

**GENERATE OPPORTUNITIES LIMITED**

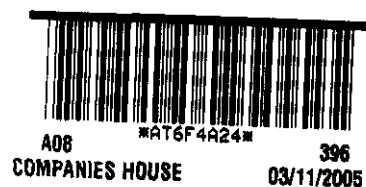
**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31 MARCH 2005**

haysmacintyre  
Chartered Accountants  
London

Company No. 3461665  
Registered Charity No: 1069548



**GENERATE OPPORTUNITIES LIMITED**

**YEAR ENDED 31 MARCH 2005**

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## GENERATE OPPORTUNITIES LIMITED

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Executive Director:	Sally Warren
Accountant:	Nicolas Fromings
Bookkeeper:	John Parfitt
Company secretary:	Sally Warren
Address:	73 Summerstown Tooting London SW17 0BQ
Bankers:	Barclays Bank Plc Wandsworth Group P.O. Box 3847 St. John's Hill London SW11 1XB
Auditors:	haysmacintyre Fairfax House 15 Fulwood Place London WC1V 6AY



# **GENERATE OPPORTUNITIES LIMITED**

## **TRUSTEES REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2005**

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The Trustees present their report together with the financial statements for the year ended 31 March 2005. The financial statements have been prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by charities" issued in October 2000, applicable law and the charity's governing document.

#### **TRUSTEES**

The Trustees who are also the Directors of the Company and who served during the year were:

Colin Edgley (Chair)  
Ellen English (appointed 1 June 2005)  
Mike Brown  
Don McKerrow  
Antonia Oakey  
Liz Rolley (appointed 25 May 2005)  
Grahame Wilkinson  
Alison Wiser

#### **STATUS AND ADMINISTRATION**

The company is limited by guarantee and is a charity registered with the Charity Commission number 1069548. The Trustees determine the general policy of the Company. The day to day management of the Company is delegated to the Executive Director.

#### **OBJECTS**

The objects of the company are the advancement of education to assist people with learning difficulties to lead independent lives with dignity and respect.

#### **ORGANISATION**

Accordingly, the Board of Trustees have power to decide matters of Company policy and to make major decisions affecting the affairs of the Company. Trustees meetings are held on a monthly basis.

Implementation of the Board of Trustees decisions is the responsibility of the Executive Director and her senior management team. The Executive Director reports to the Trustees on a monthly basis on operational matters.

#### **The Senior Management Team**

This consists of five project managers who report to the Executive Director.

#### **AIMS AND ETHOS**

At Generate we believe that people with learning difficulties should have a chance to participate in community life and be offered support in a way which values them as individuals. We want our members to fulfil their potential and to make a contribution to society, which matches their abilities and aspirations.

We believe people with learning difficulties have the right to express themselves and to develop their skills, confidence and self-esteem. We recognise that, like everyone else, people with learning difficulties should be treated with dignity and respect.



## **GENERATE OPPORTUNITIES LIMITED**

### **TRUSTEES REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2005**

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#### **REVIEW OF FINANCIAL ACTIVITIES**

The financial performance of the company during the year was better than expected, with an increased number of contracts helping us to generate net incoming resources of £11,668 (2004: £2,864 net outgoing resources). However, costs have also risen during this time, and several sources of income have since diminished or not kept pace with earnings inflation, so we are expecting a financially challenging year in 2005/6.

We are continuing to develop our business to ensure we maintain the quality of our services and make available more services to assist people with learning difficulties.

#### **RISK ASSESSMENT**

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

#### **RESERVES POLICY**

The Reserves Policy of the Trust has been based on the Trust's objectives. Its main features are:

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

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

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

- a) Working capital of £280,000 which represents one quarter of the average annual expenditure.
- b) A further contingency fund of £50,000 which should also be readily available.

The Trust's current level of unrestricted reserves are £159,041 of which £42,532 have been applied towards fixed assets, which therefore leaves free reserves of £116,509. The Trust's policy implies a level of reserves of £330,000 for ordinary objectives and therefore there is currently a shortfall of free reserves of £213,491.

