



**Business  
Disability  
Forum**

**Annual Report and Financial Statements**

30 June 2020

Company Limited by Guarantee  
Registration Number: 02603700 (England and Wales)  
Charity Registration Number: 1018463

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**Reference and administrative information**

<b>Trustees as at 10 December 2020</b>	Alex Brown Victoria Cleland Paulette Cohen Rachel Ann Gray Janet Hill Rebecca Hitchings Stephen Miller (Chair) Jonathan Millidge Melissa Ocampo Hari Sunderesan Iain Wilkie
<b>Company Secretary</b>	Ben Kelly
<b>Chief Executive Officer</b>	Diane Lightfoot
<b>Registered and Principal office</b>	Nutmeg House 60 Gainsford Street London SE1 2NY
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<b>Company registration number</b>	02603700 (England and Wales)
<b>Charity registration number</b>	1018463
<b>Auditor</b>	Buzzacott LLP 130 Wood Street London EC2V 6DL
<b>Bankers</b>	HSBC Bank plc 69 Pall Mall London SW1 5EY
<b>Solicitors</b>	Bates Wells & Braithwaite 10 Queen Street Place London EC4R 1BE

## **Trustees' report: Year to 30 June 2020**

The trustees are pleased to present their statutory report together with the financial statements of Business Disability Forum for the year ended 30 June 2020.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes the directors' report for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set-out therein and comply with Business Disability Forum's Memorandum and Articles of Association, the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

### **Statement of trustees' responsibilities**

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing the accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

**Trustees' report: Year to 30 June 2020****Statement of trustees' responsibilities (continued)**

The trustees are responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charity and 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.

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- The trustee has taken all steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

**Trustees**

The trustees constitute directors of the charity and company for the purposes of the Companies Act 2006. The board of trustees is known as the Council of Management (the Council).

Trustees take responsibility for monitoring the charity's activities and care is taken to ensure that members of the Council have the necessary skills required to contribute fully to the charity's development.

The following trustees served throughout the year and remain in office, except where shown.

<b>Trustee</b>	<b>Appointed/resigned</b>	<b>Date</b>
Alex Brown Victoria Cleland Paulette Cohen Rachel Ann Gray Janet Hill	Appointed	5 December 2019
Rebecca Hitchings Stephen Miller Jonathan Millidge	Appointed	5 March 2020
Melissa Ocampo Dr Hari Sundaresan Iain Wilkie	Appointed	5 December 2019

**Trustees' report: Year to 30 June 2020****Trustees (continued)**

New trustees may be appointed by the Council either to fill a vacancy or as an additional trustee. At each Annual Retirement Meeting (ARM) any trustees who have been appointed by a decision of the Council since the last Annual Retirement Meeting shall retire along with those trustees whose three-year term of office has concluded; they may offer themselves for re-election.

No trustee received any remuneration or expenses from the charity during the year (2019 - £nil). No trustee had any beneficial interest in any contract with the charity during the year (2019 – nil).

**Other officers****Company Secretary**


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 Ben Kelly
 

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**Senior executives**

<b>Name</b>	<b>Position</b>
Diane Lightfoot	Chief Executive Officer (CEO)

**Members**

The members of the charitable company, who are guarantors, are:

Barclays Bank plc.  
 British Telecommunications plc.  
 Cisco Systems.  
 Royal Mail Group.  
 Sainsbury's Supermarkets Ltd.

**Organisation and management of Business Disability Forum**

Business Disability Forum is governed by its Memorandum and Articles of Association, most recently amended on 29 June 2020.

In order to achieve both Business Disability Forum's vision and mission, a formal management structure is in place.

The Council is responsible for the general control and management of the organisation. At 10 December 2020, the Council comprises senior figures from business and the public sector some of whom have extensive experience of the not-for-profit sector.

The Council meets regularly to review financial and other management information and longer-term strategic priorities for the organisation, corporate governance issues and other relevant matters.

## Trustees' report: Year to 30 June 2020

### Organisation and management of Business Disability Forum (continued)

An induction programme and governance manual is in place to ensure new trustees understand the vision, mission and management of the organisation as well as their responsibilities as trustees and company directors in accordance with the relevant guidelines issued by the Charity Commission and Companies House. The recruitment process for new trustees includes interviews with the Chair or another nominated trustee and CEO with final approval by the Council. Appropriate guidelines and information on the organisation's governance, activities, products and services is also provided. The new trustee is also introduced to members of the Leadership Team and, where appropriate, to the membership and disabled associates and ambassadors. In addition, ongoing training is offered in the form of external courses and presentations to the Council.

The trustees appoint and employ a CEO to provide vision and leadership, achieve their strategic and charitable aims and manage the organisation.

Business Disability Forum produces an annual Business Plan. This year that plan formed the third year of our five-year strategy (now revised to six years as a result of Covid-19) to analyse, stabilise, revise, **consolidate**, grow and "reinvent" Business Disability Forum. The plan is submitted to the Council for approval. The Business Plan sets out the vision and mission, reviews progress, achievements and the financial outcomes in the current year and sets out the action plan and budget for the forthcoming year.

Progress against the Business Plan is reviewed at Council meetings. The Council receives formal written reports covering Policy & Research (Advice Service, Research & Insight, the Disability Standard and Policy and associated research), Disability Partnerships (Membership Recruitment & Retention, Sponsorship, Professional Consultancy, Learning & Development and Supplier relationships), Legal and Content (Development of our best practice guidance, design, legal and Training & events), Communications and Marketing (Communications, Marketing, PR & media, Digital communications) and Finance & Resources (HR, ICT, Administration, Finance, and Corporate Governance). In addition, the CEO and members of the Leadership Team attend Council meetings to provide further verbal reports and more information, for example on new projects or strategic items. Other employees attend these meetings as required.

**Trustees' report: Year to 30 June 2020****Key management personnel**

There is a designated Leadership Team which includes the Chief Executive Officer, Head of Disability Partnerships, Head of Policy & Research, Head Legal & Content, and Head of Finance. The Leadership Team is accountable to the Council and is responsible for the day to day running of the organisation. It has agreed objectives that correspond to the organisation's vision and mission. Formal performance & development reviews are carried out annually, with Objectives and Key Results (OKRs) reviewed regularly, to ensure that objectives are met and that members of the Leadership Team have appropriate development opportunities.

The senior executives who form the Leadership Team are Diane Lightfoot, Bela Gor, Angela Mathews, Adrian Ward and Ben Kelly (Company Secretary).

When personnel are appointed the salary offered is benchmarked against roles with similar expectations and responsibilities in the not-for-profit sector, mindful that our business model also depends upon complementary skills required in the commercial sector. Key personnel are awarded the same annual cost of living increase that is given to all other employees each July. When the responsibilities of the roles that the key personnel perform are increased, a review of the remuneration offered is undertaken and the salary is again benchmarked against roles with similar expected outcomes to decide if a pay increase is appropriate. Key personnel are awarded our standard range of benefits; these are available to all employees. We use the XpertHR salary benchmarking tool and take part in their annual survey to ensure parity with comparable organisations. In 2019/20 no cost of living salary increases were awarded to our team as a result of budgetary constraints. This included key management personnel.

**Major risks**

The trustees have reviewed the major risks to which the organisation is exposed. During the year the Covid-19 pandemic and its economic fallout following the enforced lockdown became the greatest risk that we face over the short term. Factors that we consider as part of the risk process include: Covid-19 and its impact; Financial performance, position and our status as a going concern; Government attitudes to disability; Competition and demand for our products and services/ market conditions; Staffing and training; Insurances and facilities; Governance and statutory reporting; Internal reporting and other compliance issues; Processes, systems and quality control; Our mission and objectives; Opportunities and innovation; Internal culture, capacity and decision-making processes; Demand for international products and services; Procurement; Theft, fraud and business interruption/ continuity; Failure to protect intellectual property; the immediate and longer-term effects of the UK exiting from the EU; the effects of our recent restructure; and issues / opportunities arising from changing our prices.



## Trustees' report: Year to 30 June 2020

### Major Risks (cont)

Systems have been established to mitigate losses from such events where practical and are reviewed at each council meeting.

The top ten risks for the coming year have been identified as:

- The ongoing effects to the economy of the Covid-19 virus;
- Insufficient capacity and capability to deliver what we need to achieve;
- Income does not continue to exceed expenditure, our general fund is low;
- Our products and services do not keep up with developing demands from our customers;
- Impact and profile insufficiently communicated to make disability a compelling area for business investment with us;
- Staff skills not keeping pace with changing customer demand;
- Growth in competitors;
- Business Disability Forum receives adverse publicity in the media;
- We are unable to fulfil our role across the entire organisation and fail to live up to "Business" in "Business Disability Forum"; and
- Disability is not seen as a priority business area.

