

**The Disablement Association of
Barking and Dagenham**

**Report and Financial Statements
for the year ended 31 March 2019**

Company No: 2800290 (England & Wales)
Charity No: 1023730 (England & Wales)

**The Disablement Association of
Barking and Dagenham**

CONTENTS

Page

1	Legal & Administrative Information
2	Chair's Report
3-4	CEO's Report
5-11	Trustees' Report
12	Statement of Trustees Responsibilities
13-15	Auditor's Report
16	Statement of Financial Activities
17	Balance Sheet
18	Statement of Cashflow
19-27	Notes to the Financial Statements

**The Disablement Association of
Barking and Dagenham**

Legal and Administrative Information

Registered Name Disablement Association of Barking and Dagenham
(Working name DABD)

Registered Charity Number 1023730

Governing Documentation

The Association is established as a company limited by guarantee and is registered as a charity with the Charity Commission. The affairs of the Association are governed by its memorandum and articles of association, dated 16 March 1993 (amended 15 March 1996). The liability of its members in the event of the Association being wound up is limited to a sum not exceeding £0.25.

Charity Trustees and Office Bearers

Peter Snell (Chair)
Emma Adams
Keith Mottram
Adekunle Akande
Raksha Patel (Treasurer)

Chief Officers/Company Secretary Elaine James

Method of appointment / election

Trustees are appointed at the Annual General Meeting, for a period lasting up to 3 years.

Company number 2800290

Registered Office Central Office – DABD
Pembroke Gardens
Dagenham
Essex, RM10 7YP

Bankers NatWest
27 High Road
Dagenham
Romford, RM6 6QD

Auditors Moore Kingston Smith LLP
Orbital House
20 Eastern Road
Romford
Essex, RM1 3PJ

Senior Management Team

Chief Executive Officer	Elaine James
Chief Operating Officer	Anna Wells (resigned February 2019)
Finance Manager	Andrew Williams (resigned November 2019)
Comms/Marketing Director	Tim Ellet
HR Officer	Kirstie Sandford
Mobility Lead	Brian Hunter
Welfare Benefits & Financial Independence Lead	John Dulwich
Corporate Services Lead	Maureen Clancy

**The Disablement Association of
Barking and Dagenham**

Chair's Report

This has been a strong year for DABD, we have turned around the 17/18 deficit and continue to deliver independence enabling services to our customers. The Trustees carried out reviews and more rigorously monitor financial performance, this has contributed to the positive financial out-turn.

More broadly the strong performance is a reflection of the hard work of our 230 colleagues, and their commitment to ensuring quality is never compromised. DABD's Leadership team have a clear focus on delivering services which address the needs of disabled customers and their families. DABD's strategic plan sets out the priorities for the business 2017 – 2022. Of even greater importance to trustees is developing and maintaining a positive organisational culture which is consistently evident across the whole business.

Trustees have worked hard to engage with business challenges and have used their skills to support.

We are proud of all the achievement of our staff and especially our careworkers, travel trainers and drivers, who brave the elements daily to ensure that no one gets left behind.

We were heartened by the results of our customer surveys, which provided positive feedback from our customers on our work while also giving us some helpful insight into how we can improve our work.

Our staff survey was also very encouraging about how our colleagues feel about working at the DABD.

We are optimistic about the future, I want to thank my fellow trustees and all of the various supporters who have made this result possible.

Peter Snell (Chair of Trustees)

**The Disablement Association of
Barking and Dagenham**

CEO's Report

2018/19 has been a pivotal year for DABD. We have focussed on our aim to improve the quality of life and choices available to vulnerable and disabled people.

In our sixty-seventh year, we have good reasons to celebrate what we have achieved. Steering the organisation through four years of significant challenge has been difficult, but the turnaround is genuinely a cause for celebration.

We have transformed the DABD brand, reduced senior management costs, reduced our operating costs and got under the skin of every area of the business.

In celebrating we are renewing our commitment to our customers, our staff, our partners and supporter as without you all we would not be here.

We want DABD to be a fantastic place to work for all our staff so they can in-turn support our customers to achieve their objective of living independently.

Our staff teams have lived our values and our volunteers care about enriching lives. They work hard to ensure that at every interaction matters. We are here because of everyone who has worked hard in delivering our services. As we pause for reflection, 2018/19 was a year full of events worth celebrating.

We have continued to focus on providing our customers with quality services at competitive prices, and to involve our customers to ensure organisational stability. However, our continued survival depends on the courage to make difficult and unpopular decisions.

Through new collaborations, we are helping our staff and customers live fulfilling lives. DABD invitation to Collaborate with the National Theatre through the Public Arts programme is a success worth celebrating. It transformed the lives of staff, customers and their families in the most amazing ways.

