

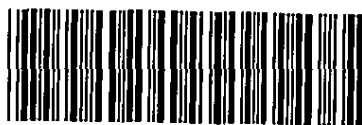
GENERATE OPPORTUNITIES LIMITED
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2011

Company No. 3461665

Registered Charity No. 1069548

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GENERATE OPPORTUNITIES LIMITED
FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2011

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GENERATE OPPORTUNITIES LIMITED OFFICERS AND PROFESSIONAL ADVISORS

Generate Opportunities Ltd is also known as Generate

Address and Registered Office	73 Summerstown, London SW17 0BQ
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Trustees	Ellen English Don McKerrow Judith Mellis Antonia Oakey Derek Ormond
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Chief Executive Officer	Jane Pettingell
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Bankers	Barclays Bank PLC, Wandsworth Group, PO Box 3847, London SW11 1XB CAF Bank, 25 Kings Hill Avenue, Kent ME19 4JQ
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Auditor	RE Jones & Co , 132 Burnt Ash Road, Lee, London SE12 8PU
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The company is ltd by Guarantee (Company No 3461665) and is a charity registered with the Charity Commission (no 1069548) It is governed by its Memorandum and Articles of Association dated 6th November 1997, amended on 31st October 2001, 27th June 2002 and 24th August 2006

GENERATE OPPORTUNITIES LIMITED

TRUSTEES REPORT

Trustees are recruited via local networks and contacts. Potential Trustees are invited to meet with the Chair and the CEO and are invited to visit our premises and our projects and meet some of our staff and beneficiaries. They then attend a minimum of three board meetings after which they can be invited to become a Director if agreed by the Board. To support them in their role all Trustees receive a trustees handbook and the Governance Publication and are informed about relevant training opportunities.

MANAGEMENT

The Board of Trustees meets 10 times a year (monthly excluding August and December). It is kept informed of developments, and has a clear agenda for governance and strategic planning. It has powers to decide matters of Company Policy. However, it delegates most operational decision making to the Chief Executive Officer, who reports to the Board. There is also a Management Team, made up of 3 Project Managers, a Finance Manager and an Operations Director.

PURPOSES AND AIMS

Our Charity's purpose as set out in the objects contained in the company's Memorandum and Articles of Association are to promote the welfare, education, training and advancement in life of persons with learning disabilities and other disabilities so as to ensure that, as far as possible, they may develop as individuals and members of society, and that the effects of their disability may be relieved.

Generate's Vision is that people with a learning disability should live as valued members of society, entitled to equal rights and choice and be enabled to live their lives with dignity and respect.

Generate's Missions is to offer friendly, practical support and guidance that enables people with a learning disability to shape their own futures.

ENSURING OUR WORK DELIVERS OUR AIMS

We regularly review our key activities and the benefits they have brought to people with a learning disability and other disabilities. This process of review helps us to remain focussed on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit as part of our review process and consider how planned activities will contribute to the aims and objectives set by the Trustees and the Chief Executive.

THE FOCUS OF OUR WORK

The main focus of Generate's work is the support and development of people with a learning disability although we do offer support to people with other disabilities through our Access to Work Project.

GENERATE OPPORTUNITIES LIMITED

TRUSTEES REPORT Cont.....

Generate values difference and promotes inclusion and these core beliefs encourage us to offer support of the highest quality which

- Focuses on the individual

- Links people to the wider community and enables them to join in

- Promotes choice and independence

- Addresses the discrimination people with a disability experience

For our target group of people with a learning disability, we seek to support all aspects of a person's life at all stages of life learning, leisure, employment and health and wellbeing

Our current projects are designed to meet our aims

Stepping Stones Offers a programme of weekly classes providing the opportunity for adults with a learning disability to learn new skills in peer groups

Social Opportunities Offers a range of opportunities for adults with a learning disability to meet and socialise together at clubs or in supported friendship groups or at our monthly user led Disco

Community Support Offers weekly support to people with a learning disability enabling them to live independently in their own homes The support is usually 1:1 and is designed to encourage choice and to help them to make connections to people and places in the community

Employment Service Offers people with a learning disability support to find and maintain paid or voluntary work, provides support for people with any disability in work and supports the development of micro-enterprises