The Trust's intention is to bring its reserves up to this level over a ten year period. This policy will be monitored by the Trustees on an annual basis. In particular the policy will be re-evaluated if additional free reserves become available.

#### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

Company law and laws applicable to charities in England & Wales require the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the 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 company and to enable them to ensure that the financial statements comply with the Companies Act 1985 and applicable Charity law. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.





**GENERATE OPPORTUNITIES LIMITED**

**TRUSTEES REPORT (continued)**

**FOR THE YEAR ENDED 31 MARCH 2005**

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**ASSET COVER FOR FUNDS**

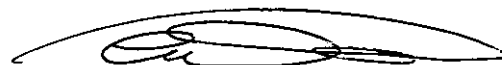
Note 16 to the financial statements sets out an analysis of the Company's assets attributable to the various funds. These assets are sufficient to meet the companies obligations on a fund by fund basis.

**AUDITORS**

A resolution proposing the re-appointment of haysmacintyre as auditors to the company will be put to the annual general meeting.

By order of the Board of Trustees

73 Summerstown, Tooting  
London  
SW17 0BQ



Antonia Oakey  
Trustee

22 September 2005



**INDEPENDENT AUDITORS REPORT TO THE TRUSTEES OF  
GENERATE OPPORTUNITIES LIMITED**

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We have audited the financial statements of Generate Opportunities Limited for the year ended 31 March 2005 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. These financial statements have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members 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 charity's trustees are responsible for preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards. The Trustees are also Directors of Generate Opportunities Limited for the purposes of Company Law.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Trustees' Report is not consistent with the financial statements, if the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and transactions with the charitable company is not disclosed.

We read the other information contained in the Trustees' Report and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or apparent material inconsistencies with the financial statements.

**BASIS OF AUDIT OPINION**

We conducted our audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**OPINION**

In our opinion the financial statements give a true and fair view of the state of the charity's affairs as at 31 March 2005 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

haysmacintyre  
Chartered Accountants  
Registered Auditors

Fairfax House  
15 Fulwood Place  
London  
WC1V 6AY

2005



**GENERATE OPPORTUNITIES LIMITED**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 MARCH 2005**

<b>INCOMING RESOURCES</b>		<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2005 £</b>	<b>Total 2004 £</b>
	<b>Notes</b>				
Activities in furtherance of charitable objects:					
Grants	2	7,670	135,776	143,446	159,513
Services income	3	965,867	-	965,867	832,717
Other income	4	5,349	23,031	28,380	28,352
Activities for generating funds:					
Fundraising		14,803	-	14,803	20,587
Interest receivable gross	5	1,670	-	1,670	603
<b>Total Incoming Resources</b>		<b>995,359</b>	<b>158,807</b>	<b>1,154,166</b>	<b>1,041,772</b>
<b>RESOURCES EXPENDED</b>	<b>8</b>				
Cost of generating funds:					
Fundraising and publicity		425	-	425	417
Charitable expenditure:					
Cost of services and projects	9	756,456	133,259	889,715	830,650
Support costs	10	188,111	30,920	219,031	181,501
Management and administration	11	26,866	6,461	33,327	32,068
<b>Total Resources Expended</b>		<b>971,858</b>	<b>170,640</b>	<b>1,142,498</b>	<b>1,044,636</b>
Net Incoming/(Outgoing) Resources before transfers		23,501	(11,833)	11,668	(2,864)
Transfer between Funds	17	(11,833)	11,833	-	-
Net Incoming/(Outgoing) Resources		11,668	-	11,668	(2,864)
Balance brought forward at 1 April 2004		147,373	-	147,373	150,237
Balance carried forward at 31 March 2005		<u>£159,041</u>	<u>£-</u>	<u>£159,041</u>	<u>£147,373</u>

The notes on pages 7 to 14 form part of these financial statements.



