

GENERATE OPPORTUNITIES LIMITED
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2009

Company No. 3461665

Registered Charity No. 1069548



GENERATE OPPORTUNITIES LIMITED
FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2009

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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.

Trustees: Ellen English
Don McKerrow
Judith Mellis
Antonia Oakey
Derek Ormond

Chief Executive Officer: Jane Pettingell

Bankers: Barclays Bank PLC,
Wandsworth Group,
PO Box 3847,
London
SW11 1XB

CAF Bank,
25 Kings Hill Avenue,
Kent
ME19 4JQ

Auditor: RE Jones & Co.,
132 Burnt Ash Road,
Lee,
London.
SE12 8PU

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 5 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 persons 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 to 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 to 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 1049 people with a disability but we are actively supporting in the region of 390 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 (of 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 10 classes each week covering a range of practical life skills and hobby based learning. In addition, we offer to less formal 'Drop In Sessions' each week which allow people to access peer support and staff support. We have this year developed learning plans for all of the people using this service which will be used support their ongoing development and shape the development of the service.

Leisure:

Our youth clubs essentially provide leisure activities for youngsters and we are pleased that collaboration with the Jack Petchey Foundation has enabled us to introduce a monthly award which allows a named winner to choose expenditure on a new piece of equipment or activity. 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. During the year, we supported 102 members on 8 different holidays.

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. An exciting development in our support in this area has been the setting up of a micro-enterprise with people with a learning disability as active partners. Running a business connects them to their community in powerful ways making them service providers and customers of other businesses.

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. We are particularly pleased to have supported a healthy eating campaign for this group many of whom struggle to make good choices with regard to their diet.

In April we launched www.easyhealth.org.uk and are encouraged by the month by month increase in visits to the site. Easyhealth has been cited as an exemplar of good practice and heralded as an excellent tool in supporting people with a learning disability with health problems. We are using easy health in training programmes for local GPs.

ADDITIONAL ACHIEVEMENTS:

1. We have successfully recruited to our key post of Operations Director and are pleased that an internal candidate progressed to this position in the organisation. A further opportunity in our Management Team arose as a result of this appointment and again this enabled progression for an internal candidate. As a result we are confident of more effective management now and into the future.

GENERATE OPPORTUNITIES LIMITED

TRUSTEES REPORT Cont.....

2. We have worked with our service users to give them a real voice in the organisation. The User Committee have re-branded themselves as the Generate Advocacy Project and have direct access to the management team to talk through their ideas and suggestions for improvements to services.

3. We have been delighted to be part of the setting up of the Wandsworth Multi Agency Training Partnership bringing together voluntary, private and Social Services providers to deliver consistent high quality training to staff working with people with a learning disability in Wandsworth.

FINANCIAL REVIEW:

The financial position at Generate has been tight this year and it has been necessary to make some provision for unexpected expenses in particular related to a potential claim from HMR&C which has led to a deficit of £8,027 for the year 08/09. The coming year will require prudence and efficient budget control as we find ourselves in a changing market and with the overall economic situation having some effect on the ability of Trusts and other grant makers to support local projects.

Our principal funding sources during the year continued to be grants from and service agreements with Wandsworth Council, a contract for the provision of support worker services with Job Centre Plus and a section 64 grant from the Department of Health. We used this income mainly to provide home, educational and employment support, and to facilitate social opportunities 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 £310,000 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 £236,419, of which £15,852 has been applied towards fixed assets, leaving free reserves of £220,567. The organisation's policy implies a level of reserves of £360,000 for ordinary objectives and therefore there is currently a shortfall of free reserves of £139,433.

The Trustees do not consider that this represents any short term threat to the organisation's operations, and hence they intend to raise the level of reserves slowly 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. In anticipation of a changing market where contracts with local authorities will be replaced by contracts with individuals we are seeking expert advice about our future business planning.

Approved by the Board of Trustees on 10th August 2009

Don McKerrow
Chair



GENERATE OPPORTUNITIES LIMITED

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES

YEAR ENDING 31 MARCH 2009

This report is issued in respect of an audit carried out under section 495 of the Companies Act 2006.

We have audited the charity financial statements of Generate Opportunities Ltd for the year ended 31 March 2009 on pages 10 to 14 which comprise the Statement of Financial Activities, Balance Sheet and the related notes. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charity's trustees, as a body, in accordance with Section 495 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 in accordance with applicable law and United Kingdom Accounting Standards. (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the charity's financial statements give a true and fair view.

