

Crewe YMCA Limited

**Financial Statements
For The Year Ended 31 March 2023**

**Regulator of Social Housing Registered No. H4058
Registered Charity No. 1030782
Registered Company No. 02875065**

Crewe YMCA Limited

Financial Statements for the Year Ended 31 March 2023

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Legal and Administrative Details

Regulator of Social Housing (RSH)	H4058
Registered Charity Number	1030782
Company Registration Number	2875065

Board Directors:	Ms J Turley (Chair) (resigned 29 th November 2022)
	Mr P Pitcher
	Ms A Morgan (resigned January 2023)
	Ms S Ward (Chair) (appointed November 2022)
	Ms R Adams
	Ms B Hurst
	Ms B Banks
	Ms S Tothill
	Mr A Veale

Executive Director:	Mr M Hills	Chief Executive Officer
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Company Secretary:	Ms S Bishop	(Deputy CEO)
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Registered Office:	189 Gresty Road Crewe Cheshire CW2 6EL
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External Auditors:	Beever and Struthers One Express 1 George Leigh Street Manchester M4 5DL
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Bankers:	Barclays Bank plc Crewe Branch 38 Market Street Crewe CW1 2ET
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Principal Solicitors:	Bowcock Cuerden LLP South Cheshire House Manor Road Nantwich Cheshire CW5 5LX
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The Board of Management presents its report and accounts for the Year Ended 31 March 2023.

Our Aims and objectives

YMCA Crewe is a Christian Charity that responds to local need by creatively investing in people's lives in particular young people, and the community through all our projects including Housing and Engagement, Family Support, working with children and our social enterprises which comprises the GLO Café, Room Hire and Property Maintenance Service.

Inspired by our Christian faith and commitment, YMCA Crewe aims to relieve or assist in the relief of people of all ages and in particular young people, who are in conditions of need, hardship, or distress, because of their social, physical, emotional, spiritual, or economic circumstances.

Our Values

- We believe that each person has unique potential and skills to be explored and delivered
- We believe that a 'can do' approach is critical for facilitating change in people's lives
- We believe in the Christian Basis and Mission of the YMCA

Our Vision

We aim to provide better lives and better futures for people and communities by:

- Engaging and supporting children and families, staying connected in the places they live
- Working with the talents of people making transitions to independence
- Beginning the end of homelessness experience by one person at a time

Our Mission

YMCA Crewe is a Christian charity that responds to local need by creatively investing in people's lives and the community through all our projects, including Housing, Support and Engagement, Children, Families and Community Support and Social Enterprise Businesses.

Ensuring our work delivers our aims and objectives

We review our aims, objectives, and activities annually to ensure all our work and activities, and the way they are conducted, are contributing to the achievement of our aims and objectives, i.e., they are serving the needs of people and people who are most vulnerable and at risk of exclusion from mainstream society.

This review looks at what we have undertaken in the previous 12 months and what these undertakings have brought to people. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit; specifically, how planned activities will contribute to the aims and objectives they have set.

Our Activities

The Activities YMCA Crewe can be broken into 4 core areas: Housing, Support and Engagement, Children, Families and Community Support including volunteering and Social Enterprise Businesses.

Housing, Support and Engagement

Housing and Housing Related Support and Engagement activities remain our core service. YMCA Crewe continued to provide Housing and Support to a range of people including people experiencing or at risk of homelessness, care leavers, cared for children, unaccompanied asylum-seeking children, and refugees. Demand has remained high throughout the year; average occupancy was 92%.

Support and Engagement activities we offer is delivered through our Glo Academy funded by Steve Morgan Foundation, Foyer Federation and Profit Share from YMCA England and Wales Charity Shops. Our main accommodation site located on Gresty Road in Crewe, has been carefully designed and provides a critical contribution to ending or preventing homelessness. It consists of 67 single-occupancy units of accommodation, including rooms with ensuite bathrooms and shared kitchens, and self-contained flats.

In addition to the units at Gresty Road, we have continued to provide accommodation and support in 13 flats (16 units) in the community. We are commissioned by Cheshire East Council to provide a Housing Related Support Service (HRS 16+). The service is for Young People aged 16+ who are cared for including unaccompanied asylum-seeking children. Cheshire East Council increased our contracted units under this service this year to 21 (from 19). Five of these units are at our Gresty Road site (two emergency beds and three semi-independent beds) and sixteen (up from fourteen) are in our flats in the community.

We operate on an asset-based, trauma-informed, advantaged thinking, coaching model, underpinned by Psychologically Informed Environments. Each resident had access to a Health and Wellbeing Coach and has a dedicated Housing Coach who works with them on a 1-1 basis. Our team of Housing Coaches work with service users to help them develop the skills required to live a happy, thriving, independent life, as well as the key skills necessary for employability, emotional and mental wellbeing, and healthy living.

YMCA Crewe provided a wide range of additional facilities, including a café; where service users can take up work placement opportunities, an allotment, and a gym. We also ran a wide selection of informal learning and engagement activities such as music, art and craft, construction skills and cooking.

We hosted four student placements in our Accommodation Services, two psychology students and two social work students.

We received funding from the Foyer Federation to fund a new 'Powering Up Youth' project. This funding has enabled us to bring in a new part time staff member, our Youth Advocacy Coach, and to develop a project to increase youth voice and youth leadership throughout the organisation. One focus of this project has been to ensure that young people's voices are heard at every level of the organisation. We have also created a Board Advisory Group made up of young people with lived experience.

We have also received funding from Nationwide to fund a part time Resettlement Coach. The person in this role will support residents as they move out of YMCA Crewe into their own tenancies, for up to 12 months. This is a much-needed role which will help with transition and tenancy sustainment.

We launched a free Resource Pack to High Schools in Cheshire East to educate children and young people on refugee realities, to date 30% of Schools in Cheshire East have requested a copy of the pack. In October 2022 we won Keele University's Breaking the Mould 'Social Inclusion' award and in Feb 2023 we won a Community Engagement Award at the Room for Young People Awards.

Children, Families and Community

In 2022-2023, the Communities Team supported 64 families through our regular activities. We have developed our hub provision on the Sherborne Estate, increasing services, capacity and partnership work in our two community bungalows. We have seen the cost-of-living soar, and this has reflected strongly in our community family sessions at Pebble Brook School and at our West End provisions. Food banks and household support funds have been accessed more widely in communities this year. We have also had successes, primarily with supported parents in gaining employment following strong links with career services. Our children's work has seen the evolution of a homework club, a new youth club working with young people at high risk of antisocial behaviour and a further youth club working with young people that are non-school attenders due to anxiety issues. We have been part of delivering talks in secondary schools for Pledge and have also run promotional stands at Crewe Lifestyle Centre. Some of the highlights from our usual activities are:

- We ran 4 Holiday Villages in August 2022, which were attended by 438 people
- We ran HAF (Holiday activities and food) clubs for children and families throughout Easter, Summer and Christmas
- We delivered toys and supplies to 41 children and 14 families at Christmas
- We took a group of teenagers to YMCA Lakeside for two nights over Easter
- We celebrated the King's Coronation widely in communities
- We ran a joint project with YMCA in Liverpool, The Navigation Team, at our Sherborne Hub
- We ran a joint project with Stapley Grange at both our children and family groups

We have been offered the use of a holiday home next year for the week to take two families, who ordinarily would not have been able to go on holiday, for a few nights each. Impact and preventing homelessness continue to be our priority when working with the community. We aim to provide a safe space for everyone to join us to chat, have fun, engage, share, learn and support each other.

