

Lovewell Blake LLP
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Dear Sirs

Financial statements for the year ended 31 March 2019

The following representations are made on the basis of enquires of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the Charity's financial statements for the year ended 31 March 2019. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy ourselves that we can make each of the following representations. All representations are made to the best of our knowledge and belief.

General

We have fulfilled our responsibilities as trustees, as set out in the terms of your engagement letter dated 17 May 2019 under the Companies Act 2006, for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.

All the transactions undertaken by the Charity have been properly reflected and recorded in the accounting records.

All the accounting records have been made available to you for the purpose of your audit. We have provided you with unrestricted access to all appropriate persons within the Charity, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with the Charity Commission.

The financial statements are free of material misstatements, including omissions.

The effects of uncorrected misstatements (as set out on page 9 of the Audit Completion Document) are immaterial both individually and in total.

Internal control and fraud

We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.

We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that have a material effect on the financial statements.

We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.

Assets and liabilities

The Charity has satisfactory title to all assets and there are no liens or encumbrances on the Charity's assets, except for those that are disclosed in the notes to the financial statements.

All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.

We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Accounting estimates

Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

Bank accounts

We have disclosed to you all bank accounts operated by the Charity.

Loans and arrangements

The Charity has not granted any advances or credits to, or made guarantees on behalf of, trustees other than those disclosed in the financial statements.

Legal claims

We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the financial statements.

Laws and regulations

We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

Related parties

Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative or accounting standards requirements.

Subsequent events

All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

Going concern

We believe that the Charity's financial statements should be prepared on a going concern basis, on the grounds that current and future sources of funding or support will be more than adequate for the Charity's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the Charity's ability to continue as a going concern need to be made in the financial statements.

Grants and donations

All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

We acknowledge our legal responsibilities regarding the disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

Each trustee has taken all the steps that he ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

.....
Signed on behalf of the board of trustees of Norfolk Coalition of Disabled People operating as Equal Lives

COMPANY REGISTRATION NUMBER: 04098341

CHARITY REGISTRATION NUMBER: 1084108

**Norfolk Coalition of Disabled People operating as
Equal Lives**

Company Limited by Guarantee

Financial statements

31 March 2019

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Financial statements

Year ended 31 March 2019

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Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 March 2019

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2019.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015).

Reference and administrative details

Registered charity name	Norfolk Coalition of Disabled People operating as Equal Lives
Charity registration number	1084108
Company registration number	04098341
Principal office and registered office	15-18 Manor Farm Barns Fox Road Framingham Pigot Norwich Norfolk NR14 7PZ

The trustees

The trustees who served during the year and at the date of approval were as follows:

Thomas Fadden (Chair)
Jonathan Moore (Chair) (resigned 29 November 2018)
Daniel Barrett (resigned 13 May 2019)
Fraser Bowe
Kevin James
Shaun McGarry
Catherine Meijer (resigned 31 July 2018)
Tom Shakespeare (resigned 24 September 2018)
Duncan Scott (appointed 1 October 2019)
Martin Symons (resigned 13 October 2018) (appointed 14 February 2019)
Kate Wyatt (resigned 29 October 2019)

Norfolk Coalition of Disabled People operating as Equal Lives

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Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2019

Chief Executive Officer	Ben Reed
Auditor	Lovewell Blake LLP Chartered accountants & statutory auditor Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ Santander Bridle Road Bootle Merseyside L30 4GB

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2019

Objectives and activities

Objects of the Charity

The objects of Norfolk Coalition of Disabled People (operating as Equal Lives), as set out in the governing document, are:

'To relieve the disability of people with physical, mental, learning or sensory impairments, principally living within the County of Norfolk, and to further their independence and full participation in the community.'

Aim and mission statement

Our strategic direction was reviewed in 2016 and the strategic plan, which was approved by our trustees in November 2016, covers the period April 2017 to March 2020.

Our vision:

A world free from disabling barriers.

Our mission:

To remove disabling barriers so people can have equality, dignity and independence.

Our Values and Principles

Our organisational principles are as follows:

- Our work is based on the **social model of disability**, which says that people are disabled by the barriers society places in the way of inclusion and equality.
- Impairments are a normal part of life, **discrimination is not**.
- Professionals should be **on tap, not on top**, meaning people should be able to draw on others' expertise but not be controlled by them.
- There should be **nothing about us, without us**, meaning people who face disabling barriers should be involved in decisions and activities that affect them.
- People have a right to **equality, dignity and independence**.

Our organisational values are:

Led by you	You are the expert in your life and we will be led by you and we will support others to recognise this expertise
Belief	We are principled and act in accordance with our belief in upholding the human rights of disabled people.
From the heart	We care about the people we work with, the work we do, and the way that we do it
Empowering	We support people to empower themselves and reach their potential
Passionate	We are energetic and enthusiastic and we enjoy making sure things get done

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2019

Objectives and activities *(continued)*

Dedicated We will keep going to make sure our customers, members and peers really do receive the best from us and from others

Honest We are transparent and straightforward in what we do

Our strategic aims

The strategic aims have been reviewed as part of a strategic planning process. It establishes our strategic direction for the next three years (April 2017 - March 2020). Over the next 3 years we will work to a shared and agreed set of aims and priorities to deliver what disabled people need to make informed choices, uphold their rights and to live as independently as they choose.

It was developed between June - October 2016 by the Senior Management Team at Equal Lives alongside our Board of Trustees. We have engaged with our key stakeholders both internally and externally to ensure we represent the views of our members, staff and volunteers, commissioners, customers and individuals who use our services.

We have established the following two **strategic aims** to direct our work over the next three years and help us to achieve our mission:

Aim 1: Voice and influence

People who face disabling barriers are united and able to use their collective voice to influence, educate and engage individuals, organisations and society as a whole to remove these barriers.

Aim 2: Rights and independence

People who face disabling barriers have access to information, advice, advocacy and other support they need to make informed decisions, to uphold their rights and live independent lives.

These aims and the work underpinning them demonstrate the Public Benefit as required by the Charities Act 2006.

The Trustees confirm that they have had due regard to Charity Commission guidance on public benefit.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2019

Achievements and performance

This past year has been a year of significant change for the organisation. Our former CEO Mark Harrison retired back in March 2018, Ben Reed stepped up to fulfil the role and the Board was delighted to appoint him on a permanent basis in March of this year.

In December 2018 our Chair Jonathan Moore stepped down from the role after six years' service to the organisation. The Board thanked him for his dedication to the role and the Board voted to co-opt Tom Fadden then deputy Chair to take up the role of Chair.

We continue as an organisation to support disabled people in Norfolk and beyond to live independent lives and be part of their community. We have seen the continued effects of austerity both in terms of benefit changes and Social Care Support on our community; we are working closely with them to effect positive change within Local and National Government.