We have been appointed as auditors under Section 43 of the Charities Act 1993 and report in accordance with regulations made under Section 44 of that Act. Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and international Standards on Auditing (UK and Ireland).

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 relevant financial reporting framework and are prepared in accordance with the Companies Act 2006. We also report to you whether in our opinion the information given in the Trustees' annual report is consistent with the financial statements.

In addition, we report to you if, in our opinion, the charity has not kept adequate accounting records, if we have not received all of the information and explanations we require for our audit, or if information specified by law regarding trustees benefits, remuneration, pensions and compensation for loss of office is not disclosed.

We read the trustees' report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) 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 charity'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.

**GENERATE OPPORTUNITIES LIMITED
INDEPENDENT AUDITORS REPORT TO THE TRUSTEES
YEAR ENDING 31 MARCH 2009**

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 2009 and of its incoming resources and application of resources including its income and expenditure, in the year then ended; and
- ☐ the financial statements have been properly prepared in accordance with the United Kingdom Generally Accepted Accounting Practice;
- ☐ the financial statements have been properly prepared in accordance with the Companies Act 2006; and
- ☐ the information given in the Trustees Report is consistent with the financial statements.

R.E.JONES & CO.,
132 Burnt Ash Road Chartered Accountants
Lee Registered Auditors
London SE12 8PU



Date.....09/09/09

GENERATE OPPORTUNITIES LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDING 31 MARCH 2009

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds £	2008 Total Funds £
Incoming Resources:					
From generated funds					
- Voluntary income		25,568	0	25,568	7,829
- Activities for generating funds		582	0	582	1,471
- Investment income		3,191	0	3,191	3,571
From charitable activities	2	1,037,821	166,461	1,204,282	1,249,040
Other		0	0	0	0
Total		1,067,162	166,461	1,233,623	1,261,911
Resources Expended:					
Costs of generating funds	4				
- Costs of generating voluntary income		288	0	288	941
- Fundraising trading costs		99	0	99	289
Charitable activities	5	996,863	231,084	1,227,947	1,219,128
Governance costs		13,316	0	13,316	13,571
Total		1,010,566	231,084	1,241,650	1,233,929
Net income for the year					
before transfers		56,596	-64,623	-8,027	27,982
Gross transfers between funds	11	-64,592	64,592		
Net movement between funds		-7,996	-31	-8,027	27,982
Reconciliation of funds					
- total funds - brought forward		244,415	31	244,446	216,464
- carried forward		236,419	0	236,419	244,446

GENERATE OPPORTUNITIES LIMITED

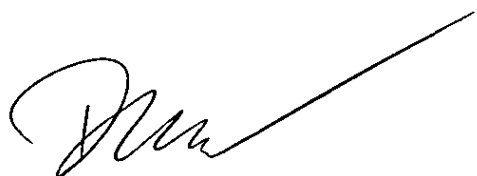
BALANCE SHEET

YEAR ENDING 31 MARCH 2009

	Notes	Total £	2008 Total £
Tangible Fixed Assets	7	15,852	27,107
Current Assets - Debtors	8	217,148	199,730
- Cash at bank & in hand		229,728	198,134
- Total		446,876	397,864
Creditors:			
Amounts falling due within one year	9	226,309	180,525
Net current assets		220,567	217,339
Net assets	10	236,419	244,446
Funds - Restricted income funds	11	0	31
- Unrestricted income funds:		236,419	244,415
- Total funds	10	236,419	244,446

Approved by the Board of Trustees on

10th August 2009



Don McKerrrow
Chair



Derek Ormond
Treasurer

GENERATE OPPORTUNITIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDING 31 MARCH 2009

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 1985 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>2009</u>	<u>2008</u>
	£	£
Home Support & Community Participation	466,312	494,199
Education & Employment Support	737,970	754,841
	<u>1,204,282</u>	<u>1,249,040</u>

3. Staff Costs & Emoluments

	<u>2009</u>	<u>2008</u>
	£	£
Gross Salaries	852,959	880,586
Employer's National Insurance	65,965	65,216
Pension	16,036	11,552
	<u>934,960</u>	<u>957,354</u>

Gross salaries includes £38,593 paid to agencies for the staffing of temporary support contracts.