Volunteering Opportunities

In 2022-2023 our voluntary sector has seen a significant increase in numbers. It peaked to 31 active volunteers supporting roles in our café, community work and housing departments. Volunteered hours peaked to 340 a month. Although we promote our volunteering opportunities on our website, word of mouth, particularly from our local partnerships, is still the most successful way of recruiting. Two individuals have gained employment as a result of their volunteering experiences enhancing their CV's. Two ex-residents that were also volunteering with us have moved on to paid work with YMCA Crewe, Glo Café. Volunteers continue to be part of the YMCA family at large and we meet three times a year. It is compulsory that they attend our core training and are given the opportunity to complete any Atlas training to update or improve their skills. We also celebrate our achievements socially by having an evening out together in June and party together at Christmas. Volunteers are well supported on a weekly basis, not only learning new skills but often improving their confidence, communication skills and forming lasting friendships along the way. Schools, local businesses and partners in the community now frequently refer adults and young people to gain volunteering experiences within our organisation because of how well supported they are. Feedback from referring bodies and individuals themselves is always excellent and confirms high levels of impact.

Social Enterprise Businesses

The GLO Café

The Glo Café was developed to provide high impact training and volunteering opportunities in catering and hospitality to local unemployed people as well as generating unrestricted income for our charitable work. GLO stands for growth, life, and opportunities. We have successfully recruited and worked with over 30 young people through the Government Initiative kickstart programme whereby unemployed people are provided with opportunity to kickstart employment, most of whom are now either in full time employment, apprenticeship or in education. We are working with young people from Special Needs schools supported by key Workers. Ex YMCA Crewe residents have gained paid employment in the café. We have engaged with the community as the café becomes a destination for local people to meet up. We are providing buffet service to local businesses and room hire customers.

We have expanded in providing lunch and dinner services to a local nursery with over 20 children Monday to Friday. Current strategy is to increase this provision by two to three nurseries. The café is turned into an evening restaurant first Friday of every month for fund raising dinner party. These events have been successful in engaging with the community and highlighting our work and achievements.

Property Maintenance Service (PMS)

The property maintenance service was created to respond to the needs during the pandemic where high-quality, cost-effective maintenance services with an awareness of the needs of vulnerable tenants could be catered for. We continued to work with local letting agents, private landlords and charities providing high quality property maintenance and repair services. The expansion of this service has been working with Cheshire East Council through the Hospital Discharge initiative, enabling HNS discharge patients into safe and well-maintained homes, thereby freeing beds for new patients. YMCA Crewe through our Property Maintenance inspects, maintains and cleans the property before the homeowner leaves hospital. We are also working with adult services supporting local people experiencing hoarding issues by providing supportive house clearance services. The total social enterprise income generated in 2022/23 financial year was £16,132.

Fundraising

Contracts

YMCA Crewe continued to seek grant and contract funding to deliver high impact work for people in our accommodation and the wider community. YMCA Crewe continued to deliver several grants and contracts throughout the financial year. Our largest contract is with Cheshire East Council, through which we deliver supported accommodation to young people aged

16-17, including care leavers and unaccompanied asylum-seeking children. This contract is valued at around £250,000 per annum. We also began delivery of the Holiday Activities and Food programme, which is funded through a contract with Cheshire East Council, valued at around £21,000 for 18 months. We took on additional grant contracts this year, including a three-year grant through the Foyer Federation to deliver work empowering young people, and another through the Nationwide Community Grants Scheme to deliver move-on work with residents leaving YMCA Crewe. Alongside these grants, we were also signed up as a Connected Community Centre at Gresty Road and a Connected Community Venue at 27 Sherborne Road, through which we have access to around £3,000 to fund free hire of our venue and low-cost group activities.

Several grants and contracts also closed in the financial year, including a three-year grant from Steve Morgan Foundation valued at around £90,000 and a one-year grant from Cheshire Community Foundation valued at £15,000. The work funded by the closed grants or contracts is continuing, having found other ways to deliver it or alternative funding sources.

Corporate and Public Fundraising

We saw an increase in our corporate and public fundraising in this financial year. Additionally, we set up new fundraising initiatives for the local community to participate in.

We ran three fundraising campaigns throughout 2022-2023. First, in May we ran a '3,000 Miles Challenge' to support our work with refugees. Second, in August two staff members and a young volunteer did a sponsored bungee jump. Finally, in December we ran a Christmas fundraising drive for move-on packs for YMCA Crewe residents. Alongside these YMCA Crewe events, schools and churches have also run their own events, for example, a coffee morning. We hope to increase the number of community-run fundraising events in the future.

Our corporate sponsorship also increased this year. We received another donation of £7,000 from the Bathgate Group to fund some of our engagement work, as well as £1,500 from Enterprise towards our work with individuals experiencing homelessness, and around £2,700 from Bowmer & Kirkland to fund a construction skills programme.

As part of our community engagement, we set up a Supporter Group with individuals from one of our Family Drop-Ins at Pebble Brook School. This group had its own treasurer and chair, with YMCA Crewe acting as the legal money handler. Through several events, including a jumble sale and sponsored walk, they were able to raise over £1,000 to fund a trip for a group of families to go on a trip to Chester Zoo in the summer.

Finally, we were successful in securing some small community grants, including £500 from Bentley Motors through the Cheshire Community Foundation, as well as a donation of toys at Christmas time for children we work with in our Communities Department.

Public Benefit

Across all the services detailed above, the charitable activities undertaken by YMCA Crewe clearly advance our charitable purposes for the public benefit. They are demonstrably pursuant to Section 4 of the Charities Act 2006; the board has taken due regard of the guidance and is satisfied that the charity's activities do provide wider the public benefit and is clearly evidenced by positive outcomes of the wide range of the Associations services.

Housing and Support Service	Number of Service Users that moved out in the last annum	Positive Outcomes
Gresty Road: Generic and Foyer Service	63	22 people moved into their own home either through social housing or the private rented sector. 22 people moved in with a partner, family or friend. 9 people moved to other supported accommodation. 1 person moved into student halls at university
Housing Related Support Service (HRS 16+), commissioned by Cheshire East Council	22	13 young people moved out of our emergency accommodation 10 moved into supported accommodation and 3 moved in with family.

		9 people moved out of our supported accommodation, 3 moved into their own tenancy, 5 moved into other supported accommodation and 1 moved in with family.
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Financial Review

As a Registered Social Landlord, YMCA Crewe accounts are prepared based on both the Accounting Direction for private registered providers of social housing issued by the Regulator of Social Housing and the National Housing Federation's Statement of Recommended Practice. Furthermore, YMCA Crewe is a registered limited company and therefore the accounts are in accordance with Companies Act 2006.

The Board of Trustees are satisfied that these accounts reflect the financial position of YMCA Crewe for the year ended 31 March 2023. The income is a blend from rents, contracts, commissioned services, grants, trading income, donation and fundraising events.

The total surplus for the year was £146,199 (2021-2022: £110,769) an increase of 33% on the previous year, reflecting the growth on in all our services.

Principal Funding Sources

Incoming resources generated during the year amounted to £2,147,156 (2021-2022: £1,885,398), an increase of 20% on the previous year, reflecting the growth in all our services but most particularly the increase in units commissioned Housing Related Support and Accommodation for 16 and 17 year olds care leavers and unaccompanied asylum-seeking children. Rental income received in the form of Housing Benefit for provision of rooms for people experiencing homelessness continues to be our major source of income.