We are fortunate that unlike many not-for-profit organisations we do not carry life-threatening risks such as operating in dangerous countries and infectious areas or with vulnerable individuals in unsafe situations, nor do we rely on statutory grants for our income. As a membership organisation, it is unlikely that any one event would be so impactful as to render us non-existent overnight, nor do we minister directly to vulnerable stakeholders. So necessarily, much of our focus is on our service delivery, income generation and operational effectiveness with further consideration for the social and economic environment in which we operate, guarding against events which will have a long-term debilitating effect on the organisation.

Covid-19 and its consequent fallout presents the greatest risk to most organisations at this time and we are no different. Restrictions in place to mitigate the spread of the disease present operational issues, operating wholly remotely prevents us from collaborating with physical interactions so reduces the efficiency of that collaboration and interaction (networking, for example, is often cited by Members and Partners as a benefit they particularly value). We have moved most of our operations online or by phone but some events require physical presence and have had to be cancelled. We have mitigated this for the future by sourcing online conference platforms and by seeking increased sponsorship rather than delegate income. The ongoing economic fallout and therefore our membership's ability to finance their relationship with us presents a large risk which we can best mitigate by

## Trustees' report: Year to 30 June 2020

### Major Risks (cont)

demonstrating the value a membership with us delivers. To date we continue to be successful in achieving this.

Behind the ongoing Covid-19 pandemic our capacity, including filling roles vacant since our restructure, is our most pressing risk. Our restructure planned for staffing levels and hierarchies that would generate products and allow us to deliver membership services at the required level. We have not filled all the planned for roles to date which may put strain on our ability to deliver those products and services and to pursue our plans. There are numerous mitigations in place to minimise the risk and we have budgeted to fill the roles, we have recently onboarded new employees and are upskilling our current employees to the required levels.

Our General Fund remains low but income performance has improved this year, which when combined with the reduced overhead that has arisen from moving offices, makes this a less immediate risk. Income generation (or lack thereof) will always feature as a risk to our operations and our risk register lists our principal mitigations to ensure that the organisation's income remains above its expenditure.

To increase our income generating opportunities we need to give business more compelling reasons to invest in membership and our other products and services. Showcasing the benefits, financial and philanthropic, of getting it right on disability will make the case for its mainstream inclusion in budgets at board and departmental level.

We did consider the UK leaving the EU without a deal on December 31. We feel that the risk to our organisation stems from risks to the whole economy rather than any specific impact on our operations. Our international business is mostly conducted outside the EU, best practice is not dependent on borders and UK law on equality and disability specifically, is already at least the equal of EU regulations. The UK leaving the EU on WTO terms therefore does not feature in our top ten risks at this time.

### Objectives and activities

In shaping our objectives and activities for the year, the trustees have complied with their duty in section 17 of the 2011 Charities Act to have due regard to the Charity Commission's guidance on public benefit.

Business Disability Forum is a membership-based charity which promotes, through its Members and Partners, the economic and social inclusion of disabled people. At year-end the organisation had 331 (2019: 303) Members and Partners from the private, public and third sectors and emergency and law enforcement services. The membership employs approximately 16.96% (2019: 16.45%) of the UK workforce in employment i.e. approximately 5.35 million employees (2019: 4.49 million).

## Trustees' report: Year to 30 June 2020

### Objectives and activities (cont)

There are 4.35 million disabled employees in the UK workforce (an employment rate of 53.7% for disabled people of working age) which is an increase of 435,000 from 3.9 million in the same period last year (employment rate was 51.7%). The number of non-disabled employees in the UK workforce has reduced by 94,000 since last year but their employment rate has increased 0.73% to 82.39%. The disability employment gap is closing (in this year by 1.3%) but not quickly and of course this is likely to be further impacted by the recession post Covid-19. We will continue to push to reduce this gap more rapidly and believe that disabled talent offers an answer to the oft reported skills gap that business is subject to, particularly post Brexit.

Business Disability Forum is a registered charity and its charitable objects are the promotion of equality and diversity for the benefit of people with disabilities, in particular, but not exclusively by:

- The provision of advice, assistance and training aimed at increasing employment opportunities in industry and commerce for people with disabilities; and
- The provision of advice, assistance and training aimed at increasing accessibility to goods and services for people with disabilities.

### Creating a disability smart world together

Business Disability Forum is a world-leading membership body mobilising the power of UK and global business behind the economic and social inclusion of disabled people. We are the authoritative voice on disability as it affects business and government. We act as the trusted and impartial adviser to business and government on disability to improve the life chances of disabled people.

Fundamental to our proposition is our longevity and credibility:

- A long history of working with diverse large private and public sector organisations to improve disability performance;
- Specialism and expertise in disability as it affects business as a whole; and
- Impartiality.

We work with organisations to help create a disability-smart world through:

- The provision of high -quality advice and guidance.
- In-depth consultancy and learning & development.
- Business to business networking and knowledge-sharing that build greater disability confidence across all areas of an organisation.

## **Trustees' report: Year to 30 June 2020**

### **Creating a Disability-smart world together (cont)**

Our Disability Standard drives best practice by providing the benchmark against which organisations measure their own performance on disability, as employers and service providers, as well as that of their suppliers and partners. We mobilise UK and global business behind the economic and social inclusion of disabled people. We bring business, government and disabled people together for mutual benefit.

### **Our values:**

- Purposeful: We are focused.
- Respectful: We respect our colleagues and customers.
- Pragmatic: We find solutions and deliver outcomes.
- Empowered: We are empowered and take ownership.
- Evolving: We constantly learn and evolve.

**Trustees' report: Year to 30 June 2020****Review of activities and impact in 2019-20**

We started 2019-20 with big plans and managed to deliver on most of those during the period. Much of our activity in the year was aimed at making our provision of member services more valuable to the membership and to increase our profile and footprint in boardrooms, across business and in the disabled community for employees and customers.

Early in the year we undertook a restructure of our entire operation. The restructure concentrated on the outcome of delighting our Members and Partners and created a new Business Disability Partnerships Team from our previous consultancy arm and Relationship managers. We now have a team of Business Disability Partners who can advise our Members and Partners vertically throughout their organisations to deliver mutual benefits to customers, employees and the organisation. We changed our highly regarded Advice service, expanding it and integrating it into the Policy & Research team and consolidated our Communications & Marketing function to work more closely with policy, sharing our positions, achievements and aspirations across press and social media.

Simultaneously, as the consultation for the restructure was in progress, we moved offices. Fortune favoured us and a smaller unit in our current building became available, which meant we were able to negotiate an early release from our lease and favourable terms for the new demise. A rent review in August 2020 combined with increased flexible working practices (which have served us well post Covid) would have rendered our previous office space unaffordable so the real and implied savings for years to come are substantial. The new space was quickly adopted as home and our team working and collaboration noticeably improved. All rents, rates (and VAT payments) have been paid on time during the Covid lockdown despite relaxations offered to those struggling with cashflow and profitability.

To enhance our Member and Partner experience (and our other stakeholders) we upgraded our aging website, Knowledge Hub and Disability Standard portal in the second half of the year with the help of a generous sponsorship for the Disability Standard from Accenture. To ensure ongoing improvements and futureproofing we moved from a proprietary CMS to WordPress. The upgrade was delivered to plan and on budget, with brief delays to ensure that accessibility was as we would expect. The new site and Knowledge hub is a much more seamless user experience which allows us to showcase our first class resources and toolkits better and provides the opportunity to offer open source resources for the whole community such as our Covid-19 toolkit which provides practical, disability-specific approaches to the changes (regularly) being updated by Government.

**Trustees' report: Year to 30 June 2020****Review of activities and impact in 2019-20 (cont)**

The delivery afforded by our website and other digital platforms (video conferencing for our online events and Conferences, social media) has enabled us to stay in touch with our membership and continue to delight them as we were doing before March. Where our contacts have not been furloughed we have managed to maintain dialogue and engagement and to be rather useful.

2019-20 was – if not quite a game of two halves, a game of three quarters and one quarter. During the last three months the world in which we all operate changed dramatically. We are used to change, it is in our DNA and facilitating it is a large part of what we do.

We at Business Disability Forum talk a lot about the adapting to the “new normal”. Usually this is in the context of when someone becomes disabled or is diagnosed with a new long-term condition but there have been many similarities as we have shifted to a new normal in our way of working. As when someone becomes disabled, we quickly realised that most of what we do can be done with the appropriate adjustments, in our case moving to a remote way of working and delivering our services. Our Advice Service and our Business Partners are still on the end of a phone or email. Our resources are digital and many of our face to face to events can be held remotely – learning and development courses are becoming webinars, for example.

