

YMCA TRINITY GROUP

England & Wales · Charity number 1069810

Details

Other names CAMBRIDGE YMCA, YMCA CAMBRIDGESHIRE & PETERBOROUGH

Status Registered

Legal form Charitable company

Company number [03561613](#)

Registered 1998-05-29

Register [View on the Charity Commission register](#)

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Activities

Objects: (THE ASSOCIATION IS A FEDERATED MEMBER OF THE YOUNG MEN'S CHRISTIAN ASSOCIATION MOVEMENT IN ENGLAND AND IN ACCORDANCE WITH ITS CHRISTIAN VALUES AND ITS CORPORATE VALUES OF BELIEF IN POTENTIAL, INTEGRITY, A HOLISTIC APPROACH AND RESPECT THE ASSOCIATION EXISTS TO PROVIDE SUPPORT TO PERSONS OF ALL RELIGIONS AND OF NONE, AND ACCORDINGLY THE OBJECTS OF THE ASSOCIATION ARE:2.1 TO ADVANCE THE CHRISTIAN FAITH FOR THE BENEFIT OF THE PUBLIC; 2.2 TO PROMOTE SOCIAL INCLUSION FOR THE BENEFIT OF THE PUBLIC BY PREVENTING PEOPLE FROM BECOMING SOCIALLY EXCLUDED AND ASSISTING THOSE WHO HAVE BEEN SOCIALLY EXCLUDED TO INTEGRATE INTO SOCIETY. (FOR THE PURPOSE OF THIS CLAUSE 'SOCIALLY EXCLUDED' MEANS PERSONS BEING EXCLUDED FROM SOCIETY OR PARTS OF SOCIETY BY REASON OF THEIR SOCIAL, PHYSICAL OR ECONOMIC CIRCUMSTANCES);2.3 TO PROVIDE OR ASSIST IN THE PROVISION IN THE INTERESTS OF SOCIAL WELFARE OF FACILITIES FOR RECREATION AND OTHER LEISURE TIME OCCUPATION FOR MEN AND WOMEN WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE;2.4 TO PROVIDE OR ASSIST IN THE PROVISION OF EDUCATION FOR PERSONS OF ALL AGES WITH THE OBJECT OF DEVELOPING THEIR PHYSICAL, MENTAL OR SPIRITUAL CAPACITIES;2.5 TO RELIEVE OR ASSIST IN THE RELIEF OF PERSONS OF ALL AGES WHO ARE IN CONDITIONS OF NEED, HARDSHIP OR DISTRESS BY REASON OF THEIR SOCIAL, PHYSICAL OR ECONOMIC CIRCUMSTANCES; AND2.6 TO PROVIDE IMPROVE AND MANAGE HOUSES AND HOSTELS, FLATS AND RESIDENTIAL ACCOMMODATION FOR YOUNG PEOPLE, MEN AND WOMEN WHO ARE IN CONDITIONS OF NEED, HARDSHIP OR DISTRESS BY REASON OF THEIR SOCIAL, PHYSICAL OR ECONOMIC CIRCUMSTANCES.

Activities: The YMCA works to enable young people to grow to their full potential by participating in a supportive and inclusive community through its housing, youth work, health and fitness and other programmes. The main group who benefit are those in the age range 8 to 28 through a variety of programmes from short duration specialist interventions to supported housing offered over a number of years.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** General Charitable Purposes, Education/training, Disability, Accommodation/housing, Amateur Sport, Other Charitable Purposes
- **Who:** Children/young People, People With Disabilities, The General Public/mankind

Geography

- Cambridgeshire
- Peterborough City
- Suffolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£12,535,269	£12,177,241	£11,730,424	205
2024-03-31	£12,804,576	£12,520,145	£11,559,245	253
2023-03-31	£10,868,156	£11,736,278	£10,963,505	240
2022-03-31	£11,149,634	£10,761,402	£11,831,627	235
2021-03-31	£10,221,265	£10,186,990	£11,443,395	246

Trustees

Name	Role	Appointed
Stephen Mallinson	Chair	2019-09-23
ANTONIA KAREN MACLEAN		2012-10-02
Andy Lucas		2015-07-27
Ann Radmore		2021-05-24
Barbara Mills		2023-02-23
Chen Sun		2024-11-23
Christine Wilkinson		2018-12-07
Philip Edward Oakes		2025-06-23
REVANTHA SINNETAMBY		2024-11-15
Simon Pickering		2024-10-30

Accounts



ANNUAL REVIEW 2024-25



Here for young people
Here for communities
Here for you

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Throughout this report, some names have been changed and some photos show models to protect identities.

Chief Executive Report

As we reflect on the past year, I am proud to share the progress and achievements we have made as an organization. This year has been a testament to our resilience, innovation, and unwavering commitment to excellence.

Our financial performance has been robust, despite a challenging funding landscape across our projects and services. Like others, we have faced rising costs but have focused on making decisions to improve our operational efficiency whilst maintaining high quality deliver to our beneficiaries.



The year has been dominated by a huge capital project, funded by a Youth Investment Fund grant, at our Cresset site. As well as a £4.974million project to address the building, mainly the roof, we've also received revenue funding to rapidly grow our youth work. It's now a well-used, thriving project engaging young people locally.

Elsewhere, Youth work has done well this year. Our AirPlay projects, based around RAF bases and supporting service people's children have grown their numbers and offered new programmes. In Lowestoft, Shine is doing well. Its grown its allotment offer too! The team there have also maintained the hot meal service and the Community Fridge for local people that need it.

Accommodation has worked hard to ensure we continue to serve different clients, whilst making sure they get the right support. We've added a great project in Wisbech, a 9-unit house converted into self-contained flats. Childcare continues to make progress. The funding picture is tough, as is recruitment of qualified staff, but all the settings are OFSTED rated as 'Good' and Providence setting as 'Outstanding'. We celebrated the St Margaret's settings 10 anniversary with a well-attended event.

Our Mental Health team continue to deliver this much needed resource for young people and our partner schools. This is a much needed resource for young people and our partner schools. Demand for Mental Health support shows a growing trend amongst our clients. We know that professional support and working with people to build their coping tools and resilience is crucial. We also go from strength to strength in our Reparations Service and our specialist Family Respect project.

In March we took the difficult decision to close our gyms in Cambridge and Peterborough. This has been part of our offer for 40 years, but massive competition has seen member numbers drop over a few years.

At the Cresset we have undertaken a large strategic review which maps the way forward in the short, medium and long term. At the heart of this is focusing our theatre on music, comedy and events, within a thriving community hub. We have an action plan we are now making a reality.

As always our good work is based on a talented, dedicated and hard-working staff team. My thanks to them. They join a team of volunteers, including our wonderful Trustees, that make such a difference to people across our patch.

I look forward to another year of growth, innovation, and success.

A handwritten signature in black ink that reads "Jonathan Martin".

Jonathan Martin
CEO

*'Inspiring communities,
transforming young lives'*

Chair of Trustees Report

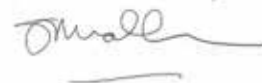
In this, my final year as Chair of Trinity Group, I am delighted to introduce this annual report – a testament to a year marked by both significant successes and formidable challenges, all met with hard work and dedication.

This past year has seen us navigating a complex landscape, not least of which was a monumental project to renovate the Cresset roof. This undertaking, while ultimately successful, presented unforeseen technical hurdles that our dedicated team overcame with remarkable focus and ingenuity. Later in the year, we embarked on an exciting initiative to reimagine the future of the Cresset, a project that has truly broadened our horizons. We are deeply indebted to the Cresset board, ably led by their Chair, Antonia Mclean.

The work on transformation continues this year as the executive team leads a major project encompassing the senior managers and trustees to prepare the charity for the future.

However, not all decisions have been easy. After years of striving to make our gyms sustainable, we made the difficult, but ultimately necessary, decision to close them. This was not a choice taken lightly, and the trustees were acutely aware of the impact such a decision would have on our beneficiaries, staff, and volunteers.

Our board of trustees is the foundation of our governance and oversight, with members typically serving a fixed term of four years, renewable for a further four. As trustees have stepped down, we have been fortunate to welcome new, passionate individuals to the Board. I am profoundly grateful for the discretionary effort of all our trustees, who consistently dedicate their time and energies to provide encouragement, advice and ensure the charity's legal responsibilities are met. (If you would like to know more about the work of the Board, please check out the Trinity website where we encourage people who have the interest, capacity and skills to consider Board membership.) This dedication extends to the many volunteers and independent oversight committee members who also generously contribute their time and expertise to support the charity and its beneficiaries. As our CEO reminds us, the smooth operation of Trinity Group is a direct result of the talent, dedication, and hard work of our staff and the surrounding team of volunteers. To all of them, I extend my appreciation and thanks. It has been a privilege and an education to serve as the chair of this terrific organisation and I wish it every success for the future.



Steve Mallinson
Chair of the Board of Trustees



Our Values

We believe in potential – yours!

We inspire – you to have a vision for your life.

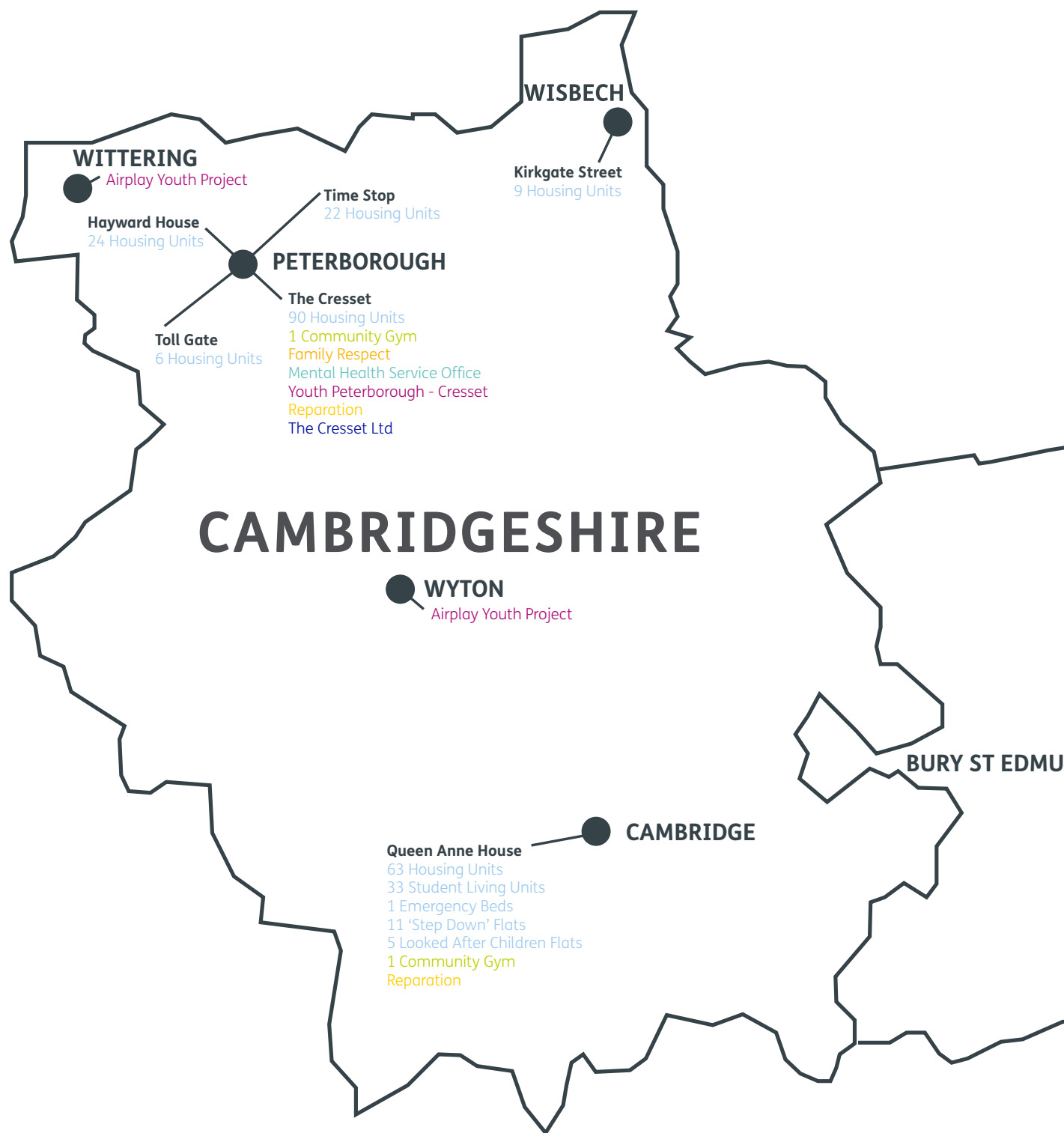
We respect – everyone's personal journey.

We empathise – with your individual life choices and support you to take action.

We act with integrity – we are honest and have strong moral principles.

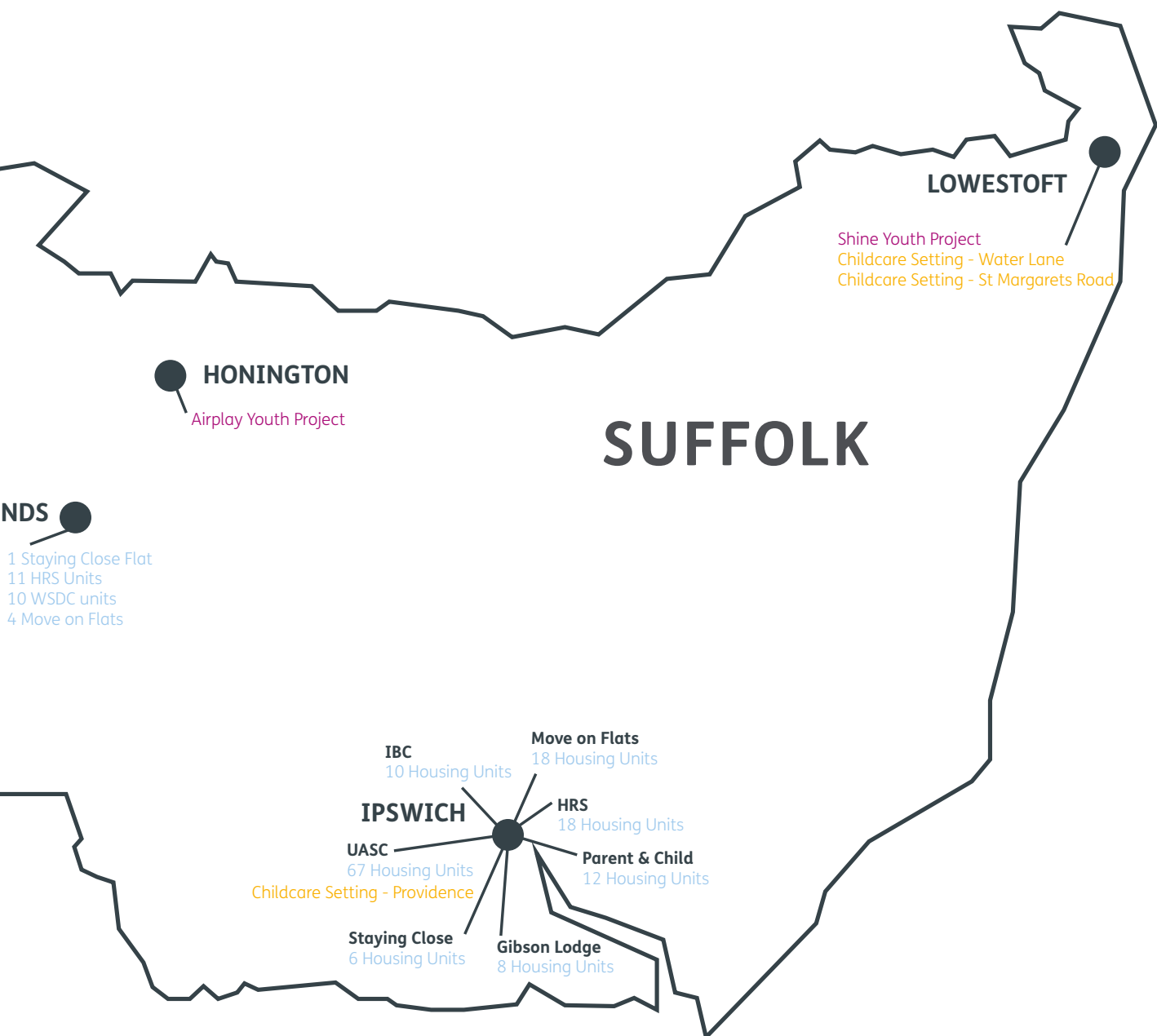


Our Community





We now support
communities across
7,100 km²
with a population of over
1.6 million
people



OUR IMPACT



92

individuals have enjoyed a healthy hot meal through the community meals programme in Lowestoft

181

have used the community hub in Shine, Lowestoft



99.8%

of delegates recommend our Mental Health training courses



2,554

young people participated in Cresset-run activities, in 12,985 hours of activity



172,655 Hours of childcare were delivered to families



An average of 15.5

clinical mental health sessions were delivered every day of the year



We have 0 people discharged



13

staff members completed apprenticeships



1488

AQAs Completed



83 children

transitioned from YM Childcare to school



100% of parents
reported improved behaviour
in our Respect project



446
bed spaces



181
Childcare spaces
across 4 settings



OVER 50%
reduction
in safeguarding
concerns logged



3634
maintenance
requests completed



**572 AirPlay
sessions
delivered**
across three sites,
totaling 1228 hours



583 people
attended Mental
Health Training

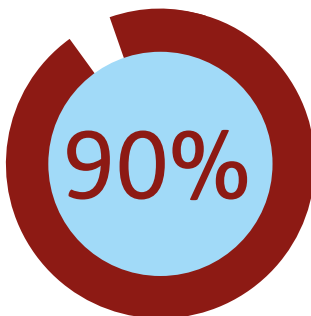


67%
of families
who start
our Respect programme
complete the full intervention

supported
over 50
people with severe
abilities



134
new sign ups to Youth
Cresset



90% of residents
leaving YMCA
housing moved
on in a planned /
positive way

CA
l

5 staff
benefited from our
internal counselling
offer

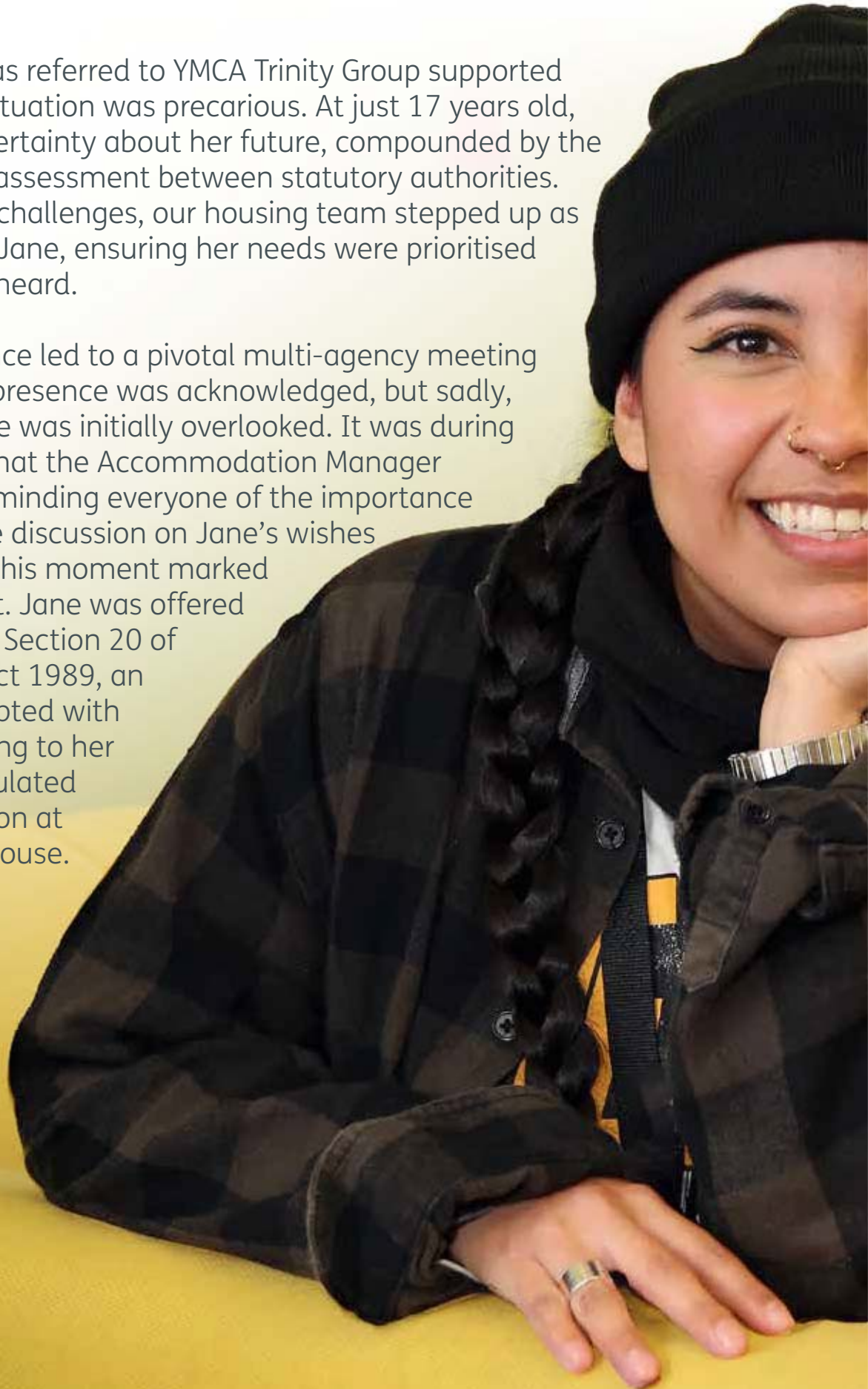




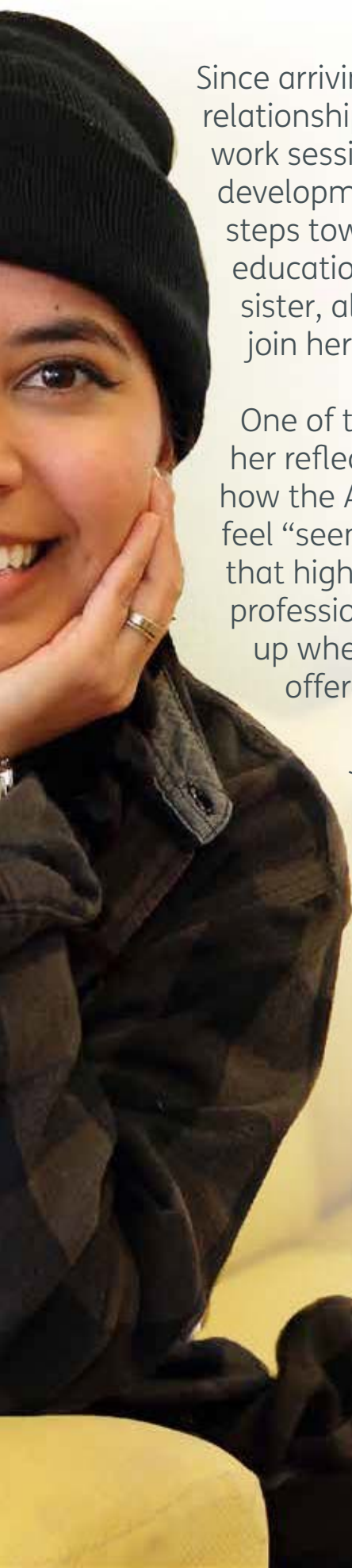
JANE'S JOURNEY: A STORY OF RESILIENCE AND

When Jane was referred to YMCA Trinity Group supported housing, her situation was precarious. At just 17 years old, she faced uncertainty about her future, compounded by the lack of a joint assessment between statutory authorities. Despite these challenges, our housing team stepped up as advocates for Jane, ensuring her needs were prioritised and her voice heard.

