

Action on Disability

A Company Limited by Guarantee

Company No. 4237604

Charity No. 1091518

Report and financial statements

For the year ended

31 March 2016

Action on Disability

Report and financial statements for the year ended 31 December 2016

Contents

	Page
Reference and administrative information	1
Summary	2
Trustees' annual report	3-26
• Achievements and performance	
• Financial review	
• Structure, governance and management	
• Statement of responsibilities of the trustees	
• Statement as to disclosure to our auditors	
Independent auditors' report	27-28
Statement of financial activities (incorporating an income and expenditure account)	29
Balance sheet	30
Statement of cash flows	31
Notes to the financial statements	32 - 42

Reference & administrative information

Trustees:	Patrick McVeigh, Chair Jane Wilmott, Vice Chair Victoria Brignell, Vice Chair Peter Harden, Treasurer Felicity Mason Gabriella Zahzouh Paula Craig Angeleca Silversides Rudi Breakwell-Bos Fiona Anderson (Co-opted Adviser)
Company Secretary:	Kamran Mallick
Chief Executive:	Kamran Mallick
Company number:	4237604
Charity number:	1091518
Registered office:	Greswell Centre, Greswell Street, London SW6 6PX
Auditors:	Goldwins Limited 75 Maygrove Road West Hampstead London NW6 2EG www.goldwins.co.uk
Bankers	Lloyds TSB, 417 North End Road, Fulham, London, SW6 1NS CAF BANK Ltd 25 King Hill Avenue, Kings Hill, Kent, ME19 4JQ

Summary

The trustees are pleased to present the annual report and accounts for the year 1st April 2015 to 31st March 2016

Vision

To be part of and promote an inclusive society free of disabling barriers where all individuals are equal.

Mission

As a user led organisation managed and controlled by disabled people is to:

- Campaign for the rights of disabled people and influence local and national policy and practice.
- Deliver high quality professional accessible activities which promote independent living.
- Give disabled people the knowledge and confidence about their rights enabling them to access opportunity, make choices and live independently.

Key achievements of 2015/16

- Successful launch of 2 new internships sites - L'Oréal headquarters in Hammersmith and Hounslow Council.
- Youth Service relocated to Lyric Hammersmith and Phoenix High School – offering for the first time a fully inclusive service.
- Welfare Benefits service for Adults secured for 3 years.
- Ended the year in a surplus financial position.

Significant events

- Disabled People Organisation Network launched with local organisations and a local disabled activist group. The group is working together to provide a collective voice for disabled people in Hammersmith & Fulham to influence local authority policy. This has led to a drop of charging for care services and start of negotiations to bring the Direct Payments support service back under the control of disabled people led organisation.
- Discussions to create a bespoke building for the charity started with support from LBHF and Shepherds Bush Housing as partners.

Future plans

In 2016 we will move to a converted and modernised premises on Lillie Road. This will complete our long held aim to have the whole organisation on inclusive premises.

We plan to sign heads of terms for the transfer of land from LBHF to Shepherds Bush Housing Group and Action on Disability for the building of a permanent base for AoD and social housing for local people.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

Trustees Annual Report 2015-16

Achievements and performance 2015-16

Organisational Achievements and Performance

Priority Aims 1 & 2

Our first priority is to understand in greater detail the personal needs and aspirations of our members and what they expect from AoD. This will ensure our strategic plans reflect what our members want and expect from AoD. We want to continue to do this on an ongoing basis learning through direct contact as well as feedback from the delivery of our services. Our second priority is to sustain the management and financial resources to implement our business and strategic plan and make sure AoD continues to be an effective, well-managed organisation responsive to the needs of our members.

Achievements for Priority 1

	Targets	Outcome
1.	Review our membership, ensure teams continue to promote to clients	Completed successfully.
2.	Review quarterly increase in membership figures, social media followers and analytics of website.	Google analytics were installed in our website part way through the year. Data is now available. Membership figures have remained stable – the review has resulted in members being removed, and then new members added.
3.	Review use of social media and website, ensure good content is posted regularly	Review of the website was carried out in the year, and proposals for a refresh developed. However, trustees decided not to refresh at this stage but instead encourage regular new content to be put up on the site.
4.	Create a Trustee led external communications policy and implementation plan.	Co-opted Trustee, Fiona Anderson, has responsibility for AoD's communication policy and implementation. She has a background in journalism, production and coaching.
5.	Review the organisational quality assurance system.	Internal review carried out resulting in a simpler questionnaire sent out to service users. Advocacy Service was the first service to use the new format. Customer Relations Management system was also reviewed with Charity Log being the favoured option. Trustees will consider implementation in the next year.
6.	Ensure that the experiences and needs of our members are passed up to the Trustee led	Service managers have been invited to the Issues Panel meetings to put forward evidence that have resulted in position statements in

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

	Issues Panel and used to inform our campaigning and influencing work.	areas such as transport and housing. Quarterly reports from services are also used to set the work plan of the Issues Panel.
7.	Organise strategic member's events, through our Peer Network, to inform our Business Plan.	There have been no open member days in the year due to capacity, however the Peer Support network has significantly grown in to key areas of interest that members have driven.