Our Advocacy team continues to support disabled people with benefit claims such as PIP and Universal Credit as well as NHS complaints and welfare rights cases to ensure that every disabled person has the finances they are entitled to, in order to live an independent life.

Our Business Development team has been working on a number of projects to promote independent living including, highlighting Disability Hate Crime taking part in a series with BBC Radio Norfolk. They have also been working with our membership to improve engagement and participation. Projects included access to gyms and sports facilities, highlighting the issues faced by those using Adult Social Care Services and the introduction of Minimum Income Guarantee (MIG) and the changes to care contributions. They have put together a series of video podcasts highlighting mental health issues, what positive mental health looks like and where you can get support should you need it.

It is with great sadness that we have to report Norfolk County Council decided to take all Independent Living Services back in house as of 31 March 2019. The services were for direct payments and personal budget holders and included payroll and employment support. We still run the services for self-funding customers and those in receipt of personal healthcare budgets PHB's. As you will appreciate this represents a significant change and shift in the size of our organisation, which now means we are much smaller in terms of staff members. The Board would like to thank all of our staff past and present for their dedication, professionalism and resilience during a very difficult period. We are pleased to say that we have a new structure in place that is sustainable for the future and we are keen to move forward.

Here we will report against our strategic aims:

Voice and influence

We have worked with the Norfolk County Council via the Making it Real Board to co-produce multiple pieces of work.

We have also supported Members and the NHS to co-produce accessible information for the local hospitals.

In the summer our trustees met with representatives of the Office of Disability Issues to discuss how government could engage more effectually with disabled people and their organisations.

We organised the first Disability Pride event in Norfolk, reaching over 4000 people and providing a platform for disabled entertainers and musicians and raising awareness of disability issues.

Equal Lives continued representing the disabled people of Norfolk by sitting on the (voluntary) sector leadership group. This has enabled us to put the voice of disabled people to the fore of the voluntary sector.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2019

We have attended the Department of Work and Pensions workshops and national engagement events for the last year. Arguing against the problems in the benefits system that we have supported people through.

After the Development Team was restructured, we spent some time practicing on tendering for new business. This involved exploring new partnership opportunities and reaching out to organisations for consortium working.

We were successful in gaining funding for some smaller projects - but have had a big impact in how we start to move into other areas. We released a series of Podcasts about Mental Health, which were sponsored by Target Follows and The Assembly Rooms Norwich.

Rights and Independence

NHS Complaints Service

In partnership with POHWER and Age UK Norfolk we are contracted to provide an NHS Complaints service to 50 people per year who have a disability or mental health problem. In 2018-19 we supported 63 people through making a complaint to the NHS regarding treatment or service they had received. Our clients often have complex needs and multiple complaints they wish to make. Advocates support them to decide what outcomes they want, formulate complaint letters, attend local resolution meetings and escalate their complaint to the Health Ombudsman if they wish to. Of the 63 cases referred in 2018-19, approximately 26 cases were resolved, 11 are still ongoing, 7 clients decided not to pursue further, 16 clients disengaged and 3 were inappropriate referrals.

Deprivation of Liberty Safeguards (DOLS)

POHWER commission us to deliver the Relevant Persons Paid Representative (RPPR) service in Norfolk for people who are deprived of their liberty in a residential care setting. Our Advocates ensure that people under a DOLS have their rights met and that the deprivation is as least restrictive as possible. There are conditions stipulated as part of the DOLS that an Advocate will check when they visit the client to ensure their human rights are met and they will support them to make an application to the Court of Protection if they wish to object. In 2018-19 we had 88 new referrals, but we support around 110 clients at any one time. Authorisations for a DOLS can be in place for up to 12 months. Legislation is changing in October 2020 and DOLS will become Liberty Protection Safeguards (LPS) where we expect to see changes in access to advocacy.

Social Prescribing

We are part of the Norwich and Broadland Social Prescribing Project along with other agencies such as Age UK Norwich, Shelter and Norfolk Citizen's Advice Bureau. We employ a Living Well Worker who supports people in Norfolk with Disabilities and Mental Health Problems to live better lives. Our Living Well Worker connects people to local services and groups to improve wellbeing. Referrals come through GP surgeries when a patient presents with a non-clinical issue, and Social Prescribing aims to reduce the number of visits to the GP. Our funding is until July 2020, but Health are looking to take over the commissioning of Social Prescribing where the project will be expanding.

Cawston Park Advocacy

We provide an Advocacy service to Cawston Park Hospital, a private hospital run by Jeasal Healthcare. We employ two part-time Advocates who work at Cawston Park with patients who have learning disabilities and mental health problems. In 2018-19 the Advocates worked with approximately 52 patients, to help them have their voices heard. They conduct ward rounds to obtain the views of patients and support at various meetings with mental health professionals. Jeasal have requested that we increase the advocacy hours we provide at Cawston and we are in the process of getting a new Service Level Agreement signed which will increase the amount they fund us.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2019

Suffolk Independent Living

We have continued to grow our Independent Living Service in Suffolk supporting over 600 customers to manage their direct payments. This year this service has grown. In collaboration with Surrey Independent Living Centre and Skills for Care we were able to offer training for employers and their PA's to attend. We have been working offering support planning in this service to the CCG's in Suffolk enabling people to plan and take control over their own care.

Norfolk Direct Payments Providers Framework

We provided services in Norfolk to direct payment users to support them to employ their own care staff, enabling them to live independently. Sadly, the framework was in its last year and Norfolk County Council decided to offer the services in house going forward. While we expressed our concerns with this, we have also worked with the Council and supported users of the service to ensure minimum disruption and a smooth transition for both disabled people and their staff.

Financial review

The board of Norfolk Coalition of Disabled People are reporting a surplus of £263,849 (2018: £139,401).

Income decreased by £289,396 and expenditure also decreased by £413,844 this financial year.

Reserves policy

Our reserves policy is reviewed annually. Our balance sheet as at 31 March 2019 shows reserves totalling £661,255, of which £652,157 are unrestricted and £9,098 restricted. Designated funds of £266,000 form part of the unrestricted funds, these cover amounts set aside for the purposes set out in note 23. Free reserves (including designated funds) amount to £640,921 (2018: £385,030).

The Board has assessed potential risks facing the Charity and its future plans and as a result has agreed that £300,000 is the minimum level of general reserves that should be retained as a contingency for unexpected large liabilities.

Risk assessment

The major area of financial risk continues to be the change in our income mix from that where the majority was for contracts with the County Councils in Norfolk and Suffolk to one where nearly half of our income is now accounted for through chargeable services to individual customers.