Their persistence led to a pivotal multi-agency meeting where Jane's presence was acknowledged, but sadly, her perspective was initially overlooked. It was during this meeting that the Accommodation Manager intervened, reminding everyone of the importance of centring the discussion on Jane's wishes and feelings. This moment marked a turning point. Jane was offered support under Section 20 of the Children Act 1989, an offer she accepted with courage, leading to her move into regulated accommodation at Queen Anne House.



SUPPORT



Since arriving, Jane has flourished. She has built trusting relationships with the dedicated staff and actively engaged in key work sessions designed to support her emotional and educational development. Her determination is evident as she takes confident steps toward her long-term goals, including continuing her education and enhancing her overall wellbeing. Jane's older sister, also seeking supported accommodation, is planning to join her, providing Jane with a vital informal support network.

One of the most heartening moments in Jane's journey was her reflection on that pivotal assessment meeting. She shared how the Accommodation Manager's intervention made her feel "seen" for the first time—a profoundly moving sentiment that highlights the importance of advocacy and empathy in professional practice. Jane's words resonate deeply: "He spoke up when others didn't, and it made me trust the support being offered."

Jane's progress exemplifies the transformative power of trauma-informed and client-centred care. Her courage, combined with the unwavering dedication of Queen Anne House staff, is a testament to what can be achieved when a young person's voice is championed and their potential nurtured. Her journey is not just a story of overcoming adversity, but one of hope, resilience, and a bright future ahead.



FAMILY RESPECT

ALISON'S STORY

Alison's journey with the Family Respect Project demonstrates the profound change that care and commitment can bring. She grew up witnessing her father's verbal and physical abuse towards her mother, learning from him that intimidation was a way to get what one wanted. This led Alison down a troubling path—her behaviour escalated to such a degree that police had to intervene, and she was removed from the home for six months to ensure her mother's safety.

Through the Family Respect Project, Alison discovered the power of understanding and empathy. She learned to distinguish between normal disagreements and abusive control, a pivotal moment in her growth. Today, Alison is a completely different person. Instead of resorting to intimidation, she now invites her mum to sit down with a cup of tea, fostering open conversations about their differences. Their relationship, once marked by fear and conflict, has transformed into one of mutual respect and cooperation. It's been three months without any form of abuse—something her mum once thought was impossible.

The Family Respect Project's compassionate guidance and unwavering support have turned what seemed like an unreachable dream into a reality. Alison's story is a testament to the life-changing impact this program can have on families dealing with conflict and abuse.



'Those dark days seem very much in the distance and the brighter days we could have only dreamed of are now here'

– family who completed programme

REPARATIONS

The reparation service continues to work with young offenders across Peterborough and Cambridgeshire providing placement opportunities for young people to complete reparation hours, access work experience, learn new skills and develop positive interests. They also have the opportunity to complete an ASDAN award.

Over the last year we have provided a range of practical and appropriate community projects and placements including

- ▶ **Woodskills.** Raised beds were built for the residents garden at Time stop , young people from Cambridge and Huntingdon helped build the beds with others from Peterborough helping to put them together and painting them. We also built birdboxes for Hinchingbrook Park.
- ▶ **Westraven Community Gardens.** We support the growing of fruit and vegetables, weeding and woodwork in which we have built Christmas boxes for the youth offending panel members. We have also built bee hive hotels and plant boxes for the gardens.
- ▶ **Church of Good Shephard** – Maintain the gardens
- ▶ **Queen Mary Community Centre** – Cleaning the centre and looking after the gardens



I would like to express my gratitude and appreciation for the outstanding work you and your team of youths have contributed to the Queen Mary Centre. Their dedication and hard work on Monday mornings have brought a significant transformation to our gardens.

You showed remarkable leadership and young offenders with excellence. It holds great respect for you, as they with seriousness and diligence. The now looking tidy and clear, creating environment for all. A heartfelt youths for all your efforts, which image of the Queen Mary Centre.

nurturing approach, guiding the is evident that these youths have approached their tasks gardens at our centre are a welcoming and beautiful thank you to you and the have greatly enhanced the





MENTAL HEALTH SERVICES

The mental health services team continue to be motivated and passionate about our mission to ‘remove the barriers to mental wellbeing that prevent communities from thriving’.

A highlight of the year has been delivering training to local authorities, schools, supported housing and charities on self-harm. This training was called ‘Ask Me How I Am’ and was co-produced with young people who have lived experience of using self-harm to regulate. The workshops featured an award-winning film that was created with the young people that takes the delegates through an episode of self-harm and helps them to see how best to support the young person. This project was commissioned by Fullscope, a collaboration of mental health charities of which YMCA Trinity is a part, using NHS funding.

The Department of Education (DfE) funded Senior Mental Health Leads training courses have been a huge success with 40 delegates being trained across 6 cohorts on the beginners and advance levels. This means there are now 40 more highly trained mental health lead supporting pupils daily in schools, removing the barrier of knowledge and access to mental health for those communities.

***‘I was a m
can move
helped, th***



The positive impact of our work at YMCA Trinity is evident in the exceptional support we provide to our staff. Our mental health team offers unparalleled assistance to internal staff members, helping them navigate any emotional challenges that arise from their roles. Additionally, our commitment to reflective supervision empowers managers to enhance their self-awareness and effectively address the complexities they encounter in delivering their services. This proactive approach ensures our teams remain resilient and well-supported, highlighting our dedication to their well-being.

***ness and I feel now I
forward, I feel really
ank you.'***

– School Client

***'I feel more confident as a senior
leader on mental health having
completed the course'***

– Senior Mental health Lead delegate

***'The support I have received is
incredible. I cannot put into
words on how much she
made me feel at ease'***

– YMCA Trinity Staff





GYMS

It is with a heavy heart that we made the decision to close both our gyms—a decision that was not made lightly. Over the years, these spaces have grown into so much more than fitness facilities; they have become vibrant hubs of connection, friendship, and support, particularly for our older members.

We want to express our deepest gratitude to the many faithful members, dedicated staff, and incredible volunteers who have been the lifeblood of our gyms. Your commitment, enthusiasm, and unwavering support have been truly inspiring, and we are profoundly thankful for the positive impact you've had on countless lives.

Through regular visits, many of our members formed close-knit friendship groups, fostering not only physical health but also emotional well-being. We remain immensely proud of the community that grew within these walls.

While the decision to close our gyms is undeniably difficult, we hope to carry forward the lessons learned and the spirit of camaraderie that these spaces embodied. Thank you for being part of this journey, and for making our gyms places of belonging and warmth.





ESHAN'S JOURNEY: A TRANSFORMATION THROUGH CARE AND DETERMINATION

Eshan joined YMCA Trinity Group's Unaccompanied Asylum-Seeking Children (UASC) programme as a young individual facing serious challenges like poor mental health, self-harm concerns, and risks of being drawn into harmful activities. Right from the start, the support team worked closely with him, offering personalised care to improve his mental health. They provided emotional guidance and engaging activities to help him stay positive, including completing several AQA achievements.

Over the past year, Eshan has made remarkable progress towards becoming independent. His emotional well-being has greatly improved, thanks to the dedicated support he received and his own determination. Today, Eshan is an active participant in the YMCA Trinity Group community. He recently led the boys' cricket team to victory against Ipswich High School and proudly represents the organisation through sports.

It's been almost a year since any major concerns about Eshan's welfare were reported, marking an incredible transformation in his journey.





*“Thank you so much for all your help, the community hub gets me out and about which I find very difficult at times. The meals allows me to mix with other people which has helped me a great deal. The community fridge you also provide is a **great big help** to me as I struggle with my finances. The cooking lessons are great too because they help me prepare and cook different foods. All the staff who run the community hub have been **absolutely wonderful**, and I couldn’t ask for much better.*

*Whenever I need help or advice the staff are always there to support and I’m very grateful. I hope the community hub stays open in the near future because they are **an asset to the community here in Lowestoft**. Once more thank you to all the staff at the community hub.”*

- Community Hub User
Lowestoft



RAF Wittering

Airplay Wittering achieved a remarkable milestone this year, earning not one but two prestigious awards at the Airplay Young People's Awards. Gabriella McAulay was honoured as the 'Role Model of the Year', a testament to her leadership and inspiration. Meanwhile, the Project Tuesday Youth Committee—comprised of Chloe Thompson, Joe Purnell, and Rory Wilson-Jones—claimed the title of 'Social Activists of the Year' for their impactful work. These accolades echo the passion, dedication, and creativity of our young leaders.

In addition, Airplay Wittering proudly won the RAFBF Airplay Project of the Year, with staff attending the awards ceremony in London to celebrate this incredible achievement.

A Colourful Fundraising Triumph

In May, we held a vibrant Colour Run at RAF Wittering as part of the Airplay Relay to raise funds for the Royal Air Force Benevolent Fund. Around 50 participants ran, skipped, and laughed their way through an incredible 1,383 laps—covering over 276 miles combined! It was a joyful event that brought our community together for a great cause.

Representing Our Community

Three members of Project Tuesday embarked on a journey to London to attend the Annual Airplay Youth Forum. Over several days, they engaged in workshops, honed budgeting and catering skills, explored the city, and capped off the experience with a presentation to the Royal Air Force Benevolent Fund. These young representatives showcased the very best of our youth community, ensuring their voices are heard.

We are immensely proud of the resilience, innovation, and determination of everyone involved. This year has been a true celebration of the spirit and achievements of our Airplay programme.



RAF Wyton

This year, the Airplay programme at RAF Wyton has been buzzing with activity, accomplishments, and moments to celebrate. Here's a look at some of the highlights:

A Fence Full of Meaning

Over the course of three days, fourteen young people came together to craft a stunning remembrance-themed fence. This heartfelt project was a testament to their creativity and dedication, leaving a lasting impression on everyone who saw it.

Soldier for a Day: A Taste of Military Life

Thirteen adventurous young participants got an unforgettable glimpse into military life during the "Soldier for a Day" event. Under the guidance of experienced personnel from the 42 Engineer Regiment, they tackled challenges, learned valuable life lessons, and experienced the thrill of military exercises—all while building resilience and camaraderie.

Emily Logue: A Commendation for Excellence

One of our senior members, Emily Logue, was honoured with a Station Commander's Commendation at the Honours and Awards Ceremony held on 27 January 2025. Her unwavering dedication to helping at the youth club and Ben Club over the past two years earned her this prestigious recognition. We couldn't be prouder of her remarkable contributions.



RAF Honington

RAF Honington's Airplay programme continues to shine with impactful projects and engaging activities for young people. One standout initiative, the "Christmas Gifts" Social Action Project, brought festive cheer to the young residents of Batt House, YMCA Trinity. With the support of Costa Drive-Thru in Stowmarket, six dedicated Airplay members created heartfelt gift cards and carefully wrapped presents, spreading joy during the holiday season.

Another highlight was the "Science & Art Extravaganza," held during February half-term. This lively session combined creativity and curiosity, where seven enthusiastic participants dived into splatter painting and exciting science experiments, turning an ordinary afternoon into a blend of fun and discovery.

From fostering kindness to sparking imagination, Airplay at RAF Honington remains a beacon of inspiration for the youth community, proving that small actions can lead to meaningful impact.



CELEBRATING A DECADE OF OUTSTANDING CHILDCARE SERVICES

A Gruffalo Party to Remember

The year started with a delightful celebration at YMCA Childcare St. Margaret's Road as we marked 10 years of serving children and families in Lowestoft. Our Gruffalo-themed garden party brought together past and present families for a joyous day of fun and reflection. It was also the perfect opportunity to honour our incredible childcare team, whose dedication has positively impacted so many lives over the past decade.

Challenges and Growth

While 2024 was filled with its share of challenges, including staffing and recruitment hurdles, we worked tirelessly to adapt and thrive. Changes at our Grundisburgh and Ipswich settings led to the closure of YMCA Childcare Grundisburgh in December, but we ensured that staff transitions were handled smoothly, retaining two team members in positions at Ipswich.

In Lowestoft, we expanded childcare spaces for under-2s, adding six new spots at St. Margaret's Road and creating three at Water Lane. Starting in April 2025, Water Lane will welcome an additional three under-2 spaces, thanks to a £5,411 grant from Suffolk County Council. These expansions align with new working parent funding for babies, helping us meet growing demand—attendance for under-2s has already increased 38% compared to the previous year!

Investing in Excellence

Professional development remains a cornerstone of our commitment to quality childcare. This year, 49 staff members completed internal Safeguarding Training sessions, and bespoke courses were introduced to support curriculum development. We also celebrated the achievements of four childcare apprentices who successfully completed their programmes, while mentoring one practitioner toward their Early Years Initial Teacher Status (EYITT).



10 YEAR ANNIVERSARY

To further enhance our standards, we launched a Childcare Quality Action Plan in September 2024, focusing on recruitment, teaching, learning, and team development. Working with the Head of Safeguarding and Quality, we developed an internal childcare inspection framework. By March 2025, the first inspection took place at St. Margaret's Road, followed by Water Lane and Providence settings that same spring. These inspections have highlighted areas of strength and allowed us to craft targeted action plans for continued improvement.

Building a Bright Future

As we reflect on the past year, we are inspired by the resilience and innovation demonstrated across our childcare settings. From celebrating milestones to introducing new spaces for little learners, every achievement has been fuelled by the passion and hard work of our teams.

With exciting plans ahead, we can't wait to continue making a difference in the lives of children and families in 2025 and beyond.



SHINE LOWESTOFT: A YEAR OF IMPACT AND INSPIRATION

Shine has been a beacon of support for young people in Lowestoft, offering vibrant activities like drop-in sessions, cooking classes, and allotment projects. Thanks to funding from Douglas Wood, our allotment sessions now welcome home-educated young people and those needing accessible programming, creating hands-on learning opportunities each week.

Beyond youth programmes, Shine has become a cornerstone for families and the community through its hub and community meal services. Our efforts even earned us a spot as a finalist at the Youth Matters Awards 2024! Through Suffolk's Household Support Fund, we helped 110 households with essentials like energy bills, council tax, and vouchers for food and clothing. We also distributed slow cookers to help families cut costs and cook with ease.

The festive season brought even more joy. With East Suffolk's Cost of Living Community Grant, we served Christmas dinner to 18 individuals and, through Dunelm's Delivering Joy Campaign, gifted 17 community hub regulars and 32 young people.

In March 2025, we wrapped up our three-year Heritage Lottery Programme, which had young people diving into the evolution of British cuisine. They created a cookbook and hosted an exhibition for local leaders, including the town mayor—a highlight of the year.



Fundraising events were a burst of energy and creativity, featuring movie nights, discos, summer allotment fun, and community teas. One standout moment came in August 2024 when staff and a group of young people embarked on a five-mile sponsored walk from Kessingland to Lowestoft's Shine centre. That evening, 14 young people joined a fundraising sleepover at Shine, collectively raising an impressive £565.

Shine remains a testament to the power of community, resilience, and the unwavering dedication to making a difference, we are proud to be part of the vibrant and supportive Lowestoft community.



My daughter has been part of the Heritage project for the whole 3 years, she has enjoyed every part of it. She has taken the educational learnings with such enthusiasm, as they make it such fun, there has been the practical activities too from each era. They have made clothing, food and staged all kinds of theatre, all the young people have joined in and given their own thoughts and feelings about each session.

From preparing crops to grow at the allotment, to cooking meals using the crops and eventually making a fantastic cookery book to show their recipes to each era they have presented to the parents and carers to involve everyone. My daughter and I have had some hard things to deal with over the time she has attended but the staff have always been proactive, reactive and extremely helpful in all situations.

They have consistently given her stability and encouragement, which I appreciate greatly. I believe that the whole project and everyone involved, has been a huge success and a fantastic foundation for the young people. It would be great for the next age group to discover the amount of fun, knowledge and support my daughter has had. Thanking all the great staff involved.

- Parent





YMCA CRESSET: A YEAR OF GROWTH AND COMMUNITY IMPACT

This year has been a remarkable milestone for YMCA Youth Creset as it completes its first full year of operation. Over the months, we have focused on expanding our reach among young people in the local community, forging valuable partnerships with nearby organisations, and designing activities tailored to the interests and needs of our members.



Our core programme has seen significant growth, shaped by the active contributions of local youth and our members. Today, we offer a variety of monthly sessions including cooking classes, sports activities, youth board meetings, and homework help, along with regular drop-in sessions, creative workshops, and guest speaker events.

From December to March, we placed a special emphasis on amplifying youth voices. This initiative began with a social action project led by our members to create free Christmas Goody Bags for attendees of the Creset panto. It culminated in a Youth Listening Event, where young people shared their insights to contribute to the development of the new National Youth Strategy.

“We have seen a substantial difference in the attitudes and values of young people in Bretton, especially in their opinion towards the police. As a result of this, there has been a reduction in ASB in and around the Cresset specifically. Kurt and I would like to extend our gratitude to yourself and Nik, and the rest of the staff for promoting positive change. By providing a safe space for these young children, you are giving them respite from what may be a tumultuous home life for them.”

- Local Police

“It was clear that they [YMCA Youth Cresset members] felt comfortable, valued and recognised in the setting, which is no small achievement of Sarah and her colleagues. They were confident talking to me about their ideas and challenges faced, a fact only possible because of the level of trust, care and safety achieved within the group and within a challenging social environment.”

- Open University Lecturer and Youth Voice Guest Speaker

“I love youth club!”

“I’ve got my passion for arts and crafts back”

“Everyone is accepted here”





Driving Positive Change

Our extensive venue staff are collectively engaged in implementing the Development Plans as outlined in the recent review, which require further fundraising to deliver a staged reconfiguration of our spaces to serve our audiences and partners more effectively to make the Cresset a vibrant community hub which is inclusive, welcoming and makes Bretton proud.

Creating Ambitious Teams

We continue to invest in our teams, and are developing a programme of peer-to-peer training, placing colleagues in other cultural organisations to share best practice and experience other ways of working. This will continue alongside the regular extensive training available on and off-line to all staff covering aspects of professional and personal development, and wellbeing.

