



Y-gen London Annual Report 2008/09

The Trustees present their report and accounts for the year ended 31 March 2009.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association, applicable law and the requirements of the Statement of Recommended Practice, "Accounting and Reporting by Charities" issued in March 2005.



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➤ Chair's Introduction – Ekow Oliver

In November 2008 I was delighted to be elected as Chair of Y-gen. Y-gen is a charity that aims to transform the lives of young people and it has certainly made a great contribution to my own personal development. I was a keen participant in a range of Y-gen's activities for several years and acquired a broad range of skills through my active involvement. This included being a young Board Director for two years which enabled me to progress to my current position. Our Board is committed to making an increasing contribution in the field of youth engagement.

We intend to continue the process of continuous improvement by prioritising activities and developing flexibility within the organisation to enable us to adapt to change in this increasingly challenging economic climate. Our Trustees make every effort to keep up to speed with new developments and we recruit new Trustees with the skills we need to function even more effectively. The Board is looking forward to ensuring that what we do remains relevant and contributes to achieving our charitable objectives.

I wish to thank everyone who has supported Y-gen over the past year. Our achievements would certainly have less impact without your support. I believe that I speak on behalf of all our beneficiaries in expressing my sincere gratitude to all our staff and volunteers for their efforts. They are often asked to undertake difficult tasks intervening in complex human situations although I am also pleased to report that they often enjoy very rewarding contact with young people and families who are keen to learn and develop and move forward with their lives.

This year Clare Shinner, my predecessor as Chair, began her new married life in Australia. Clare led Y-gen through its formative stages and was at the forefront of our transition discussions last year. I wish to thank her sincerely for her tireless support. We all send Clare our best wishes for a prosperous future.

I would also like to pay tribute to the management team and, in particular, Hilda Fahey for the energy and efficiency she has put into moving the company forward.

As the new Board looks forward to the next chapter in our story, we do so with every expectation that the impressive results recorded in this report will be carried through and improved upon in the years ahead.

Above all, Y-gen will continue to achieve greater impact on more young people's lives, allowing them to have the opportunity to succeed. This is why I am proud to be a part of the new charity and I very much hope you'll join us on this exciting journey.

Ekow Oliver
Chair



“ They are often asked to undertake difficult tasks intervening in complex human situations although I am also pleased to report that they often enjoy very rewarding contact with young people and families who are keen to learn and develop and move forward with their lives. ”

Ekow Oliver
Chair, Y-gen



Chief Executive's Report – Lenny Kinnear

It has been a fantastic year for us as an organisation - both positive and challenging!

We have developed a dynamic network of partners and supporters who share our belief in the importance of the work we do and value the professional way in which we work with young people to improve their life outcomes. This includes schools, training providers, employers, voluntary sector organisations and local authorities.

Y-gen staff and volunteers really achieve transformational results by putting young people at the centre of their attention, working with them in a highly professional manner and treating them with dignity and respect. I'm delighted to report that they enjoy their work and gain a great deal of satisfaction from seeing the young people's progress and achievements.

We have a committed team of talented staff who have a depth of knowledge and breadth of experience in their respective fields. Continuous professional development is central to our human resources strategy and we will keep on investing resources in further developing staff to sustain our expansive view of service provision where our people are encouraged to see their work in its full context. This enables them to identify new ways of improving our service offer and, little by little, make positive and identifiable changes happen.

Y-gen achieved Matrix accreditation, a nationally recognised quality framework for the effective delivery of information, advice and guidance on learning and work. We also established a range of services and have ambitious plans in place to develop new services to support young people in need.

The involvement of the young people we work with is integral to Y-gen's development. This can be through formal groups we have established or individual feedback and contributions to activity evaluations. We put a great deal of energy into identifying learning progression and skills development within young people and trust them to let us know what works best for them. This enables us to adapt our approach and make it even more effective.

Often the young people themselves are Y-gen's best advocates and I thank them for their conscious efforts to develop and grow. I also thank all our staff, volunteers, partners and supporters whose commitment and support enables Y-gen to succeed.

Lenny Kinnear
Chief Executive



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Lenny Kinnear
Chief Executive, Y-gen



➤ How our objectives deliver public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular the Trustees have considered how planned activities will contribute to the aims and objectives they have set.

The Board provides in this report and in the financial statements that accompany it, a detailed description of the Y-gen organisation and its governance, objectives and activities, achievements and performance, a financial review and plans for future periods. There is significant information on the services that are provided and the benefits which accrue to the service users.

Our main objectives and activities and who we try to help are described below.

Objectives and activities

Y-gen's charitable objectives are:

To advance in life children and young people aged between 8 and 25 years old in the United Kingdom by developing their skills, education, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals and without limitation to:

- i. raise the aspirations, participation and achievement of children and young people;
- ii. provide impartial information, advice and guidance on opportunities for the personal development of children and young people;
- iii. refer and introduce children and young people to learning and employment opportunities and support their participation in appropriate learning;
- iv. provide, procure and support the provision of learning programmes that enable the personal and educational development of children and young people and prepare them for adult life;
- v. refer and introduce children and young people to services and facilities which can help them meet their needs with respect to health and wellbeing, housing, leisure, finance and legal advice;
- vi. provide all children and young people outside learning, or otherwise at risk of underachieving, with the support they need to fulfil their potential;
- vii. conduct and disseminate research and gather information about the requirements, attributes, learning options, and employment opportunities of children and young people; and
- viii. secure young people's involvement and engagement in the shaping of services and activities to meet their needs and interests including the encouragement of active citizenship.