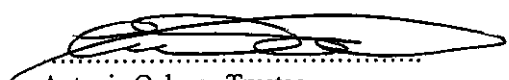
**GENERATE OPPORTUNITIES LIMITED**

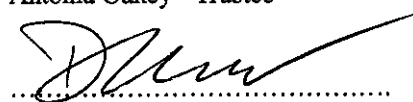
**BALANCE SHEET**

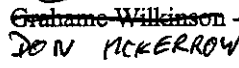
**AS AT 31 MARCH 2005**

	Notes	£	2005	£	£	2004	£
<b>FIXED ASSETS</b>							
Tangible assets	13			42,532			40,402
<b>CURRENT ASSETS</b>							
Debtors	14	219,487			187,291		
Cash in hand		2,203			859		
Cash at bank		4,600			141,227		
		<u>226,290</u>			<u>329,377</u>		
<b>CURRENT LIABILITIES</b>							
Deferred income		53,755			90,979		
Creditors and accrued charges	15	56,026			131,427		
		<u>109,781</u>			<u>222,406</u>		
Net Current Assets				116,509			106,971
<b>NET ASSETS</b>	16			<u>£159,041</u>			<u>£147,373</u>
Represented by:							
<b>UNRESTRICTED FUNDS</b>							
General Purpose Fund	17	139,041			127,373		
Designated Funds:							
- Service Development Fund		<u>20,000</u>			<u>20,000</u>		
				159,041			147,373
<b>RESTRICTED FUNDS</b>	18			-			-
<b>TOTAL FUNDS</b>	16			<u>£159,041</u>			<u>£147,373</u>

Approved on behalf of the Board of Trustees on 22 September 2005

  
.....  
Antonia Oakey - Trustee

  
.....  
Graham Wilkinson - Trustee

  
DON MCKERRROW

The notes on pages 7 to 14 form part of these financial statements.





**1. ACCOUNTING POLICIES**

The accounts of the company are prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2000) issued October 2000, and with applicable accounting standards. The particular 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 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.

- (e) Leases

Assets held under finance leases and hire purchase contracts are capitalised in accordance with the fixed asset policy below and depreciated over their useful lives as appropriate.

The interest element of the rental obligations is charged to the income and expenditure account over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding.

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

- (f) Depreciation

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) Unrestricted Fund

General Fund

The surplus from normal company activities, and unrestricted donations are transferred to the General Fund.

- (h) Unrestricted - Designated Fund

Service Development Fund

This is a fund set aside to finance improvements and extensions to the services provided by the charity over the next few years.

- (i) Restricted Funds

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



**GENERATE OPPORTUNITIES LIMITED**

**NOTES TO THE ACCOUNTS (continued)**

**YEAR ENDED 31 MARCH 2005**

<b>2. GRANTS</b>	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2005 £</b>	<b>Total 2004 £</b>
Wandsworth Council grants	-	102,437	102,437	110,683
Other grants	1,090	33,339	34,429	46,657
Other	6,580	-	6,580	2,173
	<u>£7,670</u>	<u>£135,776</u>	<u>£143,446</u>	<u>£159,513</u>
<b>3. SERVICES INCOME</b>	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2005 £</b>	<b>Total 2004 £</b>
Stepping Stone Services	147,157	-	147,157	145,235
Home Support Services	254,056	-	254,056	241,406
Employment Support Services	130,701	-	130,701	164,696
Access to work	433,953	-	433,953	281,380
	<u>£965,867</u>	<u>£ -</u>	<u>£965,867</u>	<u>£832,717</u>
<b>4. OTHER INCOME</b>	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2005 £</b>	<b>Total 2004 £</b>
Holidays	-	18,388	18,388	21,549
Other	5,349	4,643	9,992	6,803
	<u>£5,349</u>	<u>£23,031</u>	<u>£28,380</u>	<u>£28,352</u>
<b>5. INTEREST RECEIVABLE</b>			<b>2005 £</b>	<b>2004 £</b>
Bank deposits			<u>£1,670</u>	<u>£603</u>
<b>6. SALARIES AND WAGES</b>			<b>2005 £</b>	<b>2004 £</b>
Salaries			838,821	776,965
National Insurance Contributions			62,505	58,615
Pension			9,181	7,251
			<u>£910,507</u>	<u>£842,831</u>



**GENERATE OPPORTUNITIES LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 MARCH 2005**

**6. SALARIES AND WAGES (continued)**

The average weekly number of employees during the period was made up as follows:

	2005 No	2004 No
Project managers	5	5
Project workers	9	9
Sessional staff (full time equivalent)	25	29
Administration	4	5
	<u>43</u>	<u>48</u>

The were no employees whose emoluments exceeded £50,000 per annum.