Preparing For The Future

We aim to have installed the new environmentally-friendly heating and power system by mid-2026, which will reduce both costs and our carbon

“Thank



footprint. The savings made will help to fund and underwrite mission-driven engagement and education programmes for young people and local residents.

Creating Financially Sustainable Teams

Our staff – many of whom have worked at the Cresset for decades – are our greatest asset. We will ensure the current investment in our building, staff training and data-analysis will underpin positive change which increases both revenue and our positive impact in Bretton, Peterborough and beyond.

“The much-loved local venue.”

- Kev Lawrence, PCR Radio

... for looking after us so well”

- Craig Revel-Horwood

“Came to see the show last night. I was really impressed with the staff who greeted us, the bar staff and the staff in the show – really impressed with the place!”

- Member of audience



RHYS' STORY

I applied to work for YMCA Trinity Group having been familiar with the people working at Queen Anne House when I was supporting rough sleepers in the city in my previous role. I always had a nice, positive feeling about the people and the place, and I reached out when I saw they had a vacancy. I wanted to work with young people again and try to do what I could to prevent people falling into a pattern of rough sleeping later in life.

The can-do attitude of the people work at YMCA is extraordinary and something I find highly attractive. The energy levels of staff and pace at which things get done is exciting to be around and inspires daily.

I have been very fortunate to have been asked to accompany residents on the recent sailing trip with The Cirdan Trust this year. This has been a particular highlight and something I'll always remember. The resident's formed such a tightly knit group and overcame many challenges over the course of our week's journey together.

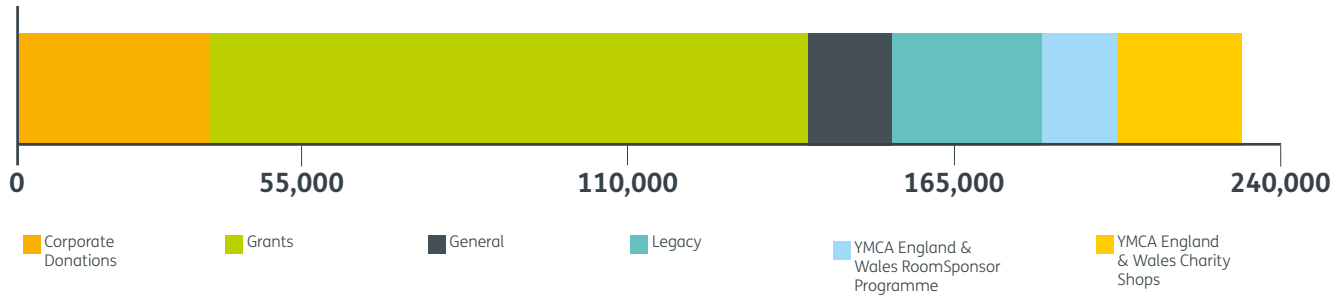
I am looking forward to the YMCA movement area and contributing the organisation and the it is headed during I believe in our values, and the young people we am optimistic about the

playing my part in within the local as best as I can to direction in which challenging times. our employees, get to support and future.



FUNDRAISING

Total £236,000



We would like to thank everyone who has either donated or funded our projects this year. Without this we would not be able to continue our work and stay committed to our mission.



Inspiring Young Lives: Strategy 2024-2028

YMCA Trinity Group's Organisational Plan for 2024-2028 outlines our ambitious vision and unwavering commitment to enhancing the lives of young people and our communities. Our strategy is built on the foundation of creating impactful projects with dedicated staff teams, all aimed at delivering our key vision: More work, with more young people, in more places.

This strategy represents an opportunity to expand our much-needed services while maintaining the highest quality standards. We are driven by the responsibility to create work that enlightens, pushes boundaries, and improves lives in significant ways. By embracing inclusion and excellence, we aim to uplift, inspire, and unleash the full potential of young people, thereby elevating our communities through the quality and impact of our work. Each year, we will use an Annual Delivery Plan to set key targets, plan our work, and measure our success against our strategic priorities. Our focus remains on the impact for our clients, whether it's improving development goals for children and families, helping residents move into independent accommodation, reducing stress and anxiety for young people, or creating a GP Referral pathway.

We balance our aspirations to increase our work with the need to improve the quality of what we do, ensuring financial sustainability and striving for value for money for our clients and stakeholders.

Our values of inspiration, respect, empathy, integrity, and belief in potential guide our mission of Inspiring communities, transforming young lives.



We work across six distinct areas: Family & Youthwork, Health & Wellbeing, Housing, Support & Advice, Training & Education, and The Cresset, a social enterprise and community hub. In response to the changing world post-Covid-19, we recognise the growing need for our services and support. We are committed to transforming communities so that all young people can belong, contribute, and thrive.

Our priorities include:

- ▶ Ensuring quality work and engaging with our communities to shape and influence our projects.
- ▶ Expanding our services and reach through a new marketing plan.
- ▶ Embracing learning and resilience to meet the changing needs of our clients.
- ▶ Engineering diversity, inclusion, and equity into everything we do.
- ▶ Ensuring financial viability and strength through robust financial systems and a new fundraising plan.
- ▶ Creating ambitious teams by equipping our staff with the skills and resources to be the best.
- ▶ Preparing for the future by identifying community needs, seizing opportunities, and working towards net zero emissions.

We invite you to join us on our journey to transform communities and inspire young lives.



Performance and Value for Money

Value For Money Statement 2024/25

YMCA Trinity Group is committed to achieving Value for Money across all aspects of the business. The Association has implemented a new Value for Money Strategy as part of its Business Risk and Control Framework. The strategy was approved by the Board of Trustees and has oversight from the Finance, Risk, Audit and Compliance Committee. The strategy ensures the following;

- ▶ Strategic Decision-Making: Embedding VFM into business planning and governance.
- ▶ Financial Sustainability: Strengthening forecasting, stress testing, and budget discipline.
- ▶ Resource Optimisation: Maximising the impact of our assets and workforce.
- ▶ Performance and Cost Management: Ensuring robust oversight and accountability.

As part of this strategy an annual value for money review is carried out and reported to the Finance, Risk, Audit and Compliance Committee. In 24-25 the total Value for Money savings achieved were: £424,699.

Examples include:

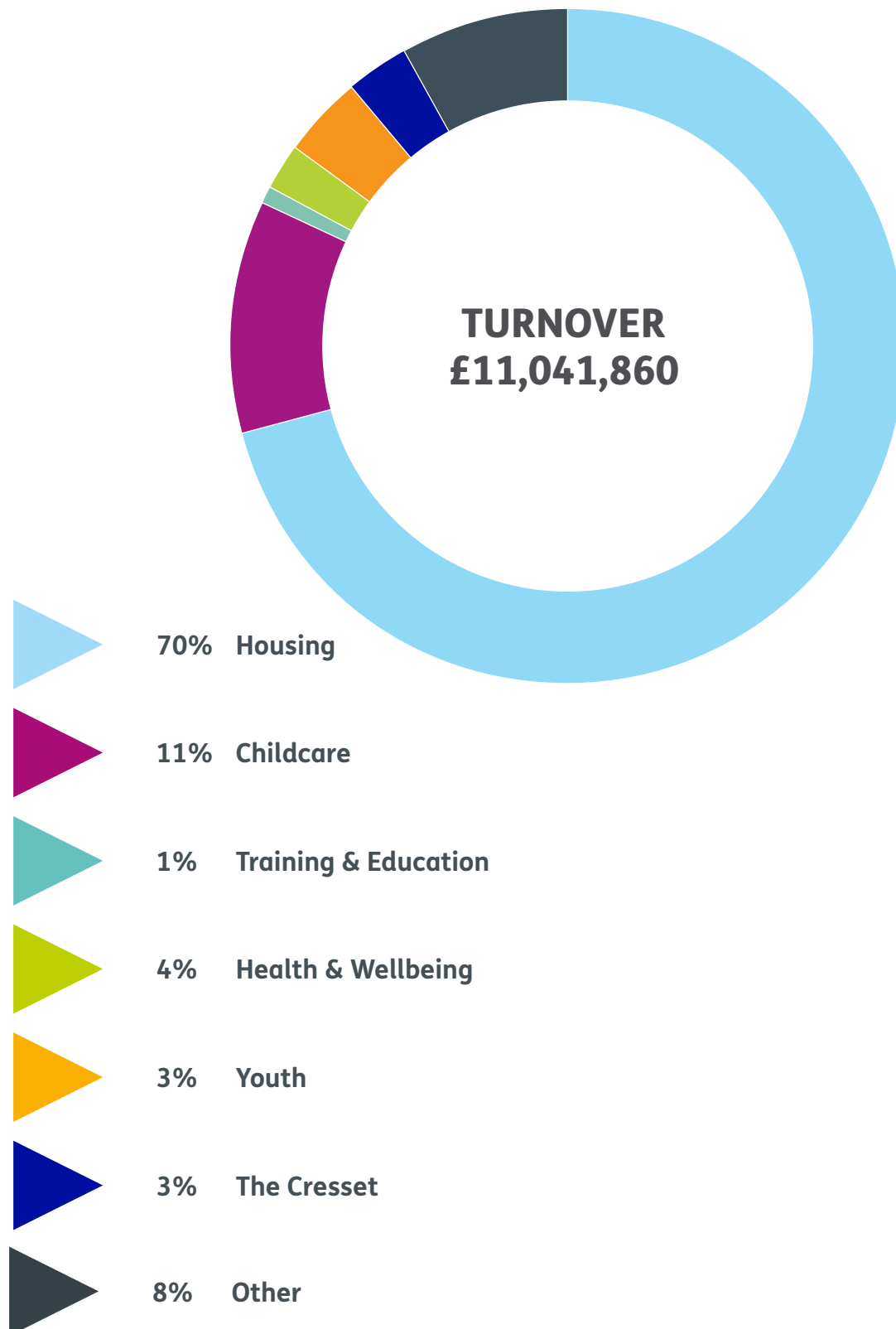
- ▶ Batt House Window Restoration Project – using multiple specialists to achieve best value £25,000
- ▶ Challenging historical utilities charges – historical errors identified and challenged saving £49,000
- ▶ Improved Fire Detection at The Cresset (Housing) – using a partnership approach to design variations and training internal staff to reduce the need for external contractors saved £18,000

The Association also completed its annual self-assessment against the Regulator of Social Housing Value for Money compliance standard. The Association is committed to providing value for money and maximising resources to fulfil its mission.

Value For Money Metrics	24/25	23/24
Reinvestment % Investment in housing properties in the year as a percentage of the gross book value at the year end	1%	0%
New supply delivered (social housing units) Total social housing units acquired in the year as a percentage of total social housing units owned at the year end	0%	0%
Gearing % Total net debt (loans – cash- short term liquid investments) as a percentage of housing properties at cost	-3.01%	1.83%
Earnings before interest, tax, depreciation, and amortisation (EBITDA, major repairs included) interest cover % Surplus generated compared to interest payable	-523%	495%
Headline social housing cost per unit	£19,136	£18,918
Operating margin (social housing lettings only) %	8.49%	9.90%
Operating margin (overall) %	3.20%	2.19%
Return on capital employed	1.04%	1.50%

FINANCES

YMCA is committed to using its resources to maximise our positive impact on the community. All our spending is scrutinised by our Trustees at Board level, as well as the Audit & Risk and Resource Committees.

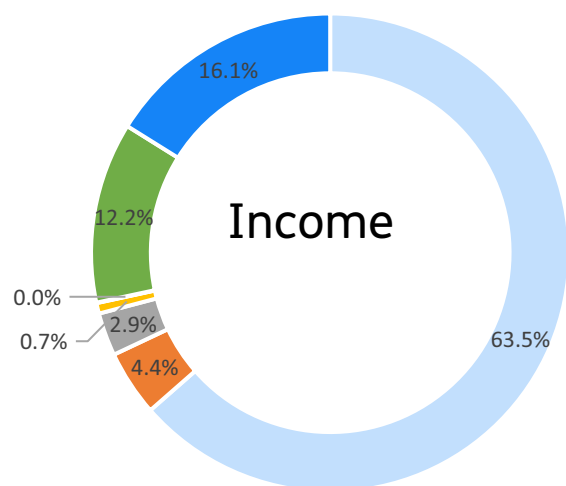


Financial Review 2024/25

The Group Summary statements reflect that consolidated income decreased by £172,138 (1%). For the charity itself, income decreased by £248,758 (2%).

Activity	2024/25	2023/24
CHARITABLE:	£	£
Accommodation	7,965,927	8,335,829
Health & Wellbeing	556,790	615,702
Support & Advice	364,835	386,593
Training & Education	89,680	122,087
Fundraising & Development	4,048	103,659
Family Work - Children's Nurseries	1,532,751	1,325,870
Trading: Trading & Investment	2,021,238	1,900,947
TOTAL INCOME	12,535,269	12,790,687

YMCA Trinity Group Income and Expenditure 2024/25 by Activity



Housing - 63.5%

Health & Wellbeing - 4.4%

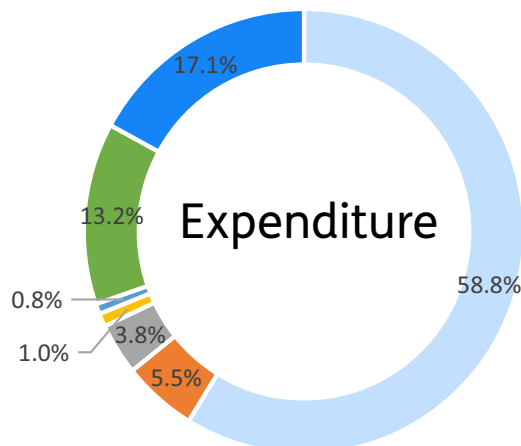
Support & Advice - 2.9%

Training & Education - 0.7%

Fundraising & Development - 0.00%

Family Work - Children's Nurseries - 12.2 %

Trading & Investment - 16.1%



Housing - 58.8%

Health & Wellbeing - 5.5%

Support & Advice - 3.8%

Training & Education - 1.00%

Fundraising & Development - 0.8%

Family Work - Children's Nurseries - 13.2 %

Trading & Investment - 17.1%

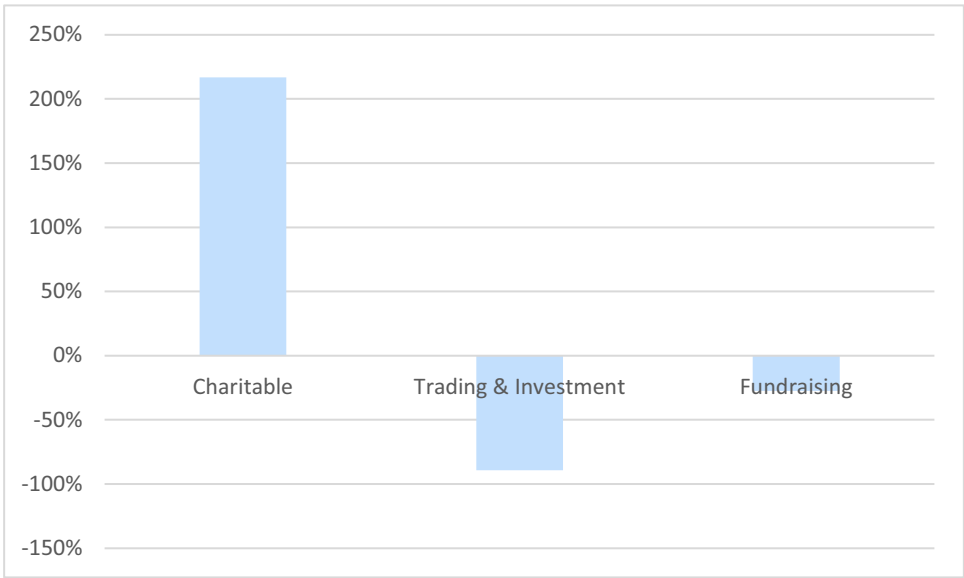
Total operating costs for the year equated to £12,177,241 (2024: £12,539,980). This demonstrates that the charity’s investment in support and advice activities and childcare as part of its strategy to diversify its work in the community.

Total expenditure is analysed as follows:

YMCA Operating Costs	2024/25	2023/24
	£	£
Charitable	9,844,126	10,401,679
Trading	2,333,980	2,035,511
Fundraising	-865	102,790
TOTAL COSTS	12,177,241	12,539,980

This resulted in a net contribution as follows:

YMCA Net Contribution/Loss by Activity



The return from investment and trading, which predominantly is represented by the trading activity undertaken by the Cresset, can fluctuate depending on the level of bookings and success of the performances during the year.

YMCA Net Contribution/(loss)	2024/25	2023/24
	£	£
Charitable	665,857	384,402
Trading & Investment	(312,742)	(134,564)
Fundraising	4,913	869
YMCA Net contribution/(loss)	358,028	250,707

The trading operation continues to make considerable efforts to minimise expenditure, and increase turnover. On this basis the charity continues to support the recovery and future sustainability of the trading operations.

Going Concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future. The board has considered a period of 12 months from the date of approval of these financial statements and has determined that the group can continue to operate as a going concern.

The board has agreed to support its trading company, The Cresset Limited (TCL), for a further period of 12 months from the date of approval of these financial statements while the outcomes of an external business review are implemented to guide future governance and staffing structures and implement a profitable turnaround plan. During this period the board will closely monitor TCL's ongoing financial performance to ensure there is a sustainable business model. The Trustees have considered the level of support provided to TCL and determined that this does not affect the going concern assessment of the charity noted above.

Future Financial Implications

The group participates in a closed contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCA's.

Under FRS 102 the pension agreement plan liability is disclosed on the Balance Sheet, further details are given in note 24 to the financial statements.

Reserves

The total consolidated reserves of the group are £11,730,425 (2024: £11,559,245). The charity has restricted funds of £0 (2024: £321,403).

The Trustees have determined that monies should be set aside for uninterrupted provision of high quality services to young people; this includes keeping their homes in a good state of repair. The charity owns other investment properties including Haywood House which was re-developed to flats in 2016/17. It has also purchased a number of houses for client use.

The amount invested in the various buildings at the year-end amounted to £16,456,748 (2024: £12,553,422) and these reserves are tied up in buildings and functional assets as such are not available for the use of the charity. These assets are used by the charity to achieve the charitable objects which is predominately housing focused. The increase in the year is mainly due to investment in the Cresset building including the roof which was funded by the Youth Investment Fund.

The balance of free reserves is managed by the Charity/Group for working capital to support the operational activities and revenue funding to deliver services.

The Charity/Group calculates that it depends on the cash flow requirement of at least £500,000 in reserves to meet the demands and fluctuations in the current account each year. Since the year-end, the Group has been striving to improve its free reserve position.

The strategic plan is to increase the level of reserves by increasing revenue streams from development of services, reduction of costs and fundraising opportunities, which then allow the charity to consider future developments and investments belong, contribute and thrive.

Legal and Administrative Information

Officers, Professional advisers and association information for the year ended 31 March 2025

President

Vacancy

Vice Presidents

D Jones, O.B.E.

R Mills, J.P., M.B.E.

The Board of Directors

Mr Steve Mallinson (Chair)

Ms Martha Felton (Resigned 16/5/2024)

Mrs Marlini Finney (Resigned 28/6/2024)

Mrs Samantha Loveday (Resigned 22/9/2024)

Mr Andrew Lucas

Maria MacKay (Appointed 23/11/2024)

Mrs Antonia MacLean

Mrs Barbara Mills

Mr Philip Oakes (Appointed 10/6/25)

Miss Lianne Pemberton (Resigned 28/1/2025)

Mr Simon Pickering (Appointed 30/10/24)

Mrs Ann Radmore (Vice Chair)

Mrs Sini Rinne-Kerridge (Appointed 30/10/24)

Mrs Tracy Simpson (Resigned 10/5/25)

Mr Revantha Sinnetamby (Appointed 15/11/2024)

Mr Chen Sun (Appointed 30/10/24)

Mrs Chris Wilkinson (Vice Chair)

Chief Executive

Mr Jonathan Martin

Company Secretary

Miss Helen Williamson (Resigned 17/4/25)

Mr Jonathan Martin (Appointed 7/4/2025)

Registered Office

Queen Anne House

Gonville Place

Cambridge

CB1 1ND

Bankers

Lloyds TSB plc

Gonville Place Branch

95 Regent Street

Cambridge CB2 1BQ

Solicitors

VWV

45 Clarendon Road

Watford

WD17 1SZ

Auditors

Price Bailey

Tennyson House, Cambridge Business Park Cowley

Road, Cambridge

CB4 0WZ

Registered Social Housing Provider Number

H4179

Registered Charity Number

1069810

Company Registration Number

3561613

Governance

YMCA Trinity Group is a Company limited by guarantee (incorporated on 6 May 1998) and a Registered Charity (1069810) and a Registered Provider of Social Housing (H4179).

Trustee Board

The Trustees are legally responsible for directing the affairs and strategy of the Charity. All Trustees are volunteers and receive no remuneration. Trustees can only serve for a maximum of two 4-year terms. Trustees are also Directors of the Company.

The Board meets at least four times each year to regularly review the Group’s strategy, budget and performance. They also hear directly from project staff and participants on their services.