The principal contract funding source is our commissioned Housing Related Support and Accommodation for 16 and 17 years olds for the Provision of Housing and support from Cheshire East Council. Moreover, Cheshire East provides an assortment of smaller grants that facilitates further support and engagement programmes and summer holiday projects for children and Families.

Grants from charitable trust, private businesses and donors amounted to £189,000 (2021-2022: £156,000). Children's Clubs and Parenting Groups are funded by combination of local businesses grants and donations.

The Trustees gratefully acknowledge the support of all our donors and funders. About 10% of our income is in the form of grants and donation. Foyer Federation grant funded our Power Up Project for young people. A grant from Bentley Motors, secured through the Cheshire Community Foundation, enabled us to start delivering Mental Health First Aid to our local community and service users, as well as train one member of staff as a Mental Health First Aid Instructor. We secured two grants through Active Cheshire, one of which enabled us to run weekly football sessions for asylum-seekers and unaccompanied asylum-seeking children, while the other contributed to the salary of our Health and Wellbeing Coach. Youth Music grant funded our musicality programme for residents.

Our Social enterprise businesses in the form of Conferencing Facilities, Glo Café and Property Maintenance services generated turnover of £160,000 (2021-2022: £54,000) contribution to surplus was £16,132.

When looking forward, the Trustees are acutely aware of the cost-of-living pressures on our staff and services users, the increasing cost of maintenance and utilities, increasing competition for grants and many demands for Government and Local Authority Funding. The annual budgeting process is a rigorous and seeks to ensure that underlying income drivers are realistic and attainable.

Principal Expenditure Sources

Total expenditure was £2,000,957 (2021-2022 £1,765,475) and increased of primarily due to an extensive refurbishment and replacements of assets and equipment programme, utilities and maintenance cost, commensurate with the increase in come. Staff cost at £1,085,000 remain our main area of expenditure, accounting for 54% of the total expenditure.

Future Directions

There is a need to develop sustainable training and engagement opportunities for young people excluded from mainstream learning and to achieve better transitions from supported housing to independent living for young people. Therefore, YMCA Crewe intends to continue to provide some services that are funded by Cheshire East Council yet simultaneously attract alternative funding streams for our services to develop a balanced financial portfolio. Example projects include new youth provision that focuses on improving aspirations for young people, and work that helps asylum-seekers and refugees to integrate with wider society more smoothly. Whilst our Accommodation Services will continue to be our core business both in terms of our turnover and outlay, the expansion of our social enterprise scheme, GLO, and our communities work illustrate the diversification of our income generation. Furthermore, we are beginning conversations that have the potential to expand our housing support offer into new areas in the county, which will open the door to further opportunities in places where we currently have no presence.

In addition to expanding our GLO programmes, we are beginning to deliver new areas of work. For example, we are running Mental Health First Aid sessions for the community, which we will look deliver in new areas. Alongside this, we are now able to deliver Mental Health First Aid training, which will generate additional income as organisations and individuals book places on our courses. There is an increasing need for accessible mental health provision for people of all ages, but particularly for young people, those who identify as male, the LGBTQI+ community, and young families. Many of our service users fall into one or more of these groups. It is therefore vital that we find a way to respond to this developing need, and providing quality training, and free-to-access services is an obvious way to achieve this. Additionally, funders are particularly interested in funding work that enables this kind of support, as the evidence for the positive impact it can have on communities is increasingly clear. We will seek further funding around improved mental health in the coming year.

Investment Policy

At present the investment policy is to maximise short term, low risk investment opportunities. Against current bank interest levels, this objective has been very difficult to achieve, but the Board is satisfied with the outcome achieved. Having considered other options available, the Trustees consider it to be prudent due to the volatility of markets not to invest in stocks and shares.

The Board is determined to invest in further housing assets on a value for money and affordability basis and options are being considered.

Reserves Policy

The Board have reviewed the Reserves Policy and have recognised the need to establish an appropriate level of reserve to safeguard our contractual obligations and the needs of all the beneficiaries or service users of YMCA Crewe.

The Board have also examined the charity's requirements for reserve in the light of the main risks to the organisation. They are committed to generating sufficient reserves to support current organisational obligations. The following factors were also considered in fixing the levels of reserves:

- Sudden withdrawal or Loss of a major contract such as the Housing Related Support
- Delays in Housing Benefit Payments
- Sudden Significant increases in Operational cost
- The cost of completing any outstanding contracts
- Any Liabilities under Property or other leases, or extended credit agreements
- Providing a financial cushion against risk and future uncertainties
- Sufficient funds available for Trustees to be able to take advantage of changes or opportunities that may arise

YMCA Crewe has a diverse and relatively secure income streams. We have also maintained a comprehensive range of insurance including Business Interruption cover of more than £6,000,000 over any 36 months period.

Free Reserves are represented by unrestricted funds (including designated Funds). Bearing in mind the consideration given above, it has been resolved that there should be a target of unallocated Free Reserve in the range of £300,000 to £500,000. the Board of Trustees have established a Reserves Policy that is reviewed annually to ensure that the appropriate levels are maintained.

Value for Money

YMCA Crewe has a responsibility to demonstrate that we are delivering good value for money to our residents and our stakeholders. We have developed a Value for Money policy which is compliant to HCA guidance. We aim at getting maximum benefit for the resources we have available and getting the balance right between cost and quality.

Our Value for Money policy is embedded in all areas of our operations/activities. This includes maximising income from all sources and the appropriate tendering of key contracts and giving back the savings achieved to our residents in the form of creative engagement programs.

Value for Money Achievements in the past 12 months

Our Value for Money achievements is a mixture of cash savings and quality enhancements at nil additional cost. In total, they mark a significant progress in identifying opportunities for driving value and capturing the outcomes and benefits to prove their worth.

- The GLO Bank Scheme gives tenants the opportunity to apply for a personal investment in their own life goals.
- Residents have access to work placements and training in all social enterprise businesses.
- All tenants who are successful in getting employment are supported with a bursary depending on earnings.
- Rent Payment incentive for residents workers.
- Our Engagement offer is in addition to housing support to benefit our client without additional charges.
- Free laundry facilities to all tenants
- Investment in 24 hours Wi-Fi in all bedrooms and Computers and laptops available to tenants
- Christmas and Easter gifts to every tenants
- Investment in snooker table and gaming facilities
- Start-up packs for new tenants including toiletries and cutlery.
- Partner agencies deliver sessions that add value such as sexual health, substance misuse, job centre and community paramedics.
- Free onsite Gym is open to all tenants.
- Investments in apprenticeship scheme
- We offer residents 1-1 counselling sessions free of charge.
- Tenants are encouraged to participate in local community events.
- Savings in all areas of our operation through improved maintenance procurements
- Continued year on Year savings on utilities, insurance, and service contracts
- Investments in IT to improve staff effectiveness and flexible working from home.
- Delivery of Tenancy Health Checks to proactively engage with tenants and identify property or personal issues at an early stage to sustain tenancy.
- Incentives to tenants in the form of food parcels for prompt payment of rent has reduced the amount of debt significantly.
- A robust maintenance system has significantly reduced the level of void
- Continued Year on Year investments in our properties and equipment

YMCA Crewe's continued deliverance of Value for Money is further detailed via seven standards recommended by the Regulator of Social Housing.