Achievements for Priority 2

	Targets	Outcome
1.	Ensure we maintain tight control on expenditure in line with our approved budget.	
2.	Continue to diversify income.	We continue to have a good balance of local authority contracts and earned income. We have found it harder this year to get income from trusts as they are inundated with applications and are either giving out smaller awards or fewer. Trustees are actively taking on some events fundraising.
3.	Seek funding for core functions of the organisation.	We made two unsuccessful applications for core funding. This remains a difficult area to fund, however our full cost recovery model ensures that we have maintained relative stability.
4.	Complete review of our fundraising strategy, monitor its implementation and trust funding outcomes.	The review of fundraising strategy was completed this year and will be submitted to the trustees in their August 2016 meeting.
5.	Develop corporate relations with our business partners and suppliers.	We have continued to develop strong links with business partners, both through our employment programme and, latterly, by communications lead, Fiona Anderson. We have begun to work with our suppliers (SpriritUK donated some computers to the charity) but this work needs developing next year.
6.	Launch the legacy campaign and secure five promises of a legacy.	We have not succeeded in launching the legacy campaign due to staff illness.
7.	To improve our evidence gathering for applications.	Teams are better informed of the need for evidence gathering. We do not have a central or co-ordinated system for collecting evidence. It was not possible to implement a Customer Relations Management system this year.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

8.	To increase the number of grants and income secured by grant applications.	We have maintained the number of applications to trusts and foundations but have not been successful in all cases. Trusts report that they are inundated with applications as public funding diminishes.
9.	To improve our capacity to respond to tenders.	We have capacity and knowledge required for small to medium tender processes as evidenced by our success this year with the Employment Tender. Our capacity to go for large tenders is limited by a number of factors: the turnover thresholds, tight deadlines, the lack of suitable large scale partners to act as leads for big contracts.
10.	Ensure returns to funders and internal reports are completed on time.	We have successfully achieved this through the year.
11.	Maintain use of Work Plans, Supervision and Appraisal formats.	Achieved.
12.	Maintain cross team training/learning through staff meetings and staff days.	We have continued to hold staff meetings and staff days. There is a greater need now that more than half our staff work remotely or from different sites.
13.	Implement selected cloud IT system to maintain communications across multiple sites.	We tendered out our IT support and selected a new provider, SpiritUK. The handover was complex and delayed implementation of the cloud system. The preparatory work has been completed, and the move to Office 365 has been made. The final stage, setting up a mirror of our filing system in the cloud will be completed before our office move in the summer of 2016.
14.	Review the need for project and organisational quality marks. Agree and commit resources to implementation of the preferred option.	Capacity has been limited in the year to fully achieve this. The employment team had to be fully restructured when a major contract came to an end and the Manager of the service left. A trustee and two senior managers have been tasked with taking this forward and submitting a plan that can be implemented in the coming period.
15.	Create succession plans for senior managers and CEO.	The trustees have been discussing succession planning for senior managers, CEO and trustees regularly at meetings. Our recruitment processes are robust and we have a good relationship with our outsourced HR company who are able to offer support as and when required.

Organisational Objectives for the year 2016/17

Priority 1 – Action on Disability members

1. To ensure the charity delivers on all Service Level agreements contracted with the local authority and on its outcomes as agreed with other funders.
2. Review our membership, ensure staff continue to promote to clients.
3. Review quarterly increase in membership figures, social media followers and analytics of website and report to board of trustees and senior managers.
4. Ensure continued use of social media and website, ensure good content is posted regularly.
5. Continue to develop a Trustee led external communications policy and implementation plan.
6. Create a plan to bring in an organisational quality assurance system based on a Customer Relations Management system.
7. Ensure that the experiences and needs of our members continue to influence the Trustee led Issues Panel and used to inform our campaigning and influencing work.
8. Organise members' events, through our Peer Network, and use this to inform the strategic direction set by trustees.

Priority 2 – Management & financial resources

1. Ensure we maintain tight control on expenditure in line with our approved budget.
2. Maintain the diversity of income to ensure continued stability.
3. Ensure the core of the organisations is sufficiently funded through full cost recovery and continue to seek specific funding for it.
4. Continue to monitor the effectiveness of our fundraising strategy, and its results.
5. Ensure returns to funders and internal reports are completed on time.
6. Ensure that all teams continue to use Work Plans, Supervision and Appraisal formats.
7. Maintain cross team training/learning through staff meetings and staff days.
8. Monitor the implemented cloud based IT system, and its effectiveness to maintain communications across multiple sites.
9. Create a timeline to fully update the business plan.
10. Create a plan backed up by a specific budget to implement preferred option for a quality mark.
11. Develop corporate relations with our business partners and suppliers.
12. To improve our capacity to respond to tenders.

Advocacy Service

The Advocacy Service provides free, independent, confidential support to people over the age of 18 who are eligible for social care. AoD is the lead of a partnership that delivers generic advocacy, specialist advocacy for people with profound and multiple learning difficulties and specialist mental health advocacy. Our partner are the local Mind and Mencap organisations.

Our advocates work alongside individuals in a supportive empowering partnership ensuring:

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

- the person's voice and views are heard,
- they have access to information on their rights and options
- they have support to consider options and make decisions
- they are afforded fair and equal treatment

Service users are made aware of the potential risks as well as benefits of any chosen course of action.

We promote self-advocacy by supporting service users to speak on their own behalf.

To provide an accessible service we:

- visit care homes and hospitals
- make home visits
- use interpreting services
- provide Easy Read versions of our service information

We place great emphasis on person-centred working and being accountable to those who use our service. Customer satisfaction is monitored routinely through a feedback questionnaire. Any problems identified are addressed and solutions integrated into our procedures.

Outputs

The Care Act came into force on 1st April 2015. Local authorities now have a statutory duty to ensure independent advocacy is available to people for social care assessments, reviews and safeguarding processes. This duty applies if the person would have substantial difficulty being involved and no appropriate individual has been identified to support them. We have prepared for the Act by attending training and held meetings to discuss the implications for the service. The advocates are training for the Qualification in Independent Advocacy.

The partnership provided advocacy in 443 cases for 297 service users, of these AoD's advocacy team worked on 237 cases for 128 service users. We also gave information to 130 people not eligible for our service and referred or signposted them to other services where appropriate. Many of these ineligible requests required research, phone calls and emails.