We have invested in training and development of our care workers and drivers, and have been developing a DABD career map, making progression clear and transparent to all staff, irrespective of their point of entry.

Our future-proofing plans have been a significant change for DABD which has ultimately impacted the lives of some long-serving colleagues, we believe that these necessary changes will create the space to refocus.

We carried out a comprehensive review of our contracts and supply chain arrangements, resulting in a more robust due diligence process, and the divesting of more of our payment by results contracts (PBR).

We have carried out a value for money audit on consultancy services and reduced investment in that area.

We have put the building blocks in place to embed a culture of learning and development across DABD.

Our staff must ensure that we maintain quality at the heart of what we do and that our staff, volunteers, trustees and partners all live the DABD values.

Our suppliers have supported our work and this is a key area of focus in 19/20. We want to commit to long term relationships that support us in achieving our organisational aims. We are keen to work more closely with small local business so that we can grow and thrive together.

Collaboration is a key pillar of our future success. We have some great partners/collaborators/commissioners, and I would like to thank you for your continued support.

**The Disablement Association of
Barking and Dagenham**

CEO's Report (continued)

As we celebrate the 18/19 AGM we are in a strong position, we can look back at the year just gone, but it is also a time to look ahead to the future, with a renewed commitment. Our Focus in 19/20:

- Integrated Information & Advice services
- Safe and caring service Delivery
- Strengthening the “one team” commitment
- Creating greater transparency
- New income generation strategies

We will continue to listen and involve our clients in the development of new services.

We need you all to support us in making 19/20 another great year.

Elaine James (Chief Executive Officer)

**The Disablement Association of
Barking and Dagenham**

**Trustees' Report
for the year ended 31 March 2019**

The Trustees present their report and financial statements for the year ended 31 March 2019. The financial statements have been prepared in accordance with the Charities Act 2011, accounting policies set out in note 1 to the accounts and comply with the Charity's Trust Deed, and Accounting and Reporting by Charities: Statement of Recommended Practice, FRS 102.

Our Purpose

For the past sixty-six years, DABD has been supporting disabled and vulnerable people to live independently with dignity. It's why we exist. We work with the individuals and other support partners to put together the solution which will lead to the best outcome, with a focus on quality. We are here to explore options, share knowledge, and ultimately give individuals the choice and control over their lives and the way they live it.

We recognise that some barriers will only be removed by us working with and through others, which is why collaboration is one of our core values at DABD.

We want to build and work with an interconnected network of partners all committed to making our communities great places live for disabled and vulnerable people.

Each year we see increasing levels of vulnerability and disability; this means we cannot do it alone, we hope to continue the building of our legacy and with your support.

Our Values

How we act

Open Minded:

We are questioning, curious and open to new ways of working and new opportunities. We believe we must be transparent in all of our dealings.

Respectful:

The contribution of every individual is valued.

Equal:

We treat everyone as an equal inside and outside the organisation.

How we work

Committed:

We go above and beyond, day in, day out in everything that we do. Our staff are committed to making a difference in people's lives.

Collaborative:

We are united in our belief one voice, one vision, and support each other personally and professionally.

Fair:

We are even-handed and treat each other honestly and without favour at all times.

Who we are

We take our jobs seriously; we have a sense of humour and enjoy having fun.

**The Disablement Association of
Barking and Dagenham**

**Trustees' Report (continued)
for the year ended 31 March 2019**

STRUCTURE, GOVERNANCE AND MANAGEMENT

DABD is governed by a board of 5 trustees, including two honorary officers (chair, and treasurer). The chair, treasurer and three trustees are elected by the members. Additional trustees/advisers are co-opted by the board to ensure the right mix of skills and experience.

Trustees serve for a term of three years, with a maximum of two terms. The trustees consider HR policy and related matters, Audit and Risk, to provide independent advice and assurance on risk, control and audit matters. There are at least six meetings a year, including the AGM, to provide an opportunity for wider engagement with the staff. On appointment, each new trustee receives an induction pack including The Good Trustee Guide and key organisational policies and documents. All trustees attend an induction meeting, which includes the opportunity to meet key staff. After their first year in office, each trustee meets with the chair and chief executive to review their first year. All trustees also take part in an annual strategic planning event to consider income and make decisions on strategy and recommendations for funding. This provides an opportunity for trustees to spend time with other board members and members of DABD's senior management team discussing the environment in which the organisation operates and the organisation's future plans.

DABD Trustee Board set the strategic direction for the charity. The management and delivery is dependent on staff and volunteers.

DABD Adheres to charity code of governance and seeks to maintain the highest standards of governance.

The trustees meet six times a year with key staff in attendance to consider income and make decisions on strategy and recommendations for funding.

The chair is a trustee with significant senior leadership and management experience.