Metric Summary

In addition to the current Value for Money metrics, the figures for both the preceding and succeeding financial years have been provided, alongside a breakdown of the 2021-2022 metrics. Moreover, to provide a comparison against a commensurate social housing provider, the 2021-2022 Value for Money metrics for YMCA St Helens, with their kind permission, have also been tabulated alongside.

	YMCA Crewe				YMCA St Helens
	2021-22 Actual	2022-2023		2023-24 Target	2022-2023
		Target	Actual		
Re-Investment	3.88%	5.41%	0.00%	5.26%	2.51%
New Supply delivered - social housing	6.49%	6.49%	0.00%	3.75%	0.0%
New Supply delivered - non-social housing	0.00%	0.00%	0.00%	0.00%	0.0%
Gearing	-8.33%	-2.43%	-11.90%	-4.98%	-3.49%
EBITDA-MRI Interest Cover	2,468.8%	1,627.25%	5,635.51%	1,201.68%	1,068.36%
Headline social housing cost per unit	£11,488	£15,882	£12,956	£13,456	£11,012
Operating margin (social housing units)	13.68%	9.07%	12.84%	13.07%	16.93%
Operating margin (overall)	5.4%	3.12%	6.75%	6.12%	6.96%
Return of capital employed (ROCE)	1.73%	1%	2.39%	2.72%	1.66%

Metric 1: Reinvestment %

Designed to measure Cost Chain Efficiency, this metric compares the investment within existing and new properties as a percentage of the total property value.

+	Development of New Properties	£	-
+	Newly Built Properties Acquired	£	-
+	Works to Existing (Total Housing Properties)	£	-
+	Capitalised Interest (Total Housing Properties)	£	-
+	Schemes Completed (Total Housing Properties)	£	-
<i>Divided by</i>			
	Tangible Fixed Assets: Housing Properties at Cost (Current)	£	5,247,555
	Tangible Fixed Assets: Housing Properties at Valuation (Current)		
Reinvestment %			0.00%

Metric 2: New Supply Delivered %

This metric, which measures Cost Chain Effectiveness, records the number of new housing units acquired or developed within the prior twelve months as a percentage of the total number of housing units owned at year end. This metric is reported as two ratios, recording Social Housing Units and Non-Social Housing Units respectively.

A: Social Housing %	
Total No. Units Developed or Acquired in Year	0
Divided by	
+ 189 Gresty Road	67
+ 186 Holland Street	2
+ 102 Minshull New Road	2
+ 14 Broad Street	2
+ 20 Broad Street	2
+ 116 Lord Street	2
Total Units Owned at Period End	77
New Supply Delivered %	0.00%

B: Non-Social Housing %	
Total No. Units Developed or Acquired in Year	0
Total Units Owned at Period End	
0	
New Supply Delivered %	0%

Metric 3: Gearing %

Functioning as a measurement of Cost Chain Efficiency, this metric considers the proportion of adjusted assets comprising debt; thus, determining the degree of dependence on debt finance.

+ Short Term Loans		£	-
+ Long-Term Loans		£	61,433
- Cash and Cash Equivalents		£	706,763
+ Amounts Owed to Group Undertakings		£	-
+ Finance Lease Obligations		£	20,940
<i>Divided by</i>			
Tangible Fixed Assets: Housing Properties at Cost (Current)		£	5,247,554
Tangible Fixed Assets: Housing Properties at Valuation (Current)			
Gearing %		-11.90%	

Metric 4: Earnings Before Interest, Tax, Depreciation, Amortisation, Major Repairs Included (EBITDA MRI)
Interest Cover %

An additional measurement of Cost Chain Efficiency, the EBITDA MRI is a key comparator of generated surplus against payable interest whilst avoiding any distortion resultant from depreciation charges.

+	Operating Surplus (Overall)	£ 146,199
-	Gain on Fixed Asset Disposal (Housing Properties)	£ -
-	Amortised Government Grant	£ 139,664
-	Government Grants Taken to Income	£ -
+	Interest Receivable	£ -
-	Capitalised Major Repairs Expenditure for Period	£ -
+	Total Depreciation Charge for Period	£ 216,372
<i>Divided by</i>		
	Interest Capitalised	£ -
+	Interest Payable and Financing Costs	£ 3,934
EBITDA MRI Interest Cover %		5,635.15%

Metric 5: Headline Social Housing Cost Per Unit

This metric measures Cost Chain Economy by assessing the cost of headline social housing per unit owned and/or managed by YMCA Crewe.

+	Operating Expenditure from Social Housing Lettings	£ 1,263,970
-	Depreciation Charge – Housing Properties	£ 162,677
-	Bad Debts	£ 25,903
<i>Divided by</i>		
+	189 Gresty Road	67
+	186 Holland Street	2
+	102 Minshull New Road	2
+	14 Broad Street	2
+	20 Broad Street	2
+	116 Lord Street	2
+	140 A Rolls Avenue	1
+	142 Rolls Avenue	2
+	140 Rolls Avenue	3
	Total Social Housing Units Owned/Managed at Period End	83
Headline Social Housing Cost Per Unit		£ 12,956

Metric 6: Operating Margin %

A demonstrable mechanism of Cost Chain Efficiency, this metric determines the profitability of operating assets as a percentage of annual turnover for both the overall operating assets and any assets associated with social housing lettings.

A: Social Housing Lettings Only		B: Overall	
Operating Surplus	£ 186,195	Operating Surplus	£ 146,199
		- Gain on Disposal of Fixed Assets (Housing Properties)	£ -
Divided by		Divided by	
Turnover	£ 1,450,165	Turnover	£ 2,147,156
Operating Margin %	12.84%	Operating Margin %	6.80%

Metric 7: Return on Capital Employed (ROCE) %

A comparator of operating surplus against total assets, less current liabilities, is a common commercial measure of Cost Chain Efficiency.

+	Operating Surplus	£ 146,199
	Share of Operating Surplus in Joint Ventures of Associates	£ -
Divided by	Total Assets Less Current Liabilities	£ 6,064,763
ROCE %		2.41%

Statement of Compliance with Regulatory Standards

Principal risks and material uncertainties affecting YMCA Crewe are its Pension Obligations and the uncertain nature of its funding streams. The Board considers annually and on a rolling basis a three-year strategic plan which YMCA Crewe progressively implements.

The Board receives bimonthly reports from the Chief Executive Officer and the senior leadership team which sets out the risks, risk management plans and tolerances for the business.

The strategic plan includes a robust assessment of the principal risks facing YMCA Crewe, including those that would threaten its business and financial model, future performance, solvency, or liquidity. The Directors believe that YMCA Crewe is well placed to manage its business risks successfully, having considered the current economic outlook.

Accordingly, the Board believes that, considering YMCA Crewe's current position, and subject to the principal risks faced by the business, YMCA Crewe will be able to continue in operation and to meet its liabilities as they fall due for the period up to 31st March 2022.

Directors have a reasonable expectation that YMCA Crewe has adequate resources to continue its operational existence for the foreseeable future and for a period of at least twelve months from the date of this report.

The Board confirms that the Association has maintained compliance with the Regulator of Social Housing Governance and Viability Standard.