The objectives are achieved by the implementation of the company business plan.

The objectives have been met by providing the following services:

Services for Young People including Positive Activities for Young People, Barnet LDD Transition Planning, Youth Opportunity Fund Project and Youth Mark.

IAG Support Services including the Client Caseload Information System and Choice Project.

➤ Our Values

Y-gen trustees and staff have agreed to abide by the fundamental values that underpin all the activities of this organisation. These are:

Accountability

Everything Y-gen does will be able to stand the test of scrutiny by the public, the media, charity regulators, members, stakeholders, funders, Parliament and the courts.

Integrity and Honesty

These will be the hallmarks of all conduct when dealing with colleagues within Y-gen and equally when dealing with individuals and institutions outside it.

Transparency

Y-gen strives to maintain an atmosphere of openness throughout the organisation to promote confidence of the public, stakeholders, staff, charity regulators and Parliament.

➤ Company Priorities 2008-09

Four company priorities were identified for 2008-09:

- maintain Y-gen as a going concern and establish the charity during its first year;
- develop a reputation for delivering existing contracts to an excellent standard;
- network with other organisations and build strong links; and
- bring in new business.



I spoke to a couple of the Personal Advisers at Y-gen. They really seemed like they cared and they had the same values as us.



Professional, Larches Trust

➤ Achievements and performance - Transition Planning

Our transition planning service is designed to assess each young person with learning difficulties and/or disabilities during their last few years of secondary school education. Our Personal Advisers (PAs) help identify the young person's education and training needs and match these needs with the best provision available to meet them.

We use a person centred approach which means putting the young person first, at the centre of the process, and shaping services around their needs. A transition plan is produced and the young person is supported through the various stages of the plan.

"Y-gen has been fantastically supportive with finding a suitable college for our son and ensuring that the staff know all about his support needs." Parent

Our PAs support young people across the broad spectrum of disabilities in special and mainstream schools and help to ensure that Barnet Council's inclusion policy becomes a reality for these young people.

"I found it really useful to have Y-gen in my daughter's annual review. I had no idea that she was entitled to one of these assessments! I think that this could really help with her support needs when she moves on to college." Parent, Copthall School

We work with year 9 students and upwards who have statements of special educational needs. We also work with young people placed in alternative education programmes or at specialist provision in other boroughs. We support young people up to 25 years of age.

"Thank you so much for all your time and dedication, it's been such a relief to have someone who understands us." Parent, Oak Lodge School

Transition is the period of time where a young person has to make various important decisions about his or her future. Y-gen's specialist PAs offer young people support on many things including moving on towards independent living, education and training, staying safe, money and benefits, housing and leisure activities. Our PAs meet young people at any suitable venue - school, home, youth club or for a coffee.

"I've been very grateful and impressed with [your PA] and her effort with the students and staff in such a short period of time." Professional, Whitefield School

Y-gen and Action For Kids (AFK), also a registered charity, work in partnership to provide services for young people with learning difficulties and disabilities. AFK provides quality assurance and Y-gen:

- leads on service delivery and performance;
- negotiates delivery plans with schools, colleges and training providers;
- records accurate data to meet Ofsted standards; and
- ensures compliance with all statutory requirements.

Outcomes Achieved 2008-09

The transition planning team successfully delivered transition planning services involving:

- 6,544 total contacts.
 - 1,473 interventions with young people.
 - 828 parent/carers contacted.
 - 1,461 professionals contacted.
 - 404 annual reviews attended.
 - 98 S139 transition reports completed.
- Improved the quality of S139 reports in maintained schools.
 - Delivered the service to nationally recognised quality standards.
 - Contributed to transition plans using a person centred approach.
 - Developed a directory of education and training provision for young people with learning difficulties and disabilities.



Objectives for 2009-10

- > Develop guidance on how to streamline person centred reviews to enable more mainstream schools to adopt this approach.
- > Survey young people, parents/carers and stakeholders to gather their views and further improve our service based on their ideas and wishes.
- > Create 'Guide To Transition' information packs.
- > Agree a template for the young people's multimedia profiles.

"I like working with different people. An important part of being a PA is being able to work with others as flexibly as possible, recognising their needs. For some people, getting out and about may be more of a challenge. This is why we offer to meet people in an environment where they most feel comfortable.

"Ben had finished his placement at college, had turned 21 and was not receiving support from any other agencies. He would be classed as a disengaged young person. He felt like he had been forgotten by everyone who had previously worked with him.

"I met with him at his house. He was lacking in confidence and feeling depressed. We talked about what sorts of things he wanted to do in the future? We looked at each aspect of his life and looked closely at areas we could change and improve;

- *His social network, he had lost touch with a number of his friends and family and needed someone to support him and help motivate him to build his social network up again.*
- *His social life, having been in college where a lot of your social life is already organised, we found some local clubs he could join.*
- *Work, he wanted to get a job but was worried whether he could do this independently. I introduced him to Adepta and we managed to get him a job at a local charity shop which he has been doing now for 3 months and is really enjoying it.*

"I felt very positive about my interactions with Ben. With some support he has gone from being depressed and stuck at home with nothing to do, to becoming a valued member of the local community.