The other trustees come from diverse backgrounds. All trustees must comply with the all areas of the charity code, and committed to demonstrating the highest level of:

- Leadership
- Integrity
- Openness and accountability
- Board Effectiveness
- Diversity
- Decision Making, Risk Management and control

All DABD trustees are volunteers who bring skills from their productive careers. To maintain a diverse skill base, we carry out an annual skills audit and gap analysis. Trustees must be willing to participate in learning and to keep up-to-date with developments in our sector. The finding of the gap analysis forms the basis of targeted trustee recruitment. Recruitment and development of trustees is a priority for 19/20.

A detail of all DABD trustees, Senior Managers and operational leads is included in the document.

We have board development days and one away day for strategic planning. Strategy days include a review of the mission, vision, and values. Strengths, Weaknesses, Opportunities and threats update, and income generation strategy discussions.

Trustees with particular skills support senior managers as "critical friends" ensuring robust decision making.

Operational deliverables underpin the strategic objectives determined by trustees for each of our service delivery areas; each service area has targets set. The performance of the deliverables is monitored by Key Performance Indicators (KPIs) in a balanced scorecard.

Trustees continue to provide a robust challenge while ensuring that our staff remain, motivated and live the DABD values while operating in a highly competitive environment.

**The Disablement Association of
Barking and Dagenham**

**Trustees' Report (continued)
for the year ended 31 March 2019**

Trustees ensure the charity resources are managed appropriately in line with the charity objects.

We recognise that there are increasing ethical, legal and regulatory obligations, on charities.

The Trustees appoint a Chief Executive, who is responsible for the management of the charity on a day-to-day basis and provides information to enable the Board to fulfil its governance responsibilities effectively.

A governance framework for the Chief Executive is set by the Board of Trustees and sets out the authority delegated to the Chief Executive by the Board of Trustees.

The Chief Executive, in conjunction with the senior management team, develops strategy, plans, programmes and policies for the Fund, which the Board approves. The senior management team works within the framework set by the strategic plan and the annual operational plan, which sets out the detailed work programme in different areas of activity.

It monitors, reviews and takes action to ensure performance against strategic goals and on issues escalated by our staff.

The amount and type of risk that DABD is willing to take in order to meet its strategic objectives is determined by the Trustees and reviewed annually.

The main purpose of defining this is to underpin decision-making about the kind of opportunities we take on. It also helps to highlight areas to challenge and determine how much effort is required to mitigate key risks DABD's risk register.

The key risks to DABD are those that affect the organisation as a whole; they may be influenced by factors in the external environment as well as planning considerations for the coming year.

The Trustees are satisfied with the procedures that are in place to review the risks and with the controls and action plans to mitigate DABD's exposure to those risks. In managing risk, DABD applies a process that categorises each risk by considering its cause, likelihood, impact and mitigations.

Based on this we determine whether further action needs to be taken. Risks are grouped according to whether their impact will be on our reputation, our capability to deliver or our financial sustainability.

We maintain partnerships with a range of organisations. We are developing policies to demonstrate a robust approach to ethical collaboration.

The Senior Management Team report to the trustee's bi-monthly, in writing on organisational developments through a calendar of business which includes:

- Pensions update
- Accommodation Strategy
- Reserves Policy
- Sector updates
- Project Performance
- Workforce Development
- Quality Standards
- Policies and procedures
- Senior post holder pay review
- Skills Gaps
- Equality and diversity
- Cyber Security
- Cost management strategies

**The Disablement Association of
Barking and Dagenham**

**Trustees' Report (continued)
for the year ended 31 March 2019**

Trustees review the mission and vision annually.

Trustees are appointed through a recruitment process and on occasion by recommendation, based on skill and experience. The board secretary carries out a skills audit and the enhanced disclosure and barring check.

The chair interviews trustees, they are invited to serve as a shadow trustee to gain a better understanding of their responsibilities. Following a period of shadowing, a review meeting is held with trustees; the trustee will then be approved at the next full trustee meeting.

On appointment, our trustees receive a handbook, governance documentation and formal induction with the Senior Management Team.

Our trustee induction ensures that trustees:

- Understand DABD and can articulate DABD's purpose.
- The board can demonstrate and evidence the effectiveness of the charity in achieving its charitable purposes and agreed outcomes.

Aims & Activities

Independent living support, accessible transport services, supported employment training, training and personal development, personal care support, community development, disabled & inclusive children's services, welfare benefit/rights support, equipment, volunteering (all abilities).

Charity Objects

The relief of individuals (primarily those with impairment) living in the UK in particular by the provision of any facilities to enable them to achieve greater economic, social, educational, and physical mobility.

Provision of second tier support to organisations which have similar aims to our own.

Statement of Public Benefit

DABD delivers public benefit as a charity by enriching the lives of disabled and vulnerable people.

Our trustees have complied with their duty under the UK Charities Act 2011. DABD trustees have had regard to the Charity Commissions' guidance on public benefit.