No Trustees received remuneration during the year.

**7. RESOURCES EXPENDED**

Resources expended include:

	2005 £	2004 £
Auditors' remuneration		
- for audit	5,287	4,935
- for other services	940	1,175
Operating lease rentals	46,974	46,380
Depreciation	<u>12,030</u>	<u>9,849</u>

**8. ANALYSIS OF TOTAL RESOURCES EXPENDED**

	Staff Costs £	Other £	Depreciation £	Total £
Fundraising and publicity	-	425	-	425
Cost of services and projects	800,211	89,504	-	889,715
Support costs	84,453	122,548	12,030	219,031
Management and administration	25,843	7,484	-	33,327
	<u>£910,507</u>	<u>£219,961</u>	<u>£12,030</u>	<u>£1,142,498</u>



**GENERATE OPPORTUNITIES LIMITED****NOTES TO THE ACCOUNTS (Continued)****YEAR ENDED 31 MARCH 2005**

<b>9. COST OF SERVICES AND PROJECTS</b>	<b>Total 2005 £</b>	<b>Total 2004 £</b>
Staff costs	800,211	732,435
Communication	11,426	12,241
Transport and travel	25,949	39,526
Holiday	20,617	20,979
Other	31,512	25,469
	<u>£889,715</u>	<u>£830,650</u>
<b>10. SUPPORT COSTS</b>	<b>Total 2005 £</b>	<b>Total 2004 £</b>
Staff costs	84,453	86,270
Rent and service charges	47,317	33,179
Insurance	6,064	6,233
Other office costs	69,167	45,971
Depreciation	12,030	9,848
	<u>£219,031</u>	<u>£181,501</u>
<b>11. MANAGEMENT AND ADMINISTRATION</b>	<b>Total 2005 £</b>	<b>Total 2004 £</b>
Administration salaries	25,843	24,126
Audit and accountancy	6,025	6,587
Bank charges	1,459	1,355
	<u>£33,327</u>	<u>£32,068</u>
<b>12. TAXATION</b>		

No taxation liability arises on the results for the year because of the charitable status of the Company.





**GENERATE OPPORTUNITIES LIMITED**

**NOTES TO THE ACCOUNTS (Continued)**

**YEAR ENDED 31 MARCH 2005**

**13. FIXED ASSETS**

	<b>Leasehold Improvements £</b>	<b>Computers £</b>	<b>Equipment And Furniture £</b>	<b>Total £</b>
<b>COST</b>				
As at 1 April 2004	31,435	43,014	19,405	93,854
Additions	6,761	4,924	2,475	14,160
	<u>38,196</u>	<u>47,938</u>	<u>21,880</u>	<u>108,014</u>
<b>DEPRECIATION</b>				
As at 1 April 2004	3,993	36,292	13,167	53,452
Charge for the year	4,376	5,006	2,648	12,030
	<u>8,369</u>	<u>41,298</u>	<u>15,815</u>	<u>65,482</u>
<b>NET BOOK VALUE</b>				
As at 31 March 2005	<u>£29,827</u>	<u>£6,640</u>	<u>£6,065</u>	<u>£42,532</u>
As at 31 March 2004	<u>£27,442</u>	<u>£6,722</u>	<u>£6,238</u>	<u>£40,402</u>

**14. DEBTORS**

	<b>2005 £</b>	<b>2004 £</b>
Trade debtors	100,803	118,956
Other debtors	20,571	11,211
Prepayments	16,238	23,982
Accrued income	81,875	33,142
	<u>£219,487</u>	<u>£187,291</u>

**15. CREDITORS AND ACCRUALS**

	<b>2005 £</b>	<b>2004 £</b>
Trade creditors	4,631	8,173
Sundry creditors	25,175	97,025
Accruals	26,220	26,229
	<u>£56,026</u>	<u>£131,427</u>