"This is what I like about the job. I help to enable people to make their own decisions about their future by exploring options which make them happy!" Personal Adviser





Achievements and performance - Youth Mark

Youth Mark is a quality standard designed for organisations that provide services for young people. The standards and criteria needed to gain a Youth Mark award have been devised and developed in partnership with young people. They are based on what young people believe to be important in services for them. Youth Mark is unique in that it is entirely delivered by young people.

Youth Mark looks at how closely the organisation meets the following three standards:

- considers young people's needs in designing services;
- delivers high quality services to young people; and
- involves young people in the design and delivery of services.

The assessment is carried out by a team of 4-6 young people who have completed an AQA accredited training course. The assessment team record observations and conduct interviews with staff and service users. The collection of evidence usually takes four or five days and culminates in a focus group involving up to 8 service users to check out assumptions.

"The way the day was structured was like no other induction day I've been on." Young Person

The assessors work to a code of conduct that has been developed to safeguard young people in the project and ensure high standards of behaviour and objectivity. The assessors are supported by the Youth Mark team.

Once the assessment has been completed, an internal moderator reviews the evidence and scoring and recommends any adjustments. The assessment team then presents feedback to the organisation. This includes a presentation to the senior management team and a written report including recommendations for service improvements. The organisation is expected to develop an action plan to further improve services as an outcome of the assessment.

Youth Mark is continuously improved via evaluation of the process by young people and organisations who have participated in assessments. Interactive evaluation sessions with young people and evaluation forms completed this year demonstrated that the young people thoroughly enjoyed the training:

"Activities were amazing and the fact that I was attentive and focused all the time showed how much I enjoyed it." Young Person

Course delivery methods were improved to produce better results in developing soft skills including speaking and listening, giving and receiving feedback, note taking, teamwork and being objective. Having completed the course, the young people felt far more confident with a variety of skills, on average they were 49% more confident in carrying out interviews and 17% more confident in managing focus groups.

“This process helped to improve my self confidence.” Young Person

A survey of organisations which have been assessed through Youth Mark revealed that the feedback provided was highly valued and was used to improve the services.

“It made us look at getting young people more involved in writing policies and in how we run the organisation. The young people wanted a common room and they now have one with a TV. We now involve young people in the interviewing of new staff.” Director of Programmes, Kis Training.

The Youth Mark assessors also notice the difference they make to the organisations.

“When you look at the place now, improvements have been made. They took into account what we said and people feel safer now.” Young Person

The development of the Youth Mark project is informed by a steering group of young people and professionals.

Outcomes Achieved 2008-09

- > Established an energetic and committed team to run the project.
- > Redeveloped the Youth Mark website.
- > Completed a highly successful assessment of the Wood Green Central Library.
- > Trained 20 young people as Youth Mark assessors.
- > Started five assessments which will be completed in autumn 2009.
- > Recruited a steering group of young people and professionals.

Objectives for 2009-10

- > Extend Youth Mark so that more young people and service providers can benefit with 5 assessor training courses and 19 organisational assessments.
- > Build on existing strengths to develop new methods and techniques with young people.
- > Enable Youth Mark to become sustainable in the future by achieving the project income target.
- > Establish a regional support network and share good practice.
- > Develop and deliver a mentor training course.

➤ Achievements and performance - Projects - The Thinking Generation

The Thinking Generation (TTG) project was designed to support eleven young people from Oak Lodge School to develop multimedia resources to assist in their transition towards independent living.

The young people named themselves “The Thinking Generation” and:

- developed a film about issues faced by young people going through transition;
- developed a film highlighting leisure activities for young people with learning difficulties and disabilities in Barnet;
- developed a film about post-16 provision in Barnet; and
- completed a pilot of how to create a multimedia profile for a young person to help with transition planning.

The group visited local leisure activities including the Photographers Gallery, Barnet Library, the Aspire sports centre, Clive nightclub and Moat Mount outdoor activity centre. They also visited post-16 provision including Barnet College and Action for Kids. During these visits the group filmed the venues, interviewed young participants and took on different production team roles such as producer and director.

The group worked on a storyboard and participated in an editing session. They reviewed footage and made decisions about what to include in their films as well as advising on style including music, titles and atmosphere. The films were shown to the whole 6th form at Oak Lodge for feedback.



To develop their "guide to issues faced by young people going through transition" the group took part in sessions which enabled them to express what is important to them and began to think about and discuss their options for the future. They discussed, interviewed and filmed one another talking about a variety of issues they face in transition, including their likes and dislikes; things they're not so good at; important people in their lives; how they communicate their feelings and what support they might need as they become more independent.

A bowling trip was organised with the young people's parents and carers to celebrate their achievements and to interview the parents/carers. Footage produced as a result of these discussions and interviews was also used to develop pilot multimedia profiles of the young people.

Achievements 2008-09

- > The young people produced three films which will support other young people with LDD living in Barnet in their transition to post 16 provision.
- > The young people learned many new skills including camera work, storyboarding, directing and interviewing.
- > The young people learned about themselves and were able to explore personal issues and learn how to express themselves.
- > The young people achieved an AQA Unit Award Module in the 'Process and Practice of Filmmaking'.