DABD works independently of government and relies on grants, commissions and donations to meet the cost of providing this public service.

The lives we've impacted by our services delivered in 18/19 to achieve our aims:

3,209	Benefits and Financial Independence Casework Episodes
2,651	Benefits and Financial Independence face to face Interviews
£2.4 Million	Extra Benefits income for vulnerable and disabled people
149	Independence enabling personal support services
1,470	Travel Training Journeys
13	New independent living experiences
617	Kids Patch Club Sessions for Vulnerable and disabled young people
140	Customers into work
1,027	hours of employment assistance
237	Older people reengaged, reducing isolation
81,937	Passenger Journeys
198	Excursions
22	Mobility equipment repairs
52	Mobility equipment sales

All of our work has contributed to meeting our aims and strategic targets.

**The Disablement Association of
Barking and Dagenham**

**Trustees' Report (continued)
for the year ended 31 March 2019**

Our Services

Travel Training

Having the confidence and skills to travel independently can make such a positive difference to young people's lives.

DABD's Travel Training programme helps young people with disabilities, special educational needs (SEN) or additional needs develop coping strategies and road and personal safety skills so that they can make the journey to their place of education independently. This could be by walking or using the bus, train or tube or a combination of several transport modes.

In 18/19 the travel training offer has been revised to include a training consultancy package, for providers who seek to develop their own high-quality travel training provision.

Our Travel Training programme is designed to create long-term positive effects which can support young people through their transition into adulthood. This includes improved:

- social interaction skills
- life skills
- self-esteem
- management of fears and anxieties
- responsibility
- road safety awareness
- time management
- coping strategies
- communication skills

Kids Patch Club

Kids Patch is our Ofsted registered weekend club for children and young people aged 5 + with disabilities or additional needs.

The club offers a friendly, fun, social and inclusive environment for three age groups (5 – 8, 9 – 13 and 14 – 18) with specialist equipment and facilities and trained staff.

Children and young people can enjoy crafts and themed activities promoting confidence, positive relationships and of course, fun!

Personal Care

For our customers who want to live an independent life in your own home but feel they need extra help and support, our care support service can support you to live an independent life.

As an organisation that has care at its heart, DABD always puts the needs of our clients first, and we pride ourselves on offering high-quality service.

Our service is designed to suit your needs. We will ask you what you feel you need regarding support and you will be able to make decisions about your care. The services also focusing on meeting the requirements of high-quality care as regulated by the Care Quality Commission (CQC) the standard requires regulated care providers to be:

- Safe
- Effective
- Caring
- Well Led
- Responsive to people's needs

In 18/19 DABD was good in all areas of regulated care, our aim is to maintain our status and develop outstanding features.

**The Disablement Association of
Barking and Dagenham**

**Trustees' Report (continued)
for the year ended 31 March 2019**

Welfare Benefits Service

Many people are unsure or unaware of which benefits and tax credits they could be claiming.

We are here to make sure that you understand what help you may be entitled to and how to go about it.

Our Benefits advice service can help you understand your entitlements and give you advice and support.

Income maximisation

We will look at your financial situation. We can help you get to a place where you/your family have the best financial opportunities possible and maximise the amount that you are receiving.

Benefits checks

Our dedicated team will assess your situation in all its aspects and find out which benefits you could be claiming. There could be benefits that you haven't thought to look into or simply have not heard about.

Help filling in forms

Filling in forms can be confusing, sometimes forms use complicated terminology and can be difficult to fill out correctly. Rather than risk holding up the process of claiming, if you are unsure about a form you're filling in talk to us. We have a team that will sit and help you fill out the form, or fill them out on your behalf.

'Better-off' calculations

Going back to work can be a scary time for some. The thought of having your financial situation change drastically isn't something that you should fear, however. With our 'Better-off' calculation service, we can explain to you the benefits of moving into work, and how much better off you would be given your situation.

Challenging decisions with regards to your benefits

Sometimes decisions can be made with the benefits that you do not agree with. It can happen to anyone at any time and the process behind challenging such a decision can be daunting.

We're here to help you. We can give you support and advice on how best to challenge a decision and help get things sorted.

Door-to-door transport

Explore your community. A trip to the shops, clinics or doctor's appointment, journey to school, work or social visits can be made easier with our friendly door-to-door transport service.

Our fully accessible vehicles transport people of all ages with limited mobility including wheelchair users, scooter users and people needing a stretcher or oxygen facilities.

Please call us to quote for your journey. Please note our door-to-door transport service operates on a not-for-profit basis and to use it you must belong to DABD's passenger transport membership scheme. You can register for this when you book your journey or in advance.

As well as providing individual journeys our vehicles are available for contract hire. Current commissions include the NHS, London Boroughs, education departments and Dial-A-Ride door-to-door services. We're happy to discuss your organisation's transport needs, so please call us to discuss group or individual bespoke services.