Community Interest Company

Our trading arm named Independent Enterprise Solutions (CIC) has not been active in this financial year.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2019

Plans for future periods

Building on the success of Norfolk Disability Pride 2018, Equal Lives once again took a lead role in organising this year's event which took place on Sunday, 29 September 2019 at the Forum in Norwich. This event is to celebrate disabled people's lives the value and contribution we make to our community. The Board would like to thank all staff, volunteers and partnership organisations involved in what I know was a fantastic event.

Looking ahead to next year the Board recognises there are areas where we are highly skilled and successful most notably our community and advocacy-based work but there are always areas we can improve. The Board is actively recruiting new trustees and looking at our Governance structures to make sure they are fit for purpose for the years ahead. I would like to thank all Board members and staff involved in this work which ensures that we can continue to support the disability community of Norfolk.

Structure, governance and management

Governing document

Norfolk Coalition of Disabled People, operating as Equal Lives, is a company limited by guarantee and is governed by its Memorandum and Articles, dated 27 October 2000 and its subsequent revisions. It is also registered as a charity with the Charity Commission (No. 1084108). NCODP is a membership organisation with group or individual membership. Groups can join as full members (where groups are managed by a majority of disabled people), and affiliate groups. Only full member groups can vote with one vote per group and there are no membership fees.

Appointment of trustees

All members meet each year at the Annual General Meeting to, amongst other business, elect the Board of Trustees; of which at least 51% must be disabled people. However, since we were established all trustees have been disabled people. Our rules (Memorandum and Articles) state that the chair must always be a disabled person and that there should be no fewer than four or more than fifteen trustees.

All members are invited to nominate trustees prior to the AGM advising them of the retiring trustees and requesting nominations for the AGM.

Trustees are elected for a three year term with the option to stand down at each AGM. Officers continue to be elected annually.

Trustee induction and training

Every trustee is made aware of their duties and responsibilities after they are appointed at our AGM, through discussion with the chair, an induction pack and trustee away days. Trustees take part in training sessions held throughout the year on various aspects of good governance, finance and management. In addition, the trustees have portfolios of areas of the organisation they are responsible for getting to know in depth. They meet with the staff team and volunteers; take part in visits to services and team meetings. The trustees and staff have implemented formats for management information to the board, including easy read accounts.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2019

Structure, governance and management *(continued)*

Organisation

The responsibility for the running of the organisation lies with the Board of Trustees which meets quarterly to set policy, monitor performance and overall direction. To assist with developing and overseeing this work the Board delegates this monitoring work to the Finance and Development sub-committee which generally meets two weeks before each Board Meeting. A Chief Executive Officer (CEO), Ben Reed, implements policy and strategy, manages day-to-day affairs and reports to the Board. The CEO oversees the work of the various elements of the organisation.

Pay policy for senior staff

The salaries of senior managers and the wider organisation are reviewed annually. If a salary increase is awarded, senior management salaries are uplifted in line with the rest of the organisation.

Risk management and quality assurance

Our risk management is ongoing and under regular review by the senior management team. Plans to offset many of the identified risks have been built into the long-term strategy and operational plans. A business continuity plan is in place and through our project management processes potential risks are identified and plans put in place to mitigate these.

A quality assurance framework is in place which covers staff performance through regular 1-2-1s and an annual appraisal scheme; output reporting for all our services on either a monthly or quarterly basis; and achievement against our strategic plan priorities on a quarterly basis.

The senior management team meet monthly where reports are presented and scrutinised. These are then fed into the Organisational dashboard which is presented to the Board of Trustees on a quarterly basis. A RAG system is in operation which identified where things are on target; causing concern or there are major issues which need action. The trustees also undertake duties as portfolio holders for different areas of the organisation where they are able to scrutinise the operational work within the organisation.

An outcomes and quality assurance framework has been introduced within our Information, Advice and Advocacy services which involves regular case management supervision for all staff and volunteers. Plans are in place to extend our outcomes framework across our other services and to identify suitable quality marks to achieve as an external verification of the quality of the work that we undertake.

Fundraising standards information

Equal Lives do not participate in fundraising activities nor instruct anyone to act on our behalf in regards to fundraising. Therefore we do not have the need to monitor the fundraising activities and have not received any complaints in regards to fundraising.

Trustees' responsibilities statement

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

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2019

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP 2015 (FRS102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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. They 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.

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

A resolution to reappoint Lovewell Blake LLP as auditors will be proposed at the forthcoming Annual General Meeting.

Small company provisions

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

Thomas Fadden (Chair)
Trustee

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Independent auditor's report to the members of Norfolk Coalition of Disabled People operating as Equal Lives

Year ended 31 March 2019

Opinion

We have audited the financial statements of Norfolk Coalition of Disabled People operating as Equal Lives (the 'charity') for the year ended 31 March 2019 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, 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 FRS 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 charity's affairs as at 31 March 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 charity 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 charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Independent auditor's report to the members of Norfolk Coalition of Disabled People operating as Equal Lives *(continued)*

Year ended 31 March 2019

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 charity 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
- 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 directors' report and from the requirement to prepare a strategic report.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Independent auditor's report to the members of Norfolk Coalition of Disabled People operating as Equal Lives *(continued)*

Year ended 31 March 2019

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charity'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 charity 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. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Mark Proctor FCA DChA (Senior Statutory Auditor)

For and on behalf of
Lovewell Blake LLP
Chartered accountants & statutory auditor
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Statement of financial activities (including income and expenditure account)

Year ended 31 March 2019

		Unrestricted funds	2019 Restricted funds	Total funds	2018 Total funds
	Note	£	£	£	£
Income and endowments					
Donations and legacies	5	5,797	–	5,797	7,199
Charitable activities	6	866,074	22,819	888,893	925,602
Other trading activities	7	779,612	–	779,612	1,011,726
Investment income	8	460	–	460	19,670
Other income	9	2,704	–	2,704	2,665
Total income		<u>1,654,647</u>	<u>22,819</u>	<u>1,677,466</u>	<u>1,966,862</u>
Expenditure					
Expenditure on raising funds:					
Costs of other trading activities	10	(494,519)	–	(494,519)	(616,033)
Expenditure on charitable activities	11	(905,377)	(13,721)	(919,098)	(1,211,428)
Total expenditure		<u>(1,399,896)</u>	<u>(13,721)</u>	<u>(1,413,617)</u>	<u>(1,827,461)</u>
Net income and net movement in funds		<u>254,751</u>	<u>9,098</u>	<u>263,849</u>	<u>139,401</u>
Reconciliation of funds					
Total funds brought forward		397,406	–	397,406	258,005
Total funds carried forward		<u>652,157</u>	<u>9,098</u>	<u>661,255</u>	<u>397,406</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 17 to 29 form part of these financial statements.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Balance sheet