Self-Assessment of the Code of Governance of the National Housing Federation

YMCA Crewe maintains compliance with the code of governance of the National Housing Federation, thereby ensuring the effectiveness and excellence of the board of trustees. Examples of this include:

- All policies and procedures regarding governance are readily available to all staff and board members.
- The board of directors at YMCA Crewe comprises nine members; eight non-executive trustees, including a chair who is responsible for the leadership of the board, and the Chief Executive Officer. In the last year, six trustees have been recruited including a new chair. Each trustee has undertaken a skills audit, safeguarding and Prevent training. Trustees have also had the opportunity to attend the annual Board/Trustee development training day.
- The Head of Corporate and Community Services advises the board on compliance with our mission, vision and values and any and all statutory requirements.
- The Big Welcome Pack and Trustee handbook provides the history of the YMCA Crewe including strategy, cultural ethos and mission, vision and values of the organisation.
- All board meetings and committee meetings are fully minuted and based on full agendas with advance documentation provided to all trustees. All committees, including the board have formal terms of reference to ensure transparent and effectiveness
- The organisation's CEO has a clear understanding of their legal responsibilities, authority and relationship with the board, outlined in their signed contract of employment. The performance and remuneration of the Chief Executive Officer is appraised annually by a panel composed of non-executive trustees.
- The board maintains high standards of probity and conduct especially pertaining to conflicts of interest and acceptance of hospitality. As per organisational policy, all senior staff and trustees must declare any interests, interested board members may not discuss nor vote on decisions regarding their interest.

Future Activities

Building on the success of previous strategies, the Board, SLT and Team Leaders, have taken the opportunity to look to the future and be bold in our thinking to inform our strategic priorities for the next five years 2022-2027.

FIVE strategic goals were identified, the 'what', for YMCA Crewe over the next 5 years: 1. Expand our Reach 2. Expand our Housing Services 3. Build Community 4. Grow our People 5. Diversify Income.

Our Strategic Goals

Each of the strategic goals that makes up our vision clearly contributes to what YMCA Crewe can achieve.

Expand our Reach In both geography and services we offer. From expanding geographically, to adding a range of mental health services to support our people, our volunteers, and our residents.

Expand our Housing Services Whilst maintaining our high-quality accommodation we will increase our housing stock, through partnerships, relationships with private landlords and creative solutions. We will expand the range of Housing and Welfare Services we offer to residents, landlords and authorities, becoming a respected service provider. We will evaluate a longer-term expansion into high need housing and rent to buy.

Build Community At the heart of the YMCA is a community, whether it is those who use our spaces and services, our residents, our people, or our volunteers. We believe that connection to community is important, especially for families and those with children.

Grow our People Investing in growing our people, our staff, our volunteers, and our residents, enables better lives and better futures. It empowers the transition to independence which is at the core of what we do.

Diversify our Income Broad based income streams reduce the risk and enable a greater level of investment in the services we offer. Our social enterprises and partnerships expand our reach and create the financial security and stability to continue our work.

Structure, Governance and Management**Governing Document**

The organisation is a charitable company limited by guarantee, Registered Charity No 1030782, Company No 2875065.

The company was established under a Memorandum of Association which established the objects and powers of the company and is governed under its Articles of Association.

Structure

YMCA Crewe has a Board of Directors. They meet every two months and are responsible for setting strategic direction and policy in accordance with its aims and objectives and monitoring progress towards their achievement.

There are two subgroups that oversee work in critical areas, the Finance and Audit Committee chaired by the Treasurer and the Safeguarding Panel chaired by the Board Safeguarding Link Director. The Board of Directors nominates individuals as Link Directors for its range of operations, including finance, HR, safeguarding, training and engagement, communities and families and service users. Link Directors meet regularly with the appropriate members of the management team and with users of its services to discuss current issues and concerns.

Day to day responsibility for the provision of the services rests with the Chief Executive Officer along with the senior leadership team. The Chief Executive Officer is responsible for ensuring that the charity delivers its aims and objectives.

The Head of Corporate and Community Services manages the fundraising, communications, volunteer and communities teams and has responsibility for HR. She also acts as Company Secretary and supports the Board of Trustees with governance.

The Head of Housing and Support Services is responsible for the delivery of high-quality housing, support, and engagement services. They are part of the Senior Leadership Team working towards achieving the vision and strategy agreed by the Board of Directors and they provide excellent leadership and support to Team Leaders and service delivery staff.

The Head of Finance and business services is responsible for the maintenance of effective financial control and compliance across the organisation, providing accurate and timely management information to support strategic decision making.

Composition of the Board of Directors

At the end of the financial year, the Board of Directors had 8 members. The Chief Executive Officer also sits on the Board but has no voting rights. Board meetings are usually attended by senior managers.

The directors of the company are also charity trustees for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, a director is elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

The directors are from a variety of professional backgrounds relevant to the work of the organisation. The traditional business and voluntary sector skills are well represented on the Board of Directors. In an effort to maintain this broad skill mix, members of the Board of Directors are requested to provide a list of their skills and in the event of skills being lost due to retirements or a skills gap being identified, individuals are approached to offer themselves for election to the Board of Directors. The skills base of the Board and the relevance for the needs of the organisation is under constant review.

All the directors give their time voluntarily and received no benefits from the charity. Any expenses reclaimed from the Charity are set out in Note 7 to the accounts.

Risk Management

YMCA Crewe has reviewed its risk reporting to trustees within the year seeking the assistance of new trustees with specific working expertise of operational risk systems to update our ongoing risk framework. The aim of the framework is to identify and assess risks as far as its reasonable, take steps to mitigate those risks wherever possible, and ensure that a suitable plan is in place to review and monitor risks on an ongoing basis.

For each of the following areas a risk assessment has been undertaken to identify the main area of risk which could affect the organisation.

- Governance
- Operations
- Finance and Business
- Environmental or External Factors (such as public opinion or relationship with funders)
- The charity's compliance with law or regulation

YMCA Crewe acknowledges that the responsibility for the management and control of the organisation lies with the trustees. It is however the responsibilities of the Senior Management Team to ensure each department is equipped with the resources to carry out all the necessary tasks which then can be reviewed by the board of trustees. Departmental policies and procedure are in place to identify, assess risk, evaluate action required and ensure consistent monitoring of the risk.

Other Parties

As a recipient of public funds, YMCA Crewe recognises the importance in its governance and management of working in partnership with local and national Government departments to deliver its aims and objectives. At a local level, our services are informed by local strategies for homelessness developed and commissioned by Cheshire East Council.

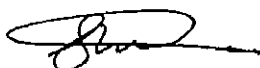
Statement of Board Members' Responsibilities

The members of the Board are required by legislation concerning Registered Providers to prepare accounts for each financial year, which give a true and fair view of the state of affairs of the Association as at the end of the financial year and of the surplus and expenses of the Association for that period.

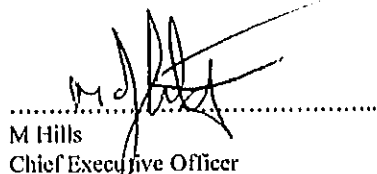
In preparing the accounts appropriate accounting policies have been used and applied consistently, reasonable, and prudent judgements and estimates have been made and the accounts have been prepared on a going concern basis.

The members of the Board are responsible for maintaining adequate accounting records, for safeguarding the assets of the Association and for taking reasonable steps for preventing and detecting fraud and other irregularities.

The Board Members holding office at the date of this report confirm that, so far as they are each aware, there is no relevant audit information of which the company's auditors are unaware; and each member has taken all the steps that they ought to have taken as a member to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.



.....
On behalf of the members of the Board



.....
M Hills
Chief Executive Officer

Dated: 05/10/2023

Statement of Corporate Governance and Internal Controls for the Year Ended 31 March 2023

Corporate Governance

During the period the Board complied in all material respects with the elements of the Code of Governance issued by the National Housing Federation that are relevant and can be practically implemented given the size and nature of this organisation.

