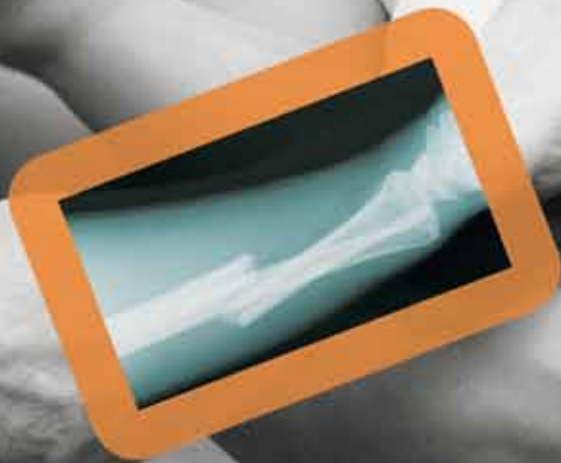
## Investment advisors:

HSBC Global Asset Management (UK) Limited,  
78 St James's Street, London SW1A 1HL

## Solicitors:

Beachcroft LLP,  
Portwall Place, Portwall Lane, Bristol BS99 7UD

Join our campaign  
[www.nos.org.uk/breakfree](http://www.nos.org.uk/breakfree)



*for a breakfree future*



President: HRH The Duchess of Cornwall

National Osteoporosis Society is a registered charity no. 1102712 in England and Wales and no. SC039755 in Scotland  
Registered as a company limited by guarantee in England and Wales no. 4995013

 **0845 130 3076** (General Enquiries)

 **0845 450 0230** (Helpline)

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

 **Camerton, Bath BA2 0PJ**