31 March 2019

	Note	2019 £	£	2018 £	£
Fixed assets					
Tangible fixed assets	17		11,235		12,375
Investments	18		1		1
			<u>11,236</u>		<u>12,376</u>
Current assets					
Debtors	19	345,024		129,707	
Cash at bank and in hand		<u>477,348</u>		<u>609,682</u>	
		822,372		739,389	
Creditors: Amounts falling due within one year	20	<u>(172,353)</u>		<u>(354,359)</u>	
Net current assets			650,019		385,030
Total assets less current liabilities			<u>661,255</u>		<u>397,406</u>
Net assets			<u>661,255</u>		<u>397,406</u>
Funds of the charity					
Restricted funds			9,098		–
Unrestricted funds			<u>652,157</u>		<u>397,406</u>
Total charity funds	23		<u>661,255</u>		<u>397,406</u>

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

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:

Thomas Fadden (Chair)
Trustee

Shaun McGarry
Trustee

Company registration number: 04098341

The notes on pages 17 to 29 form part of these financial statements.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Statement of cash flows

Year ended 31 March 2019

	2019 £	2018 £
Cash flows from operating activities		
Net income	263,849	139,401
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	9,571	25,252
Other interest receivable and similar income	(460)	(19,670)
<i>Changes in:</i>		
Trade and other debtors	(215,317)	5,882
Trade and other creditors	(182,006)	(168,881)
Cash generated from operations	(124,363)	(18,016)
Interest received	460	19,670
Net cash (used in)/from operating activities	<u>(123,903)</u>	<u>1,654</u>
Cash flows from investing activities		
Purchase of tangible assets	(8,431)	—
Net cash used in investing activities	<u>(8,431)</u>	<u>—</u>
Net (decrease)/increase in cash and cash equivalents	(132,334)	1,654
Cash and cash equivalents at beginning of year	609,682	608,028
Cash and cash equivalents at end of year	<u>477,348</u>	<u>609,682</u>

The notes on pages 17 to 29 form part of these financial statements.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 March 2019

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 15-18 Manor Farm Barns, Fox Road, Framingham Pigot, Norwich, Norfolk, NR14 7PZ.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006 and the Charities Act 2011.

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

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

(c) Consolidation

The charity is not required to prepare consolidated accounts in accordance with the Charities Act 2011, and has taken advantage of the option not to prepare consolidated financial statements contained in Section 398 of the Companies Act 2006 on the basis that the charity and its subsidiary undertakings comprise a small group.

(d) Income tax

The company is a charity within the meaning of the Taxes Acts and it is therefore eligible to claim certain exemptions to corporation tax and capital gains tax. As a consequence no taxation arises for the year.

(e) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

3. Accounting policies *(continued)*

Fund accounting *(continued)*

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

(f) Income

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations and legacy income is received by way of donations, legacies, grants and gifts and is included in full in the statement of financial activities when receivable. Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Investment income is included when receivable.

Income from charitable trading activity is accounted for when earned.

Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

(g) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated between the expenditure categories of the sofa on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

3. Accounting policies *(continued)*

(h) Tangible assets

The cost of tangible fixed assets includes only the expenditure incurred in bringing the assets into working condition for their intended use.

Fixed assets with a value of below £250 are not capitalised.

Impairment reviews are only carried out on groups of assets where there has been an indication of impairment.

(i) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Tenant's improvements	- Straight line over lease term
Equipment	- 25% straight line
Computer equipment (incl within equipment)	- Over 3 years

(j) Investments

Investments consist of shares held in the subsidiary company, these shares are stated at cost.

(k) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

(l) Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

(m) Operating lease agreements

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

(n) Redundancy

Where an obligation to make a redundancy or termination payment exists, the costs incurred by the Charity are accounted for on an accruals basis and included within employee benefits.

4. Limited by guarantee

Norfolk Coalition of Disabled People is a registered charity and company limited by guarantee with no share capital. The liability of each member in the event of a winding up is limited to £1.

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2019 £	Unrestricted Funds £	Total Funds 2018 £
Donations				
Donations	1,554	1,554	7,199	7,199
Sponsorship				
Disability Pride	4,243	4,243	—	—
	<u>5,797</u>	<u>5,797</u>	<u>7,199</u>	<u>7,199</u>

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Children's Direct Payments	120,021	—	120,021
Appropriate Adult Service	73,091	—	73,091
Information Advice and Advocacy	661,137	—	661,137
Support Planning	1,390	—	1,390
Social Prescribing	—	21,819	21,819
Community Insight and Engagement	10,213	—	10,213
Other	222	1,000	1,222
	<u>866,074</u>	<u>22,819</u>	<u>888,893</u>

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

6. Charitable activities *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2018 £
Children's Direct Payments	143,860	—	143,860
Appropriate Adult Service	134,036	—	134,036
Information Advice and Advocacy	626,232	—	626,232
Support Planning	5,325	—	5,325
Social Prescribing	—	—	—
Community Insight and Engagement	16,149	—	16,149
Other	—	—	—
	<u>925,602</u>	<u>—</u>	<u>925,602</u>

Included in charitable activities is Government funding of £739,248 (2018: £802,705).

7. Other trading activities

	Unrestricted Funds £	Total Funds 2019 £	Unrestricted Funds £	Total Funds 2018 £
Payroll services - Suffolk	407,828	407,828	424,153	424,153
Payroll services - Norfolk	341,170	341,170	565,340	565,340
Sublet of offices	30,614	30,614	22,233	22,233
	<u>779,612</u>	<u>779,612</u>	<u>1,011,726</u>	<u>1,011,726</u>

8. Investment income

	Unrestricted Funds £	Total Funds 2019 £	Unrestricted Funds £	Total Funds 2018 £
Interest from bank accounts	460	460	19,670	19,670

9. Other income

	Unrestricted Funds £	Total Funds 2019 £	Unrestricted Funds £	Total Funds 2018 £
Miscellaneous income	2,704	2,704	2,665	2,665

10. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2018 £	Unrestricted Funds £	Total Funds 2017 £
Payroll services - Suffolk	114,011	114,011	140,323	140,323
Payroll services - Norfolk	380,508	380,508	475,710	475,710
	<u>494,519</u>	<u>494,519</u>	<u>616,033</u>	<u>616,033</u>

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

11. Expenditure on charitable activities

	Activities undertaken directly £	Support costs £	Total funds 2019 £	Total fund 2018 £
Specialist Services	15,296	35,182	50,478	110,146
Appropriate Adult Services	55,344	28,117	83,461	170,152
Information Advice and Advocacy	433,340	249,905	683,245	772,569
Social Prescribing	8,441	8,401	16,842	–
Disability Pride	4,174	–	4,174	–
Community Insight and Engagement	42,486	1,559	44,045	55,387
Delivery Support	–	–	–	53,340
Other Projects	(513)	–	(513)	8,595
Governance costs	–	37,366	37,366	41,239
	<u>558,568</u>	<u>360,530</u>	<u>919,098</u>	<u>1,211,428</u>

Restricted charitable activities expenditure of £13,721 has been incurred in the current year (2018: £Nil).