Youth Services Offers evening clubs Monday – Friday giving youngsters the opportunity to socialise and engage in shared activity with friends and peers in an informal setting

Holidays Offers adults and children with a learning disability the chance to go on holiday with friends with staff support This popular supported service also allows respite for family carers

www.easyhealth.org.uk Makes accessible health information available to people with a learning disability and the people who support them and supports health professionals to communicate with patients with a learning disability

HOW OUR ACTIVITIES DELIVER PUBLIC BENEFIT

Our main activities and who we try to help are described below All our charitable activities focus on supporting people with a disability to live productive and meaningful lives connected to their communities and are undertaken to further our charitable purposes for the public benefit

Who used and benefitted from our services?

Our objects and funding limit the services we provide to people with a disability Additionally, our location in London tends to limit our provision of services to people with a disability based in London and particularly in the London Boroughs of Wandsworth and Merton The exception to this is the service provided through www.easyhealth.org.uk which extends our reach nationwide/world wide through the 'world wide web'

Our customer data base currently lists 950 people with a disability but we are actively supporting in the region of 310 people with a disability through our various projects

Access to our services is usually through Social Services although, we will accept self referrals We encourage open, equal access and the only stipulation is that people have a learning disability (or any disability for our Access to Work project) Learning disability is a broad category and occasionally open to professional debate but generally speaking Generate are prepared to work with people who are vulnerable due to limited cognitive ability and other more recognised conditions leading to a learning disability and we do not subject presenting adults or children to tests to establish their eligibility although from time to time, we may signpost people to other services if we feel ours are unsuited to their needs We make no judgements in terms of people's ethnicity, gender, religion, sexual orientation or age (except with regard to an age criteria for our Youth Clubs)

GENERATE OPPORTUNITIES LIMITED

TRUSTEES REPORT Cont.....

We will continue to offer service for as long as people ask for our support and are often connected with people from their first presentation at a Youth club and throughout their adult life either intermittently or constantly. Whilst the main impact of our work is the positive outcomes we achieve for individuals with a disability we are confident that there are also benefits to the family and friends of our service users and to the wider community. Families are supported in their care of vulnerable individuals and relieved of 24 hour responsibility. The wider community benefits from the people we work with who are supported to work and take roles as volunteers and, of course, we welcome volunteers from the local community to work with us. Our easyhealth project has involved us in training local health professionals and raising awareness of the needs of people with a learning disability and their carers.

The main areas of our charitable activity are outlined above.

- ☐ Learning
- ☐ Leisure
- ☐ Employment
- ☐ Health and wellbeing

Our achievements and performance in these areas are outlined below.

PERFORMANCE AND ACHIEVEMENTS

Learning

Our Stepping Stones Project offers weekly learning opportunities covering a range of practical life skills and hobby based learning. We have redesigned our programme this year to support the development of independent living skills such as cooking, household management, money management and travel training. This new emphasis has been helpful for people considering a move or actually moving to supported or unsupported accommodation.

Leisure

Our youth clubs essentially provide leisure activities for youngsters during the evening or in school holidays. Our adult leisure activities have developed outside of the traditional buildings-based evening clubs. We are more often now supporting groups to meet at and access community facilities and share leisure time together in ordinary settings alongside other local citizens. Our monthly discos remain popular and we have supported a number of holidays which provide new experiences to people with a learning disability and provide respite for their carers.

Employment

We continue to support a significant number of people with disabilities to maintain paid employment. In addition, we offer a job club to support job seeking and a work preparation course. We supported 30 people with a learning disability into paid or voluntary work this year. The micro-enterprise set up last year in Balham is thriving and continues to be an effective stepping stone to real work and a powerful way of connecting people with a learning disability to their local community.

Health and Well Being

Our Community Support service makes a significant contribution to the health and well being of people with a learning disability, enabling them to live independently without anxiety and encouraging healthy lifestyle choices.

The Generate-developed website www.easyhealth.org.uk is recognised an exemplar of good practice and is an excellent tool in supporting people with a learning disability with health problems. We have been fortunate to be able to collaborate with Mencap, and with the financial support of the James Tudor Trust have been able to develop the website and increase its usefulness. We have continued our training of local GPs, raising awareness of issues related to patients with a learning disability.