AoD advocated on a wide range of issues including;

- Social Care assessments and reviews
- Problems with care providers
- Access to services
- Complaints
- Safeguarding
- Wheelchair Services
- Child Protection
- Social isolation
- Support in meetings
- Continuing Healthcare

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

Outcomes

Advocates supported service users to challenge decisions and ensured they had a clear explanation of why decisions were made. The cases we worked on include the following:

- 12 service users supported with social care assessments ensuring that they received the level of service to which they are entitled.
- 4 service users supported with child protections proceedings – a complex and lengthy process
- 3 service users supported with safeguarding investigations
- 10 service users supported to get equipment/adaptations which increased their independence
- 3 service users supported to have parking fines cancelled – saving them £980 in total
- 3 service users supported to transfer to Continuing Healthcare – complex cases requiring a great deal of advocacy input
- 30 service users supported to access services including, domestic violence support, occupational therapy, parenting support and mental health services.
- 12 services users support to access befriending and social groups thereby reducing social isolation
- 6 service users supported to deal with issues relating to finance/debt/arrears
- 5 service users supported to get an increase in their care package
- 2 service users enabled to move out of separate residential care placements and set up home together

In addition, we provided advocacy for disabled people who do not meet the criteria for a service with us or anyone else. These are people who fall between the gaps in provision but have great need for advocacy to prevent their circumstances from deteriorating.

- We supported a service user to arrange his mother's funeral and deal with Probate and financial matters. He has a learning difficulty, has no other family and is not eligible for help from social services so would have not been able to cope without advocacy support.
- We supported a young man from Blackpool to attend meetings at the Gender Identity Clinic. He has Asperger Syndrome and was worried that his communication difficulty might impact on the psychiatrist's judgement as to whether he was a suitable candidate.
- We supported a young man with severe dyspraxia who was struggling with finances and in danger of becoming homeless. As a result, he got benefits advice, housing and employment advice and he is now working and able to pay his rent.

Soft outcomes reported by clients include;

- A better understanding of their rights
- Increase in confidence and ability to self-advocate
- Feel more secure knowing that the advocacy service is available
- More effective communication with providers
- Reduction of stress and anxiety
- Greater awareness of other services

Achievements

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

	Targets	Outcome
1.	Prepare for tender bid in 2016	Advocacy staff are in the process of acquiring the Independent Advocacy Qualification.
2.	Develop the service in the north of the borough	We are waiting on a response to our request to run a surgery from the Parkview Centre. In the meantime, we are running an information desk there every Monday from 11am to 1pm..
3.	Raise profile of the service in community organisations across the borough.	We attended coffee mornings, open days and team meetings to promote the service, including; Parents Active, Carers Network, Stroke Association, Foodbank and Bishop Creighton House.
4.	Increase service user awareness of eligibility criteria and rights to social care services.	We delivered Information Sessions to the Health & Wellbeing group and Direct Payments Peer Support Service.
5.	Increase service users' confidence to self-advocate	We continue to encourage self-advocacy with all our service users. We have not managed to run any workshops on this topic as yet due to pressure of casework.
6.	Build relationships with social services staff and encourage joint working.	We continue our efforts to build positive relationships with social services. We attended joint training sessions with social services staff and a networking event at the Parkview Centre.

Advocacy Objectives for 2016/17

1. Prepare for tender bid in 2016
2. Raise profile of the service in community organisations across the borough.
3. Increase service user awareness of eligibility criteria and rights to social care services and Care Act.
4. Increase service users' confidence to self-advocate.
5. Build relationships with social services staff and encourage joint working.
6. Evaluate funding opportunities for gaps identified in the fundraising strategy and assess capacity to apply.

Employment Service

AoD continues to set the agenda for disability employment in West London and has devised new approaches that are achieving great results. The majority of funding for employment is now delivered in large tenders often in conjunction with European Social Fund or DWP money. AoD are largely excluded from these opportunities due to our size. We have carved out a role, and a reputation, for setting up and delivering supported internships for people with learning difficulties. This year we provided management, job-coaching and employer engagement for 32 interns.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

	Target	Outcome
1.	To set up at least one more supported internship site	<p>The L'Oréal Headway internship began in November 2015 and continues to run successfully. Despite initial challenges, associated with implementing an internship in a short period of time, L'Oréal have committed to continuing the programme for 2016-17 with another five interns. LBHF have made a commitment to start a supported internship with 6/7 students in September 2016. These students will be grouped with the L'Oréal cohort to offer more choice to interns and the host business. Brent Council have committed to set up a new Project Search internship with Charing Cross Hospital.</p>
2.	To host at least one major business event to showcase our work and influence employers	<p>The team have liaised with businesses on an individual basis.</p> <p>The lead at Apex Hotels invited us to present at a central London Business Breakfast for 12-14 senior HR professionals within hotels. A current L'Oreal intern put together her own presentation, covering barriers to employment and reasonable adjustments. This was well-received and follow-up is in process.</p> <p>A tour of KPMG is being coordinated for a number of interns who may be interested in facilities, catering or hospitality roles on the site. AOD are currently developing our offer of candidates delivering presentations to employers; this approach proved effective, is person-centred and has the potential to make a real impact on outcomes for disabled people.</p>
3.	To build partnerships with other organisations for the purposes of bidding for new work, developing consortia, reaching more disabled people and improving the employment service	<p>Our partnership with Generate continues. We are working on an in-work support handover process for interns employed at internship sites. This is to alleviate pressure from the internship teams, who are often approached with questions and queries from managers and former interns. This in-work support lead is particularly important at St George's Hospital, who have now employed seven young people.</p> <p>The St George's team have secured an agreement with the HR Director of hospital that any intern can apply for an advertised vacancy by requesting a work trial. This is a great outcome for disabled people.</p>