Objectives for 2009-10

- > Submit funding applications for a follow up project to further develop multimedia profiles.
- > Find creative ways to enable young people to discuss personal aspects of their transition.
- > Develop further work to support young people with LDD in their transition to post 16 provision.



Achievements and performance - Projects - Choice

Choice is a London wide prospectus to educational provision for young adults which is accessible at www.mychoicelondon.co.uk

Choice contains a geographically searchable, up-to-date directory of over 35,000 school, college and work-based training courses and programmes. Choice offers a single access point for courses in the London area and also includes a number of advanced features to help users plan their study and careers more easily including a personal action planner, CV builder and job search plus guides and further information.

Choice aimed to help young people to improve their life options via better awareness of options to move successfully along 14-19 curricular pathways. The project target group included disengaged young people with disabilities, lone parents and ethnic minorities.

Y-gen employed a Choice Guarantee Coordinator as part of a European Social Fund programme to cover six London boroughs for one year to:

- extend the reach and use of Choice to enable young people to progress successfully through the 14-19 curricular pathways, thereby attaining personal and economic well-being;
- embed and raise the profile of Choice to enable young people to search by borough for the full post 16 offer and receive impartial and comprehensive information; and
- achieve the project outputs and outcomes.

Outcomes Achieved 2008-09

During the period December 2008 to March 2009:

- > 35 personal advisers were trained in using the Choice system.
- > 111 young people were signed up to the programme.
- > 41 participants who were previously disengaged received individual guidance sessions and were supported to create an action plan for their progression.
- > 70 participants who were at risk of disengaging were matched with suitable learning or employment opportunities.





Achievements and performance - Projects - Positive Activities for Young People (PAYP)

PAYP provides a valuable service to some of the most vulnerable young people in North London and makes a significant contribution to community safety and social cohesion.

Y-gen worked in partnership with the public, voluntary and private sectors to commission a comprehensive programme of activities aimed at reducing crime and anti-social behaviour, supporting young people back into education, employment and training, providing opportunities for personal development and bringing together young people from different communities.

"Y-gen has a really good team of listeners. I rang the office the other day and the receptionist listened to me as I was upset. I really appreciated her kindness." Parent

The activities took place during school holiday periods. The programme set demanding targets in terms of the active participation of targeted young people - 30 hours per week over the 13 week school holiday period per year. Y-gen holds a preferred supplier list which includes service providers that met our strict due diligence requirements.

SMART (specific, measureable, achievable, realistic and timely) targets were defined in contracts with service providers to give clear performance indicators and allow for penalties to be imposed for poor performance. This led to a significant improvement in performance with a greater understanding and appreciation of the need to collate and provide management information.

As part of a multi-agency methodology, steering groups were formed composed of key partners including the Youth Offending Service, Social Services, Police, Education Welfare, Children's Fund, Youth Services and Sports Development. They enabled us to identify, plan, resource and commission services that met local requirements and facilitated a joined up approach to working with targeted young people whilst also reducing duplication of services. They also provided vital local intelligence on hotspots, target groups, existing provision and so on.

Referrals predominately come from these sources although any young person who fell within the PAYP target group could be referred. Young people were then allocated to activity provision according to their expressed interest.

Y-gen's support to service providers assisted them in building capacity and enabled them to work more effectively and safely with challenging young people. This included in-depth guidance, monitoring visits, service provider evaluation and performance reviews.





"It has been an absolute pleasure working with you and the Y-gen team." Professional

The involvement of young people in the monitoring of services greatly contributed to effective commissioning. It also provided them with opportunities for personal and social development linked into accreditation. Feedback raised several key points:

- Many felt that being involved in PAYP helped them gain skills.
- Creating a safe place for young people to go was seen as the most important thing that projects could do to get young people to turn up and get involved.
- The best thing about the activities were making new friends, the quality of staff, getting certificates and being involved in something that they found 'good', 'interesting' and 'fun'.

Young people also stated that the key priorities should be:

- Providing more fun, interesting and affordable things for young people to do.
- Accessing adults who you can talk to and who listen.
- Cleaner and safer local environment including litter, recycling, using bikes or walking instead of cars, street lighting and more police.
- Stopping bullying, including text and internet bullying.
- Removing gangs, guns and knives.

Outcomes Achieved 2008-09

- 5032 young people took part in activities during the school holidays.
- A wide diversity of ethnic groups attended with participants broadly reflective of the local communities.
- Engaged with 22 different service providers from the public, voluntary and private sectors.
- Built up a wealth of knowledge and experience in managing large programmes for challenging young people in partnership with key agencies using a diverse range of providers and multiagency working.
- Supported voluntary sector organisations to provide accurate data and comply with due diligence tests.

Objectives for 2009-10

- Help local service providers to improve service outcomes by offering more accreditation pathways for young people.
- Stimulate more diverse activities to meet young people's needs more exactly.



Achievements and performance - Projects - CCIS

The Client Caseload Information System (CCIS) is a Government specification that enables local authorities to maintain a universal database of all 13-19 year olds. Y-gen managed and maintained this database in the North London area under contract to the four boroughs of Barnet, Enfield, Haringey and Waltham Forest.