The Board delegate day-to-day management of the Charity to the Chief Executive and their Executive Team, as well as to other senior managers. Trustees also delegate specific responsibilities to some sub-committees:

Finance, Risk & Compliance Committee (FRAC)	Quality & Client Services Committee (QACS)	Remuneration Committee	The Cresset Limited
Meets four times a year to review compliance and financial performance (including the Audited Accounts feedback), Risk, Health & Safety, IT, Cyber Security, GDPR, and Safeguarding issues.	Meets quarterly to ensure compliance with regulators and ensure the association maintains the highest quality in terms of HR and the overall quality, impact and effectiveness of its client- facing programmes.	Oversees the staff benefits package, including recommendation to the Board of any annual salary increase, and it monitors the performance of the Chief Executive.	The Board oversees the financial and outcome performance of the Cresset subsidiary. It meets quarterly and includes direct representation from the Board by a Trustee.

The Trustees are always looking at ways to increase our Mission impact and provide long-term sustainability.

Retired Trustees

During the year, Martha Felton, Marlini Finney, Samantha Loveday, Lianne Pemberton and Tracy Simpson stepped down from the Board.

New Trustees

Five new trustees were appointed during the year - Maria MacKay, Simon Pickering, Sini Rinne-Kerridge, Revantha Sinnetamby and Chen Sun. An induction is given to all new Trustees.

Charitable Objects

The Association is a federated member of the Young Men’s Christian Association movement in England and Wales, in accordance with its Christian values and its Corporate Values of Belief in Potential, Integrity, a Holistic Approach and Respect, the Association exists to provide support to persons of all religions and of none, and accordingly the Objects of the Association are: ▶ To advance the Christian faith for the benefit of the public ▶ To promote social inclusion for the benefit of the public by preventing people from becoming socially excluded, and assisting those who have been socially excluded to integrate into society. (For the purpose of this clause ‘socially excluded’ means persons being excluded from society or parts of society by reason of their social, physical or economic circumstances).	▶ To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life. ▶ To provide or assist in the provision of education for persons of all ages with the object of developing their physical, mental or spiritual capacities. ▶ To relieve or assist in the relief of persons of all ages who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances. ▶ And to provide, improve and manage houses and hostels, flats and residential accommodation for young people, men and women, who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

Executive Pay

The Trustees have an established Remuneration Committee made up of at least three Trustees. Their role is to look at the pay, benefits and conditions for all employed staff; to conduct and review the CEO's annual appraisal; and to review and set the pay for the Executive Team. They are aided in this last role by Total Reward Solutions, who conduct benchmarking and comparison work using data from the Statutory, Voluntary and Commercial sectors.

Principal Risks and Uncertainties

The Charity has a Risk Management policy and procedure covering our current day-to-day operations as well as any new business development programmes. Risks are reviewed by the Executive team and the Finance, Risk & Compliance Committee, according to the potential impact and /or likelihood of occurrence. All risk is RAG-rated and reviewed on a regular basis.

Key Risks Areas:

Risk Area	Management
Funding: YMCA projects may be impacted by changes in policy at both Local and Central Government level, plus outside factors	▶ Funding challenges in the wake of Covid-19. ▶ Making allowances for Inflationary pressures ▶ Monitoring spend and reviewing suppliers in view of rising cost of living and utility costs. ▶ Supporting YMCA England & Wales to engage with Central Government. ▶ Diversification of funding to include greater generated income. ▶ Reviewing cost-effectiveness. ▶ Development of new services. ▶ Investment in Fundraising capacity.
Safeguarding: YMCA clients may be at risk from abuse	▶ Robust Safeguarding Policy & Procedure, reviewed annually. ▶ A staff Committee from across the organisation to ensure high quality implementation of the policy and procedures. ▶ Using MyConcern as a safeguarding IT platform ▶ A safeguarding dashboard presented to the Finance, Risk & Compliance Committee. ▶ An outside agency to support our safeguarding and keep us up to date with developments and learning.
Pension: YMCA Defined Benefit Scheme's deficit increases and impacts costs dramatically.	▶ Working with YMCA Pension Scheme on ETV process ▶ Engagement with the Pension Scheme on issues and actions to maintain or reduce the pension liability. ▶ Triennial consideration of S75 buy-out.
Reputation: An incident or occurrence may damage or have a negative impact on how people perceive the organisation.	▶ Pro-active management of projects. ▶ Strong policies and procedures. ▶ Positive relationships with media. ▶ Professional PR support in place. ▶ Monitoring of complaints. ▶ Review of incidents, including near-misses.
Data Security: Loss of personal data or an outside agency attempting to access information nefariously.	▶ Robust information husbandry of policies and procedures. ▶ Professional IT support. ▶ Pro-active approach to data safety. ▶ Staff training. ▶ GDPR Compliance.
Health & Safety	▶ The Group's safety manager undertakes management of all safety matters for the Group. ▶ The Health & Safety policy is agreed and signed off by the Board, once it has been to the Finance, Risk & Compliance Committee for comment. ▶ An H&S report (covering every aspect of safety that is noted within the groups Health & Safety policy) is submitted to the Board on an annual basis. ▶ Fire, asbestos, Legionella, COSHH compliance checks are undertaken throughout the Group on a 3-monthly basis by the Head of Facilities. ▶ All risk assessments for staff are developed and personally issued to staff and volunteers, and accident and near miss and fire reporting is collated by the H&S Manager. ▶ The Health & Safety Committee meets 3-monthly to discuss any safety matters that need resolution or further action, has 16 members of staff, nominally 1 person from each area of the business, and includes the Accommodation Director in its number.
Staff and Volunteers: Failure to recruit or retain staff or volunteers.	▶ Regular 1-2-1s and support meetings. ▶ Investors in People accreditation. ▶ Trusted Charity certification ▶ Training and development opportunities. ▶ Staff and Volunteer welfare. ▶ Staff benefits. ▶ HR Dashboard set up to monitor key trends

Governance and Financial Viability Standard and Code of Governance

The Board has taken reasonable steps to ensure that it meets the requirements of the Governance and Financial Viability Standards, and is satisfied that there have been no material breaches of the Standard.

Public Benefit

The Board has taken account of the Charity Commission's general guidance on public benefit when reviewing the Charity's aims, objectives and planning.

Statement of Directors' Responsibilities

Company Law and Registered Social Housing Provider legislation require the Directors to prepare financial statements for each Financial Year, which give a true and fair view of the state of affairs of YMCA as at the end of the Financial Year and of the surplus or deficit of the organisation for that period.

In preparing these financial statements, the Directors are required to:

- ▶ select suitable accounting policies, apply them consistently and state them in the financial statements;
- ▶ make judgements and estimates that are reasonable and prudent;
- ▶ state whether applicable accounting standards and statements of recommended practice have been followed;
- ▶ prepare the financial statements on the going concern basis, unless it is inappropriate to presume that YMCA will continue in business.

The Directors are responsible for ensuring that arrangements are made for keeping proper books of account with respect to the Group's transactions and its assets and liabilities such as to enable every statement of comprehensive income of YMCA Trinity Group to give a true and fair view of the income and expenditure of the period and every statement of financial position of the state of affairs of YMCA Trinity Group and to ensure that the financial statements comply 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 in England 2022.

The Directors are also responsible for establishing and maintaining a satisfactory system of control over the Group's books of account, its cash holdings, and all its receipts and remittances, and hence for taking steps for the prevention and detection of fraud and other irregularities.

Internal Controls

The Directors have considered their responsibilities and systems of internal control and agreed that no significant weaknesses or breaches are considered to exist. The Charity operates a comprehensive annual financial planning and budgeting process, which is approved by the Board. Performance is monitored through the use of activity and financial targets.

An independent Internal Controls Audit took place in early 2022. Recommendations from the Internal Controls Audit were adopted following a report to the Finance, Risk and Compliance Committee in April 2022 and an action plan is being acted upon.

The Board of Directors, through its sub-committees, receives reports and develops action plans to implement the continuous improvement and development process, which includes risk assessment and mapping. Significant risks are highlighted and monitored by the Executive Team, which is led by the Chief Executive.

All major risks to which YMCA Trinity Group is exposed and identified from these procedures have been reviewed by the Board of Directors. Mitigation of risk is continually being developed or enhanced.

Statement of Disclosure of Information to Auditors

We, the Directors of YMCA Trinity Group who held office at the date of approval of these financial statements as set out from page 50 each confirm, so far as we are aware, that:

- ▶ there is no relevant audit information of which the Group's auditors are unaware; and
- ▶ we have taken all the steps we ought to have taken as Directors in order to make ourselves aware of any relevant audit information and to establish that the Group's auditors are aware of that information.



By **Steve Mallinson**
Chair of the Board

Approved by the Board on 22 September 2025

FUNDERS

With thanks to our funders, commissioners, partners and volunteers:



YMCA England & Wales



YMCA TRINITY GROUP

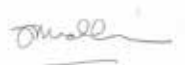
STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2025

	Note	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Fixed assets					
Tangible fixed assets	8 & 12	17,350,555	13,590,903	17,294,782	13,545,112
Investment property	13	2,700,000	2,700,000	2,700,000	2,700,000
Investment in subsidiaries	14	-	-	19,874	19,874
Investment in joint venture	14	240,054	240,054	50	50
		20,290,609	16,530,957	20,014,706	16,265,036
Stock on hand		30,838	31,462	-	-
Trade and other debtors	16	969,087	685,985	1,279,848	628,415
Investments	17	320,110	315,163	320,110	315,163
Cash and cash equivalents		2,020,790	1,055,104	1,627,756	833,269
		3,340,825	2,087,714	3,227,714	1,776,847
Less creditors: Amounts falling due within one year	18	(1,986,348)	(2,126,658)	(1,380,075)	(1,638,020)
Net current assets		1,354,477	(38,944)	1,847,639	138,827
Total assets less current liabilities		21,645,086	16,492,013	21,862,345	16,403,863
Add: long term debtors	16	240,004	240,004	480,008	480,008
Less creditors: Amounts falling due after more than one year	19	(10,154,665)	(5,172,772)	(10,154,665)	(5,172,772)
Total net assets		11,730,425	11,559,245	12,187,688	11,711,099
Capital and reserves					
Income & expenditure reserve	20	11,730,424	11,237,842	12,187,688	11,389,696
Restricted reserves	20	-	321,403	-	321,403
		11,730,424	11,559,245	12,187,688	11,711,099

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the board on 29th September 2025



S Mallinson
Chair



S Pickering
Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2025

	Note	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Turnover	2	12,460,182	12,632,320	11,041,860	11,290,618
Cost of sales	2	(1,286,595)	(1,202,212)	-	-
Gross surplus		11,173,587	11,430,108	11,041,860	11,290,618
Other operating income	2	74,409	-	74,409	(74,409)
Operating costs	2	(10,772,262)	(11,317,933)	(10,412,666)	(11,027,731)
(Loss)/gain on disposal of fixed assets	2	(117,706)	138,532	(118,384)	138,532
Operating (deficit) / surplus		358,028	250,707	585,219	327,010
Interest receivable	3	37,160	26,289	37,160	26,289
Interest and financing costs	4	(149,602)	7,435	(145,790)	36,236
(Deficit) / surplus before taxation		245,586	284,431	476,589	389,535
Taxation	15	-	-	-	-
(Deficit) / surplus for the year		245,586	284,431	476,589	389,535
Other recognised gains/(losses):					
Increase in valuation of investment property	13	-	-		
Actuarial loss in respect of pension scheme	24	-	-		-
		245,586	284,431	476,589	389,535

All of the above amounts relate wholly to continuing operations. The accompanying notes form part of these financial statements.

The financial statements were approved by the Board of Directors on 29th September 2025



S Mallinson
Chair



S Pickering
Director

Company Registration No. 03561613 (England and Wales)
Charity Registration No. 1069810
HCA No. H4179

YMCA TRINITY GROUP

STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2025

Group	General Reserve £	Restricted Reserve £	Total £
Balance at 1 April 2023	10,953,411	10,094	10,963,505
Total comprehensive income for the year	284,431	-	284,431
Transfers of restricted income and expenditure to/from general reserve	-	311,309	311,309
Balance at 31 March 2024	11,237,842	321,403	11,559,245
Total comprehensive income for the year	245,586	-	245,586
Transfers of restricted income and expenditure to/from general reserve	246,996	(321,403)	(74,407)
Balance at 31 March 2025	11,730,424	-	11,730,424

YMCA	General Reserve £	Restricted Reserve £	Total £
Balance at 1 April 2023	11,000,161	10,094	11,010,255
Total comprehensive income for the year	389,535	-	389,535
Transfers of restricted income and expenditure to/from general reserve	-	311,309	311,309
Balance at 31 March 2024	11,389,696	321,403	11,711,099
Total comprehensive income for the year	476,589	-	476,589
Transfers of restricted income and expenditure to/from general reserve	-	-	-
Balance at 31 March 2025	11,866,285	321,403	12,187,688

YMCA TRINITY GROUP

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	Group 2024 £	2025 £	YMCA 2024 £
Net cash generated from operating activities	28	674,833	783,572	478,254	581,297
Cash flow from investing activities					
Purchase of tangible fixed assets		(4,368,654)	(518,615)	(4,345,729)	(498,532)
Proceeds from sale of tangible fixed assets		1,357	407,653	(0)	410,269
Interest received		37,160	26,289	37,160	26,289
Increase in loans		-	(6,500)	-	(6,500)
Investment in joint venture		-	-	-	-
YIF Capital Grant		4,502,284	313,925	4,502,284	313,925
Cash flow from financing activities					
Interest paid		(149,602)	7,435	(145,790)	36,236
New secured loans		-	-	-	-
Repayment of borrowing		273,255	(154,292)	273,255	(147,846)
Net change in cash and cash equivalents		970,633	859,467	799,434	715,138
Cash and cash equivalents at the start of the year		1,370,267	510,800	1,148,432	433,294
Cash and cash equivalents at the end of the year		2,340,900	1,370,267	1,947,866	1,148,432
Represented by:					
Investments		320,110	315,163	320,110	315,163
Cash and cash equivalents		2,020,790	1,055,104	1,627,756	833,269
Bank overdraft		-	-	-	-
		2,340,900	1,370,267	1,947,866	1,148,432

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

LEGAL STATUS

YMCA Trinity Group is registered under the Companies Act 2006 and is a registered provider of social housing and is a registered charity. The registered office is Queen Anne House, Gonville Place, Cambridge, CB1 1ND.

The YMCA has one wholly owned subsidiary, The Cresset Limited. The Cresset Limited is registered under the Companies Act 2006. Further details are shown in note 26.

1. ACCOUNTING POLICIES

1.1 Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. As a public benefit entity, the Group has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102. The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertaking, The Cresset Ltd as at 31 March 2025 using the acquisition method of accounting as required.

The financial statements comply with the Companies Act 2006, the Housing 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 as modified by the revaluation of investment property and are presented in sterling.

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

1.2 Basis of consolidation

The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertaking, The Cresset Ltd as at 31 March 2025 using the acquisition method of accounting as required. Where the acquisition method is used, the results of the subsidiary undertakings are included from the date of acquisition, being the date the group obtains control. Joint ventures are accounted for in accordance with note 1.19.

All intra-group transactions, balances, income and expenses are eliminated in full prior to consolidation.

1.3 Going concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future. The board has considered a period of 12 months from the date of approval of these financial statements and has determined that the group can continue to operate as a going concern.

The board has agreed to support its trading company, The Cresset Limited (TCL), for a further period of 12 months from the date of approval of these financial statements while the outcome of an external business review are implemented to guide future governance and staffing structures. During this period the board will focus on TCL's ongoing financial performance and ensure that measures currently in place continue to transform the organisation into a financially sustainable position over the next five years.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.4 Significant judgements and estimates

Significant management judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Categorisation of housing properties

The group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the group has considered if the asset is held for social benefit or to earn commercial rentals. On this basis, certain properties held by the group have been categorised as investment properties.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities and expenses is provided below. Actual results may be substantially different.

Useful lives of depreciable assets

Tangible fixed assets are depreciated over their useful lives taking into account estimated residual values, where appropriate. Management reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account.

Valuation of investment properties

The group carries its investment properties at fair value, with changes in fair value being recognised in the statement of comprehensive income.

1.5 Turnover

Turnover represents rental income and service charges receivable, programme activities income, donations and revenue grants receivable from local authorities, fees receivable for childcare services, income from commercial operations in the trading subsidiaries and other operating income. Rental income is recognised when the property is available to let, net of voids. Service charge income and costs are recognised on an accruals basis. Supporting People income is recognised as it falls due under the contractual arrangement with the administering authorities.

All charitable income recognised by the group is credited to the income and expenditure account. If specific restrictions are placed on its use by the donors the relevant income is transferred to restricted reserves.

1.6 Gift Aid income

Donations received under the Gift Aid scheme to the parent association from its subsidiary are recognised as turnover upon receipt as it relates to the principal activities of the association and is eliminated on consolidation.

1.7 Housing properties

Housing properties are those held for the provision of social housing or to otherwise provide social benefit. Housing properties are stated at cost less accumulated depreciation and impairment losses. The cost of properties is their purchase price together with incidental costs of acquisitions. Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.8 Investment properties

Investment properties consist of those properties not held for social benefit or for use in the business. Investment properties are initially measured at cost and are subsequently measured at fair value, with changes in fair value recognised in the Statement of Comprehensive Income.

1.9 Other tangible fixed assets

Other tangible fixed assets are stated at cost less accumulated depreciation. Depreciation has been provided on a straight line basis to write off over the following periods:

Leasehold property	over the period of the lease
Plant and machinery	20-33% per annum on cost
Furniture, fixtures and fittings	5-33% per annum on cost
Computer equipment	20-33% per annum on cost
Motor vehicles	33% per annum on cost

1.10 Depreciation of housing projects

Major components of housing properties are identified and treated as separable assets and are depreciated on a straight line basis over their expected economic useful lives at the following rates:

Property structure	80 years
Kitchens	20 years
Bathrooms, doors and windows	30 years
Roof	70 years
Lifts	20 years
Electrical systems	40 years
Gas boiler/fires	15 years
Mechanical systems	30 years
Refurbishment costs	15 years

The estimated lives of the different property components are based on the National Matrix of Property Components issued by the National Housing Federation in collaboration with property surveyors Savills. Freehold land is not depreciated.

1.11 Investment in subsidiaries

The consolidated financial statements incorporate the results of YMCA and its subsidiary, The Cresset Limited. Investments in subsidiaries are stated at cost less impairment in the parent company's individual financial statements.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.12 Social Housing and other government grants

Where developments have been financed wholly or partly by Social Housing Grants (SHG), the amount of the grant received is recognised in turnover over the useful life of the property structure and components using the accruals model. SHG must be recycled by the group under certain conditions, if the property is sold, or if another relevant event takes place. In these cases the SHG may have to be repaid if certain conditions are not met. If the grant is not required to be recycled or repaid, any unamortised grant is recognised as turnover. In certain circumstances, SHG may be repayable and in that event is a subordinated unsecured repayable debt. Grants relating to revenue are recognised in the statement of comprehensive income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that the performance conditions will be met.

1.13 Other grants

Government grants relating to revenue are recognised as income over the periods when the related costs are incurred.

Grants received from non-government sources are recognised under the performance model. Where there are no specific performance requirements the grants are recognised in the statement of comprehensive income when the proceeds are received or receivable. Where grant is received with specific performance requirements attached, it is recognised as a liability until the performance conditions are met and then it is recognised as turnover.

1.14 Taxation - value added tax

The group is partially exempt in relation to Value Added Tax (VAT), and accordingly is able to recover from HM Revenue & Customs part of the VAT incurred on expenditure. At the year end, VAT recoverable or payable is included in the statement of financial position. Irrecoverable VAT is accounted for in the statement of comprehensive income.

1.15 Operating leases

Rentals applicable to operating leases where subsequently all the benefits and risks of ownership remain with the lessor are charged to the statement of comprehensive income.

1.16 Stock

Stock is valued at the lower of cost and net realisable value.

1.17 Pension scheme

The group 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 YMCA Trinity Group. As described in note 24, YMCA Trinity Group has a contractual obligation to make pension deficit payments over a period to April 2027, accordingly this is shown as a liability in these accounts. In addition, YMCA Trinity Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the statement of comprehensive income.

The group also operates a defined contribution pension scheme for eligible employees and a further defined contribution scheme to comply with auto-enrolment regulations. The pension cost charged to the statement of comprehensive income is the amount of annual contributions payable to this scheme.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.18 Business combinations

Acquisitions of other entities in the social housing sector that are in substance a gift to YMCA Trinity Group are treated as non-reciprocal transfers where the substance of the transaction is gifting control of one entity to another. These are also known as non-exchange transfers. In this case the fair value of the gifted assets and liabilities are recognised as a gain or loss in the Statement of Comprehensive Income in the year of the transaction.

1.19 Joint ventures

An entity is treated as a joint venture where the group is party to a contractual agreement with one or more parties from outside the group to undertake an economic activity that is subject to joint control.