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

		<p>AOD hosted a lead at ATW at the GSK site for a tour and to discuss the high administration costs of making ATW claims for 24 students across the two Hounslow sites. AOD provided solutions to cutting these costs, which are currently being considered by ATW.</p> <p>Hounslow Council have offered AOD training on the Outcome Star electronic progress monitoring system. They have said they can allow their licence to cover all AOD internship sites, which will improve and standardise our data collection and service monitoring.</p> <p>AoD and Mind have created a new partnership to secure local funding for pan-disability employment support. We secured our first contract in January 2016.</p>
4.	To generate new ideas for services, campaigns and other interventions, which will address our over-arching aim of addressing disabled peoples' employment disadvantage	<p>Our focus has been on developing our supported internship offer and delivering an additional employment contract</p> <p>This target will be addressed in the next quarter; as our internship offer grows, so does the urgent need for a follow-on employment support service after the interns graduate</p>
5.	To generate more income for the employment service	<p>Increasing our internship service with the addition of LBHF in Hammersmith will generate more income for the employment service</p> <p>We have generated £330,000 for an employment service in LBHF</p>

Employment objectives for 2016/17

1. Restructure the employment service financial model to ensure a balanced year.
2. Restructure the staffing of the team to ensure adequate management for the numbers of job coaches employed.
3. Launch 2 new internship sites.
4. To host at least one major business event to showcase our work and influence employers.
5. Use the financial model created by Standard Charter Bank as a tool to evidence the long term impact of the supported internship model and the financial investment.
6. Work with the West London Alliance and Hammersmith & Fulham to create joint approaches to employer engagement.

Independent Living

Independent Living is about citizenship – disabled people have the same right to participation, the same range of options, degree of freedom, control and self-determination in everyday life that other people have.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

AoD Connect

- Direct Payments Peer Support Group - Enabling people on Direct Payments to talk, to give and receive basic support, problem solve, learn from each other and share experiences.
- Health & Wellbeing Club - aimed at enabling people to continue accessing speakers and activities relating to all aspects of personal health and wellbeing.
- IT Connect – volunteers teach basic IT related skills. This can include PC, laptops, smart phones, tablets, eReaders, and study Learn My Way, a short interactive online courses covering the basics of IT and access to health information online.
- Knitting Pearls Social Club – weekly group where volunteers teach knitting, croquet, & sewing, with the importance of social contact added.
- Travel Connect - supporting disabled people to apply for concessionary transport including: Dial A Ride, Blue Badge, Freedom Pass, Taxicard Scheme, Disabled Persons Railcard.
- Workshops / Courses including – Confidence / Knowing your Rights, CAB and Back on Track (physiological Therapy Service)
- Confidence and Knowing Your Rights - regular workshops run by a trained Disabled Coach and Mentor, teaching disabled people: personal confidence skills and techniques, what their rights are as a disabled person.
- CAB Workshops – workshops covering debt, managing money, housing and welfare reform.
- Back on Track - monthly workshops delivered by Back on Track Trained Psychologists, focusing on people improving people's personal mental health and wellbeing.
- Volunteer Management

All these services bring disabled people together to pool their knowledge, share barriers and solutions and to learn about their rights and acquiring new skills to further their independence.

	Targets	Outcomes
1.	Establish a generic programme for all Action on Disability members and non-members, offering them the essential skills, knowledge and chances to engage socially and as campaigners, that all 21 st Century Londoners expect	We have secured funding for three years from April 2015, delivering Peer support services. Direct Payments Peer Support Group – this group has been meeting monthly for over a year. Health & Wellbeing Club – a dedicated volunteer runs the group and numbers continue to grow. The club is proving to be a place where people can share their experiences, socialise and feel treated as an equal. There are 42 active members, 190 visits over the year. IT Connect – this group has been developing over the last year with a long term view of expanding to other locations. We have also begun running regular 1 to 1 IT training sessions with members.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

		<p>40 Active Members, 196 Total Sessions, 752 Total Visits, 9 Volunteers.</p> <p>Knitting Pearls – this group has been going for just over 2 years now, we have one dedicated volunteer to run the group with a view of enabling people to learn new skills and creating new friends.</p> <p>10 Active Members, Total Sessions 190</p> <p>Learn My Way – funded by the Tinder foundation and has proved to be very successful with positive results. We are an official UK Online Learning Centre and use our volunteer IT Tutors to run this service. This course can be accessed anywhere with an internet connection. The course covers starting online, online basics, online plus, internet safety, making the most of your computer, keeping in touch with family, staying healthy, jobs & skills, skills for job applications and managing money. These are all essential skills that people need to enable them to become more confident and independent.</p> <p>100 Members, Completed Packages 138</p> <p>By achieving the yearly targets, we have been able to access a further grant of £4000 which will be used to purchase resources and equipment. We have also been granted a new contract for 16 / 17 with targets of similar numbers.</p> <p>Travel Connect – we have achieved 15 successful applications including blue badge, taxicard, dial a ride and freedom passes. On top of this we have sold 16 radar keys through good publicity and promoting methods. The focus for next year is to re-promote the service and increase overall successes. Both of these services enable disabled people to access services, opportunities independently where and when they choose too.</p> <p>Confidence / Knowing Your Rights Courses: in 2015 we managed to run one set with 10 people successfully completing the 3 elements to the course.</p> <p>CAB Workshops: we delivered 10 separate workshops, with 18 people in total accessing them.</p> <p>Back on Track Workshops: over 15 / 16 we offered 3 taster workshops based around mindfulness, relaxation and dealing with stress. These have proved to be very popular.</p>
2.	Maintain and improve the support available to disabled people to influence, challenge and improve local services and	The Disability Forum has lapsed, the energetic and dedicated volunteer organisers have moved on.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

	systems through the Disability Forum.	
3.	Recruiting, maintaining and managing regular Volunteers.	<p>We currently have the following 25 active volunteers.</p> <ul style="list-style-type: none">• 10 IT Tutors• 1 health and Wellbeing Volunteers• 2 Employment Volunteers• 2 Independent Living Volunteers• 1 Peer Support Volunteer. <p>All volunteers have been successfully put through a full application process including references and informal interviews.</p> <p>All volunteers have either successfully gone through / or will be completing their Disability Equality Training</p> <p>All volunteers are given an induction pack and complete a full job related training programme.</p>