Community excursions

When you have a mobility concern, you may find that the seaside, markets, shopping centres, garden centres and theatres are not always easily accessible.

Through our transport service and using our accessible vehicles you can enjoy days out by yourself or with clubs, groups and other passengers.

Prices can vary for individual destinations, you can also book Passenger Assistants in advance (at extra cost).

**The Disablement Association of
Barking and Dagenham**

**Trustees' Report (continued)
for the year ended 31 March 2019**

Please note our door-to-door transport service operates on a not-for-profit basis and to use it you must belong to DABD's passenger transport membership scheme. You can register for this when you book your journey or in advance.

Financial review

There is still a significant amount of uncertainty in the UK economy and the future impact of the UK's exit from the European Union. This, coupled with social change in attitude to charities, increasing competition in the sector – and the DABD's own challenges for fundraising – may have a significant impact on medium- to long-term planning.

To address this risk, the DABD is reviewing financial plans and managing the significant factors accordingly, through income pipelines, tighter budgetary control, and programme management.

In 18/19 a new funding strategy has also been devised that sets out the vision and approach to create a more balanced and sustainable portfolio of funding sources.

Reserves policy

Our current funding model is a mix of contract and grant income. The payment terms vary, and these are a mix of:

- Payment by results
- Quarterly payment in areas
- Quarterly payments in advance
- Some Local Authority funders where it can take six months + to receive payment for services delivered.

Consequently, the level of general funds is not an accurate measure of the financial position and stability of the organisation. The trustees, therefore, give careful consideration to the charities liquidity before making any financial commitments. To remain flexible in responding to charitable expenditure requirements, without putting the charity at risk financially the reserves policy is that we should maintain cash and readily realisable assets sufficient to fund between six and twelve months total operating costs.

Risk management

We recognise that regular monitoring and reporting of potential risks to the charity is critical to ensuring that these risks are adequately managed and mitigated. We are reviewing our procedures and developing our risk management framework to enable the charity to respond in the event of significant risks occurring.

The framework will include a risk register which will be reviewed monthly by staff, then quarterly by the senior management team and bi-annually by trustees.

Future development

In 19/20 we will work to increase:

- Mobility Support Services
- Develop an organisation wide IAG working model
- Continue to embed "one team"
- Diversify our income
- Continue to recruit and develop trustees

Auditors

The auditors, Moore Kingston Smith LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Approved by order of the board of trustees on and signed on its behalf by:

.....
Peter Snell, Chair of trustees

**The Disablement Association of
Barking and Dagenham**

**Statement of Trustee Responsibilities
for the year ended 31 March 2019**

The trustees (who are also the directors of The Disablement Association of Barking and Dagenham for the purposes of company law) are responsible for preparing the Report of the Trustees and the 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgments 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 charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**Auditors Report to the Trustees of
The Disablement Association of Barking and Dagenham**

Unqualified opinion

We have audited the financial statements of The Disablement Association of Barking and Dagenham for the year ended 31 March 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflow 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 FRS 102 'The Financial Reporting Standard Applicable in the UK and 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 31 March 2019 and of its profit 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 and the Charities Act 2011.

Basis for unqualified 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 financial statements section of our report. We are independent of the 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 unqualified opinion.

Conclusions relating to going concern

In forming our opinion on the statutory financial statements we have considered the adequacy of the disclosure made in note 1 to the financial statements concerning the charity's ability to continue as a going concern. The charity made a net surplus of £9,135 during the year ended 31 March 2019 and, at that date, the charity's unrestricted reserves had depleted to £180,654. These conditions, along with the other matters explained in note 1 to the financial statements, indicate the existence of a material uncertainty which may cast significant doubt about the charity's ability to continue as a going concern. The financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

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 directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report have been prepared in accordance with applicable legal requirements.

**Auditors Report to the Trustees of
The Disablement Association of Barking and Dagenham (continued)**

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 11, the directors 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 directors 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 directors are responsible for assessing the 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 directors either intend to liquidate the 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Auditors Report to the Trustees of
The Disablement Association of Barking and Dagenham (continued)**

Use of our report

This report is made solely to the 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 for no purpose other than to draw to the attention of the company's members those matters which we are required to include in an Auditor's report addressed to them. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the company and company's members as a body, for our work, for this report, or for the opinions we have formed.