In the consolidated accounts, interests in joint ventures are accounted for using the equity method of accounting. Under this method an equity investment is initially recognised at the transaction price (including transaction costs) and is subsequently adjusted to reflect the investor's share of the profit or loss, other comprehensive income and equity of the joint venture. The consolidated statement of comprehensive income includes the group's share of the operating results, interest, pre-tax results and attributable taxation of such undertakings applying accounting policies consistent with those of the group. Any share of losses are only recognised to the extent that they do not reduce the investment balance below zero as the group has no obligations to make payments on behalf of the joint venture, and any share of subsequent profits shall be accounted for once the unrecognised profits are equal to the unrecognised losses. In the consolidated balance sheet, the interests in joint ventures are shown as the group's share of the identifiable net assets, including any unamortised premium paid on acquisition. Any unrealised profits and losses from transactions between the Group and the joint venture are eliminated to the extent of the Group's interest in the joint venture.

Any premium on acquisition is included within the equity method accounted figure in the financial statements as goodwill. This goodwill is amortised over 5 years. Where there are indicators of impairment, the investment as a whole is tested for impairment.

1.20 Financial instruments

The group only has financial instruments which meet the criteria of a basic financial instrument as defined by section 11 of FRS 102.

Short term debtors are measured at transaction price less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method, less any impairment.

Short term creditors are measured at the transaction price. Other financial liabilities including bank loans are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.21 Impairment

Reviews for impairment of housing properties are carried out when a trigger event 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.

Following a trigger event for impairment, an impairment test is performed based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential as the existing property.

1.22 Reserves

Restricted reserves represent income received where the funder or other source of the income have imposed restrictions as to how the reserves shall be used. The nature and purpose of restricted reserves is set out in the notes to the financial statements.

2a. TURNOVER, COST OF SALES, OPERATING COSTS AND OPERATING SURPLUS

Year ended 31 March 2025

	Turnover £	Operating costs £	Other operating income/ (expense) £	(Loss)/gain on disposal of assets £	Operating surplus / (deficit) £
Income from regulated social housing					
Social housing lettings (note 2b)	7,765,917	7,083,911	-	(22,815)	659,191
	7,765,917	7,083,911	-	(22,815)	659,191
Income from non-regulated activities					
Student and other housing	200,010	157,693	-	-	42,317
Health and wellbeing	556,790	648,157	-	-	(91,367)
Support and advice	364,835	333,905	-	-	30,930
Fundraising and development	4,048	(865)	-	-	4,913
Training and education	89,680	101,041	-	-	(11,362)
Childcare and family work	1,242,741	1,260,064	-	-	(17,323)
Youth work	290,010	236,541	-	-	53,469
Cresset community activities (note 2c)	359,544	424,103	74,409	(95,569)	(85,719)
Haywood House	168,285	168,117	-	-	168
	3,275,943	3,328,756	74,409	(95,569)	(73,973)
Total for YMCA	11,041,860	10,412,666	74,409	(118,384)	585,219
The Cresset Ltd trading activities	1,418,322	1,646,191	-	678	(227,191)
Total for YMCA Trinity Group	12,460,182	12,058,857	74,409	(117,706)	358,028

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

Year ended 31 March 2024

	Turnover £	Operating costs £	Other operating income/ (expense) £	(Loss)/gain on disposal of assets £	Operating surplus / (deficit) £
Income from regulated social housing					
Social housing lettings (note 2b)	7,989,441	7,321,203	-	126,532	794,770
	7,989,441	7,321,203	-	126,532	794,770
Income from non-regulated activities					
Student and other housing	219,856	144,808	-	-	75,048
Health and wellbeing	615,702	700,156	-	-	(84,454)
Support and advice	386,593	404,445	-	-	(17,852)
Fundraising and development	103,659	102,790	-	-	869
Training and education	122,087	104,805	-	-	17,282
Childcare and family work	1,088,320	1,430,122	-	-	(341,802)
Youth work	225,550	296,140	-	12,000	(58,590)
Cresset community activities (note 2c)	376,037	386,272	(74,409)	-	(84,644)
Haywood House	163,373	136,990	-	-	26,383
	3,301,177	3,706,528	(74,409)	12,000	(467,760)
Total for YMCA	11,290,618	11,027,731	(74,409)	138,532	327,010
The Cresset Ltd trading activities	1,435,946	1,512,249	-	-	(76,303)
Total for YMCA Trinity Group	12,726,564	12,539,980	(74,409)	138,532	250,707

2b. PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS Group and YMCA

	2025 £	2024 £
Particulars of lettings of hostel accommodation		
Rents receivable	997,069	1,754,586
Service charge income	5,673,935	5,155,724
Net rental receivable	6,671,004	6,910,310
Supporting people contract income	898,620	961,536
Amortised social housing grants	61,533	61,533
Other government grants	-	-
Other income	134,761	56,062
(Loss)/gain on disposal of housing property	(22,815)	126,532
Turnover from social housing lettings	7,743,102	8,115,973
Operating expenditure on social housing lettings	(7,083,911)	(7,321,203)
Operating surplus on social housing lettings	659,191	794,770
Rent losses from voids	1,396,332	935,301

The number of units of hostel accommodation managed was 387 at the beginning of the year and 382 at the end of the year.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

2c. PARTICULARS OF INCOME AND EXPENDITURE FROM CRESSET COMMUNITY ACTIVITIES

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Income from charitable activities				
Rents receivable	64,112	76,287	64,112	70,334
Service charges	270,845	298,031	270,845	296,364
Recharged expenditure	24,587	8,046	24,587	9,339
	<u>359,544</u>	<u>382,364</u>	<u>359,544</u>	<u>376,037</u>
Expenditure on charitable activities				
Provision of premises - staff costs and other	(358,593)	(392,349)	(358,593)	(386,350)
Bad debt expense	74,409	(74,409)	74,409	(74,409)
	<u>(284,184)</u>	<u>(466,758)</u>	<u>(284,184)</u>	<u>(460,759)</u>
Operating surplus / (deficit) on charitable activities:	<u>75,360</u>	<u>(84,394)</u>	<u>75,360</u>	<u>(84,722)</u>

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
3. INTEREST RECEIVABLE				
Interest receivable	37,160	26,289	37,160	26,289
	<u>37,160</u>	<u>26,289</u>	<u>37,160</u>	<u>26,289</u>

4. INTEREST PAYABLE AND FINANCING COSTS

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Bank loans and overdraft	-	33,398	-	4,597
Other loans	131,471	112,740	127,660	112,740
Deferred benefit pension charge	18,130	(153,573)	18,130	(153,573)
	<u>149,602</u>	<u>(7,435)</u>	<u>145,790</u>	<u>(36,236)</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

5. KEY MANAGEMENT PERSONNEL

For the purposes of disclosure the definition of a director includes YMCA's Chief Executive Officer (CEO). The remuneration paid to the CEO and other key management personnel is set out below.

	2025 £	2024 £
Chief Executive gross salary	108,151	106,031
Chief Executive pension contributions	<u>6,489</u>	<u>6,362</u>
Key management personnel gross salary	222,070	235,468
Key management personnel employer pension contributions	<u>14,613</u>	<u>14,613</u>

The Board in accordance with a national independent grading scheme determines the remuneration of the CEO. None of the other directors received any remuneration. The CEO does not have any enhanced pension arrangement in the group.

Aggregate number of full time equivalent staff including the chief executive whose remuneration exceeded £60,000 in the period:

	2025	2024
£60,001 - £70,000	1	2
£70,001 - £80,000	2	-
£80,001 - £90,000	-	-
£90,000 - £100,000		1
£100,000 - £110,000	<u>1</u>	<u>1</u>

Members of the Board are not permitted by the Articles to receive remuneration.

Total amount of travel expenditure reimbursed to the Board and senior executives not chargeable to United Kingdom income tax was £5,875 (2024: £7,304).

6. EMPLOYEE COSTS

	Group		YMCA	
	2025 £	2024 £	2025 £	2024 £
Wages and salaries	6,260,666	6,232,934	5,651,541	5,657,323
Social security costs	491,423	471,482	452,146	436,107
Pension costs	145,853	142,572	135,364	133,552
	<u>6,897,942</u>	<u>6,846,988</u>	<u>6,239,051</u>	<u>6,226,982</u>

The average number of employees expressed as a full time equivalent (based on 40 hours per week) was:

	Group		YMCA	
	2025 £	2024 £	2025 £	2024 £
Average number of employees	<u>205</u>	<u>253</u>	<u>196</u>	<u>243</u>

The group employed 117 seasonal workers during the year who are not accounted for in the above staff numbers (2024: 140).

The group also benefits from the work of 22 (2024: 18) volunteers, whose contribution it acknowledges to be a major asset.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

7. OPERATING RESULTS

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Depreciation on housing properties	226,500	226,755	226,500	226,755
Depreciation on other assets	263,440	287,394	251,175	271,596
Loss / (profit) on disposal of fixed assets	117,706	(138,532)	118,384	(138,532)
Operating lease arrangements	33,346	41,118	33,346	41,118
<i>Auditors remuneration (including under provision):</i>				
Audit of parent and group financial statements	27,500	46,730	27,500	46,730
Audit of the accounts of subsidiaries	14,500	8,428	-	-

8. TANGIBLE FIXED ASSETS - HOUSING PROPERTIES - Group and YMCA

	Freehold housing properties £	Long leasehold housing properties £	Property development £	Total £
Cost				
At 1 April 2024	10,899,178	1,025,000	-	11,924,178
Additions	66,432	-	-	66,432
Transfers	-	-	-	-
Disposals	(62,321)	-	-	(62,321)
At 31 March 2025	10,903,289	1,025,000	-	11,928,289
Depreciation and impairment				
At 1 April 2024	2,737,968	142,277	-	2,880,245
Depreciation charged in the year	211,818	14,682	-	226,500
Eliminated on disposals	(39,506)	-	-	(39,506)
Transfers	-	-	-	-
At 31 March 2025	2,910,280	156,959	-	3,067,239
Carrying amount				
At 31 March 2025	7,993,009	868,041	-	8,861,050
At 31 March 2024	8,161,210	882,723	-	9,043,933

Housing Property asset held with a carrying value of £3,122,883 (2024: £3,122,883) have been pledged as security for housing loans.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

9. SOCIAL HOUSING ASSISTANCE

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Total accumulated housing grant	9,572,770	5,132,019	9,572,770	5,132,019
Recognised in statement of comprehensive income	1,275,003	1,444,940	1,275,003	1,444,940
Held as deferred income	8,297,767	3,687,079	8,297,767	3,687,079
	<u>9,572,770</u>	<u>5,132,019</u>	<u>9,572,770</u>	<u>5,132,019</u>

10. DEFERRED CAPITAL GRANT

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Opening balance	3,857,016	3,921,713	3,857,016	3,921,713
Additions	4,502,284	-	4,502,284	-
Released to income in the year	(61,533)	(64,697)	(61,533)	(64,697)
Closing balance	<u>8,297,767</u>	<u>3,857,016</u>	<u>8,297,767</u>	<u>3,857,016</u>
Amounts to be released within 1 year	64,961	61,533	64,961	61,533
Amounts to be released in more than 1 year	8,232,806	3,795,483	8,232,806	3,795,483
	<u>8,297,767</u>	<u>3,857,016</u>	<u>8,297,767</u>	<u>3,857,016</u>

11. EXPENDITURE ON WORKS TO EXISTING PROPERTIES

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Refurbishment costs in year - Amounts capitalised	66,432	146,574	66,432	146,574
	<u>66,432</u>	<u>146,574</u>	<u>66,432</u>	<u>146,574</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

12. OTHER FIXED ASSETS - Group

	Furniture, fittings and equipment £	Long Leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
At 1 April 2024	2,565,593	3,684,024	394,352	77,032	6,721,001
Additions	58,222	4,244,000	-	-	4,302,222
Transfers	-	-	-	-	-
Disposals	(127,626)	(111,497)	-	-	(239,123)
At 31 March 2025	2,496,189	7,816,527	394,352	77,032	10,784,100
Depreciation and impairment					
At 1 April 2024	1,545,283	496,415	72,472	59,861	2,174,031
Depreciation charged in the year	190,880	56,976	5,246	10,338	263,440
Eliminated on disposals	(126,948)	(15,928)	-	-	(142,876)
Transfers	-	-	-	-	-
At 31 March 2025	1,609,215	537,463	77,718	70,199	2,294,595
Carrying amount					
At 31 March 2025	886,974	7,279,064	316,634	6,833	8,489,505
At 31 March 2024	1,020,310	3,187,609	321,880	17,171	4,546,970

OTHER FIXED ASSETS - YMCA

	Furniture, fittings and equipment £	Long Leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
At 1 April 2024	2,429,552	3,684,024	394,353	77,031	6,584,960
Additions	35,297	4,244,000	-	-	4,279,297
Transfers	-	-	-	-	-
Disposals	(125,407)	(111,497)	-	-	(236,904)
At 31 March 2025	2,339,442	7,816,527	394,353	77,031	10,627,353
Depreciation and impairment					
At 1 April 2024	1,455,033	496,415	72,472	59,861	2,083,780
Depreciation charged in the year	178,615	56,976	5,246	10,338	251,175
Eliminated on disposals	(125,407)	(15,928)	-	-	(141,335)
Transfers	-	-	-	-	-
At 31 March 2025	1,508,241	537,463	77,718	70,199	2,193,620
Carrying amount					
At 31 March 2025	831,201	7,279,064	316,635	6,832	8,433,733
At 31 March 2024	974,519	3,187,609	321,881	17,170	4,501,180

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

13. INVESTMENT PROPERTIES - Group and YMCA

	2025	2024
	£	£
As at 1 April 2024	2,700,000	2,700,000
Increase / (decrease) in value	-	-
As at 31 March 2025	<u>2,700,000</u>	<u>2,700,000</u>

Investment properties were valued by professionally qualified external valuers, Dohen Land in accordance with the Royal Institute of Chartered Surveyors valuation standards. The valuation was undertaken as at 31 March 2025 and is considered by the directors to continue to reflect the fair value of the investment properties at this date.

Investment Property assets held with a carrying value of £2,700,000 (2024: £2,700,000) have been pledged as security for bank loans.

14. FIXED ASSET INVESTMENTS

Group	Joint ventures
	£
Cost or valuation	
At 1 April 2024	240,054
Additions	-
At 31 March 2025	<u>240,054</u>
Share of retained profits	
At 1 April 2024	-
Profit for the year	-
At 31 March 2025	<u>-</u>
Net Book Value	
At 31 March 2025	<u>240,054</u>
At 31 March 2024	<u>240,054</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

14. FIXED ASSET INVESTMENTS (continued)

	Subsidiary undertakings £	Joint ventures £	Total £
Cost or valuation			
At 1 April 2024	19,874	50	19,924
Additions	-	-	-
Disposals	-	-	-
Movement in fair value	-	-	-
At 31 March 2025	19,874	50	19,924

Kirkgate Street Ltd is a joint venture in which the group has joint control and a 50% ownership interest. The objective of the joint venture is to work together on the long lease and development of housing property. The registered office for Kirkgate Street Ltd is Marine House, 151 Western Road, Haywards Heath, RH16 3LH.

As required by FRS 102 and the Housing SORP, the financial statements consolidate the results of The Cresset Limited which is a wholly owned subsidiary of YMCA at the end of the year.

YMCA holds 100% of the ordinary share capital of The Cresset Limited (incorporated in England and Wales). The principal activity of the company is the operation of the theatre, pub and other commercial trading operations. The registered office for The Cresset Limited is the same as YMCA. YMCA is the ultimate parent undertaking.

During the year YMCA charged a management fee of £229,680 (2024: £235,883) to its subsidiary, The Cresset Limited. A gift aid donation of £nil (2024: £nil) was paid to the YMCA by The Cresset Limited during the year. The amount owed by The Cresset Limited is disclosed in note 18 of £383,762 (2024: £74,409).

15. TAXATION

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Deferred tax:				
Origination and reversal of timing differences	-	-	-	-

YMCA has a charitable status and it is therefore exempt from corporation tax on income arising from exempt sources to the extent that it is applied to the organisation's charitable purpose.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

16. DEBTORS

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Trade and other debtors				
Rent and service charges receivable	203,282	570,512	203,282	570,512
Less: Bad debt provision	(36,552)	(251,178)	(36,552)	(251,178)
Trade debtors	141,450	152,782	72,968	100,661
Other debtors	494,067	42,723	494,067	42,723
Amounts owed by joint ventures				
Amounts due from group undertakings	-	-	383,762	74,409
Less: provision for amount due from group undertakin	-	-	-	(74,409)
Prepayments and accrued income	166,841	171,146	162,322	165,697
	<u>969,087</u>	<u>685,985</u>	<u>1,279,848</u>	<u>628,415</u>
Long term debtors				
Amounts owed by joint ventures	<u>240,004</u>	<u>240,004</u>	<u>480,008</u>	<u>480,008</u>

The amount due from group undertakings is due from The Cresset Limited. Following an external review that included an analysis of all TCL's trading areas and produced a business plan which demonstrated that the organisation can be financially sustainable in the medium term with the appropriate actions. This plan is in the process of being implemented and should ensure that the amount due is repaid over a period of time.

17. INVESTMENTS HELD AS CURRENT ASSETS

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Bank deposit accounts	319,980	315,033	319,980	315,033
Shares in Santander	130	130	130	130
	<u>320,110</u>	<u>315,163</u>	<u>320,110</u>	<u>315,163</u>

18. CREDITORS FALLING DUE WITHIN ONE YEAR

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Bank overdraft	-	-	-	-
Trade creditors	596,611	717,394	519,930	654,629
Rents and service charges in advance	-	-	-	-
Housing loans	40,142	19,758	40,142	19,758
Business loans	71,698	67,717	71,698	67,717
YMCA pension agreement plan	57,305	57,305	57,305	57,305
Deferred capital grant	64,961	295,680	64,961	295,680
Other taxation and social security	137,822	113,980	108,812	102,341
Other creditors	428,801	341,238	145,243	63,112
Amounts due to group undertakings	-	-	-	-
Accruals and deferred income	588,708	502,981	371,684	366,873
Payments received on account	300	10,605	300	10,605
	<u>1,986,348</u>	<u>2,126,658</u>	<u>1,380,075</u>	<u>1,638,020</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

19. CREDITORS FALLING DUE AFTER ONE YEAR

	Group		YMCA	
	2025	2024	2025	2024
	£	£	£	£
Long term housing loans	1,315,042	865,083	1,315,042	865,083
Long term business loans	554,773	635,921	554,773	635,921
Long term YMCA pension agreement plan	52,044	110,432	52,044	110,432
Long term deferred capital grant	8,232,806	3,561,336	8,232,806	3,561,336
	<u>10,154,665</u>	<u>5,172,772</u>	<u>10,154,665</u>	<u>5,172,772</u>

Amounts included above which fall due after five years are as follows:

After five years by instalments	<u>1,500,446</u>	<u>1,500,446</u>

The five (2024: five) housing loans are repayable by instalments, the last instalments falling due in 2053, 2054, 2036, 2047, 2027 and 2039 respectively. The interest rates in force for the year ended 31 March 2025 were 9.5%, 6.635%, 7.43%, 6.2%, 6.43% and 8.32% respectively.

The bank loans are payable in monthly instalments, over 10-15 years, at a mixture of fixed and variable rates of interest ranging from 3.30%-6.35%.

The housing loans are secured by fixed charges on the individual properties. Bank loans are secured on the investment property, Haywood House.

20. RESERVES - Group

	As at 1 April 2024 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2025 £
Income & expenditure reserves	11,237,842	245,586	246,996	11,730,424
Restricted reserves				
Respect	10,094	-	(10,094)	-
Youth Investment Fund	311,309	-	(311,309)	-
Total restricted reserves	<u>321,403</u>	<u>-</u>	<u>(321,403)</u>	<u>-</u>
Total reserves	<u>11,559,245</u>	<u>245,586</u>	<u>(74,407)</u>	<u>11,730,424</u>

RESERVES - YMCA

	As at 1 April 2024 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2025 £
Income & expenditure reserves	11,389,696	476,589	321,403	12,187,688
Restricted reserves				
Respect	10,094	-	(10,094)	-
Youth Investment Fund	311,309	-	(311,309)	-
Total restricted reserves	<u>321,403</u>	<u>-</u>	<u>(321,403)</u>	<u>-</u>
Total reserves	<u>11,711,099</u>	<u>476,589</u>	<u>-</u>	<u>12,187,688</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

20. RESERVES (continued)

Respect - A 3 year project which supports young people to have an improved understanding of what makes a healthy relationship and what constitutes domestic violence.

Youth Investment Fund - capital grant received for the replacement of the roof on the Cresset building.

21. SHARE CAPITAL

The directors are the only members of YMCA. The company is limited by guarantee, having no share capital and, in accordance with the Memorandum of Association every member is liable to contribute a sum of £1 in the event of the company being wound up.