Analysis of governance costs

	2019 £	2018 £
Staff costs	12,030	18,471
Office costs	8,857	8,540
Auditor's remuneration - audit	7,105	7,110
Auditor's remuneration - non audit	360	772
Legal and professional fees	2,924	370
Cost of meetings	989	955
Other administrative costs	4,916	4,726
AGM costs	185	295
	<u>37,366</u>	<u>41,239</u>

12. Analysis of support costs

	Charitable Activities £	Governance £	Total Allocated £
Activity costs - Basis of allocation			
Staff costs - Funding level	197,537	10,396	207,933
Office costs - Staff costs	20,666	8,912	29,578
Computer costs - Funding level	43,398	2,285	45,683
Other administrative costs	56,292	2,964	59,256
Depreciation - Funding level	5,271	277	5,548
Direct costs	–	12,532	12,532
	<u>323,164</u>	<u>37,366</u>	<u>360,530</u>

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

13. Net income

Net income is stated after charging/(crediting):

	2019	2018
	£	£
Depreciation of tangible fixed assets	9,571	25,252
Fees payable for the audit of the financial statements	7,105	7,110
Auditor's remuneration - accountancy services	393	9,823
Operating lease payments - property	95,418	91,859
Operating lease payments - other	<u>3,383</u>	<u>6,504</u>

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2019	2018
	£	£
Wages and salaries	904,695	1,248,671
Social security costs	54,818	49,183
Employer contributions to pension plans	<u>51,489</u>	<u>67,069</u>
	<u>1,011,002</u>	<u>1,364,923</u>

The average head count of employees during the year was 55 (2018: 70). The average number of full-time equivalent employees during the year is analysed as follows:

	2019	2018
	No.	No.
Specialist Services - Norfolk	12	16
Specialist Services - Suffolk	8	12
Business Support	4	7
Business Development	3	2
Appropriate Adults	8	11
Information Advice and Advocacy	17	17
Social Prescribing	1	–
Community Insight and Engagement	2	3
Delivery Support	<u>–</u>	<u>2</u>
	<u>55</u>	<u>70</u>

Wages and salaries include £18,211 (2018: £98,362) of redundancy and non-contractual termination payments.

No employee received employee benefits of more than £60,000 during the year (2018: Nil).

Key Management Personnel

Key management personnel remuneration amounted to £165,552 (2018 - £305,822) in respect of six employees (2018 - in respect of nine employees). Following a consultation within the Charity the Management Team structure changed considerably in 2018, this resulted in redundancy payments which are reflected in the comparative remuneration figure above.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

15. Trustee remuneration and expenses

The trustees received no remuneration during the current or previous year.

The trustees were re-imbursed for expenditure expended on behalf of the charity in the year for travel and support costs. Four trustees were re-imbursed for this expenditure at a cost of £215 (2018 - four trustees at a cost of £417).

16. Transfers between funds

Transfers between the general reserve and the designated reserve for staff liabilities are made according to the numbers of staff employed and time served.

17. Tangible fixed assets

	Tenant's Improve- ments £	Equipment £	Total £
Cost			
At 1 Apr 2018	51,525	218,164	269,689
Additions	—	8,431	8,431
At 31 Mar 2019	<u>51,525</u>	<u>226,595</u>	<u>278,120</u>
Depreciation			
At 1 Apr 2018	47,623	209,691	257,314
Charge for the year	1,716	7,855	9,571
At 31 Mar 2019	<u>49,339</u>	<u>217,546</u>	<u>266,885</u>
Carrying amount			
At 31 Mar 2019	<u>2,186</u>	<u>9,049</u>	<u>11,235</u>
At 31 Mar 2018	<u>3,902</u>	<u>8,473</u>	<u>12,375</u>

18. Investments

	Shares in group undertakings £
Cost or valuation	
At 1 Apr 2018 and 31 Mar 2019	<u>1</u>
Impairment	
At 1 Apr 2018 and 31 Mar 2019	<u>—</u>
Carrying amount	
At 31 Mar 2019	<u>1</u>
At 31 Mar 2018	<u>1</u>

All investments shown above are held at valuation.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

18. Investments *(continued)*

The charity holds 1 ordinary share of £1 in its wholly owned subsidiary Independent Enterprise Solutions Community Interest Company which is incorporated in England and Wales, company registration number 07741065. The Company has remained dormant throughout the year. At the year end the capital and reserves of Independent Enterprise Solutions Community Interest Company were £16,362 in deficit.

19. Debtors

	2019 £	2018 £
Trade debtors	332,720	87,498
Prepayments and accrued income	11,718	43,178
Other debtors	586	(969)
	<u>345,024</u>	<u>129,707</u>

20. Creditors: Amounts falling due within one year

	2019 £	2018 £
Trade creditors	73,163	24,986
Amounts owed to group undertakings	1,055	1,055
Accruals and deferred income	46,750	244,369
Social security and other taxes	42,927	76,682
Other creditors	8,458	7,267
	<u>172,353</u>	<u>354,359</u>

21. Deferred income

	2019 £	2018 £
At 1 April 2018	228,610	348,600
Amount released to income	(228,610)	(348,600)
Amount deferred in year	35,482	228,610
At 31 March 2019	<u>35,482</u>	<u>228,610</u>

Deferred income comprises the advance receipt of income in respect of charitable activities.

22. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £51,489 (2018: £67,069).

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

23. Analysis of charitable funds

Unrestricted funds

	At 1 Apr 2018	Income	Expenditure	Transfers	At 31 Mar 2019
	£	£	£	£	£
General funds	106,577	1,654,647	(1,381,685)	6,618	386,157
Staff and Rent Liability Reserve	290,829	—	(18,211)	(272,618)	—
Dilapidation Reserve	—	—	—	100,000	100,000
Premises Reserve	—	—	—	60,000	60,000
Staff Training Reserve	—	—	—	20,000	20,000
New Projects	—	—	—	86,000	86,000
	<u>397,406</u>	<u>1,654,647</u>	<u>(1,399,896)</u>	<u>—</u>	<u>652,157</u>

	At 1 Apr 2017	Income	Expenditure	Transfers	At 31 Mar 2018
	£	£	£	£	£
General funds	11,534	1,966,862	(1,729,098)	(142,721)	106,577
Staff and Rent Liability Reserve	246,471	—	(98,363)	142,721	290,829
Dilapidation Reserve	—	—	—	—	—
Premises Reserve	—	—	—	—	—
Staff Training Reserve	—	—	—	—	—
New Projects	—	—	—	—	—
	<u>258,005</u>	<u>1,966,862</u>	<u>(1,827,461)</u>	<u>—</u>	<u>397,406</u>

In previous years the trustees set aside a designated reserve for staff liabilities and made transfers to and from the general reserve according to the numbers of staff employed.