Independent Living objectives for 2016/17

Peer Support Project (AoDConnect) Objectives 2016 – 2017

1. Increase participant numbers by 25%.
2. Increase overall publicity of the project to create greater awareness.
3. Increase more accessible services for a wider range of impairments.
4. Increase access to mainstream activities online.
5. Increase personal physical and mental health and wellbeing by supporting someone to manage their own health more effectively.
6. Increase the ability to access a broader, more diverse IT related base.
7. Increase confidence, knowledge and skills to challenge poor access and discrimination.
8. Increase personal citizenship and encourage positive participation in the community.
9. Decrease isolation and loneliness.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

Welfare Benefits Advice

We deliver a full advice service to disabled adults and to families with disabled children who live or work in Hammersmith & Fulham. We look at each person's full entitlement for both disability and other welfare benefits. We take a casework approach with all advice given by fully trained professional advisors. Volunteer form fillers support the service and increase our capacity significantly. Volunteers also attend ESA Work Capability Assessments, PIP assessments, Work-Focused Interviews and Social Security Appeal Tribunals to provide support to clients through these stressful and complex meetings.

Objectives of the service

- To ensure access to advice (to Tribunal level) for disabled adults, children and carers in the borough.
- To maximise the benefit income of disabled adults, children and their carers.
- To provide seminars and work-shops on various benefit subjects to groups and organisations in the borough.

These objectives are in keeping with our aim to give disabled people and their carers knowledge and confidence about their rights and enabling them to access opportunity, make choices and live independently.

The service for adults was funded by Henry Smith Trust up to December 2015. From January we secured three years funding from LBHF. There was a two month break in accepting new cases while the funding was negotiated.

Welfare Benefits Service Financial Outcomes for the year

Disabled Children's Service

Number of cases:	273
One-off backdated payments:	£100,731.46
Increased weekly income:	£16,939.19
Most benefits have an award period of at least 52 weeks, therefore the total yearly figure for these clients is:	£880,837.88

The service handled 290 telephone calls over the year. 100 of these calls entailed advice-giving lasting on average 10 minutes per call.

Disabled Adults Service

Number of cases:	226
One-off backdated payments:	£96,396.82
Increased weekly income:	£11,986.52
Most benefits have an award period of at least 52 weeks, therefore the total yearly figure for these clients is:	£623,299.04

The WBP gets about 40 to 50 phone calls a week, some of which entail some form of advice-giving lasting at least 10 minutes per call.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

	Targets	Outcome
1.	To provide Welfare Benefits advice (which includes help in completing the various benefit forms) to disabled people and their carers in Hammersmith & Fulham borough.	This was largely achieved although we had to close the service end of November 2015 to end of January 2016 which resulted in 24 fewer cases; but the income generated has increased from the previous year.
2.	To support disabled people through the Mandatory Reconsideration (MR) and appeals process.	This outcome was achieved. However, where the client had done the application without the help of AoD then the MR was less likely to be successful.
3.	Our volunteers to attend DWP medical assessments with clients.	The volunteers have extended their work to include attendance at Work Focused interviews and appeal tribunals as well as medical assessments.
4.	To provide support and advice to social workers and other professionals	The service now gets referrals from organisations such as Mencap, H&F Adult Services, the local Carers Network, GPs, The Claybrook, OTs, and others. We also provide telephone advice to these organisations.

Local and national benefits news

- LBHF Discretionary Housing Payment fund has been increased to £908,00.00 for 16/17. In the last tax year it was £787,000.00.
- Universal Credit is being fully rolled out for all types of claimants in June 2016 at Hammersmith Job Centre Plus, and December 2016 in Fulham and Shepherd's Bush.
- The WBS facilitated a Universal Credit presentation by the DWP at AoD on 05/04/16. About 25 people attended. A little over 30 people attended the PIP presentation, again by the DWP, on 20/04/16.
- Government plans to reduce, from January 2017, the weight given to the use of aids and appliances in the activities of dressing and managing toilet needs in PIP have been abandoned.

Welfare Benefits Objectives for 2016/2017

1. To hold seminars for organisations and for disabled people on various welfare benefits topics.
2. To provide a full Welfare Benefits advice service to disabled people and their carers in Hammersmith & Fulham borough up to Tribunal Appeal level.
3. To recruit more volunteer form-fillers to meet an ever-increasing demand for this service. (The main advice agencies in the borough do not complete benefit forms for claimants).
4. To get thoroughly acquainted with all aspects of Universal Credit especially the claiming process which may present some access difficulties for some of our clients.

Youth Service

We deliver a youth curriculum enabling young disabled people to be healthy, stay safe, enjoy and achieve their aims, make a positive contribution, aspire to achieve economic wellbeing, and have access to services and support they need to lead ordinary lives. We emphasise inclusion and progression, ensuring that young disabled people are offered opportunity and choice leading to independence.

Achievements

	Targets	Outcome
1.	To secure and establish the delivery of all Action on Disability Youth offers within new locations.	All youth service delivery is now away from the Greswell centre, except for the Thursday evening Youth Club. We hope to move the club to Cambridge school from Sept 2016.
2.	To secure and establish an office base for the youth team.	We have office space at Phoenix High School and the Lyric.
3.	To deliver to contracted outcomes and outputs and to secure both Community club (term time) and Positive Activities for Young People (Holiday) projects from 2016 onwards for LBHF.	All contracted delivery for 2015/16 has been completed with all outcomes and outputs met. We have secured the contract for LBHF Youth services for the year 2016/17 and we are actively participating in the network developing the future of youth services for LBHF from 2017.
4.	To continue to develop inclusive initiatives with a cross section of partners.	In 2015/16 we increased inclusive opportunities for young disabled people including a dance project with Dance West. We completed the Arts Council funded Journeys project in partnership with Lyric Hammersmith. We have reapplied for funding to continue this project. Young disabled people have joined Albert & Friends Instant Circus, some of whom participated in the London New Year's day parade. Four young people joined a mainstream boxing club and two young people signing up to a mainstream football club.
5.	To ensure that young disabled people with high and/or complex needs continue to access and inform our service, ensuring their inclusion.	AoD Youth Service provided 136 supported places to young disabled people with high and/or complex needs to access our holiday projects throughout 2015/16 and provided additional places through our term time delivery. Our individual program evaluations, supported through a communications board, enabled all young people to feedback and evaluate our delivery, and put forward ideas for future delivery.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