	2025	2024
Number of members:		
As at 1 April 2024	11	11
Joining during the year	5	-
Leaving during the year	(5)	-
As at 31 March 2025	11	11

22. ACCOMMODATION IN MANAGEMENT

Accommodation owned/rented and managed by YMCA is as follows:

	2025	2024
Supported housing:		
Short stay move on accommodation (3 months)	22	22
Medium stay supported housing (2 years)	358	365
Total	380	387

In addition to supported housing accommodation numbers above, 33 units (2024: 33 units) for student accommodation and 26 units (2024: 26 units) for non-social housing were also owned and managed.

Overall there was no volume change in social housing during the year.

23. OPERATING LEASES

The future minimum operating lease payments are as follows:

	Group		YMCA	
	2025	2024	2025	2024
	£	£	£	£
Within one year	246,374	215,749	246,374	215,749
Between two and five years	518,229	881,935	518,229	881,935
	764,603	1,097,684	764,603	1,097,684

In addition to the above, The YMCA's share of commitments entered into by the joint venture company, Kirkgate Street Limited, are £2,535 per annum (increased annually by CPI) for a term of 125 years ending in March 2147.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

24. PENSION COSTS

The group operates a defined contribution scheme, the assets of which are held separately from those of the group. For executive team members contributions for employees were to Scottish Widows and were a minimum of 3% of salary and the employer contributions were 6%. YMCA also operates a pension scheme through Peoples Pension where the employer and employee contribute 8% combined, NEST where the employer contributes 3% and the employee contributes 5% and Prudential where the employer contributes 3% and the employee contributes 5%. The charge for the year to the income and expenditure account in relation to all schemes was £145,853 (2024: £142,572).

YMCA Trinity Group also 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 YMCA Trinity Group and at the year end these were invested in the Mercer Dynamic De-risking Solution, 65% matching portfolio and 35% in the growth portfolio and Schroder (property units only). The charge for the year to the statement of comprehensive income in relation to the plan expenses for this scheme is £18,130 (2024: -£153,573).

The most recent completed three year valuation was as at 1 May 2023. 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 of 4.56%, the increase in pensions in payment of 3.18% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 21.5 years, female 24.0 years, and 23.1 years for a male pensioner, female 25.7 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £103.1m, which represented 92% 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 2023 showed that the YMCA Pension Plan had a deficit of £9.1 million. YMCA Trinity Group has been advised that it will need to make annual contributions of £75,569.56 from 1 May 2025. 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 5.5% (2024: 5.5%). The current recovery period is 3 years commencing 1 May 2024.

	Within one year £	One to two years £	Two to five years £	After five years £	TOTAL £
As at 31 March 2025	57,305	54,153	4,264	-	115,722
As at 31 March 2024	57,305	54,447	55,985	-	167,737

In addition, the group 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 the group may be called upon to pay in the future.

25. CAPITAL COMMITMENTS

At the year end the group had capital commitments amounting to £52,000 (2024: £3,583,137) in relation to the Youth Investment Fund capital project at The Cresset.

26. RELATED PARTIES

The Cresset is a wholly owned subsidiary of The YMCA. The cresset limited is a non-regulated company registered under the Companies Act 2006. Details in relation to transactions with and investment in the subsidiary are provided in note 14.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

Group transactions with joint ventures

The following transactions took place between the group and its joint venture company during the year:

	2025 £	2024 £
Capital investment	50	50
Loans advanced	-	-
	<u>50</u>	<u>50</u>

The following receivable balances relating to joint ventures was included in the consolidated balance sheet:

	2025 £	2024 £
Loans	<u>240,004</u>	<u>240,004</u>

The YMCA granted Kirkgate Street Limited a secured an initial loan facility of a total principal amount of £390,000 and extended the facility to £450,000 during 2023. Of this, £370,000 was advanced during the year interest is charged on the loan at a rate of 8% per annum which has been added to the principal amount.

One of the trustees is also an employee of National Council for Voluntary Organisations who the YMCA engaged to do some consultancy work during the year - this was an arms length transaction with a value in 2024/25 of £9,030.

27. FINANCIAL INSTRUMENTS

The Group's financial instruments may be analysed as follows:

	2025 £	2024 £
Financial assets:		
Financial assets that are debt instruments measure at amortised cost	<u>2,843,952</u>	<u>1,776,847</u>
Financial liabilities:		
Financial liabilities measured at amortised cost	<u>3,192,585</u>	<u>3,081,719</u>

Financial assets measured at amortised cost comprise cash at bank and in hand, investments, trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, taxation and social security, other creditors, housing and bank loans.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

28. CASH FLOW FROM OPERATING ACTIVITIES

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Operating surplus /(deficit) for the year	358,028	250,707	585,219	327,010
Adjustments for non cash items:				
Depreciation of housing properties	226,500	226,755	226,500	226,755
Depreciation of other fixed assets	263,440	287,394	251,175	271,596
Decrease / (increase) in stocks	624	(2,447)	-	-
Decrease / (increase) in trade and other debtors	(357,509)	233,649	(651,433)	326,676
Increase / (decrease) in trade and other creditors	66,044	(73,954)	(51,591)	(432,208)
Adjustments for investing or financing activities:				
Increase in valuation of investment property	-	-	-	-
(Profit) / Loss on disposal of tangible fixed assets	117,706	(138,532)	118,384	(138,532)
Taxation		-	-	-
Net cash inflow / (outflow) from operating activities	674,833	783,572	478,254	581,297

29. ANALYSIS OF CHANGES IN NET DEBT

	As at 1 April 2024 £	Cashflows £	Other non- cash movements £	As at 31 March 2025 £
Cash	1,055,104	965,686	-	2,020,790
Bank overdraft	-	-	-	-
Loans due within one year	(87,475)	(24,365)	-	(111,840)
Loans due after one year	(1,501,004)	(368,811)	-	(1,869,815)
	(533,375)	572,510	-	39,135

Independent Auditor's Report to the Members of YMCA Trinity Group

Opinion

We have audited the financial statements of YMCA Trinity Group for the year ended 31 March 2025 which include the group and parent (YMCA) statement of comprehensive income, the group and YMCA statement of financial position, the group and YMCA statement of changes in reserves, the group and YMCA statement of cash flows and the related notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 group's and YMCA's affairs as at 31 March 2025, 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 in England 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 responsibilities for the audit of the financial statements section of our report. We are independent of the association 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 group'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 directors are 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 Board Report (incorporating the strategic report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Board Report (incorporating the Strategic report) has been prepared in accordance with applicable legal requirements.

Independent Auditor's Report to the Members of YMCA Trinity Group

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the board report (incorporating the strategic 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.

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 the board

As explained more fully in the board's responsibilities statement, the board (who are also the directors of the association for the purposes of charity law) are 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 determine 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 group's and the parent'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 association or to cease operations, or has no realistic alternative but to do so.

Auditor 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified these included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were correctly applied to the financial statements.
- We reviewed minutes of Trustee Board meetings and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We have reviewed any correspondence with the Charity Commission and other Regulators and reviewed the procedures in place for the reporting of incidents to the Trustee Board including serious incident reporting of any such matters if necessary.

Independent Auditor's Report to the Members of YMCA Trinity Group

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the YMCA Trinity Group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the association'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 YMCA Trinity Group and YMCA Trinity Group's Members, as a body, for our audit work, for this report, or for the opinions we have formed.



Suzanne Goldsmith FCA (Senior Statutory Auditor)

For and on behalf of

PRICE BAILEY LLP

Chartered Accountants Statutory Auditors

Tennyson House

Cambridge Business Park

Cambridge

CB4 0WZ

Date: 29 September 2025



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Cambridge
CB1 1ND



YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.

SUPPORT & ADVICE

ACCOMMODATION

FAMILY WORK

HEALTH & WELLBEING

TRAINING & EDUCATION

YMCA TRINITY GROUP

England & Wales - Charity number 1069810

Accounts



ANNUAL REVIEW 2024-25



Here for young people
Here for communities
Here for you

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Throughout this report, some names have been changed and some photos show models to protect identities.

Chief Executive Report

As we reflect on the past year, I am proud to share the progress and achievements we have made as an organization. This year has been a testament to our resilience, innovation, and unwavering commitment to excellence.

Our financial performance has been robust, despite a challenging funding landscape across our projects and services. Like others, we have faced rising costs but have focused on making decisions to improve our operational efficiency whilst maintaining high quality deliver to our beneficiaries.



The year has been dominated by a huge capital project, funded by a Youth Investment Fund grant, at our Cresset site. As well as a £4.974million project to address the building, mainly the roof, we've also received revenue funding to rapidly grow our youth work. It's now a well-used, thriving project engaging young people locally.

Elsewhere, Youth work has done well this year. Our AirPlay projects, based around RAF bases and supporting service people's children have grown their numbers and offered new programmes. In Lowestoft, Shine is doing well. Its grown its allotment offer too! The team there have also maintained the hot meal service and the Community Fridge for local people that need it.

Accommodation has worked hard to ensure we continue to serve different clients, whilst making sure they get the right support. We've added a great project in Wisbech, a 9-unit house converted into self-contained flats. Childcare continues to make progress. The funding picture is tough, as is recruitment of qualified staff, but all the settings are OFSTED rated as 'Good' and Providence setting as 'Outstanding'. We celebrated the St Margaret's settings 10 anniversary with a well-attended event.

Our Mental Health team continue to deliver this much needed resource for young people and our partner schools. This is a much needed resource for young people and our partner schools. Demand for Mental Health support shows a growing trend amongst our clients. We know that professional support and working with people to build their coping tools and resilience is crucial. We also go from strength to strength in our Reparations Service and our specialist Family Respect project.

In March we took the difficult decision to close our gyms in Cambridge and Peterborough. This has been part of our offer for 40 years, but massive competition has seen member numbers drop over a few years.

At the Cresset we have undertaken a large strategic review which maps the way forward in the short, medium and long term. At the heart of this is focusing our theatre on music, comedy and events, within a thriving community hub. We have an action plan we are now making a reality.

As always our good work is based on a talented, dedicated and hard-working staff team. My thanks to them. They join a team of volunteers, including our wonderful Trustees, that make such a difference to people across our patch.

I look forward to another year of growth, innovation, and success.

A handwritten signature in black ink that reads "Jonathan Martin".

Jonathan Martin
CEO

*'Inspiring communities,
transforming young lives'*

Chair of Trustees Report

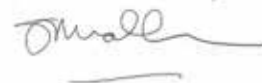
In this, my final year as Chair of Trinity Group, I am delighted to introduce this annual report – a testament to a year marked by both significant successes and formidable challenges, all met with hard work and dedication.

This past year has seen us navigating a complex landscape, not least of which was a monumental project to renovate the Cresset roof. This undertaking, while ultimately successful, presented unforeseen technical hurdles that our dedicated team overcame with remarkable focus and ingenuity. Later in the year, we embarked on an exciting initiative to reimagine the future of the Cresset, a project that has truly broadened our horizons. We are deeply indebted to the Cresset board, ably led by their Chair, Antonia Mclean.

The work on transformation continues this year as the executive team leads a major project encompassing the senior managers and trustees to prepare the charity for the future.

However, not all decisions have been easy. After years of striving to make our gyms sustainable, we made the difficult, but ultimately necessary, decision to close them. This was not a choice taken lightly, and the trustees were acutely aware of the impact such a decision would have on our beneficiaries, staff, and volunteers.

Our board of trustees is the foundation of our governance and oversight, with members typically serving a fixed term of four years, renewable for a further four. As trustees have stepped down, we have been fortunate to welcome new, passionate individuals to the Board. I am profoundly grateful for the discretionary effort of all our trustees, who consistently dedicate their time and energies to provide encouragement, advice and ensure the charity's legal responsibilities are met. (If you would like to know more about the work of the Board, please check out the Trinity website where we encourage people who have the interest, capacity and skills to consider Board membership.) This dedication extends to the many volunteers and independent oversight committee members who also generously contribute their time and expertise to support the charity and its beneficiaries. As our CEO reminds us, the smooth operation of Trinity Group is a direct result of the talent, dedication, and hard work of our staff and the surrounding team of volunteers. To all of them, I extend my appreciation and thanks. It has been a privilege and an education to serve as the chair of this terrific organisation and I wish it every success for the future.



Steve Mallinson
Chair of the Board of Trustees



Our Values

We believe in potential – yours!

We inspire – you to have a vision for your life.

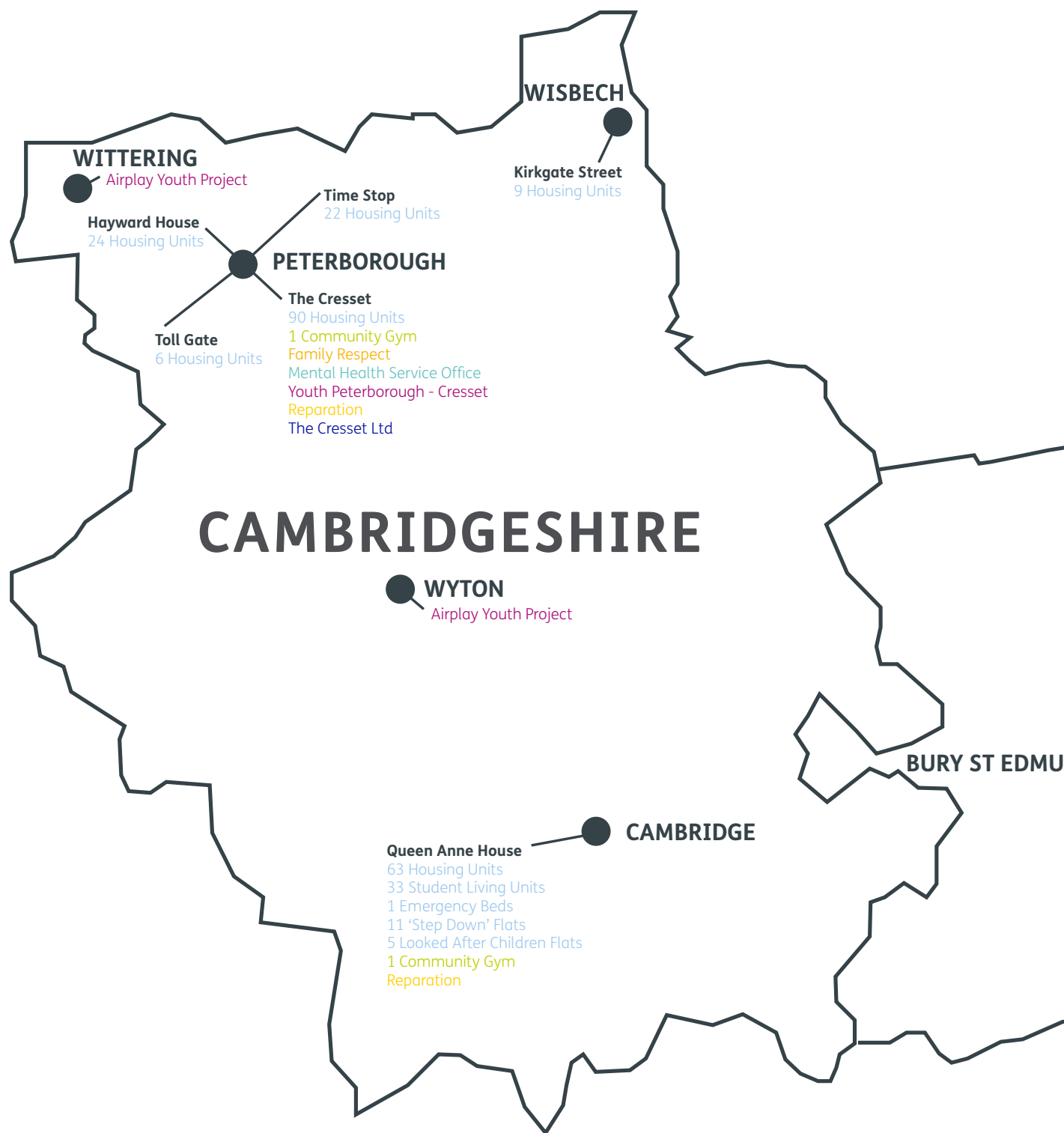
We respect – everyone's personal journey.

We empathise – with your individual life choices and support you to take action.

We act with integrity – we are honest and have strong moral principles.

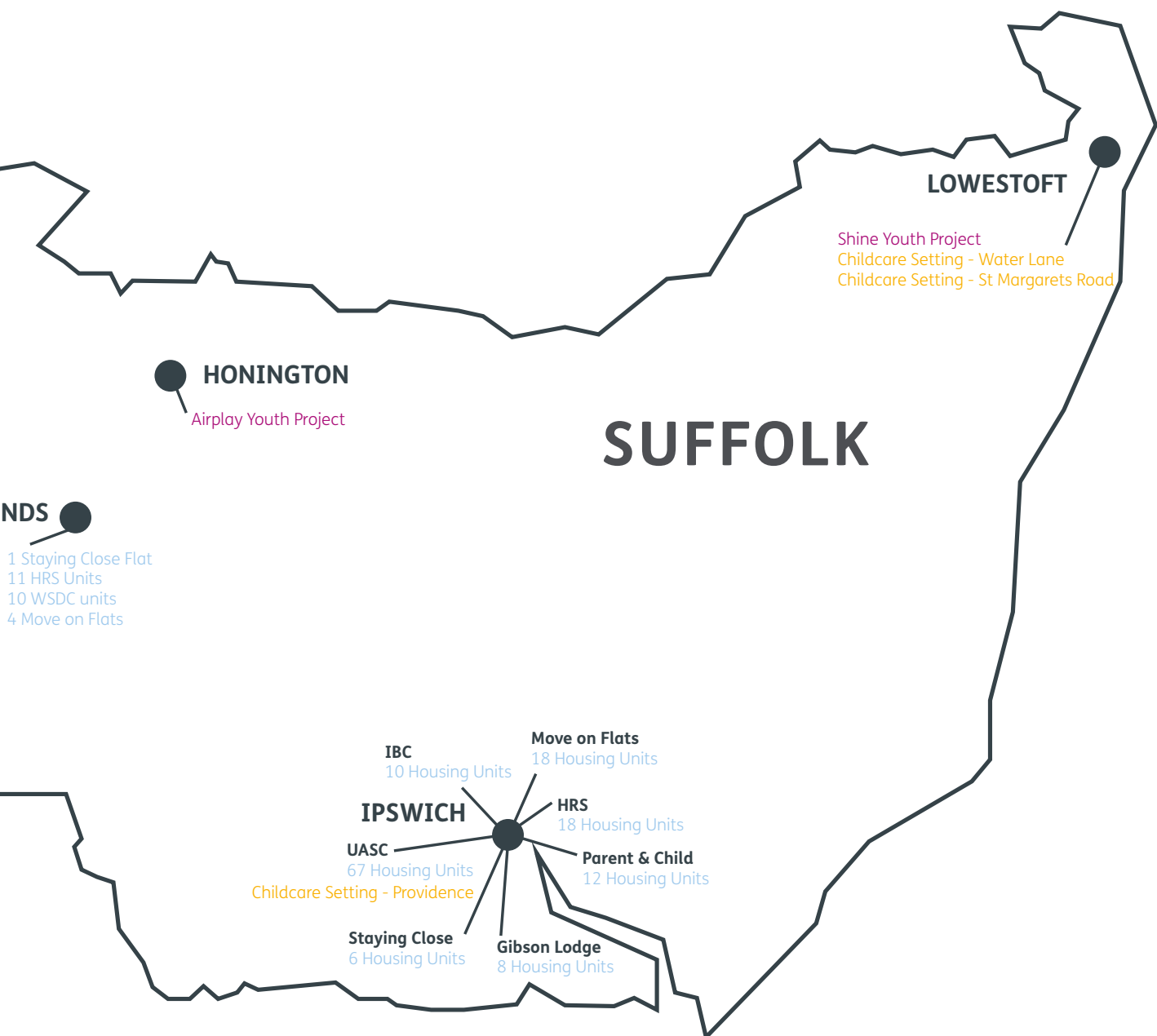


Our Community





We now support
communities across
7,100 km²
with a population of over
1.6 million
people



OUR IMPACT



92

individuals have enjoyed a healthy hot meal through the community meals programme in Lowestoft