Internal Controls

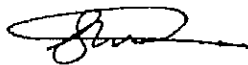
There is no regulatory requirement for the Board to publish a statement on internal controls assurance, but it has decided to do so.

The Board acknowledges its responsibility for the establishment and maintenance of the system of internal controls and for reviewing its effectiveness mindful of the objectives of, and risks facing the Association.

The Board has conducted its annual review of the effectiveness of the system of internal control, which is designed to provide reasonable, not absolute, assurance.

The Board confirms that there are ongoing processes for maintaining sound systems of internal control and for managing significant risks. These processes have been in place throughout the year under review and they are regularly reviewed by the Board.

The Statement of Corporate Governance and Internal Controls was approved by the Board on 3rd October 2023 and signed on its behalf by:



.....
S Ward – Chair

Date:05/10/23

Independent Auditor's Report to the Members of Crewe YMCA Limited**Opinion**

We have audited the financial statements of Crewe YMCA Limited (the 'Association') for the year ended 31 March 2023 which comprise the Statement of Comprehensive Income and retained earnings, the Statement of Financial Position, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Independent Auditor's Report to the Members of Crewe YMCA Limited (continued)**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities set out on page 14, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws, regulations and guidance that affect the Company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Board have in place, where necessary, to ensure compliance.

Independent Auditor's Report to the Members of Crewe YMCA Limited (continued)

- We gained an understanding of the controls that the Board have in place to prevent and detect fraud. We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing recognising the regulated nature of the Company's activities.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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.



Richard Graham ACA (Senior Statutory Auditor)

For and on behalf of
Beever and Struthers
Statutory Auditor
One Express
1 George Leigh Street
Manchester
M4 5DL

Date: 1/12/2023

**Statement of Comprehensive Income and Retained Earnings
For the Year Ended 31 March 2023**

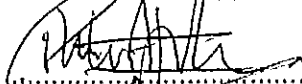
	Notes	2023 £	2022 £
Turnover	2	2,147,156	1,885,398
Operating expenditure	2	<u>(1,997,023)</u>	<u>(1,765,475)</u>
Operating surplus		150,133	119,923
Interest payable and financing costs	4	<u>(3,934)</u>	<u>(9,154)</u>
Total surplus for the year and total comprehensive income	7	<u>146,199</u>	<u>110,769</u>
Retained earnings at the start of the year		<u>1,084,397</u>	<u>973,628</u>
Retained earnings at the end of the year		<u>1,230,596</u>	<u>1,084,397</u>

The notes on pages 23 to 32 form an integral part of these financial statements.

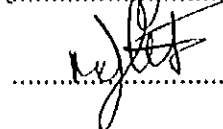
The financial statements on pages 20 to 32 were approved and authorised for issue by the Board of Management on 3rd Oct 2023 and were signed on its behalf by:



Ms S Ward – Chair



Mr P Pletcher – Treasurer



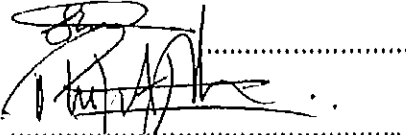
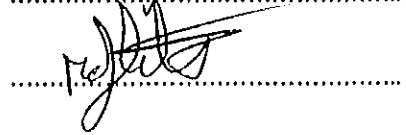
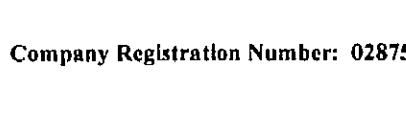
Mr M Hills – Chief Executive Officer

Statement of Financial Position
As at 31 March 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Tangible fixed assets	9		5,408,638		5,593,896
Current assets					
Debtors	10	68,910		76,878	
Cash at bank and in hand		<u>706,765</u>		<u>518,057</u>	
		775,675		594,935	
Creditors:					
Amounts falling due within one year	11	<u>(297,431)</u>		<u>(295,273)</u>	
Net current assets			478,244		299,662
			<u>5,886,882</u>		<u>5,893,558</u>
Creditors:					
Amounts falling due after one year	12		<u>(4,656,286)</u>		<u>(4,809,161)</u>
Net assets			<u>1,230,596</u>		<u>1,084,397</u>
Capital and reserves					
Income and expenditure reserve	15		<u>1,230,596</u>		<u>1,084,397</u>

The notes on pages 23 to 32 form an integral part of these financial statements.

The financial statements on pages 20 to 32 were approved and authorised for issue by the Board of Management on 2nd Oct 2023 and were signed on its behalf by:

 *Ms S Ward – Chair*
 *Mr P Pitcher – Treasurer*
 *Mr M Hills – Chief Executive Officer*

Company Registration Number: 02875065

Statement of Cash Flows
For the Year Ended 31 March 2023

	2023 £	2022 £
Net cash generated from operating activities (see note below)	223,758	123,937
Cash flow from investing activities		
Purchase of tangible fixed assets	<u>(31,116)</u>	<u>(319,013)</u>
	(31,116)	(319,013)
Cash flow from financing activities		
Interest paid	(3,934)	(2,918)
Repayment of borrowings	<u>-</u>	<u>(6,258)</u>
	(3,934)	(9,176)
Net change in cash and cash equivalents	188,708	(204,252)
Cash and cash equivalents at beginning of the year	<u>518,057</u>	<u>722,309</u>
Cash and cash equivalents at end of the year	<u><u>706,765</u></u>	<u><u>518,057</u></u>

Cash flow from operating activities	2023 £	2022 £
Surplus for the year	146,199	110,769
Adjustments for non-cash items:		
Depreciation of housing properties	162,677	164,774
Depreciation of other fixed assets	53,697	61,222
Amortisation of Government grants	(139,664)	(139,664)
Decrease in trade and other debtors	7,968	4,388
Increase in trade and other creditors	(11,053)	(86,706)
Adjustment for investing or financing activities:		
Interest payable	<u>3,934</u>	<u>9,154</u>
	<u><u>223,758</u></u>	<u><u>123,937</u></u>

The notes on pages 23 to 32 form an integral part of these financial statements.

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

Legal Status

Crewe YMCA Limited is a company limited by guarantee incorporated in England and a registered charity. The address of its registered office is 189 Gresty Road, Crewe, Cheshire, CW2 6EL.

1. Principal Accounting Policies

Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018.

The financial statements comply with the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. The accounts are prepared on the historical cost basis of accounting and are presented in sterling £.

These financial statements have been prepared in compliance with FRS 102, The Financial Reporting Standard applicable in the UK and the Republic of Ireland.

The Association meets the definition of a public benefit entity (PBE).

Going Concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The trustees have reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The review of financial position, reserves levels and future plans gives Trustees confidence the charity remains a going concern for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Significant judgements

The judgements (apart from those involving estimations) that management has made in the process of applying the Association's accounting policies and that have the most significant effect on the amounts recognised in the financial statements are as follows:

- Determination of whether there are indicators of impairment of the Association's tangible fixed assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset.
- Determination of recoverability of trade debtors. A specific provision is made against certain debts where in the opinion of the Board the debt is not fully recoverable.
- Categorisation of housing properties. In determining the categorisation of housing properties the Association has considered the intended use of the assets. The Association considers that all properties are held for social benefit and therefore no properties are categorised as investment properties.