CCIS is a caseload management tool for personal advisers and other staff who provide services for young people. It is used to record details of helpful interventions with young people and track their progress through the education and training system towards employment opportunities.

The system and database supports the tracking of young people's current locations, for example, school and college, and generates management information (MI) reports to provide local authorities and the government with information about young people's participation and achievements. We were also involved in the development of a London CCIS index which enabled tracking across London. This helped with planning future education and training provision.

Y-gen provided data services that complied with national specifications for CCIS and local authority cross border data sharing protocols. Our staff implemented system upgrades, approved access for all system users and supported them in using the system. System security was paramount and compliance with data protection regulations.

Y-gen provided research and performance reports including the monthly data return required by the government. Our staff reviewed quarterly risk scans and brought key issues to the attention of the local boroughs and delivered various annual reports to deadline including a summary report on young people with learning difficulties and disabilities and an activity survey on post-16 progression. Various bespoke reports were also created on request.

Y-gen has worked closely with borough staff to develop and enhance in house skills and report creation. Y-gen provided a range of training and support for system users including everything from introducing the system to advanced users and creating standard reports. Our staff provided advice and guidance on system use and problem solving via a helpdesk facility and conducted regular quality control checks.

*"Your responses are always very clear and prompt, thank you."
Professional*

Y-gen's experience has confirmed that the real challenge to information sharing with partners is not primarily a technical one. It requires investment in relationship building in order to develop effective working relationships based on trust across organisations. Y-gen established strong existing relationships with other agencies including Department for Children & Supporting Families, Learning & Skills Council, London boroughs and bordering local authorities.

Y-gen had to install a new Citrix platform in early 2008 to be able to host the database for North London. Existing staff across the boroughs were anxious about changing access to the Y-gen database. A high volume of helpdesk queries were received during spring and the MI team worked flat out for three months dealing with operational transition issues which were largely resolved to everyone's satisfaction.

Y-gen also supported e-ys, a youth support database system, in two boroughs.

Outcomes Achieved 2008-09

- CCIS and Coreplus database managed successfully.
- 48 monthly management information performance reports produced covering key borough targets by the deadline date.
- Revised the look and feel of the monthly MI report and produced different versions to suit each borough's requirements.
- Improved the system for logging helpdesk enquiries.
- Provided basic and advanced Core+ training as well as training for other MI utility programs for 85 participants.

Objectives for 2009-10

- Meet all deadlines for the provision of MI reports.
- Reduce costs and increase capacity through efficiency measures.
- Increase efficiency through work process analysis.
- Streamline production of analysis reports.



➤ Structure, governance and management

Governing document

The organization is a charitable company limited by guarantee, incorporated in the UK and registered as a charity. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

Governance

The directors of the company are Trustees for the purpose of charity law.

It is the Board of Trustees' collective responsibility to ensure that the organisation is fit for purpose and to determine and support its strategic direction in order to enable it to attain its stated objective.

The original group of trustees were recruited from the outgoing plc board to provide continuity when the company registered as a charity on 28th March 2008.

The maximum term of office for a Trustee is six years at which point they must resign or seek re-election.



The trustees who served during the year were:

- Ekow Oliver (Chair)
- Jane Lithgow BA (Hons) PGDHM (Deputy Chair)
- Keith Drew BA (Honorary Treasurer)
- Clare Shinner BA (Hons) MBA. Resigned 12th December 2008
- Tony Kenber was appointed after the year end on 24th September 2009



Ekow Oliver



Jane Lithgow



Keith Drew



Clare Shinner



Tony Kenber

Recruitment and Appointment of Trustees

New appointments to the Board are made after completion of a Trustee skills gap analysis and an open recruitment process to attract volunteers with appropriate skills.

The appointment process begins when the applicant submits an expression of interest to the Company Secretary. Company information is sent out including Trustee job description and person specification. The applicant submits a letter stating how they meet the requirements of the person specification together with their cv. The application is reviewed and a preliminary meeting is arranged with a Trustee. The Trustee and candidate decide if the Trustee role appears to be right for the candidate and, if so, an interview date is agreed with a panel of Trustees.

Following appointment, new Trustees are provided with further information about Y-gen and their responsibilities as Company Directors and Charity Trustees. Trustees attend periodic away day training and, where appropriate, Y-gen supports the further training of Trustees including, for example, attendance at relevant seminars.

Management

The governance and management structures operate under the shared principles of:

- working together with a common purpose, values and goals;
- adhering to the charitable objectives; and
- adhering to the seven principles of public life - selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

The charity is headed by a Board of four Trustees as at the date of this Report. The Chief Executive reports to the Board and is supported by the Company Secretary. The Board of Trustees makes strategic decisions about the direction of the charity. The Board ensures that Y-gen meets its purpose, aims and objectives by delegating the power to implement its decisions to the Chief Executive. The Chief Executive reports on Y-gen's operational performance and makes recommendations to the Board of Trustees.

The decision-making process at Y-gen involves all members of staff. Consultation when formulating policy and new projects is achieved through discussion, leading to consultation and confirmation by the Chief Executive. Key senior staff have delegated responsibility to deliver services in line with the annual business plan. The business plan is translated into individual staff roles and responsibilities via clear job descriptions and annual performance and development agreements.