Orbital House
20 Eastern Road
Romford
Essex
RM1 3PJ

**Karen Wardell (Senior Statutory Auditor)
For and on behalf of Moore Kingston Smith LLP
Chartered Accountants**

Dated:

**The Disablement Association of
Barking and Dagenham**

**Statement of Financial Activities
for the year ended 31 March 2019**

	Notes	Unrestricted fund £'s	Restricted fund £'s	2019 £'s	2018 £'s
Income					
Donations, Legacies & Similar Income	3	20,803	-	20,803	19,037
Charitable Activities - Objects	4	2,715,841	115,610	2,831,451	2,936,556
Investment Income	5	78	-	78	315
Total Income		2,736,722	115,610	2,852,332	2,955,908
Expenditure					
Charitable Activities - Objects	6	2,180,447	96,625	2,277,072	2,557,467
- Administration	7	566,125	-	566,125	639,626
Total Expenditure		2,746,572	96,625	2,843,197	3,197,093
Net Income/(Expenditure)		(9,850)	18,985	9,135	(241,185)
Transfer between funds		-	-	-	-
Total Funds Brought Forward		190,504	22,344	212,848	454,033
Total Funds Carried Forward	14	180,654	41,329	221,983	212,848

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

The notes on pages 19-27 form part of these accounts.

**The Disablement Association of
Barking and Dagenham**

**Balance Sheet
for the year ended 31 March 2019**

	Notes	2019	2018
		£'s	£'s
Fixed Assets			
Tangible Fixed Assets	10	16,809	46,813
Current Assets			
Debtors	11	392,553	316,740
Cash at bank and in hand		16,560	19,785
		409,113	336,525
Creditors: amounts falling due within one year	12	(203,939)	(170,490)
Net current assets		205,174	166,035
Net Assets		221,983	212,848
Represented by:			
Restricted funds		41,329	22,344
Unrestricted funds		180,654	190,504
Funds of the Charity	14	221,983	212,848

These accounts are prepared in accordance with the Charity SORP (FRS102) and the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The trustees acknowledge their responsibilities for complying with the requirement of the Companies Act with respect to accounting records and the preparation of financial statements.

Approved by the board of trustees on and signed on behalf.

.....
Peter Snell (Chair of trustees)

Company no.: 2800290

The notes on pages 19-27 form part of these accounts.

**The Disablement Association of
Barking and Dagenham**

**Statement of Cashflow
for the year ended 31 March 2019**

	2019	2018
	£	£
Cashflow from operating activities:		
Net cash used in operating activities	(3,303)	(222,666)
Cashflow from investing activities		
Investment income	78	315
Cash provided from investment activities	78	315
Change in cash or cash equivalents	(3,225)	(222,351)
Cash at 01/04/2018	19,785	242,136
Cash and cash equivalents at 31/03/2019	16,560	19,785
Reconciliation of net cash from operating activities		
Net income/(expenditure)	9,135	(241,185)
Interest received	(78)	(315)
Increase in debtors	(75,813)	(15,705)
Increase in creditors	33,449	1,036
Depreciation	30,004	33,503
Net cash used in operating activities	(3,303)	(222,666)

The notes on pages 19-27 form part of these accounts.

**The Disablement Association of
Barking and Dagenham**

**Notes to the Financial Statements
for the year ended 31 March 2019**

1. ACCOUNTING POLICIES

The Disablement Association of Barking and Dagenham is a private company limited by guarantee domiciled and incorporated in England and Wales. The registered office is Pembroke Gardens, Dagenham, Essex RM10 7YP.

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with 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 effective 1 January 2015 (The FRS 102 Charities SORP), the Companies Act 2006 and Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

The Trustees confirm that the Charity meets the definition of a public benefit entity under FRS 102.

Income

Voluntary income, grants and donations are included in income when they are receivable, except when the donors' conditions have not been fulfilled, and then the income is deferred. The income from fundraising ventures is shown gross, with the associated costs included in fundraising costs.

The charity receives the benefit of work carried out by volunteers and receives the use of facilities and equipment without charge. No value is placed on these gifts in kind within the accounts.

Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Individual assets costing £500 or more are capitalised at cost.

Depreciation is provided on all tangible fixed assets at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% straight line
Motor vehicles	- 25% straight line
Equipment	- 25% straight line

Taxation

The charity is exempt from corporation tax on its charitable activities.

Volunteer help

The Trust receives support from a wide variety of volunteers. It is not practical to place a value on the time volunteered by all these persons, due to the variety of duties performed, the differences in time spent, and the sheer number of volunteers who gave of their time.

Pension costs

The Trust operates a defined contribution scheme for the benefit of some of its employees. The costs of the defined contributions are written off against incoming resources in the year they are payable. The assets of the scheme are held separately from the Trust in independently administered funds. The majority of the employees are members of a money purchase policy, which was set up to meet the government's requirements regarding pension provisions for all staff. Contributions to the policy made on behalf of employees are also charged against incoming resources in the year they are paid.