**GENERATE OPPORTUNITIES LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 MARCH 2005**

**16. ALLOCATION OF THE CHARITY NET ASSETS**

The net assets are held for the various funds as follows:

	<b>Fixed Assets £</b>	<b>Net Current Assets £</b>	<b>Total £</b>
Unrestricted Funds			
- General	42,532	96,509	139,041
- Service Development Fund	-	20,000	20,000
Restricted Funds	-	-	-
	<u>£42,532</u>	<u>£116,509</u>	<u>£159,041</u>

**17. UNRESTRICTED FUNDS**

	<b>Balance 1 April 2004 £</b>	<b>Incoming Resources £</b>	<b>Resources Expended £</b>	<b>Transfers £</b>	<b>Balance 31 March 2005 £</b>
General fund	127,373	995,359	(971,858)	(11,833)	139,041
Service Development Fund	20,000	-	-	-	20,000
	<u>£147,373</u>	<u>£995,359</u>	<u>£(971,858)</u>	<u>£(11,833)</u>	<u>£159,041</u>

A transfer of £11,833 (2004: £36,735) from General Fund to the Restricted Funds represents the funding of the annual deficits on Restricted Funds.



**GENERATE OPPORTUNITIES LIMITED**

**NOTES TO THE ACCOUNTS (Continued)**

**YEAR ENDED 31 MARCH 2005**

<b>18. RESTRICTED FUNDS</b>	<b>Balance 1 April 2004 £</b>	<b>Incoming Resources £</b>	<b>Resources Expended £</b>	<b>Transfers £</b>	<b>Balance 31 March 2005 £</b>
Youth Support – Transport*	-	22,661	(26,671)	4,010	-
Youth Support – Maintenance*	-	6,027	(6,027)	-	-
Youth – Club subscription	-	1,156	(2,474)	1,318	-
Adult Support – Social *	-	21,094	(21,094)	-	-
Adult Support – Club subscription	-	3,849	(3,849)	-	-
Holiday Fund	-	18,388	(20,617)	2,229	-
Tune Up	-	5,790	(6,587)	797	-
Health Matters - PCT	-	14,392	(14,392)	-	-
Childrens Fund*	-	45,700	(48,691)	2,991	-
Bridge House	-	13,900	(13,977)	77	-
Guild	-	5,047	(5,047)	-	-
Discos	-	803	(1,214)	411	-
	<u>£ -</u>	<u>£158,807</u>	<u>£(170,640)</u>	<u>£11,833</u>	<u>£ -</u>

\* Grants provided by Wandsworth Borough Council

**19. OPERATING LEASE COMMITMENTS**

**Property and equipment**  
**2005      2004**  
**£            £**

At 31 March 2005 the company had the following annual commitments under non-cancellable operating leases:

Within one year	£8,250	£1,387
Two to five years	£38,724	£45,675
	<u>£46,974</u>	<u>£47,062</u>

**20. RELATED PARTY TRANSACTIONS**

The Trustees control the company.



# APPENDIX

## GENERATE (WANDSWORTH RATHBONE) - BREAKDOWN REQUIRED BY WANDSWORTH COUNCIL ANALYSIS OF PREMISES - RELATED COSTS: FINANCIAL YEAR 2004/5

REVENUE EXPENDITURE		£
Rent	- Penwith Road	2,774
	- 229 Garratt Lane	8,009
	- Summerstown	36,420
Hall Hire	- Tune up	1,456
	- Stepping Stones	384
Buildings Insurance	- 229 Garratt Lane	78
	- Summerstown	1,183
	- Pennith Road	13
Water, electricity and gas	- 229 Garratt Lane	703
	- Summerstown	3,225
Buildings safety, security & maintenance		4,958
Legal and survey fees (lease not acquired)		3,140
CAPITAL COSTS		
Building works- Summerstown (First Floor) (refurbishment of new premises to make them suitable for studio and classroom and office accommodation), including : Flooring, decorating, security, removals, safety, legal and set up costs		2,655
Fitting of anti-glare windows		2,912
Building works - 229 Garratt Lane		
Fitting of carpets		805
Fitting of anti-glare windows		787

This page does not form part of the audited accounts.