Recommendations are submitted to the Board which monitors, evaluates and confirms major decisions. The full Board met monthly during 2008-09 to maintain overall supervision of the progress of the charity. It is planned to reduce this frequency to bi-monthly and quarterly over the next year.

Volunteers

The role of volunteers in Y-gen covers three main areas. Members of the Board volunteer their time and skills, in particular to support and promote the charity. Many young people become supervised volunteers to enable them to develop a variety of skills through active involvement in projects and work experience. Y-gen also encourages adult volunteers with specialist skills to become involved in supporting our work.



Valuing People

Y-gen recognises and values the development of its staff and volunteers as a major priority in achieving its business objectives. In the year to March 2009, Y-gen employed 26 staff in total. We appreciate that our committed team of experienced and skilled staff are key to our continued success.

A number of new staff were recruited to specialist roles. Our approach included young people interviews where a group assess candidates through an interactive process. The young people explore how the applicant will, for instance, build rapport and develop effective relationships, maintain boundaries, deal with challenging behaviour, resolve conflict, assess progress and coach young people to improve their life options.

Y-gen recognises and values the development of its staff and volunteers as a major priority in achieving its business objectives. We appreciate that our committed team of experienced and skilled staff are key to our continued success.

Once appointed, our induction process ensured that new staff were well equipped to fulfill their roles. Our staff appraisal system starts and ends with a Performance and Development Agreement (PADA). The PADA is agreed between staff and line managers to identify annual priorities and targets related to their specific area of work. The PADA provides a guide for all management meetings held throughout the year. It also identifies continuing professional development needs and is used as an appraisal document to monitor and record progress.

This year several staff successfully completed their probationary assessment and many developed new skills and knowledge via active learning, using new systems such as software applications or through research on provision. Training courses successfully completed included Open University NVQ level 4 course, Prince2 project management, Assessment and Qualifications Alliance (AQA) assessor's course, safeguarding and protecting children, lead professional training, common assessment framework (CAF), first aid certificate, health and safety, diversity, anger management, electronic whiteboard use, key point surveys and interactive voting.

Objectives for 2009-10

- Support and enable staff to deliver a high quality service to our client group directly and indirectly, confidently, competently and safely.
- Ensure that all staff are given the necessary support to develop the knowledge, skills and attributes necessary to carry out their jobs efficiently and effectively. Apply for Investors In People re-accreditation.

Public Benefit Statement

Trustees of a charity have a new duty to report in their Annual Report on their charity's public benefit. The Trustees of the charity have considered the requirements which are explained on the Charity Commission website. These came into force for accounting periods ending 31st March 2009.

The sections of this report above entitled "Objectives and activities" and "Achievements and performance" set out Y-gen's objectives and reports on the activity and successes in the year to 31 March 2009 as well as explaining the plans for the current financial year. Y-gen's work benefits a very wide range of voluntary organisations and individuals across London.

The Trustees have considered this matter and concluded:

1. That the aims of the organisation continue to be charitable;
2. That the aims and the work done give identifiable benefits to the charitable sector and both indirectly and directly to individuals in need;
3. That the benefits are for the public, are not unreasonably restricted in any way and not by ability to pay; and
4. That there is no detriment or harm arising from the aims or activities.

Review of financial position

This year we have maintained our focus on being a financially sound organisation by ensuring that we do not run services at a deficit, except where trustees have chosen to invest; managing our reserves in line with our policy; seeking to grow our unrestricted fundraising income; and managing our expenditure prudently. All expenditure was directed towards maximising the impact of our activities against our charitable activities.