One casualty of lockdown was of course our Annual Conference, which was due to take place on 22 April. We rearranged this for 14 and 15 October and it was held as a virtual conference; meanwhile, our conference sponsor, our Partner HSBC, has been really supportive of these changes and also providing additional funding to enable us to release some of the original Conference content as a series of “Business Disability Debates” podcasts. Our global research with our Partner Shell was completed pre-lockdown and the full report was released in June to great acclaim (culminating in an opinion piece in Forbes online). In our locked down state, we were also able to complete the final report from the Great Big Workplace Adjustments Survey, sponsored by Microlink, released in June with further individual discussion papers to follow. This also received widespread press coverage and interest.

## Trustees' report: Year to 30 June 2020

### Review of activities and impact in 2019-20 (cont)

We adapted at pace. For our colleagues, we set up regular Microsoft Teams meetings as an opportunity for everyone to check in, catch up with their colleagues and share news on a given topic. We created the open source COVID-19 toolkit on our updated website and held weekly webinars to provide detailed advice to all stakeholders and to add value to our Members and Partners. A survey of our members informed us how they are responding to their own changes and we were encouraged by the number who foresaw lasting change in how we work. We sincerely hope that one positive legacy of the pandemic will be a much deeper acceptance and appreciation of the role of flexible working, home working and the use of technology for all but particularly as productive adjustments to aid employees with disabilities. We need to continue to promote the value of different ways of working and of making adjustments in enabling everyone to perform to their full potential.

There are other big challenges. Any financial downturn will affect our members and is also likely to have a disproportionate impact on disabled people as in previous recessions. Disability is also too often the one aspect of diversity that is put in the “too difficult” box and we need to be mindful that this narrative is not used as an excuse to park disability as a priority when businesses have to make tough decisions. We need to keep raising awareness and to make the point that disability isn't – and mustn't be – an either/ or in the diversity realm and to continue to position ourselves as the go to organisation to advise on disability.

### Policy and Advice

Much activity in 2019-20 was informed by our Policy & Advice team which was itself informed by; calls to our advice service which are the strongest indicator of where our stakeholders are finding difficulties, calls for evidence from our Partners and Members, and in depth, specific, quantitative and qualitative research.

Evidence was submitted to the following Parliamentary or Government consultations:

- The unequal impact of COVID-19 on people with specific protected characteristics (Women and Equalities Committee inquiry).

This focused on the impact of the Government's response to Coronavirus and how disabled people and their lives have been impacted by some temporary policies and communications that the Government have implemented. We also give key recommendations for what can be changed in three weeks' time and six months' time.

- How DWP engages with disabled people (consultation by the Social Security Advisory Committee).

**Trustees' report: Year to 30 June 2020****Review of activities and impact in 2019-20 (cont)**

Among many other practical suggestions we recommended that the different organisations and individuals DWP and other departments engage with should be decided based on the topic under consideration. Only consulting a structured, pre-existing stakeholder group(s) does not constitute effective and wide-ranging engagement on a topic.

- BSI's draft symbol for non-visible disabilities (consultation by Cabinet Office).

Our submission focused on the nature of the symbol itself, and we unpacked some of the issues behind publishing an additional disability symbol.

- Carer's leave (consultation by DWP)

This submission shared experiences from working carers on why carer's leave needs to be much more flexible than the proposals suggest and discussed the language of "carers". We recommended an amendment to primary legislation to entitle working carers to reasonable adjustments.

We have been gathering evidence and formulating our position on "Disability and body image in marketing, product design, and broadcasting" (Women and Equalities Committee inquiry) which we will submit shortly.

Our increasing profile has led to us being invited to a number of strategic groups and roundtables to offer insights and information, most recently on how COVID-19 impacts disabled people, and we continue to generate opinion pieces in HR trade press (specifically HR Director and People Management).

Our largest single piece of work has been the research and publication of the #AdjustOurWorkplaces year-long project supported by Microlink, the main a main report highlighted a series of areas that need more attention including but not exclusively:

- Energy limiting conditions
- Mental health
- The role of line managers in workplace adjustments process design and experience
- The difference in experience of getting physical and non-physical adjustments
- The role of disabled employees' identity when designing a workplace adjustments experience
- The impact and usefulness of workplace adjustments passport (sometimes called 'disability passports')



## Trustees' report: Year to 30 June 2020

### Review of activities and impact in 2019-20 (cont)

Our upcoming projects for which we laid the groundwork this year are:

- The new Disability Smart Benchmark (to be launched in January 2021).  
This will revise the questions and need for evidence, making the submission as rigorous but easier to complete for participants, we aim to increase participation and rival other diversity benchmarks in profile and expectation of inclusion.
- Scoping the launch of a BDF 'think tank', to include a space for debate, ideas generation and thought leadership, under which to publish our policy and research
- A paper on data monitoring which contains the insight we have used to inform conversations with Parliamentarians and academics on the Employment Bill
- Delivering a research paper to sum up a project to join up UK policy landscape and the beginning of global practices on workforce data monitoring

Future topics will be generated by the insight from the Advice service to produce evidence for current trends, and the newly formed think tank will generate research topics which 'think ahead' of what is currently topic of discussion in business and disability inclusion.

### Advice Service

We responded to 800 queries in the year (2019; 1,044). The reduction reflects our contacts being furloughed, the complexity of the queries was certainly greater than the previous year. Data monitoring and managing workplace adjustments processes continue to be the main 'broad' topics we are being asked about in addition to COVID-19.

### Content and recurring themes

Our restructure aligned content in the form of written resources, events and our themes in one team.

Our written resources underwent a resurgence following the alignment. We updated our Line manager guide series (now renamed People manager series), and modularised our Welcoming Disabled Customers guide into an HTML toolkit in response to feedback that our membership's employees wished to access bite-sized, easy to source chunks of information. These publications and resources are free to our Partners but available as additional support to purchase for our Members.

## Trustees' report: Year to 30 June 2020

### Review of activities and impact in 2019-20 (cont)

The membership offers were greatly enhanced with further written (and video) resources in the form of four more toolkits available for all the membership's employees to access via our website. The toolkits are created in modules for HR professionals, Executives and People managers with many resources consisting of short, snappy, practical advice that each of these cohorts need to know in various formats to reflect different learning styles. The toolkits are:

- Mental Health Toolkit

We launched our first toolkit in October 2019, it was generously sponsored by Anglo American. This has proved to be our most popular resource to date.

- COVID-19 Toolkit

Within two weeks of the lockdown being announced we developed a toolkit to provide guidance to our stakeholders. This Toolkit is freely available to anyone including non-Members on our website. It has been used not just in the UK but in European Countries and Canada with a request to translate it into French by the Canadian Government (to which we agreed). The Toolkit started as a series of regular legal updates for Members and Partners but then expanded into a greater number of resources on managing disabled employees and serving disabled customers before and during lockdown and it has been updated several times. As part of this Toolkit we offered free weekly webinars on emerging topics.

- Neurodiversity Toolkit

Supported by Microsoft and launched in the first week of July 2020, the Toolkit contains practical guidance for People Managers, in-depth material for HR & D& Professionals and best practice case studies.

- Inclusive Communications Toolkit

Created in response to demand from and sponsored by Skipton Building Society this Toolkit was launched on 22 July at a virtual launch event.

Each Toolkit has been designed to be distinctive on the new Knowledge Hub and consists of accessible PDFs as well as downloadable Word documents and fully captioned videos.

Our events team had a busy year and were required to react speedily once "in-person" gatherings became prohibited. We had experience in delivering webinars but our first Covid-19 webinar to 300 delegates sold out in half an hour and they had to constantly adapt delivery platforms, security and delivering with remote presenters, all with accessibility as their number one consideration.

## Trustees' report: Year to 30 June 2020

### Review of activities and impact in 2019-20 (cont)

Prior to March 2020 we did run several successful events including:

- The 2019 Summer Reception at Sainsbury's on the theme of summer holidays and our Going Places campaign
- The 2019 President's Group Dinner sponsored by HSBC
- The 2019 Disability Smart Awards hosted by the Foreign & Commonwealth Office in their Locarno Suite and co-hosted on the day by Paralympian Stef Reid and Diane Lightfoot. The Awards were followed by a Winners Gallery on our website. Both were sponsored by Barclays and two individual Awards were sponsored by Microlink
- The 2020 Scottish Conference entitled "All of Me" on the theme of intersectionality. This was our biggest Scottish Conference to date and hosted and supported once again by RBS.
- Our first Global Conference sponsored by Shell and hosted by EY. This was a successful event which the Global Taskforce wants to run again next year.
- The Business Disability Forum Technology Showcase: Disability Smart Stories hosted by PwC in early March which was our last actual event of the year. Hugely successful, PwC have offered to host again next year.