6.	To secure funding to coordinate and deliver a progression service for young disabled people 16yrs +; to provide pathways to accredited learning, volunteering, and employment.	We secured one year's funding to ensure that young disabled people could access volunteer positions and the DofE Awards scheme. This enabled several young people to move on to our employment programme, taking up internships at GSK and L'Oréal.
7.	To continue to develop and deliver an inclusive sports project that provides young disabled people with an opportunity to experience engage and enjoy sports, and be supported to access mainstream sports offers.	Our sports project continues to encourage young people into mainstream sports provision. We now deliver regular swimming sessions and hope to develop this to club status. Our young Archers are preparing for the London Youth Games in July. Young disabled people are engaged in mainstream boxing and football clubs and we have increased our presence in schools so that they also have access to sports.
8.	To complete delivery of our Arts Council funded inclusive Arts project which provides young disabled people with an opportunity to experience, engage and enjoy a variety of different forms of drama, both exclusively and with non-disabled peers.	This project was regarded as a huge success. The project engaged over 60 disabled and 20 non-disabled young people. It culminated in a public performance, written and produced by the young participants. The performance was delivered to a packed audience at the Lyric Hammersmith.
9.	To introduce, develop and deliver an inclusive Music project that provides young disabled people with an opportunity to experience, engage and enjoy a variety of different forms of music both exclusively and with non-disabled peers.	The past year has been a challenge for the youth team, partly due to our protracted move to new sites, and due to poor health and bereavement. While we did deliver a successful structured music project in the summer of 2015, applying for a long term music project had to be deferred.
10.	To maintain a multi-agency network approach to safeguarding and supporting all young people who access Action on Disability.	We work with a broad network of partners which includes Children's services, CALMHS, Disabled children services, Youth services, LSCB, Education, voluntary and other statutory services. We share information to ensure the safety and well-being of all young people. All youth service staff regularly attend safeguarding and child protection training. We have played an active part in ensuring several young people who access our service are safe from harm.
11.	Overall, to ensure that we increase our provision to young disabled people by continuing to develop a wide range of delivery partners.	AoD Youth service now delivers services to local young disabled people through term time four afternoons or evenings a week, with additional expeditions and events at weekends. We continue to maintain our annual delivery of

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

		holiday projects. We have increased delivery with a wider range of partners (arts, sports and generic youth work).
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Youth Service targets for 2016/17

1. To continue to develop inclusive initiatives with a cross section of partners bring new opportunities for disabled people.
2. To secure funding to support the development of Music and Arts activities.
3. To ensure that young disabled people with high and/or complex needs continue to access and inform our service, ensuring their inclusion.
4. To run a focused DoE project for young disabled people that will also engage non-disabled peers.
5. To secure funding for a progression service for young disabled people 16yrs +; to provide pathways to accredited learning, volunteering, and employment.
6. To support the development of projects to engage wider participation of disabled young people and further inclusive practices.
7. Provide young disabled people with access to an inclusive arts and healthy choice offer.
8. To maintain a multi-agency network approach to safeguarding and supporting all young people who access Action on Disability. Overall, to ensure that we continue to increase our provision to young disabled people by continuing to develop a wide range of delivery partners.
9. To secure funding to support all of the services activities and ambitions and the ambitions of disabled people.

Financial review

A successful year which ended with a small surplus in 3 years. This has been achieved by securing funding for projects that the charity had supported through reserves in the previous period and also restructuring teams and reducing numbers of senior managers.

- In this financial year there have not been any one significant event that has contributed to the financial performance. We have been responsive to situations as they arose and have been careful to work within agreed budgets, control costs and restructure teams appropriately.
- The principle sources of funding for the charity are derived from a number of different contracts, grant awards and earned income.
- There are no pension liabilities arising from obligations to a defined benefit pension scheme or pension asset on the financial position of the charity.
- The charity holds no material financial investments, other than our reserves account which is held with CAF bank.

Reserve policy

Our unrestricted funds as at 1 April 2016 were £99,884 in general funds. The current reserves policy as agreed by the trustees is a minimum of 25% of annual expenditure or 3 months running costs in the current financial year to preserve AoD's cash flow and to meet any unexpected contingencies. For the year a 25% target would require a reserve of £253,384 in unrestricted general funds. The present level of reserves of £99,884 available to the charity falls significantly short of this target level. The Board of Trustees is well aware that it is unlikely that the target range can be reached for at least three years. In the short term, the Board has also considered the extent to which existing activities and expenditure could be curtailed should this be necessary, and have agreed to set a balanced year.

Going concern

There are no concerns about the Charities ability to meet all of its financial and contractual obligations in the year ahead. The charity is a going concern.

Principal risks and uncertainties

The Finance and General Purposes Committee has conducted a review of the major risks to which the charity is exposed. We have a risk register which is updated annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to the development of a strategic plan, which will allow for the diversification of funding and activities. Internal control risks are

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

minimised by the implementation of procedures for authorisation of all transactions and projects.

Cash flow remains the greatest risk. With a number of grants/contract funds being released in arrears requires careful planning. Cash flow projections from the Finance Manager enable to CEO to give advance notice to the Board of Trustees of any periods when temporary support is required from reserves.