**The Disablement Association of
Barking and Dagenham**

**Notes to the Financial Statements
for the year ended 31 March 2019**

1. ACCOUNTING POLICIES (CONTINUED)

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Going concern

The charity made a net surplus of £9,135 during the year ended 31 March 2019 and, at that date, the charity's unrestricted reserves had depleted to £180,654. This follows a net deficit of £241,185 in the comparative year ended 31 March 2018. Although forecast and budgeted results and cash flows for the next 12 month period are positive, at the time of approving these financial statements there is uncertainty over the level of income that will be achieved. These conditions indicate the existence of a material uncertainty which may cast significant doubt about the charity's ability to continue as a going concern. The financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

Financial assets and liabilities

The charitable company only has basic financial instruments.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term liquid investments with original maturities of three months or less.

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

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

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

Key sources of estimation uncertainty

Useful economic lives of tangible fixed assets

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 10 for the carrying amount of the tangible fixed assets and note 1 for the useful economic lives for each class of asset.

**The Disablement Association of
Barking and Dagenham**

**Notes to the Financial Statements
for the year ended 31 March 2019**

3. DONATIONS, LEGACIES AND SIMILAR INCOME

	2019	2018
	£'s	£'s
Donations	20,803	19,037
	<hr/> 20,803 <hr/>	<hr/> 19,037 <hr/>

4. CHARITABLE ACTIVITIES - OBJECTS

	2019	2018
	£'s	£'s
Golden Years	76,610	81,005
Transport Services	959,295	985,693
Welfare Benefits	175,081	228,195
Employment Training	616,469	634,319
Havering ESS	50,332	41,090
Personalisation & Personal Care Services	862,106	854,236
Travel Training	80,948	76,243
Volunteering	-	13,180
Core and Other Income	10,610	22,595
	<hr/> 2,831,451 <hr/>	<hr/> 2,936,556 <hr/>

The above income includes £115,610 (2018: £124,005) which relates to restricted funds.

**The Disablement Association of
Barking and Dagenham**

**Notes to the Financial Statements
for the year ended 31 March 2019**

5. INVESTMENT INCOME

	2019	2018
	£'s	£'s
Interest received	78	315
	<hr/> 78 <hr/>	<hr/> 315 <hr/>

6. CHARITABLE ACTIVITIES - OBJECTS

	2019	2018
	£'s	£'s
Golden Years	59,423	66,582
Transport Services	951,034	853,609
Welfare Benefits	150,704	158,343
Employment Training	388,265	605,682
Redbridge ESS	-	559
Havering ESS	50,403	31,008
Personalisation & Personal Care Services	612,788	717,709
Travel Training	64,965	111,726
Volunteering	-	12,249
	<hr/> 2,277,072 <hr/>	<hr/> 2,557,467 <hr/>

The above expenditure includes £96,625 (2018: £101,661) which relates to restricted funds.

All of the above expenditure relates to direct costs of the charity and staff costs have been allocated to the individual charitable activities.

**The Disablement Association of
Barking and Dagenham**

**Notes to the Financial Statements
for the year ended 31 March 2019**

7. CHARITABLE ACTIVITIES - ADMINISTRATION

	2019	2018
	£'s	£'s
Sales and office costs	550,795	630,776
Audit Fee	15,330	8,850
	<hr/>	<hr/>
	566,125	639,626
	<hr/>	<hr/>

All of the above expenditure relates to support costs for the charity.

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) for the year is stated after charging:	2019	2018
	£'s	£'s
Depreciation	30,004	33,503
Audit fees	15,330	8,850
Non audit fees paid to the company's auditor	1,440	-
Operating lease charges	199,791	100,519
	<hr/>	<hr/>

9. STAFF COSTS

No remuneration was paid to trustees in the year. During the year one employee earned between £60,000 and £70,000 per annum.

Remuneration of the Charity's key management personnel in the year was £104,331 (2018: £87,297).

	2019	2018
	£'s	£'s
Wages and salaries	1,783,095	1,981,929
Social Security	129,047	141,199
Pension	29,394	18,594
	<hr/>	<hr/>
	1,968,790	2,141,722
	<hr/>	<hr/>

	2019	2018
No of employees by functions:		
Welfare Benefits	8	8
Homecare	3	3
Personal Care Services & Travel Training	61	70
Education, Skills and Employment	13	24
Personalisation	4	4
Corporate Services	8	10
Mobility Services	26	25
	<hr/>	<hr/>
	123	144
	<hr/>	<hr/>

**The Disablement Association of
Barking and Dagenham**

**Notes to the Financial Statements
for the year ended 31 March 2019**

10. TANGIBLE FIXED ASSETS

Cost	Equipment £'s	Vehicles £'s	Total £'s
At 01/04/2018 and 31/03/2019	75,167	243,146	318,313
Depreciation			
At 01/04/2018	75,167	196,333	271,500
Charge in year	-	30,004	30,004
	<hr/>	<hr/>	<hr/>
	75,167	226,337	301,504
As at 31/03/2019	<hr/> -	<hr/> 16,809	<hr/> 16,809
As at 31/03/2018	<hr/> -	<hr/> 46,813	<hr/> 46,813