Since March 2020 we have moved all our events online. In addition to the weekly COVID-19 webinars we ran:

- Professional Development Workshop on Mental Health and Wellbeing
- Professional Development Workshop on Performance Management
- Customer Taskforce Roundtable with an additional Retail-only Roundtable planned for June
- North of England Network Meeting
- Scottish Network Meeting
- Access to Work Roundtable
- Global Taskforce Meeting
- Technology Taskforce Meeting
- Government Departments Roundtable
- Webinar on Staff Disability Networks

All of these have been free to Members and Partners. In addition, as we had to cancel our (in person) Annual Conference on 22 April, we have launched our Business Disability Debates as a series of podcasts and the Business Disability Global Podcasts both series were supported by HSBC.

**Trustees' report: Year to 30 June 2020****Review of activities and impact in 2019-20 (cont)**

To replace our annual conference we rolled over the HSBC sponsorship which supported us in delivery of a virtual annual conference for 14 and 15 October 2020 entitled "Disability Today & Tomorrow – living in a post pandemic world".

In 2019 we also introduced small Leader to Leader Dinners where the President and Chief Executive of Business Disability Forum met a small group of business leaders over dinner.

**Business Disability Forum in the Press**

We generated a total of 196 pieces of press coverage in 2019-20. Throughout the year, the team focused on increasing our profile by showcasing our good practice and increasing our exposure in the local, national and trade press. Our coverage for 2019-20 increases the level of 2018-19 (178), and, in addition, we secured articles and features in some of the UK's most popular national and local papers throughout the year, including:

- The Guardian;
- Manchester Evening News;
- The Independent;
- London Evening Standard;
- The Scotsman;
- The Times;
- Daily Express;
- Metro; and
- Financial Times.

The team also garnered local coverage in Scotland, Wales, the West Midlands and Cornwall, and we continued to regularly appear in a broad range of recruitment, HR, business and third sector magazines, including leading titles such as HR Magazine, Third Sector and Civil Society. We also continued to look beyond the UK in line with Business Disability Forum's increasing international focus. The team's press releases secured publication in Forbes of a piece highlighting our Global Research sponsored by Shell.

**Speaking and profile raising appearances**

This year, our CEO, Diane Lightfoot has taken part in several speaking engagements as a means to both raise our profile and add value to our Member offer, including:

## **Trustees' report: Year to 30 June 2020**

### **Review of activities and impact in 2019-20 (cont)**

- VODG (Voluntary Organisations' Disability Group) annual conference
- NHS Employers conference
- Mental health roundtable and webinar for World Mental Health Day for Oliver James Associates and Royal Bank of Scotland
- Siemens disability awareness event
- Ministry of Justice event for UNIDPD – adjustments and normalising the conversation
- Civil Service Disability Champions Roundtable – keynote speaker on bullying and harassment
- Balfour Beatty webinar for Mental Health Awareness Week including discussion around COVID-19
- Global Accessibility Awareness Day live chat for Atos on accessible meetings

As well as speaking slots, Diane is also a Commissioner on the new Disability Commission chaired by Lord Shinkwin and hosted by the Centre for Social Justice (CSJ) think tank, with the inaugural meeting held in May and has recently become co-Chair of the Disability Charities Consortium, alongside the CEO of Scope.

### **Technology Taskforce**

The Technology Taskforce group continues to prioritise meaningful outcomes for its workstreams.

There are 24 best practice guides created by the Taskforce, along with 15 case studies which have been peer reviewed by Taskforce members and sit on the Technology section of our website and are open source, available to all including non-members. This is a fantastic and growing specialist resource for all our membership.

As described above, this year we held our third Technology Taskforce Showcase to share best practice, generously hosted by PwC with speakers from PwC, Scope and Barclays.

Support for our Accessibility Charter is ongoing and we have over 50 signatories to the Charter. The charter can be viewed and signed up to at <https://businessdisabilityforum.org.uk/knowledge-hub/resources/tech-taskforce-accessible-technology-charter/>

### **Customer Taskforce**

The Customer Taskforce follows a similar format to the Technology Taskforce meetings. These meetings have moved online and there has been much focus on the impacts on disabled customers from Covid-19 measures.

**Trustees' report: Year to 30 June 2020****Review of activities and impact in 2019-20 (cont)**

Networking is a vital part of this group, bringing together people from within different organisations, but feeling part of something bigger and providing a peer network and surprisingly – and encouragingly – this is something which has not only continued but even grown when moving to remote delivery.

**Northern England Network**

The Northern England Network is now in its second year. Again these meetings have moved online, which makes attendance easier so interest has increased. We are increasingly being asked by our members to focus events and meetings outside of London and this is one of the measures we have provided to do so.

The focus of this group is much wider; topics that we have discussed so far include physical building access, inclusive recruitment and onboarding, staff networks and customer journeys. Networking is also an important part of this group.

**Construction Round Table**

We have a burgeoning number of members from the Construction sector and it was fitting that we should provide a networking forum to discuss areas of difficulty, success and interest. Much focus of this forum to date has been on mental health and the effects of living away from home.

**Civil Service Round Table**

The Civil Service Round Table has been relaunched following the success of other sector specific round tables. This is another forum whose attendance has benefitted from moving online. There has been much to discuss following the Covid outbreak.

**Scottish Round Table**

Our Scottish conferences fuelled appetite for a more regular catch up to discuss measures and issues pertaining to Scotland. This is a well-attended group with a wide-ranging remit.

**Going global**

2019/20 was the third year of our drive to become the go to source of practical support on disability as a global business issue. Our overall aim this year was to build community, develop tools and resources and contribute to conversations about disability as a global business issue.

Shell sponsored research into the difficulties faced in developing a global disability framework this has been well received in the business community and the press. Shell also sponsored our inaugural global conference in February 2020, hosted by EY. Our Global Guides, sponsored by HSBC were launched last year and have had three more titles added this year, the guides form part of the offer for the Global Taskforce, this is a Partner benefit and an add on that Members can purchase and now has 34 multinational attendees.

## **Trustees' report: Year to 30 June 2020**

### **Review of activities and impact in 2019-20 (cont)**

#### **Celebrating best practice**

Our Disability-smart awards encourage business to address barriers and recognise excellence in providing service, technological innovation and championing disability. Our 2019 awards were sponsored by our Barclays and hosted by Paralympian Stef Reid at the Foreign Office's Locarno Suite. We do not feel that 2020 will be a year for celebration so there will be no awards in 2020 but we will be highlighting good practice in the winter of 2020 in the form of "Disability Smart Stories" to mark the United Nations International Day of Persons with Disabilities on 3 December.

**Trustees' report: Year to 30 June 2020****Financial review 2019-20**

Business Disability Forum began the year with a positive general fund of £17,085 (2019: £41,485). The target for the year was to generate £1,816 additional funds with the income generated in the year to further our mission (2019: we budgeted to decrease the fund, by £26,866).

Revenue generation made good progress in the period despite the nationwide lockdown enforced as a result of Covid-19 and although we incurred one off costs in moving and restructuring, our expenditure remained well controlled. Consequently, and exceeding our initial expectations, the general fund increased by £109,604 (2019: the fund decreased by £24,400) to £126,669 (2019: £17,085).

All income strands performed well in the year considering constraints imposed by the lockdown, with Membership Income growing 14.8% in the year to £1,736,366 (2019: £1,511,990), that growth was supported by steady income delivery from Publications, Seminars & events and Other projects & Disability Standard. Overall income from charitable activities increased by £221,663; 10.9% (2019: £5,375 decrease; (0.3%)).

During lockdown Membership continued to generate strong income as we delivered the services our membership expects remotely and digitally but opportunities to deliver our additional products and services were diminished without face to face contact, especially our events programme.

Our expenditure increased in the year by £87,838; (4.3%), (2019: decreased by £62,442; 2.9%). We continue to use our resources prudently as we follow our five-(now six) year plan to analyse, stabilise, revise, (consolidate), grow and relaunch without compromising opportunities to deliver services and further our mission. We intend to continue to extract maximum value from our expenditure in the coming year affording us the opportunity to concentrate on working towards our demanding business plan and focus on increasing: our profile raising, the awareness of disability as a business priority and fulfilling our mission.

We reorganised our Leadership Team structure in December with our Commercial Director leaving the organisation and his responsibilities being handed to our new Head of Disability Partnerships. The revised leadership team has been charged with reviewing and delivering our five (now six) year plan. By delivering the plan we will increase our profile and relaunch the organisation as a more focused, agile and streamlined entity with customer service and continuous improvement at its core although the focus for 2020-21 is to ride out the effects of Covid-19 on the UK and Global economy and to ensure that Business Disability Forum has the innovative and pragmatic products and services that business requires for the future.



## **Trustees' report: Year to 30 June 2020**

### **Financial Review (cont)**

We secured grant funding in 2019/20, from City Bridge Trust, to increase the Disability-confidence of London's SMEs. This project has been delayed due to the Covid lockdown and is represented as a restricted fund totalling £37,500 in the balance sheet.