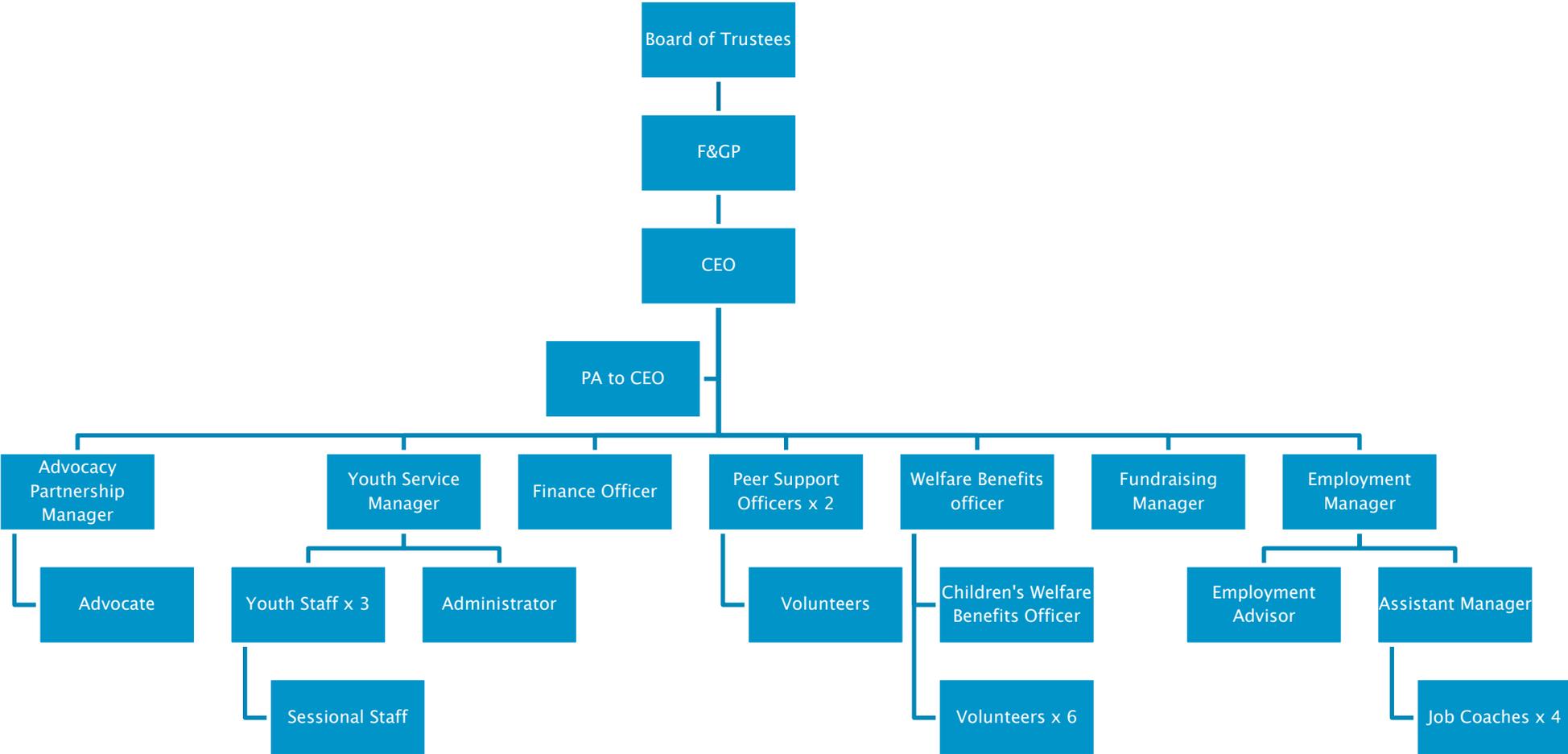
Regular supervision and yearly appraisals for staff and volunteers ensure compliance with employment laws. Improved internal communication with staff and volunteers ensures everyone feels part of one organisation. Procedures are in place to ensure compliance with health and safety of staff, volunteers, service users and visitors to the centre.

The CEO reports to the board key risks on a quarterly basis and any mitigating actions proposed. These are reviewed on a more regular basis by a subcommittee called the Finance and General Purpose committee that meets 8 time a year.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016



Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated in June 2001 and registered as a charity in April 2002. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1 to the assets of the charity. The total number of such guarantees at 31 March 2015 is 9 (2014: 7). Trustee members of the Executive Committee have no beneficial interest in the charity

The objects of the charity are:

- a. To promote equality of opportunity, choice and independence by removing physical, social and attitudinal barriers to integration within the community for people who have a physical or sensory impairment or learning difficulty, or who experience mental health difficulties, through the encouragement and development of education, training, facilities for recreation, employment based on the ethos of independent living and who reside, work or are undergoing educational or vocational training in but not exclusively Greater London.
- b. To fulfil any other object which is deemed wholly and exclusively charitable by the laws of England and Wales.

The issues that AoD seeks to tackle cover every part of a person's life and can affect any person from any culture and any walk of life. It covers the following, though this is by no means an exhaustive list:

- Poverty
- Discrimination
- Lack of access, exclusion and segregation
- Health inequalities and lower life expectancy
- Internalised oppression

The trustees have agreed the following strategies to ensure the charity meets both its objects and the public benefit.

- Inclusion – where possible delivering services inclusively in mainstream settings and influencing other organisations (public, private and voluntary) to do the same.
- Specialist services – where necessary providing tailored, specialist services for disabled people only.
- Campaigning for equality – arguing for equality of outcome over opportunity and supporting organisations to identify whether inclusion or specialist provision is required to achieve equality of outcome.

The charity fulfils its objects and the public benefit requirement through the following activities:

- Information, signposting and referrals – ensuring people have accurate information and are connected with appropriate services is the essential first step to tackle the issues above.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

- Advice and guidance – supporting people through the complex maze of public services is essential.
- Advocacy – ensuring that people have their voice heard when they have been denied or are not happy with a service.
- One to one support and person centred planning – providing direct support to tackle individual issues.
- Employment and volunteering opportunities – providing and supporting people to access opportunities that can lift them out of poverty and to give them a purpose.
- Campaigning and influencing – working with politicians and officers in the public sector and directors and managers in the private and voluntary sectors to change attitudes and remove barriers to inclusion.