In the current year funds have been designated in relation to expected repairs to existing premises under a dilapidation agreement (£100,000), moving costs and adaptation of new premises (£60,000), staff training (£20,000) and towards new projects (£86,000).

Restricted funds

	At 1 Apr 2018	Income	Expenditure	Transfers	At 31 Mar 2019
	£	£	£	£	£
Social Prescribing Norfolk Community Foundation	—	21,819	(12,721)	—	9,098
	—	1,000	(1,000)	—	—
	<u>—</u>	<u>22,819</u>	<u>(13,721)</u>	<u>—</u>	<u>9,098</u>

	At 1 Apr 2017	Income	Expenditure	Transfers	At 31 Mar 2018
	£	£	£	£	£
Social Prescribing Norfolk Community Foundation	—	—	—	—	—
	—	—	—	—	—
	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

23. Analysis of charitable funds *(continued)*

Social Prescribing - Funding has been received from Norfolk County Council in relation to Social Prescribing, which is a process of helping to improve health and wellbeing through the connection of people to non-medical sources of support.

Norfolk Community Foundation - Funding has been awarded for the production of mental health podcasts.

24. Analysis of net assets between funds

As at 31 March 2019

	Tangible fixed assets £	Investments £	Net current assets / (liabilities) £	Total £
Restricted Income Funds				
Social Prescribing	—	—	9,098	9,098
Unrestricted Income Funds				
Designated Funds	—	—	266,000	266,000
General Funds	11,235	1	374,921	386,157
	<u>11,235</u>	<u>1</u>	<u>640,921</u>	<u>652,157</u>
Total Funds	<u>11,235</u>	<u>1</u>	<u>650,019</u>	<u>661,255</u>

As at 31 March 2018

	Tangible fixed assets £	Investments £	Net current assets / (liabilities) £	Total £
Unrestricted Income Funds				
Designated Funds	—	—	290,829	290,829
General Funds	12,375	1	94,201	106,577
	<u>12,375</u>	<u>1</u>	<u>385,030</u>	<u>397,406</u>
Total Funds	<u>12,375</u>	<u>1</u>	<u>385,030</u>	<u>397,406</u>

25. Financial instruments

The carrying amount for each category of financial instrument is as follows:

	2019 £	2018 £
Financial assets that are debt instruments measured at amortised cost		
Trade debtors (note 19)	332,720	87,498
Other debtors (note 19)	586	58
	<u>333,306</u>	<u>87,556</u>

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

25. Financial instruments *(continued)*

	2019 £	2018 £
Financial liabilities measured at amortised cost		
Trade creditors (note 20)	73,163	24,986
Other creditors (note 20)	8,458	7,267
Accruals (note 20)	11,268	15,759
	<u>92,889</u>	<u>48,012</u>

26. Operating lease commitments

As lessee

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2019 £	2018 £
Not later than 1 year	99,114	100,383
Later than 1 year and not later than 5 years	24,250	123,364
	<u>123,364</u>	<u>223,747</u>

As lessor

The total future minimum lease payments receivable under non-cancellable operating leases are as follows:

	2019 £	2018 £
Not later than 1 year	17,640	17,640
Later than 1 year and not later than 5 years	4,410	22,050
	<u>22,050</u>	<u>39,690</u>

27. Related parties

During the year the following transactions were undertaken with Independent Enterprise Solutions Community Interest Company, a wholly owned subsidiary of the charitable company:

	2019 £	2018 £
Balance due from subsidiary undertaking at the year end	16,041	16,041
Less:		
Provision against balance owed by subsidiary undertaking	(17,096)	(17,096)

Shaun McGarry, a trustee, was also a trustee of Great Yarmouth and District Talking Newspaper Association. During the year services amounting to £50 (2018: £Nil) were provided to Norfolk Coalition of Disabled People by Great Yarmouth and District Talking Newspaper Association. At the year end a balance of £50 (2018: £Nil) was due to Great Yarmouth and District Talking Newspaper Association.

Norfolk Coalition of Disabled People operating as Equal Lives

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2019

28. Funds held on behalf of third parties

The aims of Independent Living Norfolk and Suffolk Independent Living are to assist people in the receipt of payments for services. In running these schemes, the company receives the payments on behalf of service users and pays out expenditure based upon authorised timesheets and invoices received from the service user. Separate bank accounts in the name of the company are maintained and the transactions are recorded outside of the company's main accounts system. Most of the expenditure is in connection of employed carers who are employees of the users and the company administers the individual payrolls for each employer for which a charge is raised. Due to the timing differences between receipts and payments the company holds a balance for each of the service users. The income and expenditure in relation to this figure is not that of the company and therefore it is not reflected in the company's Statement of Financial Activities, neither are the balances held the company's and therefore are not included on the balance sheet of the company. The work of the company is monitored by Social Services, who also monitor the validity of claims to receive the payments. The balance on any individual service user account is repayable to Social Services on demand.

The movement on the Independent Living Norfolk balances during the year was as follows:

	2019	2018
	£	£
Balance at 1 April 2018 / 3 April 2017	687,529	5,791,822
Receipts	2,108,943	13,087,780
Service user payments	(2,142,720)	(18,192,073)
Balance at 2 April 2019 / 1 April 2018	<u>653,752</u>	<u>687,529</u>

Following the transfer of both payroll and supported account services back to Norfolk County Council in recent years, the balance carried forward relates to NHS funded individuals and those holding personal budgets.

The movement on the Suffolk Independent Living balances during the year was as follows:

	2019	2018
	£	£
Balance at 25 March 2018 / 27 March 2017	3,146,355	2,672,562
Receipts	8,987,191	9,146,227
Service user payments	(8,741,323)	(8,672,434)
Balance at 26 March 2019 / 25 March 2018	<u>3,392,223</u>	<u>3,146,355</u>

Norfolk Coalition of Disabled People (operating as Equal Lives)

Audit completion document

For the year ended

31 March 2019



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Executive Summary

Overview

This report is provided to the trustees of Norfolk Coalition of Disabled People operating as Equal Lives to set out the findings from our audit for the year ended 31 March 2019.