Our restructure, aimed at delighting our Members and Partners, required us to upskill our team to deliver even better service to the membership. Delays in recruiting and remote working during the Covid lockdown prevented us from achieving all that we planned. We have therefore created a designated fund totalling £20,000 to spend on staff training and upskilling in 2020/21 and 2021/22 to ensure that even if the fallout from Covid requires us to cut areas of expenditure the upskilling programme will still be delivered.

### **Reserves policy**

The trustees have agreed the target level of reserves for the end of the 2019/20 financial year should be £570,000. This represents the level of funds needed for an orderly closure of the charitable company but also covers approximately four months' overheads. Reserves for this purpose include deferred membership income (£721,936: note 11) and the balance of the general fund (£126,687). The trustees can report that reserves at the financial year end exceeded this target at £848,623 (2019: £637,678) while not preventing opportunities to deliver our mission. The level of reserves is less than the amount of cash Business Disability Forum has in the bank to meet liabilities as they fall due as a result of other deferred income received for advance memberships, events sponsorship and projects.

### **Gender pay and other equality and inclusion metrics**

At year-end 2019/20 we had 15 female employees and 12 male employees. Our mean gender gap was negative with women paid on average per hour 5.6% more than men. Our disability pay gap is also negative with our 12 disabled employees being paid on average 4.6% better than our 15 non-disabled employees.

Our other equal opportunity statistics are:

- Percentage of employees with a disability or long-term condition: 52.49%;
- Percentage of Leadership Team with a disability or long-term condition: 40%;
- Percentage of employees from an ethnic minority: 30%;
- Percentage of Leadership Team from an ethnic minority: 20%;
- Percentage of female employees: 44.8%; and
- Percentage of female employees, Leadership Team: 60%.

## Trustees' report: Year to 30 June 2020

### Membership

Our Advice Service and Disability Business Partnerships teams comprise: Senior Disability Business Partners and Disability Business Partners. These Business Partners each have specialist knowledge and experience of disability best practice for productive workplace adjustments aimed at disabled employees and customers, but which can also benefit all employees and customers.

A strong membership base, with committed and engaged Members and Partners, is necessary to fulfil our mission to promote the economic and social inclusion of disabled people by ensuring our membership is equipped to recruit and retain disabled people and serve disabled customers. In 2019/20 we were able to improve our retention rates for all levels of membership, improve recruitment of Members and Partners and increase our total engagement with our members through, events, account management, consultancy, Disability Standard, online resources, policy and campaigns activity and advice.

Business Disability Forum wishes to enhance and develop the membership base. In 2019/20 we challenged ourselves to increase membership numbers. This was achieved, we outperformed our expectations, and membership increased from 303 to 331. The target of four new Partners was exceeded (seven were recruited) and only one of our Partners left in the year.

The recruitment target of 50 new Members was exceeded; at year-end 64 new Members and two Emergency Services and Law Enforcement Network (ELEN) Members had joined, which was an outstanding performance. The retention rate achieved in 2019/20 was 87.75% (2019: 87.41%); targeted retention rate was 78.98%. The total number of Members and Partners at year-end was 331 (target 296).

Membership income (£1,736,366) was £224,376 greater than 2019 (£1,511,990) and £65,004 greater than the target, £1,671,362. These results reflect retaining all but one Partner throughout the year, well targeted Partner recruitment and excellent Member recruitment and retention; our membership demonstrates its engagement with us and commitment to the mission through its longevity.

A realistic yet stretching target has been set in 2019/20 given the uncertainties arising in the UK and Global economy from the fallout from Covid 19. That target is four new Partners and 40 new Members with an overall retention rate of 73.79%. This would result in 309 Members and Partners at year end, a reduction of 22 (6.6%) which would consolidate our gains from this year and ensure a strong base from which to recover in the following year.

## Trustees' report: Year to 30 June 2020

### Membership (continued)

Business Disability Forum's Disability Business Partner framework working with our Partners allows each Partner to work with one of our trained strategic advisers to assist in developing its overall approach to becoming disability-smart and sharing best practice. Our wider membership is served by our sector specific Disability Business Partners. This combined approach has seen improved Member and Partner engagement giving the membership the support they need to drive change.

Support has continued for a sector specific network, the Emergency Services and Law Enforcement Network (ELEN). We continued to be an active participant in the Investment Bank Accessibility Group and support Wharfability, a network of organisations operating in Canary Wharf. We have also increased activity in regional networks in 2019/20 as written above with the North and Scotland, as well as introducing sector specific networks for the Civil Service and Construction sector. The member offer is further enhanced by the three more taskforces to complement our Technology Taskforce: the Global Taskforce, Access to Employment Taskforce and Customer Taskforce which are all included in the Partner offer and available to Members to join for an additional fee.

To further support our membership offer and improve membership retention rates we continued with a series of podcasts and webinars making Business Disability Forum accessible on a national and international basis through our contacts' desktops and browsers (33% of our contacts within membership organisations change every year). New contacts each have an introductory telephone, video conference or face-to-face meeting to share the latest "best practice" guidance on disability management and discussing how the Member or Partner can best use our guidance to achieve their objectives. The membership offer is enhanced as we are privileged to be supported by a group of disabled Ambassadors who are all disability experts and bring a wealth of experience and gravitas and lived experience of disability.

The Disability Standard, our online assessment tool measuring how disability-smart an organisation is, continued to be available free as a self-assessment exercise to the entire membership. The members have use of the self-assessment process, a simplified, less evidence-based solution than our full evaluation, assessing ten criteria across five sections (lead, process, deliver, review and maximise benefit) using a three-point scale to measure their performance. At the end of the self-assessment a report is produced suggesting potential improvements (including legal risk) and highlighting areas of excellence.

**Trustees' report: Year to 30 June 2020****Membership (continued)**

The 'Advice Service', our service for best practice guidance on managing disability in the workplace and to welcoming disabled customers, has been widely used by our membership in 2020 with an average of 66 calls per month being fielded (2019: 87). Many queries are ever more complex indicating the evolution of our membership's knowledge of disability in the workplace and their subsequent requirements from this service. Although the 'Advice Service' is essentially a service offered to fee paying companies from within the membership, non-member companies are provided with basic advice, invited to join the organisation or directed to other organisations that can provide them with more detailed advice. Disabled people or other stakeholders who call the 'Advice Service' are also able to take advantage of the "connect service" free of charge where they are put in touch with either the relevant company from the membership or other suitable organisations to provide them with assistance. Further advice and information is provided to the membership through our monthly newsletter; legal update bulletin; weekly e-communications regarding our events; products and services; professional development and networking events' series and our website. This year our membership also benefited from weekly Covid webinars focussing on relevant hot topics which were then available for download from the website.

We will continue to respond to: the membership's needs through active communication with them: anticipating any non-renewals; the needs of disabled stakeholders; and ensure the whole team is actively involved in membership retention. Member and Partner numbers and retention rates are key performance indicators that reflect the organisation's ability to achieve its vision and mission. We are confident that the retention rates we have budgeted are achievable and realistic and that our membership will continue to thrive. In times of uncertainty, shared purpose and a sense of belonging can bring comfort.

**Seminars & events**

Before lockdown the team facilitated a varied programme of educational, engaging and networking events, this continued after lockdown, with even better attendance, in the virtual environment. Our Legal & Content team delivered our flagship events alongside professional development workshops, seminars, podcasts, round table discussions, evening networking panel discussions, Covid webinars, Business Disability podcasts and events tailored specifically for individual Members' and Partners' needs.

This year we expected to deliver eight (2019: nine) income generating events which would be complemented by 27 (2019: 16) events that were free to the membership to inform and engage. Due to the lockdown the blend of events changed significantly and we actually delivered nine (2019: 7) income generating events and two paid for residential career development courses alongside 36 (2019: 18) engage events and network or Taskforce meetings generating income of £134,866 (2019: £169,254) which was less than the

**Trustees' report: Year to 30 June 2020****Seminars & events (continued)**

target of £174,342 (2019: £186,815) as we could not deliver two of our larger “in-person” events due to lockdown. Costs for seminars and events were similarly reduced, but the income generating opportunities lost as a result of lockdown were significant. The online offer did present great value to the membership as a substitute.

Many of our events are hosted by Members or Partners. This immensely valuable contribution is recognised in the financial statements as intangible income. In 2020 this amounted to £44,742 (2019: £68,741) and again the impact of the Covid lockdown is noticeable as events did not proceed.