Notes to the Financial Statements
For the Year Ended 31 March 2023

1. Principal Accounting Policies (continued)

Other key sources of estimation uncertainty

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome. The key assumptions and other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

- Housing properties and other tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors.
- Recoverability of trade debtors. A specific provision is made against certain debts where in the opinion of the Board the debt is not considered to be fully recoverable.
- Impairment of non-financial assets. Reviews for impairment of housing properties are carried out when a trigger has occurred and any impairment loss in a cash generating unit is recognised by a charge to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified. The Association has assessed that Covid-19 is not considered a trigger for an impairment review due to the lack of voids, the high demand for properties and the level of rents being obtained. No impairment in the year is necessary.

Revenue Recognition

Turnover represents rental income receivable, amortised capital grant, revenue grants from local authorities and Homes England. All income is recognised on a receivable basis.

Rental income is recognised when the property is available for let, net of voids. Income from property sales is recognised on legal completion. Supporting People Income is recognised under the contractual arrangements. No turnover relates to sales of housing accommodation during the year ended 31 March 2023.

Supporting People Income

Supporting People (SP) contract income received from Administering Authorities is accounted for as SP income in notes 2 and 3. The related support costs are matched against the income in note 2.

Grants

(i) Social Housing Grants

Social housing grants are deferred and released in line with the expected useful life of the asset to which they relate.

(ii) Other Grants

Capital based grants and revenue based grants are credited to the income and expenditure account as they are received.

Fixed assets – housing land and buildings (note 9)

Housing properties included in fixed assets are stated at cost with only actual costs incurred in the acquisition, construction and improvement of housing properties being capitalised.

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

1. Principal Accounting Policies (continued)

Depreciation

Tangible fixed assets are stated at cost, less accumulated depreciation and impairment losses.

Freehold land is not depreciated.

Where a housing property comprises two or more major components with substantially different useful economic lives (UELs), each component is accounted for separately and depreciated over its individual useful economic life. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

The Association depreciates freehold housing properties by component on a straight-line basis over the estimated useful economic lives of the component categories.

Useful economic lives for identified components are as follows:

	Years
Structure	50 – 70
Boiler	15
Electrical	25 – 40
Kitchens and Bathrooms	5 – 20
Windows	20 – 30
Roofs	15 – 70
Lift	20

Depreciation is charged on other tangible fixed assets on a reducing balance basis over the expected economic useful lives which are as follows:

	%
Hostel and Recreational	25
Motor Vehicles	25
Computer Equipment	25
Gym Equipment	25

Impairment

Reviews for impairment of housing properties are carried out when a trigger has occurred and any impairment loss in a cash generating unit is recognised by a charge to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified.

The Association has assessed that no trigger for an impairment review has occurred

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

1. Principal Accounting Policies (continued)

Pension

Crewe YMCA Limited participated in a multi-employer defined benefit pension plan for employees of YMCAs in England, Scotland and Wales which was closed to new members and accruals on 30 April 2007. Due to insufficient information, the plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to Crewe YMCA Limited.

As described in note 13, Crewe YMCA Limited has a contractual obligation to make pension deficit payments of £47,662 per annum over a period to April 2029, accordingly this is shown as a liability in notes 11 and 12 to these accounts. In addition, Crewe YMCA Limited is required to contribute £38,954 per annum and £8,708 per annum to the operating expenses and an investment charge of the Pension Plan respectively and these costs are charged to the Statement of Comprehensive Income as made.

Taxation

The Association is a registered charity and is therefore not liable to taxation.

Financial instruments

The Association only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities.

Cash and cash equivalents

Cash and cash equivalents consist of cash at bank and in hand and short term deposits with an original maturity of less than three months, net of outstanding bank overdrafts.

Debtors

Amounts owed within one year are measured at the undiscounted amount of the cash or other consideration expected to be received.

Creditors

Creditors due within one year are measured at the undiscounted amount of the cash or other consideration expected to be paid. The Association does not enter into any agreements to defer payment over one year.

Leasing

Rentals payable under operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the lease term.

Value added tax

The Association charges value added tax (VAT) on room hire income and does not recover VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by the Association and not recoverable from HMRC. The balance of VAT payable or recoverable at year end is included as a current asset or liability.

Notes to the Financial Statements
For the Year Ended 31 March 2023

2. Social Housing turnover and expenditure

		2023			2022		
	Notes	Turnover £	Operating Expenditure £	Surplus/ (Deficit) £	Turnover £	Operating Expenditure £	Surplus/ (Deficit) £
Turnover and expenditure from lettings							
Special needs accommodation	3	1,631,879	(1,505,990)	125,889	1,297,719	(1,101,994)	195,725
Other turnover and expenditure							
CJRS Income		-	-	-	5,684	(7,626)	(1,942)
Other income		515,277	(494,967)	20,310	581,995	(665,209)	(83,214)
		<u>2,147,156</u>	<u>(2,000,957)</u>	<u>146,199</u>	<u>1,885,398</u>	<u>(1,774,829)</u>	<u>110,769</u>

3. Turnover from lettings

	2023 £	2022 £
Rents receivable net of voids	2,007,492	1,158,055
Amortisation of government grants	<u>139,664</u>	<u>139,664</u>
	<u>2,147,156</u>	<u>1,297,719</u>
Rent losses from voids	<u>-</u>	<u>(65)</u>

4. Interest payable and similar charges

	2023 £	2022 £
On bank loans payable wholly or partly in more than five years by instalments	3,934	2,918
Unwinding of YMCA pension liability discount	-	6,236
	<u>3,934</u>	<u>9,154</u>

Notes to the Financial Statements
For the Year Ended 31 March 2023

5. Staff

	2023 Number	2022 Number
The average number of persons employed during the year including the Chief Executive Officer expressed in full time equivalents was (based on a 40 hour week):	<u>28</u>	<u>34</u>
	2023 £	2022 £
Staff costs for the above		
Wages and salaries	925,011	856,027
Social security costs	79,714	65,348
Other pension costs	<u>29,155</u>	<u>19,498</u>
	<u>1,033,880</u>	<u>940,873</u>

One full time equivalent staff was paid remuneration of over £60,000 (2022: none).

6. Directors' emoluments and key management personnel

	2023 £	2022 £
Total key management personnel remuneration		
Emoluments	64,146	57,120
Employer's pension contributions	2,488	1,714
Employers national insurance contributions	<u>7,788</u>	<u>6,524</u>
	<u>74,422</u>	<u>65,358</u>
The emoluments paid to the highest paid Director (Chief Executive) (excluding pension contributions)	<u>64,146</u>	<u>57,120</u>

Key management personnel are defined as members of the Board of Trustees and the Chief Executive.

The Chief Executive is an ordinary member of the pension scheme. No enhanced or special terms apply. There are no additional pension arrangements. A contribution of £2,488 (2022: £1,504) was made by the Association in addition to the personal contributions of the Chief Executive.

No emoluments were paid during the year to any member of the Board of Trustees (2022: £Nil).

The Board of Trustees did not receive any expenses to reimburse for travelling costs incurred on behalf of the Association (2022: £Nil).

7. Surplus on ordinary activities

Surplus on ordinary activities is stated after charging/(crediting):

	2023 £	2022 £
Auditors remuneration (excluding VAT)	9,500	8,248
Operating lease charges	1,800	5,955
Depreciation of housing properties	162,677	164,774
Depreciation of other fixed assets	53,697	61,222
Amortisation of government grants	<u>(139,664)</u>	<u>(139,664)</u>

8. Taxation

The Association is a registered charity and is exempt from taxation on its charitable activities.