Pension costs are contributions paid into a defined contribution scheme.

Average Number of Staff:

	<u>2009</u>	<u>2008</u>
Direct Project Staff	56	62
Support Staff	8	7
	<u>64</u>	<u>69</u>

There were no employees with emoluments over £60,000 (nor in 2008).

GENERATE OPPORTUNITIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDING 31 MARCH 2009

<u>4. Resources Expended include:</u>	<u>2009</u>	<u>2008</u>
	£	£
Auditor remuneration	5,270	5,300
Operating lease charges	78,230	52,240

<u>5. Analysis of Resources Expended on Charitable Activities</u>	<u>2009</u>	<u>2008</u>
	£	£
Home Support & Community Participation	474,457	496,137
Education & Employment Support	753,490	722,991
	<u>1,227,947</u>	<u>1,219,128</u>

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

<u>6. Support Costs</u>	<u>2009</u>	<u>2008</u>
	£	£
General management, administrative & finance staff costs	151,646	162,571
Office and general running expenses	183,075	174,939
	<u>334,721</u>	<u>337,510</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 £321,405 (£322,709 in 2008).

<u>7. Fixed Assets</u>	Leasehold Improvements	Computers	Equipment & Furniture	Total 2009
	£	£	£	£
ASSET COST				
Balance brought forward	38,148	32,023	20,730	90,901
Additions	0	0	0	0
Disposals	0	0	517	517
Balance carried forward	<u>38,148</u>	<u>32,023</u>	<u>20,213</u>	<u>90,384</u>
ACCUMULATED DEPRECIATION				
Balance brought forward	20,712	27,416	15,666	63,794
Disposals	0	0	517	517
Charge for year	4,469	4,607	2,179	11,255
Balance carried forward	<u>25,181</u>	<u>32,023</u>	<u>17,328</u>	<u>74,532</u>
NET BOOK VALUE				
Brought forward	17,436	4,607	5,064	27,107
Carried forward	<u>12,967</u>	<u>0</u>	<u>2,885</u>	<u>15,852</u>

<u>8. Debtors</u>	<u>2009</u>	<u>2008</u>
	£	£
Trade debtors	129,236	83,725
Other debtors	15,599	15,847
Prepayments	30,154	32,328
Accrued income	42,159	67,830
	<u>217,148</u>	<u>199,730</u>

GENERATE OPPORTUNITIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDING 31 MARCH 2009

<u>9. Creditors</u>	<u>2009</u>	<u>2008</u>
	£	£
Trade creditors	17,756	11,571
Other creditors	34,879	35,672
Accruals	32,634	48,552
Deferred income	141,040	84,730
	<u>226,309</u>	<u>180,525</u>

<u>10. Allocation of net assets between funds</u>	<u>Fixed assets</u>	<u>Net current assets</u>	<u>Total</u>	<u>Total</u>
	<u>2009</u>	<u>2009</u>	<u>2009</u>	<u>2008</u>
	£	£	£	£
Unrestricted income funds	15,852	220,567	236,419	244,415
Restricted income funds	0	0	0	31
	<u>15,852</u>	<u>220,567</u>	<u>236,419</u>	<u>244,446</u>

<u>11. Restricted funds analysis</u>	<u>Balance 1/4/08</u>	<u>Incoming Resources</u>	<u>Resources Expended</u>	<u>Transfers</u>	<u>Balance 31/3/09</u>
	£	£	£	£	£
Youth Support- transport, maintenance, subs	0	39,454	57,146	17,692	0
Adult Support - maintenance, discos, subs	0	26,480	38,327	11,847	0
Holidays - including coordinator	0	44,853	52,857	8,004	0
Health Online section 64	31	40,476	54,719	14,212	0
Childrens Fund	0	15,198	28,035	12,837	0
	<u>31</u>	<u>166,461</u>	<u>231,084</u>	<u>64,592</u>	<u>0</u>

The transfer of £64,592 (2008: £59,889) from unrestricted to restricted funds represents funding of the annual deficits on restricted funds.

<u>12. Annual operating lease commitments</u>	<u>Property & Equipment</u>	
	<u>2009</u>	<u>2008</u>
	£	£
Lasting less than one year	12,600	0
Lasting more than one year	67,594	56,554

13. 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.