**Publications**

Our resource activity focussed mostly on creating toolkits for our Knowledge hub for the membership this year so while we recovered some of the ground lost last year in sales and dispersal of our paid for guidance we did not reach the halcyon activity from previous years. We continued to offer our Partners all our guidance as part of their membership which reduced the licence renewal potential by as much as £50,000 in the year (though adding significant value to the Partner offer and anecdotally contributing to Partner recruitment and retention). Turnover was £116,836, an increase on the previous year (£92,697) of £24,139. Renewal rates for existing licences increased from 42% in 2019 to 50%. This still represents an area where our after sales service needs to be improved to safeguard the £80,000 of licence renewals due in 2020/21. In the coming year we will also be revising the format, length and content of our offer to reverse this decline as well as focussing on the toolkits to increase non-member income.

Publications sales increased to £116,836 (2019: £92,697). This was much lower than the target of £144,200 (2019: £226,520) and much below levels achieved prior to 2011 where sales were closer to £250K. Sales excluding sponsorships of new guidance to the public sector increased by £41,970 to £63,071 (2019: £21,101) and sales to the private sector decreased by £1,375 to £29,013 (2019: £30,388).

Sales from our Line Manager Guide (LMG) series totalled £46,521 (2019: £29,345). Sales of the updated “Disability Awareness” guides featuring “Welcoming Disabled Customers”, “Meetings Matter” and the now withdrawn “Disability Communication Guide” totalled £16,236 (2019: £8,785), our “Briefings” sales increased to £12,193 (2019: £7,400), and our interactive Mental Health E-guidance increased to £10,504 (2019: £5,825) of sales.

**Trustees' report: Year to 30 June 2020****Publications (continued)**

We award all Partners unlimited licences to use our full range of guidance on their intranets or Learning Management Systems, further disseminating our world class information and advice. We also grant Members access to our interactive Mental Health Guidance via the Mental Health toolkit. Not including these inclusive licences (available to over 1.3 million employees of Partner organisations and 3.2 million employees of Member organisations), we provided information and advice in electronic or hard copy format to 290,740 of our membership's employees (2019: 38,155).

We continue to have an extensive range of publications with 52 titles (2019: 49) covering a comprehensive range of topics which promote and facilitate the recruitment and retention of disabled people and value disabled people as customers and stakeholders in the UK and now globally. Our distribution model has become almost wholly electronic although we do provide hard copy for accessibility purposes.

We have alliances with five companies to promote their accessibility products to our membership who pay us commission at varying rates for introductions. The purpose of these alliances is primarily to ensure we can offer our membership a fuller range of solutions. These strategic alliances delivered £6,553 (2019: £12,820) income in 2020.

The Publications projects delivered in the year were Anglo American sponsored Mental Health toolkit, HSBC Global Guides and the Merlin Sponsored, modularised "Welcoming Disabled Customers Guide" which together raised £43,295 revenue (2019: £41,520) at a cost of £28,703 (2019 £0).

Business Disability Forum continued to offer discounted rates on its publications for all charities and non-profit making organisations as well as its range of free publications.

**Disability Standard, consultancy and other projects**

The Disability Standard provides the framework for all that Business Disability Forum does. Grounded in a long history of B2B work, the Disability Standard uses an organisation-wide approach to disability in a way that differentiates Business Disability Forum from other organisations working with employers and service providers on disability.

The latest online iteration of the Disability Standard, sponsored by Accenture, launched in 2017/18 stretching the boundaries of best practice and further reinforcing the importance of a structured approach to planning for, and making improvements to, disability management as it affects all functional areas within an organisation. The Disability Standard has generated interest around the globe and has provided a framework for much of our international consulting work and ongoing discussions.

**Trustees' report: Year to 30 June 2020****Disability Standard, consultancy and other projects  
(continued)**

The Disability Standard provides a management evaluation tool with participants answering a comprehensive on-line questionnaire on how disability is addressed and managed within their organisation. The Disability Standard tool is now in its fifth iteration built upon learning and feedback from previous participants to make it as relevant and user friendly as possible. The Disability Standard has been licenced for use in Australia, the Kingdom of Saudi Arabia (KSA) and South Korea and used in the States of Guernsey, Dubai and Ireland to inform consultancy projects. The next iteration of the Disability Standard, the Disability-smart benchmark will be available from January 2021, it is free to all the membership and is complemented by a consultancy product available to purchase, the Disability-smart audit.

Other large income generating consultancy work involved a large international project with HSBC, assessing their customer processes in two countries. We offered advice on recruitment processes to a professional services company and extensive recruitment advice and training to a major broadcaster and to a financial services firm. Many other smaller projects were delivered; indeed, most of our engagements were for two or three-day projects, many of which were repeat business.

We have now contracted to use a third party to deliver some of our consultancy services, which allows us to concentrate our efforts on delighting the membership while providing the ideal solutions to those of our membership that need additional services.

Income generation of £264,900 (2019: £257,364) in 2020 exceeded our expectation at £199,708.

## Trustees' report: Year to 30 June 2020

### Strategic priorities

Our aim is to be the go-to organisation for guidance and advice on all aspects of disability as it affects business whilst striving to protect our core income streams post Covid.

2019/20 was a very productive year for Business Disability Forum, we expanded our reach nationally and internationally and vastly improved our profile and reputation while harnessing improved opportunities to generate new members and income generating opportunities.

In this time of economic uncertainty and while the disabled stakeholders who we serve are more disadvantaged by the situation than most, Business Disability Forum's main focus will be to consolidate the gains made in 2019/20 while identifying all means to improve our financial status. Strategic priorities for 2020/21, driven by our six-year plan are:

- To increase the overall percentage and value of income generation we obtain from Membership by making our membership offer more compelling.
- To increase our reach and impact – in terms of reaching businesses, employees, customers and the disabled community.
- To increase the prominence of disability in business in the boardroom.
- To increase our influence – a larger reach gives greater credibility to feed back what works to government.
- To improve our profile and reputation – raising awareness of the support we offer.
- To focus on effectiveness – knowing what works.
- To be mindful of sustainability – income and prudence for Business Disability Forum without missing opportunities.

To this end we need to look at how we develop and diversify our offer into different sectors/markets and to innovate our products, and how we market these directly (proactive campaigns) and indirectly (thought leadership and profile).

To judge how we are performing against these priorities we will use a range of measures including anecdotal feedback, qualitative and quantitative research and keep our CRM, which is the central repository of stakeholder data and feedback, up to date with relevant information upon which we can report. Our WOCATU (What our customers are telling us) platform informs our direction and keeps us agile and relevant.

The ultimate OKR for our relevance is member numbers and the reducing disability employment gap.



## Trustees' report: Year to 30 June 2020

### Financial objectives 2020-21

- To improve the sustainability of Business Disability Forum's business model. Increasing the volume and predictability of income and reducing expenditure and to protect cashflow and working capital required to run the organisation.
- Further develop OKRs and real time reporting to monitor progress against budget and the six-year plan.
- Monitor and control expenditure ensuring a "value for money" approach to resources expended.
- Report on income and expenditure in real time and provide sufficient information for management to make timely and informed decisions.
- Scrutinise pipelines and performance of new and existing product lines.
- Carefully monitor membership renewals which are essential for cash flow.

Approved by the trustees and signed on their behalf by:

DocuSigned by:  
*Iain Wilkie*  
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Chair

Iain Wilkie

Approved by the trustees on: 10 December 2020

**Independent auditor's report: Year to 30 June 2020****Independent auditor's report to the members of Business Disability Forum****Opinion**

We have audited the financial statements of Business Disability Forum (the 'charitable company') for the year ended 30 June 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of

**Independent auditor's report: Year to 30 June 2020****Conclusions relating to going concern (continued)**

accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

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

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

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

**Independent auditor's report: Year to 30 June 2020****Matters on which we are required to report by exception (cont)**

- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

**Statement of trustees' responsibilities**

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

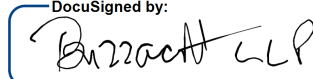
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee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

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

## **Independent auditor's report: Year to 30 June 2020**

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:  
  
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Edward Finch, Senior Statutory Auditor  
for and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

**Statement of financial activities incorporating income and expenditure account:**  
Year to 30 June 2020

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
Income and expenditure					
Income from:					
• Investments		2,468	-	<b>2,468</b>	2,364
• Donations		75	-	<b>75</b>	-
• Charitable activities	1	2,272,969	37,500	<b>2,310,469</b>	2,031,305
Total income		<u>2,275,512</u>	<u>37,500</u>	<u><b>2,313,012</b></u>	<u>2,033,669</u>
Expenditure on:					
Charitable activities	2	<u>2,145,908</u>	<u>-</u>	<u><b>2,145,908</b></u>	<u>2,058,069</u>
Total expenditure		<u>2,145,908</u>	<u>-</u>	<u><b>2,145,908</b></u>	<u>2,058,069</u>
Net income / (expenditure) and net movement in funds		129,604	37,500	<b>167,104</b>	(24,400)
Reconciliation of funds					
Total funds brought forward at 1 July 2019		17,085	-	<b>17,085</b>	41,485
Total funds carried forward at 30 June 2020		<u>146,669</u>	<u>37,500</u>	<u><b>184,189</b></u>	<u>17,085</u>

**All of the charity's income and expenditure in the year ended 30 June 2019 was unrestricted.**

All of the charity's activities derived from continuing operations during the above two financial periods.