It sets out the key matters which we wish to bring to your attention and any issues that require further consideration and conclusion prior to approval of the financial statements.

We would like to take this opportunity to thank the Charity's staff for their co-operation and assistance during the course of our audit.

Audit independence

We confirm that there are no significant facts or matters that have come to our attention during our audit that impact on our independence as auditors that we are required or wish to draw to your attention. We have complied with the Auditing Practices Board Ethical Standards and therefore we confirm that we are independent and are able to express an objective opinion on the financial statements.

Confidentiality

This document is strictly confidential and although it has been made available to the trustees to facilitate discussions, it may not be taken as altering our responsibilities to the Charity arising under our audit engagement letter. The contents of this document should not be disclosed to third parties without our prior written consent.

Executive Summary (continued)

Results

The headline results for the year ended 31 March 2019 are as follows:

	2019 £	2018 £	Variance £	Variance %
Income	1,677,466	1,966,862	(289,396)	14.7%
Expenditure	(1,413,617)	(1,827,461)	413,844	22.6%
Surplus	263,849	139,401	98,072	
Funds	661,255	397,406	237,473	

Income has fallen during the year as a result of a number of factors, Norfolk County Council took the supported account service back in-house during the previous year therefore this is the first full year without this source of income, this service generated income of £217,855 in 2018. In addition, the Appropriate Adult contract came to an end in September 2018 as the Charity was not successful in the tendering process. Finally, interest generated by the Charity's bank accounts has fallen significantly as supported account monies are no longer invested in deposit accounts, a number of these accounts were closed during the previous year.

Following the reduction in income, expenditure has also fallen significantly. During 2017/2018 a restructure of the Charity was undertaken which resulted in widespread redundancies, including the whole of the senior management team, as a result considerable expenditure was incurred in respect of termination payments, however, as a result significant savings have been made in salary costs which has been reflected in the current year. The cessation of both the Appropriate Adult and supported accounts services have also had an impact on the level of expenditure.

Overall debtors have increased from £129,707 in 2018 to £345,024 in the current year, due to Norfolk County Council being slow in remitting funds against invoices raised by the Charity, a balance of £187,374 was due at the year end. In addition, a number of balances relating to payroll services (arising before the transfer of the service back to Norfolk County Council) are outstanding, individual's supported accounts are now maintained by Norfolk County Council and as with the funding noted above remittances have been slow to come through. The increased debtors have also impacted on the year end bank balances which have fallen from £609,682 to £477,348 in 2019.

Executive Summary (continued)

Following the transfer of the payroll service back to Norfolk County Council and the end of the Children's Direct Payment contract a signification reduction has occurred in the level of income deferred at the year end. At the previous year end deferred income in relation to these services amounted to £182,431, this being the major factor for the fall in year end creditors (£354,359 in 2018 compared to £172,353 in 2019).

Funds at the year end amount to £661,255 of which £9,098 relates to restricted funds and £266,000 is designated.

Audit adjustments and unadjusted errors

Our work identified adjustments which have subsequently been made to the financial statements which increase the surplus by £23,264, as detailed on page 8.

Our audit work has also identified unadjusted amounts that would increase the surplus by £7,468, as detailed on page 9. Management has indicated it does not wish to adjust these amounts on the grounds of materiality and we can accept this judgement.

Financial statements

We have completed our review of the draft statutory financial statements and are satisfied that there are no material unadjusted errors or omissions in respect of presentation or disclosures.

Internal controls

We have completed our review of the design and implementation of your system of internal controls. Our findings are detailed on page 11.

Status

Our work is substantially complete and has progressed in line with the planned timetable.

Before the audit is formally concluded, we need to complete the following steps:

1. Concluding on any issues raised in this report.
2. Receive the signed letter of representation on charity headed paper which should be signed at the same time as the financial statements are approved.
3. Receive the current forecasts for the next twelve months and post year-end management accounts.

Executive Summary (continued)

We expect all the above steps to be completed in line with the timetable for the signing of the financial statements.

Conclusions

Subject to the clearance of the outstanding matters, we expect to sign an unmodified audit opinion.

Completion timetable

Trustee meeting	12 November 2019	Trustees and Lovewell Blake
AGM	20 November 2019	Trustees
Signing of accounts	November 2019	Trustees and Lovewell Blake
Submission of accounts	By 31 December 2019	Lovewell Blake

Key Audit Risk Areas

Identified risks	Planned audit procedures	Results and conclusion
Revenue recognition – Income received or due to the charity may not be recorded accurately and appropriately.	Income will be substantively tested to ensure it is treated correctly. Grant and service level agreements will be reviewed and tested to ensure revenue earned has been recognised appropriately.	Work performed as planned with no issues arising.
Fraud and management override – There is a risk that management have the ability to and could override controls in order to misrepresent results.	A review of accounting journals and year-end adjustments will be made. Our audit testing does not seek to identify all incidences of fraud, but any potential instances/risks identified will be followed up as deemed appropriate in the circumstances.	Work performed as planned with no issues arising.
Accounting estimates – There is a risk that these judgemental areas may give rise to errors and be prone to management bias.	Accounting policies will be reviewed for appropriateness, comparing to the results of previous period's estimates and post balance sheet data.	Work performed as planned with no issues arising.
Going concern – There is a potential risk that the charity will not continue in operation for a period of 12 months from the approval of the financial statements.	A review of the charity's liabilities at the year-end and budgets will be made together with consideration of post balance sheet management accounts and activity in comparison to budget.	Work performed as planned with no issues arising.

Other audit findings and important matters for discussion

Discussion Points

- **Results and management letter points.**

The Charity has achieved a surplus of £263,849 in the year to 31 March 2019. As a result, unrestricted funds have increased to £652,157 (including designated funds of £266,000).

- **Independent Advocacy and Advice (IAA) Contracts**

The existing IAA contracts are scheduled to come to an end in March 2020, should the Charity be unsuccessful in any retendering process this will have a significant impact on the future of the entity.

- **Independent Enterprise Solutions Community Interest Company**

The subsidiary company has now been dormant for a period of approximately six years.

- **Norfolk and Suffolk Client Money**

The Trustees should give some consideration to recommencing the audit of the client money held by the Charity.

- **Supported account liability**

Update on the potential liability due to Norfolk County Council following the transfer of the supported account service.

Subsequent events

Please provide confirmation that there are no significant events arising since the year-end which will require adjustment to the draft financial statements or disclosure in the notes to the draft financial statements.

Provisions, contingencies and commitments

Please provide confirmation that there are no amendments required to the draft financial statements or related disclosures in respect of provisions, contingencies or commitments.