ADDITIONAL ACHIEVEMENTS

- 1 We have restructured our staff team to ensure a more robust delivery of our Stepping Stones programme.

GENERATE OPPORTUNITIES LIMITED

TRUSTEES REPORT Cont.....

2 We have committed ourselves to working in partnership with local organisations and host a Learning Disability Provider Services Forum and are actively engaged in a Multi Agency Training partnership which is dedicated to ensuring good quality training is available to everyone working with people with a learning disability in Wandsworth

3 We have developed a robust Business Plan in collaboration with Pilotlight and in response to a changing market place

FINANCIAL REVIEW

Uncertainties in our future funding have caused us to manage our finances prudently during the year under review, leading to a surplus for the year of £41,103. However, changes in the social care system and reductions in government expenditure are likely to result in a tougher financial environment next year. Accordingly, we are expecting a small operational deficit in 2011/12, although the impact of changes in our funding environment will be cushioned by a grant from the government's Transition Fund.

Our principal funding sources during the year were grants from and service agreements with Wandsworth Council and a contract for the provision of support worker services with Job Centre Plus. We used this income mainly to provide home, educational and employment support, and to facilitate social opportunities and healthy living, for people with learning difficulties and other disabilities.

Generate's Reserves Policy has been based on its objectives. Its main features are:

To achieve a margin of working capital sufficient to enable all aspects of the organisation's work to be conducted in an orderly and efficient manner and to deal with the management of its continuing offering of more services to people with learning disabilities.

To provide contingency funding to assist the organisation in keeping up to date with legislation changes which are likely to impose additional costs.

In order to meet the above criteria, the Trustees consider that the minimum level of reserves required are as follows:

a) Working capital of £315,000 which represents one quarter of the average annual expenditure.

b) A further contingency fund of £50,000 which should also be readily available.

The current level of unrestricted reserves is £330,251, of which £10,923 has been applied towards fixed assets, leaving free reserves of £319,328. The organisation's policy implies a level of reserves of £365,000 for ordinary objectives and therefore there is currently a shortfall of free reserves of £45,672.

The Trustees do not consider that this represents any short term threat to the organisation's operations, and hence they intend to continue trying to raise the level of reserves gradually over a ten year period. This policy will be monitored by the Trustees on an annual basis.

RISK MANAGEMENT

The Trustees have assessed the major risks that the charity faces, in particular to its operations and finances and are satisfied that the charity is taking the necessary action to mitigate its exposure to these risks.

PLANS FOR THE FUTURE

Generate aims to continue to be a provider of high quality services and supports to people with a disability and in particular to people with a learning disability. It is our intention to build on our strengths and grow our Community Support business both in Wandsworth and by extension of our service provision to Merton and possibly other London Boroughs. We believe we have developed a good service model that will support people with a learning disability to take control of their lives and make connections within their communities.

Approved by the Board of Trustees on

14/9/11

Don McKerrow
Chair



GENERATE OPPORTUNITIES LIMITED

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES

YEAR ENDING 31 MARCH 2011

We have audited the charity financial statements of Generate Opportunities Ltd for the year ended 31 March 2011 on pages 10 to 14. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of trustees and auditors

As described in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the Annual Report and financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the Audit and Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the directors, and the overall presentation of the financial statements.

Opinion on Financial Statements

In our opinion the financial statements

- Give a true and fair view of the state of the Charity's affairs as at 31 March 2011 and of its statement of financial activities for the year then ended,
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- Has been prepared in accordance with the Companies Act 2006 and Charities Act 1993

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the trustees' report for the financial year for which the financial statements are prepared are consistent with the financial statements.