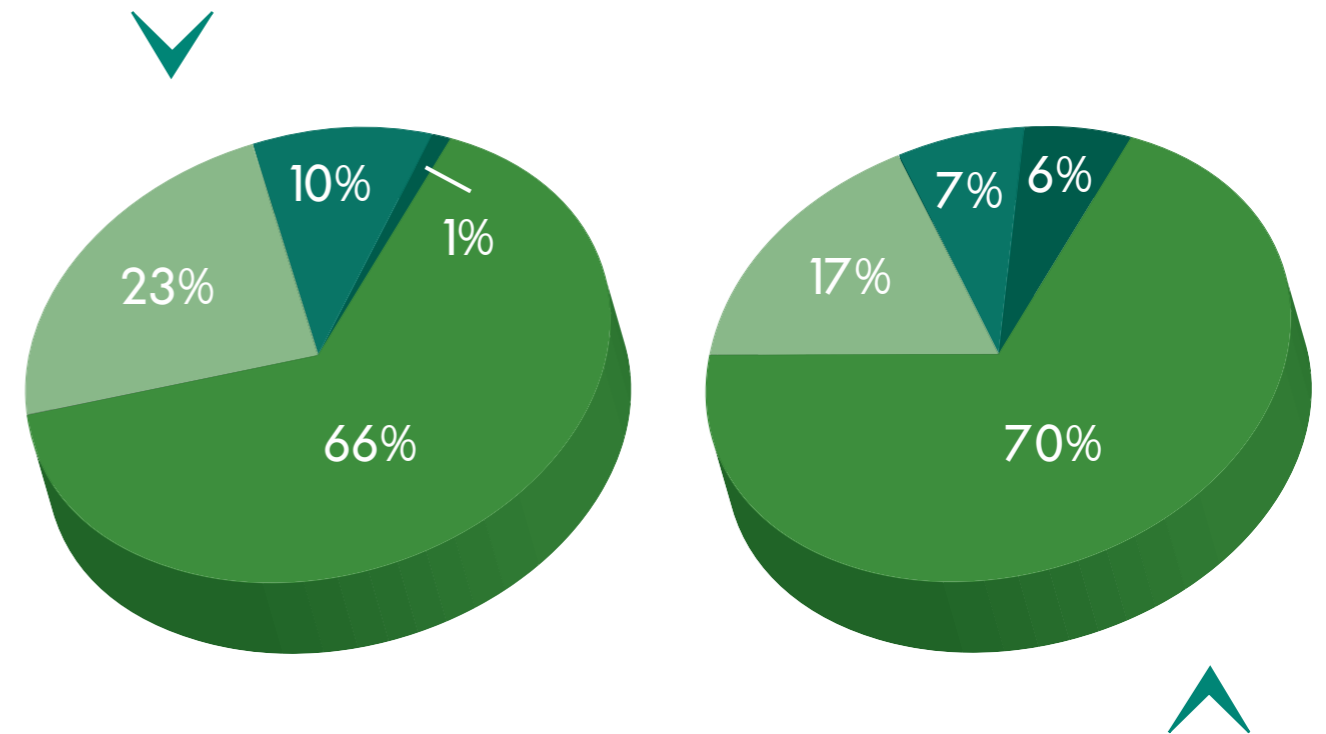
Incoming Resources

Total incoming resources for 2008-09 were £1,343,195 compared with £12,879,770 for 2007-08. The year on year income reduction of just below 90% reflected the change in circumstances brought about by a major shift in Government funding away from the previous limited company to the local authorities. The new charity continued to operate on a much reduced level of income with a strategy in place to develop new income streams in subsequent years based on existing expertise.

Y-gen had two main sources of funding - contract and grant income. Contract work was undertaken for the London Boroughs of Barnet, Enfield, Haringey, Kensington & Chelsea and Waltham Forest. Any additional project work was funded through grant applications. Our main focus was on delivering services within existing contracts and recruiting new staff. Fundraising was not regarded as a particular priority although several bids were submitted with mixed success.

Y-gen analysis of income for the year ended 31 March 2009

Income	£'000	%
Services for Young People	881	66
IAG Support Services	311	23
Empowering Young People	132	10
Investment and Other Income	19	1
TOTAL	1,343	100



Y-gen analysis of expenditure for the year ended 31 March 2009

Income	£'000	%
Services for Young People	862	70
IAG Support Services	213	17
Empowering Young People	82	7
Fundraising and Governance Costs	71	6
TOTAL	1,228	100

Reserves policy

The purpose of the Y-gen Reserves Policy is to secure and sustain Y-gen's viability and future and to give reassurance to the general public that Y-gen intends to use all of the money coming into its care for the purposes of the charity.

Y-gen needs reserves to achieve the following:

- enable the charity to plan for the medium and long term from a position of greater financial security;
- use this secure position as a platform for developing and maintaining positive relationships with beneficiaries, supporters, funders and staff;
- enable the charity to take advantage of change and opportunity;
- enable the efficient use of planned funding;
- enable the funding of unforeseen projects that have not been provided for in the normal financial planning process;
- guard against the disruption caused by any unexpected expense or temporary drop in income;
- protect the charity against insolvency; and
- create provision for an orderly winding-down of operations in the event of a significant adverse event that is outside the control of the charity.