Going concern

Please provide confirmation that no matters have arisen since the balance sheet date which would prohibit the charity continuing to operate as a going concern.

Audit adjustments

Adjusted misstatements – impacting on the result for the year

Our audit adjustments are detailed below:

	£
Surplus per client Sage	240,585
Opening balance adjustments	7,653
Accruals adjustments	17,437
Removal of accounting support adjustment	2,297
Deferred income – Suffolk payroll services	(23,268)
Correction to deferred income (IAA)	18,126
Remove duplicate Lovewell Blake invoices	1,018
Rounding	<u>1</u>
Revised surplus	<u>263,849</u>

We, as informed management, have been presented with the above adjustments and we confirm our understanding, agreement and authorisation.

.....
Signed for and on behalf of the trustees of Norfolk Coalition of Disabled People operating as Equal Lives

Audit adjustments (continued)

Unadjusted errors and deviations

Potential adjustments discovered during our audit work that we would like to bring to the attention of the trustees for discussion are detailed below:

Potential adjustments to the accounts	Potential impact	Reason for not adjusting
	£	
Surplus per draft financial statements	263,849	
Omitted invoices (net of prepayment)	(3,524)	Not considered material to warrant adjustment
Expense invoices relating to Y/E 31/03/2019	(1,695)	Not considered material to warrant adjustment
Movement on potential holiday pay accrual	7,203	Not considered material to warrant adjustment
Potential understatement of income (sales ledger credit balances)	3,387	Not considered material to warrant adjustment
Understatement of rates prepayment	1,378	Not considered material to warrant adjustment
Unrecorded credit card expenditure	(1,406)	Not considered material to warrant adjustment
Close Bros fees accrual (b/f & c/f)	<u>2,125</u>	Not considered material to warrant adjustment
Potential revised surplus for the year ended 31 March 2019	<u>271,317</u>	

Report to management

Introduction

This report is based upon our audit of the financial statements for the year ended 31 March 2019. This report has been prepared to record the key matters arising from the audit which came to our attention during the course of our work.

In planning our audit, our procedures were designed to assist us in forming our opinion on the financial statements. These procedures were performed to test that all key controls in place were being operated correctly.

Our opinion is based purely on the tests carried out during the audit of the financial statements, and the underlying records for the year ended 31 March 2019, and our tests may not necessarily disclose all errors, irregularities or fraud and should not be relied upon to do so.

Our observations and their potential implications in respect of control issues, performance issues and other organisational issues are set out on pages 11.

This report has been prepared for the sole use of the Trustees and Management of Norfolk Coalition of Disabled People (operating as Equal Lives) and must not be shown to third parties without our prior consent. No responsibilities are accepted by Lovewell Blake towards any party acting or refraining from action as a result of this report.

Management comments

We would appreciate your comments on our observations and how these will be addressed.

Audit observations

	Issue and cause	Potential impact	Possible solution	Benefit	Comments
●	Bank Accounts Two of the Charity bank accounts (CAF Gold and Santander deposit) have not been maintained on Sage.	Income / expenditure within the accounts is understated.	Take steps to obtained the necessary information to bring the bank accounts up to date.	Accounting records fully reflect the transactions of the Charity.	
●	Barclaycard The posting of transactions originating from the Charity's Barclaycard is not complete.	Expenditure within the accounts is understated.	Ensure transactions arising from use of the Barclaycard are posted in full on receipt of the monthly statements.	Accounting records fully reflect the transactions of the Charity.	
●	Deferred income Income deferrals have been based upon budgeted amounts rather than with reference to service agreements.	Income is not being recognised in accordance with the contract.	Ensure service agreements are reviewed in calculating income deferrals.	Income is accurately reported in the financial statements.	
●	Personnel files Documentation appears not be retained on file to verify the identity of the individual.	Lack of information should any potential employment issue arise.	Create a checklist of information to be used in relation to personnel files.	Personnel records are up to date should any employment issues arise.	
●	Accruals As previously reported, one particular accrual (Close Bros fees of £2,125) has been brought forward and carried forward for a number of years.	Accruals are overstated within the financial statements.	Investigated whether the costs are likely to materialise and adjust the accrual accordingly.	Accruals are accurate.	

● High priority ● Medium priority ● Low priority

Letter of representation

Appendix A

Lovewell Blake LLP
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Dear Sirs

Financial statements for the year ended 31 March 2019

The following representations are made on the basis of enquires of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the Charity's financial statements for the year ended 31 March 2019. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy ourselves that we can make each of the following representations. All representations are made to the best of our knowledge and belief.

General

We have fulfilled our responsibilities as trustees, as set out in the terms of your engagement letter dated 17 May 2019 under the Companies Act 2006, for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.

All the transactions undertaken by the Charity have been properly reflected and recorded in the accounting records.

All the accounting records have been made available to you for the purpose of your audit. We have provided you with unrestricted access to all appropriate persons within the Charity, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with the Charity Commission.

The financial statements are free of material misstatements, including omissions.

The effects of uncorrected misstatements (as set out on page 9 of the Audit Completion Document) are immaterial both individually and in total.

Internal control and fraud

We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.

We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that have a material effect on the financial statements.

We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.

Assets and liabilities

The Charity has satisfactory title to all assets and there are no liens or encumbrances on the Charity's assets, except for those that are disclosed in the notes to the financial statements.

All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.

We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Accounting estimates

Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

Bank accounts

We have disclosed to you all bank accounts operated by the Charity.

Loans and arrangements

The Charity has not granted any advances or credits to, or made guarantees on behalf of, trustees other than those disclosed in the financial statements.

Legal claims

We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the financial statements.

Laws and regulations

We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

Related parties

Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative or accounting standards requirements.

Subsequent events

All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

Going concern

We believe that the Charity's financial statements should be prepared on a going concern basis, on the grounds that current and future sources of funding or support will be more than adequate for the Charity's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the Charity's ability to continue as a going concern need to be made in the financial statements.

Grants and donations

All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

We acknowledge our legal responsibilities regarding the disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

Each trustee has taken all the steps that he ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

.....
Signed on behalf of the board of trustees of Norfolk Coalition of Disabled People operating as Equal Lives

Disclaimer: Please note that this Audit completion document is provided for your information only. Whilst every effort has been made to ensure its accuracy, information contained herein may not be comprehensive and you should not act upon it without seeking professional advice.


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Details about our audit registration can be viewed at www.auditregister.co.uk, under reference number C002613207.

Regulated by the Institute of Chartered Accountants in England and Wales for a range of investment business activities.

Lovewell Blake Financial Planning Limited is available for advice at all Lovewell Blake offices.

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