GENERATE OPPORTUNITIES LIMITED INDEPENDENT AUDITORS REPORT TO THE TRUSTEES YEAR ENDING 31 MARCH 2011

Matters on which we are required to report by Exception

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

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us, or
- The financial statements are not in agreement with the accounting records and returns, or
- certain disclosures of directors' remuneration specified by law are not made, or
- we have not received all of the information and explanations we require for our audit

132 Burnt Ash Road
Lee
London
SE12 8PU

Leslie Cox (senior Statutory Auditor)
for and behalf of
R E JONES & CO ,
Chartered Accountants
& Statutory Auditors

GENERATE OPPORTUNITIES LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDING 31 MARCH 2011

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds £	2010 Total Funds £
Incoming Resources					
From generated funds					
- Voluntary income		13,235	0	13,235	14,998
- Activities for generating funds		1,755	0	1,755	1,725
- Investment income		245	0	245	278
From charitable activities	2	1,217,833	106,662	1,324,495	1,268,225
Other		0	0	0	0
Total		1,233,068	106,662	1,339,730	1,285,226
Resources Expended					
Costs of generating funds	4				
- Costs of generating voluntary income		0	0	0	60
- Fundraising trading costs		1,038	0	1,038	140
Charitable activities	5	1,142,546	140,847	1,283,393	1,219,169
Governance costs		14,196	0	14,196	13,128
Total		1,157,780	140,847	1,298,627	1,232,497
Net income for the year					
before transfers		75,288	-34,185	41,103	52,729
Gross transfers between funds	10	-34,185	34,185		
Net movement between funds		41,103	0	41,103	52,729
Reconciliation of funds					
- total funds - brought forward		289,148	0	289,148	236,419
- carried forward		330,251	0	330,251	289,148

GENERATE OPPORTUNITIES LIMITED

BALANCE SHEET

YEAR ENDING 31 MARCH 2011

	Notes	Total £	2010 Total £
Tangible Fixed Assets	7	10,923	11,650
Current Assets - Debtors	8	258,906	197,592
- Cash at bank & in hand		242,477	244,105
- Total		501,383	441,697
Creditors			
Amounts falling due within one year	9	182,055	164,199
Net current assets		319,328	277,498
Net assets		330,251	289,148
Funds - Restricted income funds	10	0	0
- Unrestricted income funds		330,251	289,148
- Total funds		330,251	289,148

Approved by the Board of Trustees on 14/9/11



Don McKerrow
Chair



Derek Ormond
Treasurer

GENERATE OPPORTUNITIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDING 31 MARCH 2011

1 Accounting Policies

The accounts of the company are prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005, the Companies Act 2006 and with applicable accounting standards. The accounting policies adopted are described below.

(a) The accounts have been prepared under the historical cost convention. Fees receivable and charges for services are accounted for in the period in which the service is provided.

(b) Donations and grants received for general purposes of the Company are credited to "Unrestricted Funds". Donations subject to specific wishes of the donors are credited to relevant "Restricted funds". Donations and grants are accounted for when they become receivable.

(c) The Trustees have taken advantage of the exemptions available in Financial Reporting Statement No 1 and have chosen not to prepare a cash flow statement.

(d) Expenditure is accounted for on an accruals basis and is allocated to expense headings either on a direct cost basis, or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. Costs of generating funds are those costs incurred to raise voluntary income and costs of trading activities for the purpose of raising funds. Charitable activities relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are costs incurred in meeting the constitutional and statutory requirements.

(e) Rentals paid under operating leases are charged to income on a straight-line basis over the lease term.

(f) Depreciation is provided on fixed assets to write off their cost over estimated useful lives at the following rates: Furniture, fittings and equipment - 20% on cost.

Computers - 33% on cost

Leasehold improvements - over leasehold term

Capital assets donated to the company are capitalised in fixed assets at Directors' valuation and the donation is credited to the income and expenditure account over the useful life of the asset.

(g) The surplus from normal company activities and unrestricted donations are transferred to the General Unrestricted Fund.

(h) The restricted funds are monies receivable for, and their use restricted to, a specific purpose. Related expenditure is charged to the fund.

2 Income From Charitable Activities

	<u>2011</u>	<u>2010</u>
	£	£
Home Support & Community Participation	495,823	487,789
Education & Employment Support	828,672	780,436
	<u>1,324,495</u>	<u>1,268,225</u>

3 Staff Costs & Emoluments

	<u>2011</u>	<u>2010</u>
	£	£
Gross Salaries	874,687	842,514
Employer's National Insurance	65,838	65,501
Pension	21,370	20,213
	<u>940,525</u>	<u>928,228</u>

Gross salaries includes £85,415 (2010: £68,044) paid to agencies, mainly for the staffing of temporary support contracts. Pension costs are contributions paid into a defined contribution scheme.