At the first meeting after each AGM the Trustees will review how the charity meets the public benefit and the CEO takes them through their specific responsibilities as charity trustees. Each Trustee is provided with the location of all Charity Commission guidance online and specific toolkits are printed and given to them.

Recruitment and appointment of Trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Trustees. Under the requirements of the Memorandum and Articles of Association, the members of the Board are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting. Each year those trustees who have served their 3-year term must step down but may be re-elected for another 3 year term up to a maximum of 9 years of service. Temporary vacancies are filled by the Board until the following AGM and can be re-elected. The Board appoints the honorary officers at its first meeting after the Annual General Meeting.

Job descriptions for the Bored members and the Chair were introduced in the 2009/10 and reviewed on an annual basis by the CEO and the Chair/Co-Vice chairs. New trustees are now subject to an interview process, and this was made a permanent change with a change to our memorandum and articles at the AGM in August 2014. We want to ensure that board members have the required knowledge/experience/skills that are required to support the stability and direction of the organisation. The process will also encourage individuals to think about what skills/attributes they will bring to the Board. It gives the Chair, Vice Chairs and CEO opportunity to meet with individuals before putting them forward to the membership and before joining the Board.

The Board of Trustees represent the voice of disabled people in the borough and it is required that 75% of its members are disabled people. This is an important part of our structure and one that ensures Action on Disability remains User Led.

Trustee induction and training

Most trustees have personal experience of disability and all subscribe to the 'Social Model of Disability' which is the guiding principle of the organisation. However, as part of induction all trustees will attend our internal disability equality training course.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

We encourage new trustees to participate in short training sessions to familiarise themselves with the charity and the context within which it operates. These sessions cover:

- The obligations of the Trustees.
- The main documents which set out the operational framework for the charity including the Memorandum and Articles.
- Basic charity law.
- Resourcing and the current financial position as set out in the latest published accounts.
- Future plans and objectives for the charity.
- Disability Equality Training & Social Model understanding.

The induction programme gives new trustees an understanding of the work of individual projects, funding of the organisation and various Charity Commission publications. The Chair and senior managers deliver a short induction shortly after the AGM. Trustees are encouraged to take an interest in a specific area of Action on Disability covering both operations and a strategic interest in the organisation's future developments.

All trustees serve on the Board of Trustees, which meets quarterly to review performance and long-term strategies for Action on Disability (AoD). The Finance and General Purposes Committee of up to four trustees meets seven times a year to ensure that the policies of AoD are implemented and that the work is properly managed.

The trustees delegate the day to day running of the charity to the CEO, Mr Kamran Mallick. He is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The CEO leads a team of 18 full and 6 part-time staff, 48 sessional staff and around 30 volunteers. The senior management team ensures the effective and efficient operation of AoD services to disabled people with the primary focus being Hammersmith and Fulham.

Remuneration policy for key management personnel

The charity sets its salaries based on the NJC scale and by carrying out market comparisons. Additional factors taken in to account are numbers of individuals reports and if budgets are managed. The Senior Management Team are all set on equal salaries. The CEO's salary is set by the board and reviewed by them.

Volunteers

Overall function of the charity

AoD relies on volunteers to staff its reception function. They are the frontline and first contact for people visiting, calling or emailing the charity. Individuals benefit from the role, increasing their social contact, improving their skills and their chance of paid employment. However, the charity could not be run effectively without these volunteers, many of whom work several shifts a week and stay with us for years.

Welfare benefits

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

Our professional welfare benefits service is supported by a dedicated team of volunteers who carry out Form Filling for individuals and accompany people to their Work Capability Assessments or Tribunals. Form filling is a highly technical task requiring attention to detail, people skills and training in the welfare benefits system. It is well documented that the Work Capability Assessments can be biased, unfair and poorly conducted. Volunteers accompanying individuals provide an invaluable service ensuring that a record is made of the assessment and prompting people to share the full extent of their impairments. Tribunals can be intimidating meetings and the volunteers provide invaluable moral support.

Youth service

Volunteering is an integral part of the service, both to equip young people with work ready skills and to provide support for the service itself. All young members are encouraged to volunteer on the service from the age of 16. They provide one to one and lunchtime cover for youth staff and provide leadership for younger members.

Peer support

This project encourages disabled people to share their skills, experience and interests with each other. All of the contributions are voluntary but some people take on the responsibility of leading activities or training such as IT, health and wellbeing and our popular knitting group.

Trustees

Like all charities, our trustees give unpaid time to run the charity. They take the legal responsibility for the organisation, set strategy, monitor the finances and ensure that we comply with all regulations. Trustees take an active role in fundraising and are each encouraged to get involved in an area of activity.

Across the organisation our volunteers contributed well over 7000 hours this year. If this was calculated just at the living wage level it would equate to £50,400 per year. Many of the roles volunteers carry out would attract salaries above the living wage.

Related parties and relationships with other organisations

The charity has formal agreement with partner organisations Mind and Mencap for the Advocacy Service. AoD is the lead partner and is responsible for all monitoring, evaluation and performance reporting to the funders. We are members of a local consortium called Desta that was set up to support the sector in bidding for large social care contracts. The CEO of AoD has is a board member of Desta. There are agreements with all colleges that are part of our supported employment internship activities, and outline roles/responsibilities and funding agreements.

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

Statement of responsibilities of the trustees

The trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

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 these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Independent auditors' report

To the members of Charitable Company

For the year ended 31 March 2016

Statement as to disclosure to our auditors

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

Goldwins limited were re-appointed as the auditors of the charitable company during the year and have expressed their willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 4th August 2016.

and signed on their behalf by;



Patrick McVeigh
Chair of Trustees