Notes to the Financial Statements
For the Year Ended 31 March 2023

9. Tangible fixed assets

	Housing Properties £	Computer Equipment £	Hostel Fixtures and Fittings £	Motor Vehicles £	Gym Equipment £	Total fixed assets £
Cost						
At 1 April 2022	7,353,610	279,389	540,299	38,432	50,466	8,262,195
Additions	-	5,109	22,307	3,700	-	31,116
At 31 March 2023	<u>7,353,610</u>	<u>284,498</u>	<u>562,606</u>	<u>42,132</u>	<u>50,466</u>	<u>8,293,311</u>
Depreciation						
At 1 April 2022	1,943,378	221,423	436,082	30,453	36,964	2,668,299
Charge for year	162,677	15,768	31,631	2,920	3,378	216,374
At 31 March 2023	<u>2,106,055</u>	<u>237,191</u>	<u>467,713</u>	<u>33,373</u>	<u>40,340</u>	<u>2,884,673</u>
Net book value						
At 31 March 2023	<u>5,247,555</u>	<u>47,307</u>	<u>94,893</u>	<u>8,759</u>	<u>10,126</u>	<u>5,408,638</u>
At 31 March 2022	<u>5,410,232</u>	<u>57,966</u>	<u>104,217</u>	<u>7,979</u>	<u>11,361</u>	<u>5,593,896</u>

	2023 £	2022 £
Housing properties comprises:		
Freehold land and buildings	<u>5,247,555</u>	<u>5,410,232</u>

10. Debtors

	2023 £	2022 £
Rent arrears	111,798	104,440
Provision for bad debts	(57,526)	(31,623)
Net rent arrears	54,272	72,817
Prepayments and accrued income	14,638	4,061
	<u>68,910</u>	<u>76,878</u>

11. Creditors:

Amounts falling due within one year:

	2023 £	2022 £
Bank loan	6,117	6,117
Trade creditors	1,819	5,706
Rents in advance	7,581	14,324
Social security and other taxes	26,243	19,086
Accruals and deferred income	84,945	78,382
Pension agreement plan (note 13)	31,062	31,994
Deferred capital grant (note 14)	139,664	139,664
	<u>297,431</u>	<u>295,273</u>

Notes to the Financial Statements
For the Year Ended 31 March 2023

12. Creditors:

Amounts falling due after more than one year:

	2023 £	2022 £
Bank loan	55,316	60,774
Pension agreement plan (note 13)	165,567	173,320
Deferred capital grant (note 14)	<u>4,435,403</u>	<u>4,575,067</u>
	<u>4,656,286</u>	<u>4,809,161</u>

The bank loan of £61,433 (2022: £66,891) included in creditors due in less than one year and due in more than one year is secured by a first charge on properties owned by the YMCA and is repayable in monthly instalments of £781 over the next eleven years. Included within bank loans is £36,091 (2022: £33,082) which is due for repayment after more than five years from the Statement of Financial Position date.

13. Pension obligations

Crewe YMCA Limited participated in a contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCAs in England, Scotland and Wales. The assets of the YMCA Pension Plan are held separately from those of Crewe YMCA Limited and at the year end these were invested in the Mercer Dynamic De-risking Solution, 63% matching portfolio and 37% in the growth portfolio and Schroder (property units only).

The most recent completed three year valuation was as at 1 May 2020. The assumptions used which have the most significant effect on the results of the valuation are those relating to the assumed rates of return on assets held before and after retirement of 2.59% and 1.09% respectively, the increase in pensions in payment of 2.99% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.0 years, female 24.4 years, and 23.7 years for a male pensioner, female 26.1 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £146.1m. This represented 79% of the benefits that had accrued to members.

The pension plan was closed to new members and future service accrual with effect from 30 April 2007. With the removal of the salary linkage for benefits, all employed deferred members became deferred members as from 1 May 2011.

The valuation prepared as at 1 May 2020 showed that the YMCA Pension Plan had a deficit of £39 million. Crewe YMCA Limited has been advised that it will need to make monthly contributions of £3,972 from 1 May 2022. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. Agreed future deficit contributions have been discounted using a rate of 3%. (2022:3%.) The current recovery period is 7 years commencing 1 May 2022.

	Within one year	Repayable			After more than one year	Total 2023	Total 2022
		One to two years	Two to five years	After five years			
As at 31 March 2023	<u>31,062</u>	<u>32,954</u>	<u>98,862</u>	<u>33,750</u>	<u>165,567</u>	<u>196,629</u>	
As at 31 March 2022	<u>31,994</u>	<u>31,062</u>	<u>87,864</u>	<u>54,393</u>	<u>173,319</u>		<u>205,314</u>

In addition, Crewe YMCA Limited may have over time liabilities in the event of the non-payment by other participating YMCAs of their share of the YMCA Pension Plan's deficit. It is not possible currently to quantify the potential amount that Crewe YMCA Limited may be called upon to pay in the future.

Notes to the Financial Statements
For the Year Ended 31 March 2023

14. Deferred capital grant

	2023 £	2022 £
As at 1 April	4,714,731	4,854,395
Released to income in the year	(139,664)	(139,664)
As at 31 March	<u>4,575,067</u>	<u>4,714,731</u>
	2023 £	2022 £
Due within one year	139,664	139,664
Due within two to five years	418,992	558,656
Due in over five years	<u>4,016,411</u>	<u>4,016,411</u>
	<u>4,575,067</u>	<u>4,714,731</u>

15. Reserves

Income and expenditure account – This reserve records retained earnings and accumulated losses.

16. Capital commitments

Capital commitments at 31 March 2023 were £Nil (2022: £Nil).

17. Financial commitments

The Association holds office equipment under non-cancellable operating leases. At the end of the year the Association had commitments of total future minimum lease payments as follows:-

	2023 £	2022 £
Expiring:		
Not later than one year	450	900
Later than one year and not later than five years	-	-
	<u>450</u>	<u>900</u>

18. Units/Bedspaces

	2023 Number	2022 Number
Under management at end of the year		
Supported hostel accommodation	<u>83</u>	<u>83</u>

19. Grant and financial assistance

The total accumulated government grant and financial assistance received at 31 March:

	2023 £	2022 £
Held as deferred grant – housing	4,575,067	4,714,731
Recognised as income in Statement of Comprehensive Income – housing	1,519,492	1,379,828
Recognised as income in Statement of Comprehensive Income – other	25,615	25,615
	<u>6,120,174</u>	<u>6,120,174</u>

Notes to the Financial Statements
For the Year Ended 31 March 2023

20. Analysis of changes in net debt

	At 1 April 2022	Cash flows	Other non-cash changes	At 31 March 2023
	£	£	£	£
Cash at bank	518,057	188,708	-	706,765
Loans Due in One Year	(6,117)	-	-	(6,117)
Loans Due After One Year	<u>(60,774)</u>	<u>5,458</u>	<u>-</u>	<u>(55,316)</u>
	<u>451,166</u>	<u>194,166</u>	<u>-</u>	<u>645,332</u>

21. Post Balance Sheet Events

On 8th June 2023 we secured a loan of £370,000 from Unity Bank for the purchase of properties for our clients. We used 5 properties, 10x one-bedroom flats as collateral.

On 9th June 2023 we purchased 27 Surrey Street, a two bedroom terrace house in Crewe.