181

have used the community hub in Shine, Lowestoft



99.8%

of delegates recommend our Mental Health training courses



2,554

young people participated in Cresset-run activities, in 12,985 hours of activity



172,655 Hours of childcare were delivered to families



An average of 15.5

clinical mental health sessions were delivered every day of the year



We have 0 people discharged



13

staff members completed apprenticeships



1488

AQAs

Completed



83 children

transitioned from YM Childcare to school



100% of parents
reported improved behaviour
in our Respect project



446
bed spaces



181
Childcare spaces
across 4 settings



OVER 50%
reduction
in safeguarding
concerns logged



3634
maintenance
requests completed



**572 AirPlay
sessions
delivered**
across three sites,
totaling 1228 hours



583 people
attended Mental
Health Training

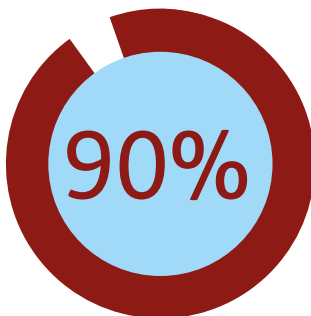


67%
of families
who start
our Respect programme
complete the full intervention

supported
over 50
people with severe
abilities



134
new sign ups to Youth
Cresset



90% of residents
leaving YMCA
housing moved
on in a planned /
positive way

5 staff
benefited from our
internal counselling
offer

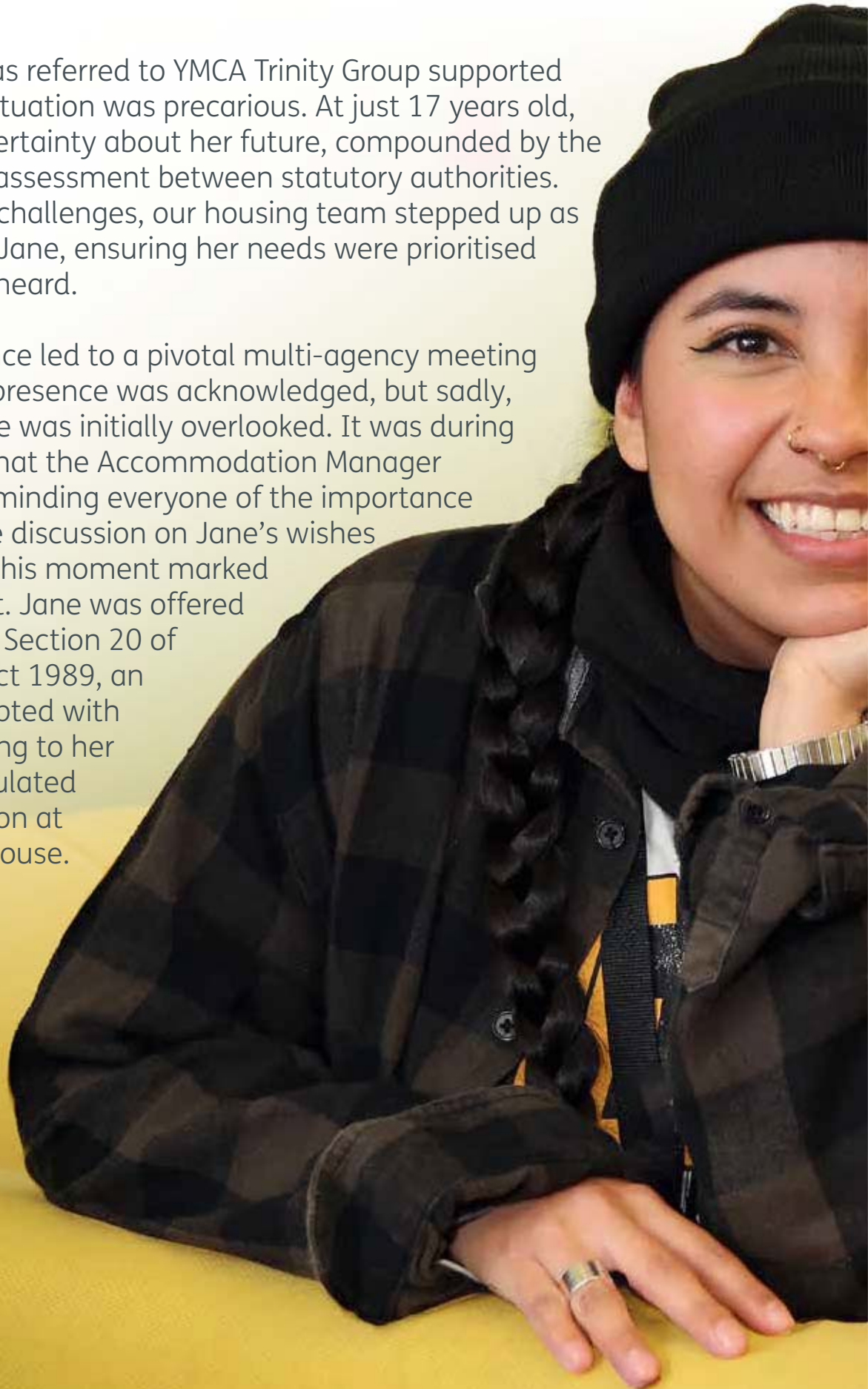




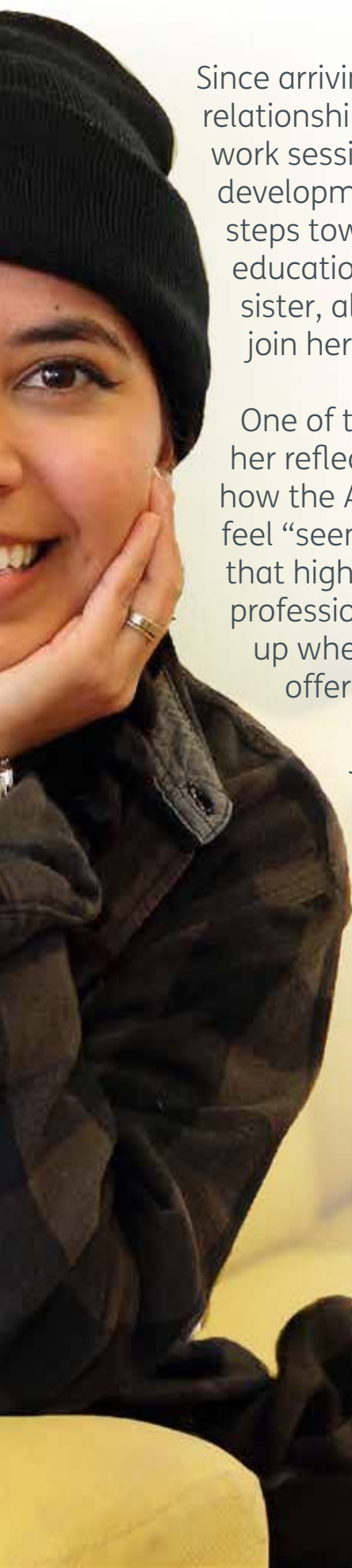
JANE'S JOURNEY: A STORY OF RESILIENCE AND

When Jane was referred to YMCA Trinity Group supported housing, her situation was precarious. At just 17 years old, she faced uncertainty about her future, compounded by the lack of a joint assessment between statutory authorities. Despite these challenges, our housing team stepped up as advocates for Jane, ensuring her needs were prioritised and her voice heard.

Their persistence led to a pivotal multi-agency meeting where Jane's presence was acknowledged, but sadly, her perspective was initially overlooked. It was during this meeting that the Accommodation Manager intervened, reminding everyone of the importance of centring the discussion on Jane's wishes and feelings. This moment marked a turning point. Jane was offered support under Section 20 of the Children Act 1989, an offer she accepted with courage, leading to her move into regulated accommodation at Queen Anne House.



SUPPORT



Since arriving, Jane has flourished. She has built trusting relationships with the dedicated staff and actively engaged in key work sessions designed to support her emotional and educational development. Her determination is evident as she takes confident steps toward her long-term goals, including continuing her education and enhancing her overall wellbeing. Jane's older sister, also seeking supported accommodation, is planning to join her, providing Jane with a vital informal support network.

One of the most heartening moments in Jane's journey was her reflection on that pivotal assessment meeting. She shared how the Accommodation Manager's intervention made her feel "seen" for the first time—a profoundly moving sentiment that highlights the importance of advocacy and empathy in professional practice. Jane's words resonate deeply: "He spoke up when others didn't, and it made me trust the support being offered."

Jane's progress exemplifies the transformative power of trauma-informed and client-centred care. Her courage, combined with the unwavering dedication of Queen Anne House staff, is a testament to what can be achieved when a young person's voice is championed and their potential nurtured. Her journey is not just a story of overcoming adversity, but one of hope, resilience, and a bright future ahead.



FAMILY RESPECT

ALISON'S STORY

Alison's journey with the Family Respect Project demonstrates the profound change that care and commitment can bring. She grew up witnessing her father's verbal and physical abuse towards her mother, learning from him that intimidation was a way to get what one wanted. This led Alison down a troubling path—her behaviour escalated to such a degree that police had to intervene, and she was removed from the home for six months to ensure her mother's safety.

Through the Family Respect Project, Alison discovered the power of understanding and empathy. She learned to distinguish between normal disagreements and abusive control, a pivotal moment in her growth. Today, Alison is a completely different person. Instead of resorting to intimidation, she now invites her mum to sit down with a cup of tea, fostering open conversations about their differences. Their relationship, once marked by fear and conflict, has transformed into one of mutual respect and cooperation. It's been three months without any form of abuse—something her mum once thought was impossible.

The Family Respect Project's compassionate guidance and unwavering support have turned what seemed like an unreachable dream into a reality. Alison's story is a testament to the life-changing impact this program can have on families dealing with conflict and abuse.



'Those dark days seem very much in the distance and the brighter days we could have only dreamed of are now here'

– family who completed programme

REPARATIONS

The reparation service continues to work with young offenders across Peterborough and Cambridgeshire providing placement opportunities for young people to complete reparation hours, access work experience, learn new skills and develop positive interests. They also have the opportunity to complete an ASDAN award.

Over the last year we have provided a range of practical and appropriate community projects and placements including

- ▶ **Woodskills.** Raised beds were built for the residents garden at Time stop , young people from Cambridge and Huntingdon helped build the beds with others from Peterborough helping to put them together and painting them. We also built birdboxes for Hinchingbrook Park.
- ▶ **Westraven Community Gardens.** We support the growing of fruit and vegetables, weeding and woodwork in which we have built Christmas boxes for the youth offending panel members. We have also built bee hive hotels and plant boxes for the gardens.
- ▶ **Church of Good Shephard** – Maintain the gardens
- ▶ **Queen Mary Community Centre** – Cleaning the centre and looking after the gardens



I would like to express my gratitude and appreciation for the outstanding work you and your team of youths have contributed to the Queen Mary Centre. Their dedication and hard work on Monday mornings have brought a significant transformation to our gardens.

You showed remarkable leadership and young offenders with excellence. It holds great respect for you, as they with seriousness and diligence. The now looking tidy and clear, creating environment for all. A heartfelt youths for all your efforts, which image of the Queen Mary Centre.

nurturing approach, guiding the is evident that these youths have approached their tasks gardens at our centre are a welcoming and beautiful thank you to you and the have greatly enhanced the





MENTAL HEALTH SERVICES

The mental health services team continue to be motivated and passionate about our mission to 'remove the barriers to mental wellbeing that prevent communities from thriving'.

A highlight of the year has been delivering training to local authorities, schools, supported housing and charities on self-harm. This training was called 'Ask Me How I Am' and was co-produced with young people who have lived experience of using self-harm to regulate. The workshops featured an award-winning film that was created with the young people that takes the delegates through an episode of self-harm and helps them to see how best to support the young person. This project was commissioned by Fullscope, a collaboration of mental health charities of which YMCA Trinity is a part, using NHS funding.

The Department of Education (DfE) funded Senior Mental Health Leads training courses have been a huge success with 40 delegates being trained across 6 cohorts on the beginners and advance levels. This means there are now 40 more highly trained mental health lead supporting pupils daily in schools, removing the barrier of knowledge and access to mental health for those communities.

***'I was a m
can move
helped, th***



The positive impact of our work at YMCA Trinity is evident in the exceptional support we provide to our staff. Our mental health team offers unparalleled assistance to internal staff members, helping them navigate any emotional challenges that arise from their roles. Additionally, our commitment to reflective supervision empowers managers to enhance their self-awareness and effectively address the complexities they encounter in delivering their services. This proactive approach ensures our teams remain resilient and well-supported, highlighting our dedication to their well-being.

***ness and I feel now I
forward, I feel really
ank you.'***

– School Client

***'I feel more confident as a senior
leader on mental health having
completed the course'***

– Senior Mental health Lead delegate

***'The support I have received is
incredible. I cannot put into
words on how much she
made me feel at ease'***

– YMCA Trinity Staff





GYMS

It is with a heavy heart that we made the decision to close both our gyms—a decision that was not made lightly. Over the years, these spaces have grown into so much more than fitness facilities; they have become vibrant hubs of connection, friendship, and support, particularly for our older members.

We want to express our deepest gratitude to the many faithful members, dedicated staff, and incredible volunteers who have been the lifeblood of our gyms. Your commitment, enthusiasm, and unwavering support have been truly inspiring, and we are profoundly thankful for the positive impact you've had on countless lives.

Through regular visits, many of our members formed close-knit friendship groups, fostering not only physical health but also emotional well-being. We remain immensely proud of the community that grew within these walls.

While the decision to close our gyms is undeniably difficult, we hope to carry forward the lessons learned and the spirit of camaraderie that these spaces embodied. Thank you for being part of this journey, and for making our gyms places of belonging and warmth.





ESHAN'S JOURNEY: A TRANSFORMATION THROUGH CARE AND DETERMINATION

Eshan joined YMCA Trinity Group's Unaccompanied Asylum-Seeking Children (UASC) programme as a young individual facing serious challenges like poor mental health, self-harm concerns, and risks of being drawn into harmful activities. Right from the start, the support team worked closely with him, offering personalised care to improve his mental health. They provided emotional guidance and engaging activities to help him stay positive, including completing several AQA achievements.

Over the past year, Eshan has made remarkable progress towards becoming independent. His emotional well-being has greatly improved, thanks to the dedicated support he received and his own determination. Today, Eshan is an active participant in the YMCA Trinity Group community. He recently led the boys' cricket team to victory against Ipswich High School and proudly represents the organisation through sports.

It's been almost a year since any major concerns about Eshan's welfare were reported, marking an incredible transformation in his journey.





*“Thank you so much for all your help, the community hub gets me out and about which I find very difficult at times. The meals allows me to mix with other people which has helped me a great deal. The community fridge you also provide is a **great big help** to me as I struggle with my finances. The cooking lessons are great too because they help me prepare and cook different foods. All the staff who run the community hub have been **absolutely wonderful**, and I couldn’t ask for much better.*

*Whenever I need help or advice the staff are always there to support and I’m very grateful. I hope the community hub stays open in the near future because they are **an asset to the community here in Lowestoft**. Once more thank you to all the staff at the community hub.”*

- Community Hub User
Lowestoft



RAF Wittering

Airplay Wittering achieved a remarkable milestone this year, earning not one but two prestigious awards at the Airplay Young People's Awards. Gabriella McAulay was honoured as the 'Role Model of the Year', a testament to her leadership and inspiration. Meanwhile, the Project Tuesday Youth Committee—comprised of Chloe Thompson, Joe Purnell, and Rory Wilson-Jones—claimed the title of 'Social Activists of the Year' for their impactful work. These accolades echo the passion, dedication, and creativity of our young leaders.

In addition, Airplay Wittering proudly won the RAFBF Airplay Project of the Year, with staff attending the awards ceremony in London to celebrate this incredible achievement.

A Colourful Fundraising Triumph

In May, we held a vibrant Colour Run at RAF Wittering as part of the Airplay Relay to raise funds for the Royal Air Force Benevolent Fund. Around 50 participants ran, skipped, and laughed their way through an incredible 1,383 laps—covering over 276 miles combined! It was a joyful event that brought our community together for a great cause.

Representing Our Community

Three members of Project Tuesday embarked on a journey to London to attend the Annual Airplay Youth Forum. Over several days, they engaged in workshops, honed budgeting and catering skills, explored the city, and capped off the experience with a presentation to the Royal Air Force Benevolent Fund. These young representatives showcased the very best of our youth community, ensuring their voices are heard.

We are immensely proud of the resilience, innovation, and determination of everyone involved. This year has been a true celebration of the spirit and achievements of our Airplay programme.



RAF Wyton

This year, the Airplay programme at RAF Wyton has been buzzing with activity, accomplishments, and moments to celebrate. Here's a look at some of the highlights:

A Fence Full of Meaning

Over the course of three days, fourteen young people came together to craft a stunning remembrance-themed fence. This heartfelt project was a testament to their creativity and dedication, leaving a lasting impression on everyone who saw it.

Soldier for a Day: A Taste of Military Life

Thirteen adventurous young participants got an unforgettable glimpse into military life during the "Soldier for a Day" event. Under the guidance of experienced personnel from the 42 Engineer Regiment, they tackled challenges, learned valuable life lessons, and experienced the thrill of military exercises—all while building resilience and camaraderie.

Emily Logue: A Commendation for Excellence

One of our senior members, Emily Logue, was honoured with a Station Commander's Commendation at the Honours and Awards Ceremony held on 27 January 2025. Her unwavering dedication to helping at the youth club and Ben Club over the past two years earned her this prestigious recognition. We couldn't be prouder of her remarkable contributions.



RAF Honington

RAF Honington's Airplay programme continues to shine with impactful projects and engaging activities for young people. One standout initiative, the "Christmas Gifts" Social Action Project, brought festive cheer to the young residents of Batt House, YMCA Trinity. With the support of Costa Drive-Thru in Stowmarket, six dedicated Airplay members created heartfelt gift cards and carefully wrapped presents, spreading joy during the holiday season.

Another highlight was the "Science & Art Extravaganza," held during February half-term. This lively session combined creativity and curiosity, where seven enthusiastic participants dived into splatter painting and exciting science experiments, turning an ordinary afternoon into a blend of fun and discovery.

From fostering kindness to sparking imagination, Airplay at RAF Honington remains a beacon of inspiration for the youth community, proving that small actions can lead to meaningful impact.



CELEBRATING A DECADE OF OUTSTANDING CHILDCARE SERVICES

A Gruffalo Party to Remember

The year started with a delightful celebration at YMCA Childcare St. Margaret's Road as we marked 10 years of serving children and families in Lowestoft. Our Gruffalo-themed garden party brought together past and present families for a joyous day of fun and reflection. It was also the perfect opportunity to honour our incredible childcare team, whose dedication has positively impacted so many lives over the past decade.

Challenges and Growth

While 2024 was filled with its share of challenges, including staffing and recruitment hurdles, we worked tirelessly to adapt and thrive. Changes at our Grundisburgh and Ipswich settings led to the closure of YMCA Childcare Grundisburgh in December, but we ensured that staff transitions were handled smoothly, retaining two team members in positions at Ipswich.

In Lowestoft, we expanded childcare spaces for under-2s, adding six new spots at St. Margaret's Road and creating three at Water Lane. Starting in April 2025, Water Lane will welcome an additional three under-2 spaces, thanks to a £5,411 grant from Suffolk County Council. These expansions align with new working parent funding for babies, helping us meet growing demand—attendance for under-2s has already increased 38% compared to the previous year!

Investing in Excellence

Professional development remains a cornerstone of our commitment to quality childcare. This year, 49 staff members completed internal Safeguarding Training sessions, and bespoke courses were introduced to support curriculum development. We also celebrated the achievements of four childcare apprentices who successfully completed their programmes, while mentoring one practitioner toward their Early Years Initial Teacher Status (EYITT).



10 YEAR ANNIVERSARY

To further enhance our standards, we launched a Childcare Quality Action Plan in September 2024, focusing on recruitment, teaching, learning, and team development. Working with the Head of Safeguarding and Quality, we developed an internal childcare inspection framework. By March 2025, the first inspection took place at St. Margaret's Road, followed by Water Lane and Providence settings that same spring. These inspections have highlighted areas of strength and allowed us to craft targeted action plans for continued improvement.

Building a Bright Future

As we reflect on the past year, we are inspired by the resilience and innovation demonstrated across our childcare settings. From celebrating milestones to introducing new spaces for little learners, every achievement has been fuelled by the passion and hard work of our teams.

With exciting plans ahead, we can't wait to continue making a difference in the lives of children and families in 2025 and beyond.



SHINE LOWESTOFT: A YEAR OF IMPACT AND INSPIRATION

Shine has been a beacon of support for young people in Lowestoft, offering vibrant activities like drop-in sessions, cooking classes, and allotment projects. Thanks to funding from Douglas Wood, our allotment sessions now welcome home-educated young people and those needing accessible programming, creating hands-on learning opportunities each week.

Beyond youth programmes, Shine has become a cornerstone for families and the community through its hub and community meal services. Our efforts even earned us a spot as a finalist at the Youth Matters Awards 2024! Through Suffolk's Household Support Fund, we helped 110 households with essentials like energy bills, council tax, and vouchers for food and clothing. We also distributed slow cookers to help families cut costs and cook with ease.

The festive season brought even more joy. With East Suffolk's Cost of Living Community Grant, we served Christmas dinner to 18 individuals and, through Dunelm's Delivering Joy Campaign, gifted 17 community hub regulars and 32 young people.

In March 2025, we wrapped up our three-year Heritage Lottery Programme, which had young people diving into the evolution of British cuisine. They created a cookbook and hosted an exhibition for local leaders, including the town mayor—a highlight of the year.



Fundraising events were a burst of energy and creativity, featuring movie nights, discos, summer allotment fun, and community teas. One standout moment came in August 2024 when staff and a group of young people embarked on a five-mile sponsored walk from Kessingland to Lowestoft's Shine centre. That evening, 14 young people joined a fundraising sleepover at Shine, collectively raising an impressive £565.