The charity has no recognised gains and losses other than those shown above.

**Balance Sheet: Year to 30 June 2020**

	Notes	2020 £	2020 £	2019 £	2019 £
<b>Fixed assets</b>					
Tangible assets	8		32,271		10,893
<b>Current assets</b>					
Debtors	9	154,338		391,292	
Cash at bank and in hand		<u>1,448,670</u>		<u>768,109</u>	
		1,603,008		1,159,401	
<b>Creditors:</b> amounts falling due within one year	10	<u>(300,923)</u>		<u>(194,366)</u>	
<b>Net current assets</b>			1,302,085		965,035
<b>Deferred income</b>	11		(1,150,167)		(958,843)
<b>Total net assets</b>			<u><b>184,189</b></u>		<u><b>17,085</b></u>
<b>Represented by:</b>					
<b>Funds and reserves</b>					
Unrestricted Funds					
General Fund			126,689		17,085
Designated Fund	12		20,000		-
Restricted Fund	13		<u>37,500</u>		<u>-</u>
			<u><b>184,189</b></u>		<u><b>17,085</b></u>

Approved by the trustees  
and signed on their behalf by:

DocuSigned by:

Iain Wilkie

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Chair

Iain Wilkie

Approved on: 10 December 2020

Company Number 02603700

**Statement of Cashflows: 30 June 2020**

	Notes	2020 £	2019 £
<b>Cash flows from operating activities:</b>			
Net cash provided by operating activities	A	719,139	147,415
<b>Cash flows from investing activities:</b>			
Dividends and interest from investments		2,468	2,364
Purchase of tangible fixed assets		(41,047)	-
<b>Net cash used in investing activities</b>		<b>(38,577)</b>	<b>2,364</b>
<b>Change in cash and cash equivalents in the year</b>		<b>680,561</b>	<b>149,779</b>
<b>Cash and cash equivalents at 1 July 2019</b>	B	<b>768,109</b>	<b>618,330</b>
<b>Cash and cash equivalents at 30 June 2020</b>	B	<b>1,448,670</b>	<b>768,109</b>

**Notes to the statement of cash flows for the year to 30 June 2020.****A Reconciliation of net movement in funds to net cash (used in) provided by operating activities**

	2020 £	2019 £
<b>Net income / (expenditure) for the year (as per the statement of financial activities)</b>	167,104	(24,400)
<b>Adjustments for:</b>		
Depreciation charge	19,668	9,539
Dividends and interest from investments	(2,468)	(2,364)
Decrease in debtors	236,954	(8,784)
Increase in creditors	297,881	173,424
<b>Net cash provided by operating activities</b>	<b>719,139</b>	<b>147,415</b>

**B Analysis of cash and cash equivalents**

	2020 £	2019 £
Cash at bank and in hand	1,448,670	768,109
<b>Total cash and cash equivalents</b>	<b>1,448,670</b>	<b>768,109</b>



## **Principal accounting policies: 30 June 2020**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

### **Basis of preparation**

These financial statements have been prepared for the year to 30 June 2020.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

### **Critical accounting estimates and areas of judgement**

Preparation of the accounts requires the trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- Our year end membership figure of 331 assumes that 34 Members and Partners (2019: 27) who have not yet confirmed they will continue in membership will do so. This has no effect on income which is not booked until confirmation is received.

### **Assessment of going concern**

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

## Principal accounting policies: 30 June 2020

### Assessment of going concern (continued)

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 30 June 2021, the most significant areas that affect Business Disability Forum continuing as a going concern have been raised in the note on Major Risks in the Trustees Report namely:

- The effects to the economy of the Covid-19 virus;
- Insufficient capacity and capability to deliver what we need to achieve;
- Income does not continue to exceed expenditure, our general fund is low;
- Our products and services do not keep up with developing demands from our customers; and
- Impact and profile insufficiently communicated to make disability a compelling area for business investment with us.

The continuing uncertainty over the effects on the economy of the first and any subsequent waves of Covid-19 cast a shadow over all companies' assessments of going concern at this time however our stock of deferred income as reported in these pages (£1.1 million; note 11) provides over half of the working capital and cashflow to fund us in the year to come. Our free reserves, totalling £146,689, have also increased from just £17,085 in 2019 and are budgeted to increase again in 2021. We have begun 2021 performing ahead of budget expectations.

Comfort is provided across our core membership income by the historically high rates of member retention and recruitment that we achieve, the proposition and approach that delivers these high retention rates is continually reviewed and monitored using feedback from the membership, market conditions, advances in disability best practice and knowledge and perceived value.

We are working with #valuable and others to raise the recognition and awareness of disability in the board room and plan to make this an ongoing theme in our communications.

Our budget for 2020/21, as written above, has been designed to consolidate our improved performance and has taken account of the likely recession that will come from the Covid 19 lockdown and other measures. We have assumed greater attrition rates for the membership than we have seen in

## Principal accounting policies: 30 June 2020

### Assessment of going concern (continued)

previous years, and used experience gained in 2008-2011 during the great recession. Without this caution we might have expected to increase our income substantially in 2020/21. We anticipate still having a small surplus in the coming year but not the large one that without Covid 19 we could confidently have expected.

Our healthy cash position resulting from deferred membership, sponsorship and Disability Standard income means that we will be able to meet all foreseen liabilities as they fall due. Our General Fund has been improved by this year's sterling performance and our fixed costs are much reduced from previous years' following the move to new, smaller premises and the enforced remote working arising from the government lockdown.

### Income recognition

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

Income comprises membership fees, income from seminars and events, income from publications and training, consultancy and bank interest.

Income from membership fees is recognised over the membership year with the unexpired portion of membership fees being included in the balance sheet as deferred income.

Income from seminars and events, income from publications and training, consultancy, disability standard and from the provision of training and workshops is recognised to the extent that it is probable that the economic benefits will flow to the company and the revenue can be reliably measured. It is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

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.

### Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure comprises the costs of charitable activities in respect to the charity's primary charitable purposes as described in the Trustees' report. Such costs include:

## Principal accounting policies: 30 June 2020

### Expenditure recognition (continued)

- Events and seminar expenses;
- Publication costs; and
- External supplier delivery costs.

All expenditure is stated inclusive of irrecoverable VAT.

### Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are apportioned using staff numbers.

### Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Tangible fixed assets are depreciated at the following annual rates in order to write them off over their estimated useful lives:

- |  |                             |
|--|-----------------------------|
| • Furniture and general office equipment | 25% per annum based on cost |
| • Computer and similar equipment         | 33% per annum based on cost |

### Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

### Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

## **Principal accounting policies: 30 June 2020**

### **Creditors and provisions**

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

### **Pension costs**

Contributions by the charity in respect of the group money purchase pension scheme (workplace pension scheme) are included in the statement of financial activities when they are payable.

### **Fund accounting**

Designated funds comprise monies set aside out of unrestricted general funds for specific future purposes or projects.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's charitable objects.

Restricted funds are monies raised for a specific purpose.

### **Leased assets**

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

**Notes to the financial statements: 30 June 2020****1 Income from charitable activities**

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Membership fee income	1,736,367	-	<b>1,736,367</b>	1,511,990
Seminars and events	134,866	-	<b>134,866</b>	169,254
Publications and training packages	116,836	-	<b>116,836</b>	92,697
Consultancy	205,192	-	<b>205,192</b>	218,543
Other projects	45,208	37,500	<b>82,708</b>	15,321
Disability Standard	34,500	-	<b>34,500</b>	23,500
	<u>2,272,969</u>	<u>37,500</u>	<u><b>2,310,469</b></u>	<u>2,031,305</u>

**All Income in 2019 was unrestricted**

Included within seminars and events is intangible income of £44,742 (2019: £68,741) being the provision of event venues at no cost to the charity.

Included within other projects is intangible income of £0 (2019: £500) being staff seconded, venue hire and professional fees donated to the charity at no cost to the charity. (These intangible income lines are accounted for in note 2 as corresponding intangible costs).