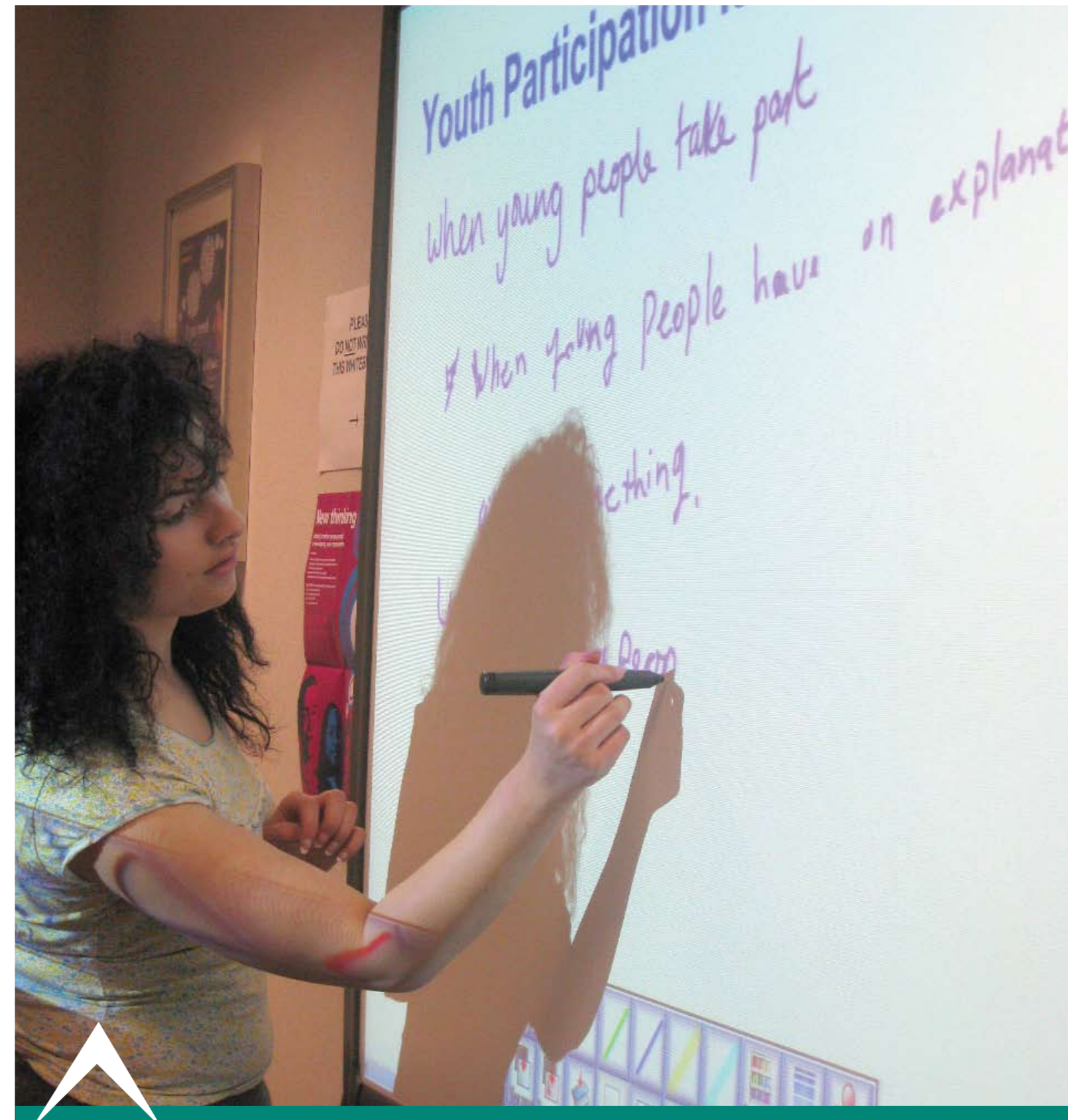
The Y-gen reserves policy is to maintain a sufficient level of reserves to enable operating activities to be maintained, taking account of potential risks and contingencies that may arise from time to time. The Trustees have reviewed the charity's need for reserves in line with the guidance issued by the charity commission and have set aside £750,000 as a minimum unrestricted reserve fund for 2009-10. This approximates to one year's running costs. The Board believes that reserves should be at least at this level to ensure that Y-gen can run efficiently and meet the needs of the beneficiaries. Y-gen plans, over a period of years, to make a small surplus to enable the reserve fund to match planned growth in annual expenditure.

The Y-gen approach to calculating an appropriate level of reserves is based on an understanding of the charity's income streams and their risk profile, the degree of commitment to expenditure and the overall risk environment in which the charity operates.

The level of reserves will be monitored as part of the monthly financial monitoring and reporting process. The Reserves Policy will be reviewed annually as part of the risk assessment analysis within the business planning process.

Risk Management

The Board of Trustees confirm that the major risks to which the charity is exposed have been identified, reviewed and assessed in order for systems to be established to mitigate those risks and in order to achieve the charitable objectives.





Investment policy

Our investment strategy reflects Y-gen's overall strategy and, in particular, our Reserves Policy. Y-gen is an operational charity which derives the majority of its income from donations and public service contracts. Our liquid investments represent about half of current annual incoming resources. The funds are seen primarily as Reserve funds, to provide for contingencies and to meet short-term fluctuations in income as described above.

As a result, the Trustees aim to pursue a cautious investment policy with funds under our control and to engage professional fund managers. This strategy is reviewed annually. The cash is currently held in the charity deposit account of a major bank. Interest earned is added to Reserves.

Asset cover for funds

Note 10 sets out an analysis of the assets attributable to the various funds and a description of the trusts. These assets are sufficient to meet the charity's obligations on a fund by fund basis.

Related parties

Y-gen has a partnership arrangement with Action for Kids, registered charity number 1068841.

Disclosure of information to auditors

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditors

In accordance with section 385 of the Companies Act 1985, a resolution proposing that H W Fisher & Company be reappointed as auditors of the company will be put to the Annual General Meeting.

➤ Future Plans

Company Priorities 2009-10

1. Bring in new business
 - Prepare successful funding applications, bids and proposals.
 - Generate new income streams.
2. Deliver contracts and projects to a high standard
 - Effectively deliver services to specification.
3. Raise the charity's profile
 - Implement a communications and marketing strategy.
4. Engage effectively with young people
 - Involve young people in the design, delivery and evaluation of services.
5. Demonstrate high performance
 - Deliver services against performance targets.
 - Deliver services within budget.
 - Ensure that the quality of service provided is continuously improved.
 - Deliver the service to national quality standards.
6. Staff Development
 - Enable staff to act as a high performing team.
 - Develop staff through a coaching approach.