11. DEBTORS

	2019 £'s	2018 £'s
Trade Debtors	293,681	238,172
Prepayments and accrued income	98,872	78,568
	<hr/>	<hr/>
	392,553	316,740
	<hr/>	<hr/>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019 £'s	2018 £'s
Trade Creditors	95,119	71,565
Accruals	21,341	15,194
Deferred Grants	6,396	6,305
Other taxes and social security costs	38,199	77,426
Other creditors	42,884	-
	<hr/>	<hr/>
	203,939	170,490
	<hr/>	<hr/>

**The Disablement Association of
Barking and Dagenham**

**Notes to the Financial Statements
for the year ended 31 March 2019**

13. OPERATING LEASE COMMITMENTS

At the reporting end date the charity had outstanding commitments for future minimum lease agreements under non-cancellable operating leases, which fall due as follows:

	2019	2018
	£'s	£'s
Due within 1 year	177,530	199,791
Due between 2 and 5 years	378,581	540,327
Due after 5 years	60,450	72,150
	<hr/> 616,561	<hr/> 812,268

14. MOVEMENT IN FUNDS

2019	At 1st April 2018 £'s	Income £'s	Expenditure £'s	Transfers between funds £'s	At 31st March 2019 £'s
Unrestricted Funds	190,504	2,736,722	(2,746,572)	-	180,654
Restricted Funds – Big Lottery	8,444	76,610	(67,525)	-	17,529
- City Bridge	13,900	39,000	(29,100)	-	23,800
	<hr/> 212,848 <hr/>	<hr/> 2,852,332 <hr/>	<hr/> (2,843,197) <hr/>	<hr/> - <hr/>	<hr/> 221,983 <hr/>
2018	At 1st April 2017 £'s	Income £'s	Expenditure £'s	Transfers between funds £'s	At 31st March 2018 £'s
Unrestricted Funds	454,033	2,831,903	(3,104,558)	9,126	190,504
Restricted Funds – Big Lottery	-	81,005	(63,435)	(9,126)	8,444
- City Bridge	-	43,000	(29,100)	-	13,900
	<hr/> 454,033 <hr/>	<hr/> 2,955,908 <hr/>	<hr/> (3,197,093) <hr/>	<hr/> - <hr/>	<hr/> 212,848 <hr/>

Big Lottery

Golden Years – Enabling independence by reducing isolation.

City Bridge

Financial Health Initiative – Enabling independence by helping people in poverty to address financial issues.

**The Disablement Association of
Barking and Dagenham**

**Notes to the Financial Statements
for the year ended 31 March 2019**

15. FINANCIAL INSTRUMENTS

	2019 £'s	2018 £'s
Carrying amount of financial assets measured at amortised cost	366,524	298,933
Carrying amount of financial liabilities measured at amortised cost	159,347	86,759

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds £	Unrestricted funds £	Total £
Fund balances at 31 March 2019 are represented by:			
Tangible fixed assets	-	16,809	16,809
Debtors	-	392,553	392,553
Cash at bank and in hand	41,329	(24,769)	16,560
Creditors due in one year	-	(203,524)	(203,524)
	<u>41,239</u>	<u>180,654</u>	<u>221,983</u>
	<u>£</u>	<u>£</u>	<u>£</u>
Fund balances at 31 March 2018 are represented by:			
Tangible fixed assets	-	46,813	46,913
Debtors	-	316,740	316,740
Cash at bank and in hand	28,649	(8,864)	19,785
Creditors due in one year	(6,305)	(164,185)	(170,490)
	<u>22,344</u>	<u>190,504</u>	<u>212,848</u>
	<u>£</u>	<u>£</u>	<u>£</u>

**The Disablement Association of
Barking and Dagenham**

**Notes to the Financial Statements
for the year ended 31 March 2019**

17. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £'s	Restricted fund £'s	2018 £'s
Income			
Donations, Legacies & Similar Income	19,037	-	19,037
Charitable Activities - Objects	2,812,551	124,005	2,936,556
- Raising Funds	-	-	-
Other Income	-	-	-
Investment Income	315	-	315
Total Income	2,831,903	124,005	2,955,908
Expenditure			
Costs of Raising Funds	-	-	-
Charitable Activities - Objects	2,464,932	92,535	2,557,467
- Administration	639,626	-	639,626
Total Expenditure	3,104,558	92,535	3,197,093
Net Income/(Expenditure)	(272,655)	31,470	(241,185)
Transfer between funds	9,126	(9,126)	-
Total Funds Brought Forward	454,033	-	454,033
Total Funds Carried Forward	190,504	22,344	212,848