**2 Charitable activities****(a) Analysis of costs of charitable activities**

	Costs allocated directly £	Support costs £	Total 2020 £
Membership	506,927	696,721	<b>1,203,648</b>
Seminars and events	225,868	114,814	<b>340,682</b>
Publications and training packages	82,119	140,911	<b>233,030</b>
Consultancy, Disability Standard and other projects	263,734	114,814	<b>378,548</b>
	<u>1,078,648</u>	<u>1,067,260</u>	<u><b>2,145,908</b></u>

	Costs allocated directly £	Support costs £	Total 2019 £
Membership	461,907	515,586	977,493
Seminars and events	204,122	108,846	312,968
Publications and training packages	54,232	63,016	117,248
Consultancy, Disability Standard and other projects	295,179	355,181	650,360
	<u>1,015,440</u>	<u>1,042,629</u>	<u>2,058,069</u>

**Notes to the financial statements: 30 June 2020****2 Charitable activities (continued)****(b) Analysis of support costs**

	Staff costs £	Office expenses £	Depreciation £	Professional and legal £	2020 Total £
Membership	397,552	233,122	12,840	53,207	<b>696,721</b>
Seminars and events	65,514	38,417	2,115	8,768	<b>114,814</b>
Publications and training packages	80,404	47,149	2,597	10,761	<b>140,911</b>
Consultancy, Disability Standard and other projects	65,514	38,416	2,116	8,768	<b>114,814</b>
	<u>608,984</u>	<u>357,104</u>	<u>19,668</u>	<u>81,504</u>	<u><b>1,067,260</b></u>

Support costs are allocated to charitable activities on the basis of staff numbers. In 2019/20 We outsourced our Disability Standard and Consultancy delivery to allow us to focus on deliver Membership services.

	Staff costs £	Office expenses £	Depreciation £	Professional and legal £	2019 Total £
Membership	328,240	170,423	4,716	12,207	515,586
Seminars and events	69,295	35,978	996	2,577	108,846
Publications and training packages	40,118	20,829	577	1,492	63,016
Consultancy, Disability Standard and other projects	226,121	117,401	3,250	8,409	355,181
	<u>663,774</u>	<u>344,631</u>	<u>9,539</u>	<u>24,685</u>	<u>1,042,629</u>

**3 Governance costs**

	2020 Total £	2019 Total £
Staff costs	23,316	25,253
Legal and professional fees	31,203	14,980
Other	1,731	2,195
	<u>56,250</u>	<u>42,428</u>

**Notes to the financial statements: 30 June 2020****4 Net income (expenditure) and movement in funds**

This is stated after charging:

	<b>2020 Total £</b>	2019 Total £
Staff costs (note 5)	1,479,825	1,503,418
Auditor's remuneration		
• Statutory audit services	11,600	11,600
• Other services	4,900	3,380
Depreciation	19,668	9,539
Operating lease rentals	122,678	143,500

**5 Employees and staff costs**

Staff costs during the year were as follows:

	<b>2020 £</b>	2019 £
Wages and salaries	1,109,285	1,176,413
Social security costs	112,264	122,910
Other pension costs	108,046	68,499
	1,329,594	1,367,822
Payments to agency staff	89,153	48,996
Staff training	32,283	10,382
Other payments/benefits	28,794	76,218
	1,479,824	1,503,418

The average number of employees during the year was 27 (2019: 30).

The number of employees who earned £60,000 or more (including taxable benefits but excluding employer pension contributions or termination charges) during the year was as follows:

	<b>2020 Number</b>	2019 Number
£60,001 - £70,000	-	1
£70,001 - £80,000	1	1
£90,001 - £100,000	1	1
	2	3

Total employer contributions to the group money purchase schemes in respect of the above employees during the year amounted to £8,917 (2019: £13,532).



**Notes to the financial statements: 30 June 2020****5 Employees and staff costs (continued)**

The key management personnel of the charity comprise the trustees and the Leadership Team of five members (2019 five members). The total remuneration (including taxable benefits and termination charges but excluding employer's pension contributions) of the key management personnel for the year was £398,637 (2019: £465,874).

One post was deleted from the management team during the year as well as two other posts. These incurred termination costs of £31,382 which included pay in lieu of notice and a payment for loss of office.

**6 Trustees**

None of the trustees received any remuneration in respect of their services during the year (2019: £nil).

During the year travelling expenses were incurred by the trustees in the course of their duties. Such expenses were not reimbursed to trustees during the year as a matter of policy. Our policies do allow for expense for any adjustments to be reimbursed but this has not been necessary in the year.

Business Disability Forum has indemnity insurance which covers actual or alleged breach of duty, breach of trust, neglect, error, misstatement, omission, breach of warranty of authority, libel and slander or any other act committed by trustees, officers and employees in the course of the organisation's activities (subject to specified exclusions). The cost of this insurance was £2,542 (2019: £2,118).

**7 Taxation**

Business Disability Forum is a registered charity and therefore is not liable to corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

**Notes to the financial statements: 30 June 2020****8 Tangible fixed assets**

	Fixtures, fittings and equipment £
<b>Cost</b>	
At 1 July 2019	77,146
Additions	41,046
Disposals	(33,674)
At 30 June 2020	<u>84,518</u>
<b>Depreciation</b>	
At 1 July 2019	66,253
Charge for the year	19,668
Disposals	(33,674)
At 30 June 2020	<u>52,247</u>
<b>Net book values</b>	
At 30 June 2020	<u>32,271</u>
At 30 June 2019	<u>10,893</u>

	Fixtures, fittings and equipment £
<b>Cost</b>	
At 1 July 2018	78,251
Disposals	(1,105)
At 30 June 2019	<u>77,146</u>
<b>Depreciation</b>	
At 1 July 2018	57,819
Charge for the year	9,539
Disposals	(1,105)
At 30 June 2019	<u>66,253</u>
<b>Net book values</b>	
At 30 June 2019	<u>10,893</u>
At 30 June 2018	<u>20,432</u>

**9 Debtors**

	2020 £	2019 £
<b>Due within one year</b>		
Fees receivable	127,848	293,903
Other debtors	1,165	5,717
Prepayments and accrued income	25,325	91,672
	<u>154,338</u>	<u>391,292</u>

**Notes to the financial statements: 30 June 2020****10 Creditors: amounts falling due within one year**

	<b>2020</b>	2019
	<b>£</b>	£
Expense creditors	52,881	23,949
Payroll and VAT creditors	95,212	107,231
Accruals and other creditors	152,830	63,186
	<u>300,923</u>	<u>194,366</u>

**11 Deferred income**

	<b>2020</b>	2019
	<b>£</b>	£
At 1 July 2019	958,843	797,864
Invoiced in the year	2,525,061	2,490,466
Released in the year	2,333,737	(2,329,487)
At 30 June 2020	<u>1,150,167</u>	<u>958,843</u>

Deferred membership income included within the reserves calculation totals £721,936 (2019: £620,593). The remainder of deferred income, which is not included within the reserves calculation, relates to the second year of certain Partners' or Members' two year membership fees and also income due from projects, publications and events to be delivered post year-end.

**12 Designated Funds****Training Fund**

The Trustees recognise that following the restructure in the year it is vital that Business Disability Forum's employees retain, share and improve their business and disability skills and knowledge. To ensure this is possible they have designated £20,000 of funds to be used for training and development of employees in 2020/21 and 2021/22.

	<b>2020</b>	2019
	<b>£</b>	£
At 1 July 2019	-	-
Transferred from General Fund	20,000	-
At 30 June 2020	<u>20,000</u>	<u>-</u>

**13 Restricted Funds****City Bridge London SME project**

City Bridge Trust has committed to a five-year grant funded programme to improve the disability confidence of London's SMEs. The grant is worth circa £50,000 per calendar year commencing January 2020. Due to Covid-19 the project start has been delayed until July 2020.

**Notes to the financial statements: 30 June 2020**

	<b>2020</b> <b>£</b>	2019 <b>£</b>
At 1 July 2019	-	-
Grants received in the year	37,500	-
At 30 June 2020	37,500	-

**14 Leasing commitments****Operating leases**

At 30 June 2020 the charity had the following total minimum commitments under non-cancellable operating leases as follows:

	<b>2020</b>		2019	
	<b>Land &amp; buildings £</b>	<b>Equipment £</b>	Land & buildings £	Equipment £
Operating leases:				
Less than one year	95,000	780	143,500	780
Between one and two years	95,000	780	18,655	780
Between two and five years	209,950	975	-	1,755
More than five years	-	-	-	-

**15 Related party transactions**

Nine organisations by which trustees are employed or who are members of the company paid to the charity £270,784 during the year in respect of membership fees and other services, (2019 - seven organisations paid £244,850). These organisations also provided services to the value of £9,708 free of charge (2019: £5,456).

Of the 2020 related party transactions £8,560 were outstanding for payment at 30 June 2020. (2019: £28,356 outstanding).

**16 Liability of members**

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up, members are required to contribute an amount not exceeding £1.

**Accessibility Statement**

Business Disability Forum is committed to ensuring that all its information, products and services are as accessible as possible to everyone. If you wish to discuss anything in regards to the accessibility of the information provided in our Annual Report and Financial Statements please contact us as follows: telephone: 020-7403-3020 or by email: [enquiries@businessdisabilityforum.org.uk](mailto:enquiries@businessdisabilityforum.org.uk)