	<u>2011</u>	<u>2010</u>
Average Number of Staff		
Direct Project Staff	56	59
Support Staff	7	7
	<u>63</u>	<u>66</u>

There were no employees with emoluments over £60,000 (nor in 2010).

GENERATE OPPORTUNITIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDING 31 MARCH 2011

<u>4 Resources Expended include</u>	<u>2011</u>	<u>2010</u>
	£	£
Auditor remuneration	5,476	5,060
Operating lease charges	97,308	130,870

<u>5 Analysis of Resources Expended on Charitable Activities</u>	<u>2011</u>	<u>2010</u>
	£	£
Home Support & Community Participation	474,064	426,822
Education & Employment Support	809,329	792,347
	<u>1,283,393</u>	<u>1,219,169</u>

Resources Expended on Charitable Activities includes a proportion of Support Costs (see note 6)

<u>6 Support Costs</u>	<u>2011</u>	<u>2010</u>
	£	£
General management, administrative & finance staff costs	153,833	145,084
Office and general running expenses	169,938	180,042
	<u>323,771</u>	<u>325,126</u>

Support costs are allocated to activities on the basis of time spent, floor area and direct staff costs
 Support costs allocated to Charitable Activities during the year totalled £308,537 (£311,938 in 2010)

<u>7 Fixed Assets</u>	Leasehold Improvements	Computers	Equipment & Furniture	Total 2011
	£	£	£	£
ASSET COST				
Balance brought forward	39,848	32,522	20,787	93,157
Additions	1,830	6,462	0	8,292
Disposals	0	0	0	0
Balance carried forward	<u>41,678</u>	<u>38,984</u>	<u>20,787</u>	<u>101,449</u>
ACCUMULATED DEPRECIATION				
Balance brought forward	30,192	32,189	19,126	81,507
Disposals	0	0	0	0
Charge for year	5,757	2,321	941	9,019
Balance carried forward	<u>35,949</u>	<u>34,510</u>	<u>20,067</u>	<u>90,526</u>
NET BOOK VALUE				
Brought forward	9,656	333	1,661	11,650
Carried forward	<u>5,729</u>	<u>4,474</u>	<u>720</u>	<u>10,923</u>

<u>8 Debtors</u>	<u>2011</u>	<u>2010</u>
	£	£
Trade debtors	142,393	113,352
Other debtors	15,610	15,609
Prepayments	33,743	31,206
Accrued income	67,160	37,425
	<u>258,906</u>	<u>197,592</u>

GENERATE OPPORTUNITIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDING 31 MARCH 2011

<u>9 Creditors</u>	<u>2011</u>	<u>2010</u>
	£	£
Trade creditors	6,289	3,110
Other creditors	26,636	30,580
Accruals	74,132	69,638
Deferred income	74,998	60,871
	<u>182,055</u>	<u>164,199</u>

<u>10 Restricted funds analysis</u>	<u>Balance</u>	<u>Incoming</u>	<u>Resources</u>	<u>Transfers</u>	<u>Balance</u>
	<u>1/4/10</u>	<u>Resources</u>	<u>Expended</u>		<u>31/3/11</u>
	£	£	£	£	£
Youth Support- transport, maintenance, subs	0	35,430	51,341	15,911	0
Adult Support - maintenance, discos, subs	0	26,803	39,675	12,872	0
Holidays	0	11,520	16,922	5,402	0
Easyhealth restricted grants	0	21,576	21,576	0	0
EAGA Winter Warmer project	0	11,333	11,333	0	0
	<u>0</u>	<u>106,662</u>	<u>140,847</u>	<u>34,185</u>	<u>0</u>

The transfer of £34,185 (2010 £38,115) from unrestricted to restricted funds represents funding of the annual deficits on restricted funds

<u>11 Annual operating lease commitments</u>	<u>Property & Equipment</u>	
	<u>2011</u>	<u>2010</u>
	£	£
Lasting less than one year	78,477	21,600
Lasting more than one year	30,553	65,073

12 Related party transactions

Neither the trustees nor any persons connected with them have received any remuneration that is required to be disclosed under the SORP. Trustees have received no expenses that are required to be disclosed under the SORP.