Shine remains a testament to the power of community, resilience, and the unwavering dedication to making a difference, we are proud to be part of the vibrant and supportive Lowestoft community.



My daughter has been part of the Heritage project for the whole 3 years, she has enjoyed every part of it. She has taken the educational learnings with such enthusiasm, as they make it such fun, there has been the practical activities too from each era. They have made clothing, food and staged all kinds of theatre, all the young people have joined in and given their own thoughts and feelings about each session.

From preparing crops to grow at the allotment, to cooking meals using the crops and eventually making a fantastic cookery book to show their recipes to each era they have presented to the parents and carers to involve everyone. My daughter and I have had some hard things to deal with over the time she has attended but the staff have always been proactive, reactive and extremely helpful in all situations.

They have consistently given her stability and encouragement, which I appreciate greatly. I believe that the whole project and everyone involved, has been a huge success and a fantastic foundation for the young people. It would be great for the next age group to discover the amount of fun, knowledge and support my daughter has had. Thanking all the great staff involved.

- Parent





YMCA CRESSET: A YEAR OF GROWTH AND COMMUNITY IMPACT

This year has been a remarkable milestone for YMCA Youth Creset as it completes its first full year of operation. Over the months, we have focused on expanding our reach among young people in the local community, forging valuable partnerships with nearby organisations, and designing activities tailored to the interests and needs of our members.



Our core programme has seen significant growth, shaped by the active contributions of local youth and our members. Today, we offer a variety of monthly sessions including cooking classes, sports activities, youth board meetings, and homework help, along with regular drop-in sessions, creative workshops, and guest speaker events.

From December to March, we placed a special emphasis on amplifying youth voices. This initiative began with a social action project led by our members to create free Christmas Goody Bags for attendees of the Creset panto. It culminated in a Youth Listening Event, where young people shared their insights to contribute to the development of the new National Youth Strategy.

“We have seen a substantial difference in the attitudes and values of young people in Bretton, especially in their opinion towards the police. As a result of this, there has been a reduction in ASB in and around the Cresset specifically. Kurt and I would like to extend our gratitude to yourself and Nik, and the rest of the staff for promoting positive change. By providing a safe space for these young children, you are giving them respite from what may be a tumultuous home life for them.”

- Local Police

“It was clear that they [YMCA Youth Cresset members] felt comfortable, valued and recognised in the setting, which is no small achievement of Sarah and her colleagues. They were confident talking to me about their ideas and challenges faced, a fact only possible because of the level of trust, care and safety achieved within the group and within a challenging social environment.”

- Open University Lecturer and Youth Voice Guest Speaker

“I love youth club!”

“I’ve got my passion for arts and crafts back”

“Everyone is accepted here”





Driving Positive Change

Our extensive venue staff are collectively engaged in implementing the Development Plans as outlined in the recent review, which require further fundraising to deliver a staged reconfiguration of our spaces to serve our audiences and partners more effectively to make the Cresset a vibrant community hub which is inclusive, welcoming and makes Bretton proud.

Creating Ambitious Teams

We continue to invest in our teams, and are developing a programme of peer-to-peer training, placing colleagues in other cultural organisations to share best practice and experience other ways of working. This will continue alongside the regular extensive training available on and off-line to all staff covering aspects of professional and personal development, and wellbeing.

Preparing For The Future

We aim to have installed the new environmentally-friendly heating and power system by mid-2026, which will reduce both costs and our carbon

“Thank



footprint. The savings made will help to fund and underwrite mission-driven engagement and education programmes for young people and local residents.

Creating Financially Sustainable Teams

Our staff – many of whom have worked at the Cresset for decades – are our greatest asset. We will ensure the current investment in our building, staff training and data-analysis will underpin positive change which increases both revenue and our positive impact in Bretton, Peterborough and beyond.

“The much-loved local venue.”

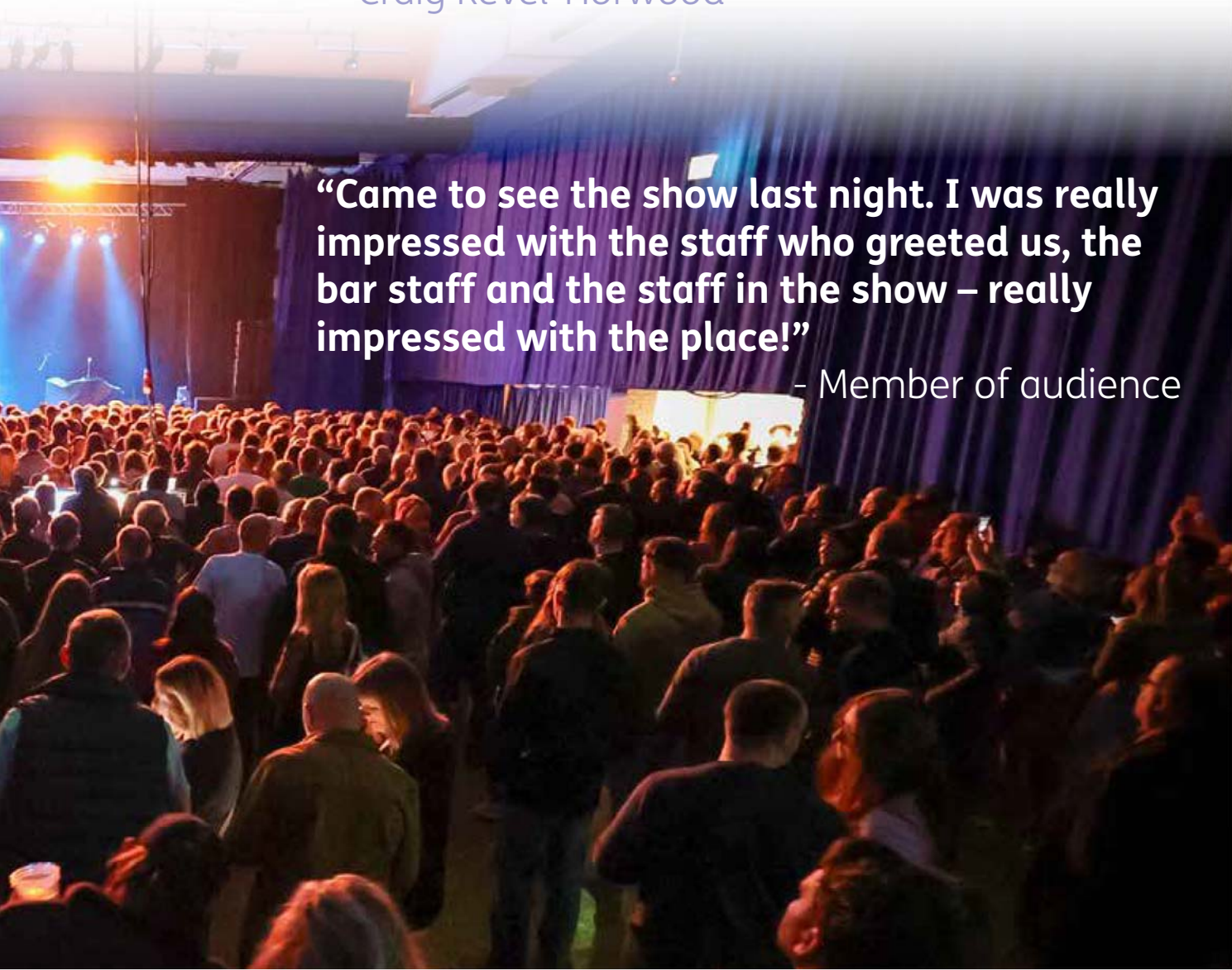
- Kev Lawrence, PCR Radio

... for looking after us so well”

- Craig Revel-Horwood

“Came to see the show last night. I was really impressed with the staff who greeted us, the bar staff and the staff in the show – really impressed with the place!”

- Member of audience



RHYS' STORY

I applied to work for YMCA Trinity Group having been familiar with the people working at Queen Anne House when I was supporting rough sleepers in the city in my previous role. I always had a nice, positive feeling about the people and the place, and I reached out when I saw they had a vacancy. I wanted to work with young people again and try to do what I could to prevent people falling into a pattern of rough sleeping later in life.

The can-do attitude of the people work at YMCA is extraordinary and something I find highly attractive. The energy levels of staff and pace at which things get done is exciting to be around and inspires daily.

I have been very fortunate to have been asked to accompany residents on the recent sailing trip with The Cirdan Trust this year. This has been a particular highlight and something I'll always remember. The resident's formed such a tightly knit group and overcame many challenges over the course of our week's journey together.

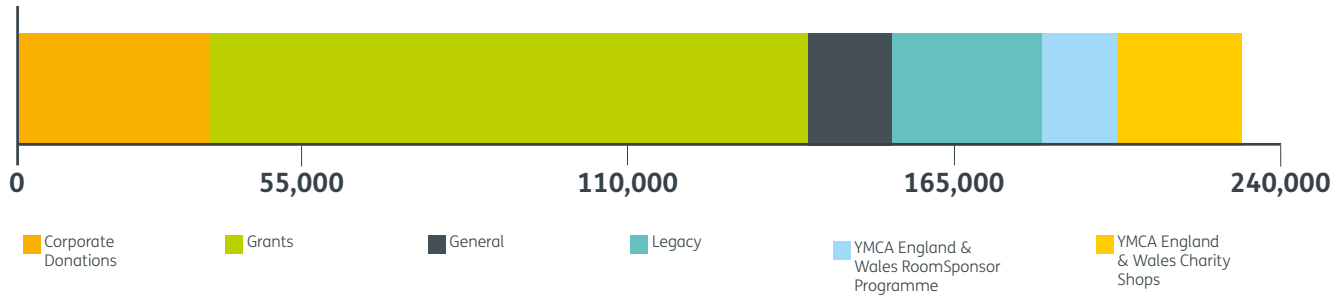
I am looking forward to the YMCA movement area and contributing the organisation and the it is headed during I believe in our values, and the young people we am optimistic about the

playing my part in within the local as best as I can to direction in which challenging times. our employees, get to support and future.



FUNDRAISING

Total £236,000



We would like to thank everyone who has either donated or funded our projects this year. Without this we would not be able to continue our work and stay committed to our mission.



Inspiring Young Lives: Strategy 2024-2028

YMCA Trinity Group's Organisational Plan for 2024-2028 outlines our ambitious vision and unwavering commitment to enhancing the lives of young people and our communities. Our strategy is built on the foundation of creating impactful projects with dedicated staff teams, all aimed at delivering our key vision: More work, with more young people, in more places.

This strategy represents an opportunity to expand our much-needed services while maintaining the highest quality standards. We are driven by the responsibility to create work that enlightens, pushes boundaries, and improves lives in significant ways. By embracing inclusion and excellence, we aim to uplift, inspire, and unleash the full potential of young people, thereby elevating our communities through the quality and impact of our work. Each year, we will use an Annual Delivery Plan to set key targets, plan our work, and measure our success against our strategic priorities. Our focus remains on the impact for our clients, whether it's improving development goals for children and families, helping residents move into independent accommodation, reducing stress and anxiety for young people, or creating a GP Referral pathway.

We balance our aspirations to increase our work with the need to improve the quality of what we do, ensuring financial sustainability and striving for value for money for our clients and stakeholders.

Our values of inspiration, respect, empathy, integrity, and belief in potential guide our mission of Inspiring communities, transforming young lives.



We work across six distinct areas: Family & Youthwork, Health & Wellbeing, Housing, Support & Advice, Training & Education, and The Cresset, a social enterprise and community hub. In response to the changing world post-Covid-19, we recognise the growing need for our services and support. We are committed to transforming communities so that all young people can belong, contribute, and thrive.

Our priorities include:

- ▶ Ensuring quality work and engaging with our communities to shape and influence our projects.
- ▶ Expanding our services and reach through a new marketing plan.
- ▶ Embracing learning and resilience to meet the changing needs of our clients.
- ▶ Engineering diversity, inclusion, and equity into everything we do.
- ▶ Ensuring financial viability and strength through robust financial systems and a new fundraising plan.
- ▶ Creating ambitious teams by equipping our staff with the skills and resources to be the best.
- ▶ Preparing for the future by identifying community needs, seizing opportunities, and working towards net zero emissions.

We invite you to join us on our journey to transform communities and inspire young lives.



Performance and Value for Money

Value For Money Statement 2024/25

YMCA Trinity Group is committed to achieving Value for Money across all aspects of the business. The Association has implemented a new Value for Money Strategy as part of its Business Risk and Control Framework. The strategy was approved by the Board of Trustees and has oversight from the Finance, Risk, Audit and Compliance Committee. The strategy ensures the following;

- ▶ Strategic Decision-Making: Embedding VFM into business planning and governance.
- ▶ Financial Sustainability: Strengthening forecasting, stress testing, and budget discipline.
- ▶ Resource Optimisation: Maximising the impact of our assets and workforce.
- ▶ Performance and Cost Management: Ensuring robust oversight and accountability.

As part of this strategy an annual value for money review is carried out and reported to the Finance, Risk, Audit and Compliance Committee. In 24-25 the total Value for Money savings achieved were: £424,699.

Examples include:

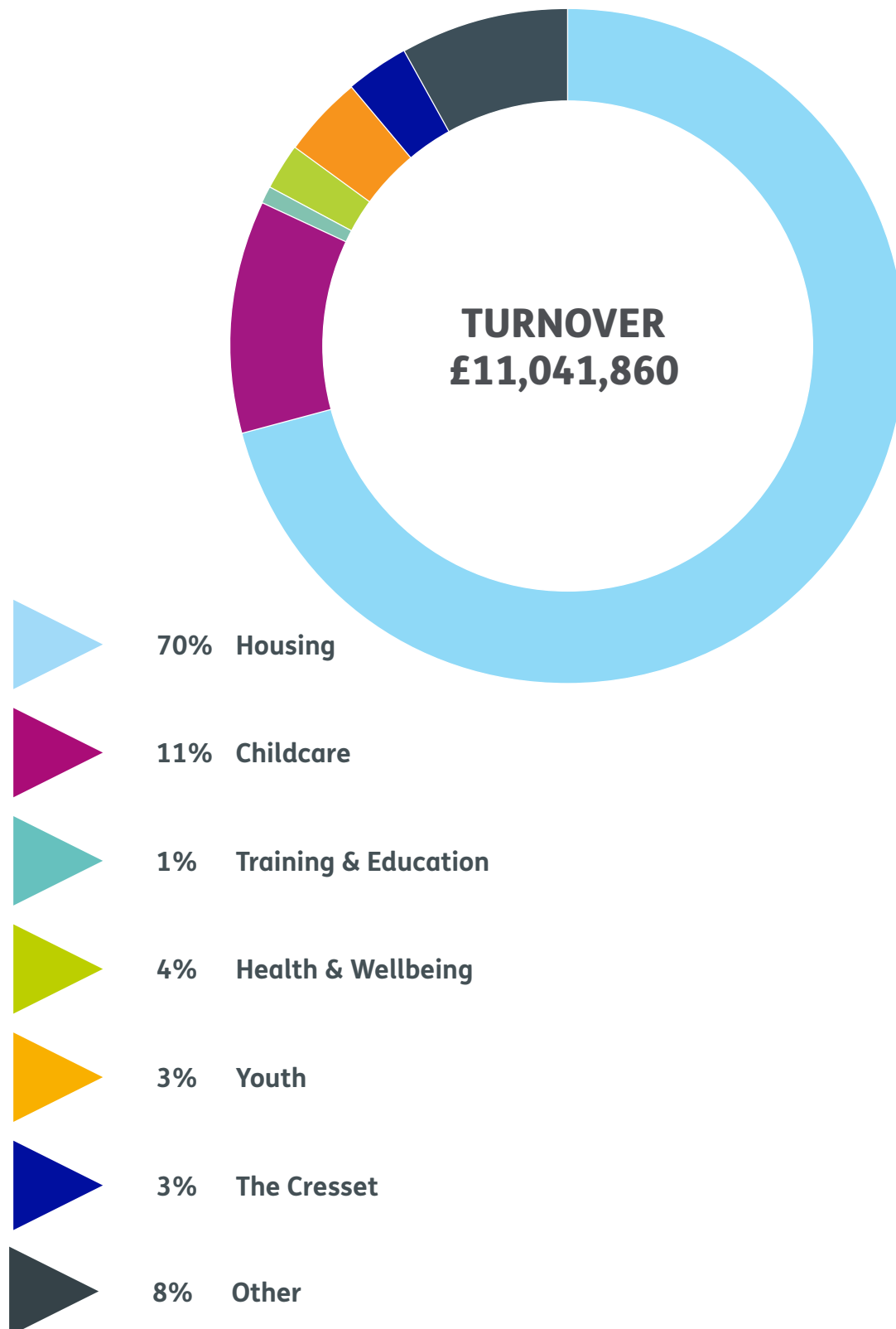
- ▶ Batt House Window Restoration Project – using multiple specialists to achieve best value £25,000
- ▶ Challenging historical utilities charges – historical errors identified and challenged saving £49,000
- ▶ Improved Fire Detection at The Cresset (Housing) – using a partnership approach to design variations and training internal staff to reduce the need for external contractors saved £18,000

The Association also completed its annual self-assessment against the Regulator of Social Housing Value for Money compliance standard. The Association is committed to providing value for money and maximising resources to fulfil its mission.

Value For Money Metrics	24/25	23/24
Reinvestment % Investment in housing properties in the year as a percentage of the gross book value at the year end	1%	0%
New supply delivered (social housing units) Total social housing units acquired in the year as a percentage of total social housing units owned at the year end	0%	0%
Gearing % Total net debt (loans – cash- short term liquid investments) as a percentage of housing properties at cost	-3.01%	1.83%
Earnings before interest, tax, depreciation, and amortisation (EBITDA, major repairs included) interest cover % Surplus generated compared to interest payable	-523%	495%
Headline social housing cost per unit	£19,136	£18,918
Operating margin (social housing lettings only) %	8.49%	9.90%
Operating margin (overall) %	3.20%	2.19%
Return on capital employed	1.04%	1.50%

FINANCES

YMCA is committed to using its resources to maximise our positive impact on the community. All our spending is scrutinised by our Trustees at Board level, as well as the Audit & Risk and Resource Committees.

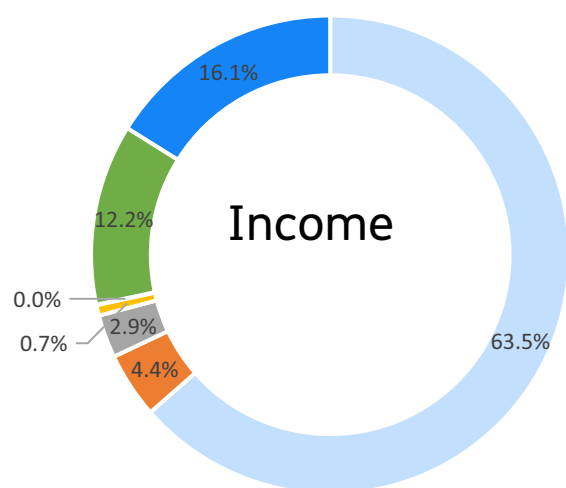


Financial Review 2024/25

The Group Summary statements reflect that consolidated income decreased by £172,138 (1%). For the charity itself, income decreased by £248,758 (2%).

Activity	2024/25	2023/24
CHARITABLE:	£	£
Accommodation	7,965,927	8,335,829
Health & Wellbeing	556,790	615,702
Support & Advice	364,835	386,593
Training & Education	89,680	122,087
Fundraising & Development	4,048	103,659
Family Work - Children's Nurseries	1,532,751	1,325,870
Trading: Trading & Investment	2,021,238	1,900,947
TOTAL INCOME	12,535,269	12,790,687

YMCA Trinity Group Income and Expenditure 2024/25 by Activity



Housing - 63.5%

Health & Wellbeing - 4.4%

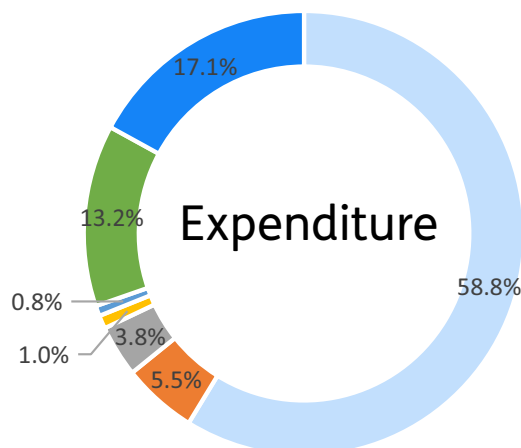
Support & Advice - 2.9%

Training & Education - 0.7%

Fundraising & Development - 0.00%

Family Work - Children's Nurseries - 12.2 %

Trading & Investment - 16.1%



Housing - 58.8%

Health & Wellbeing - 5.5%

Support & Advice - 3.8%

Training & Education - 1.00%

Fundraising & Development - 0.8%

Family Work - Children's Nurseries - 13.2 %

Trading & Investment - 17.1%

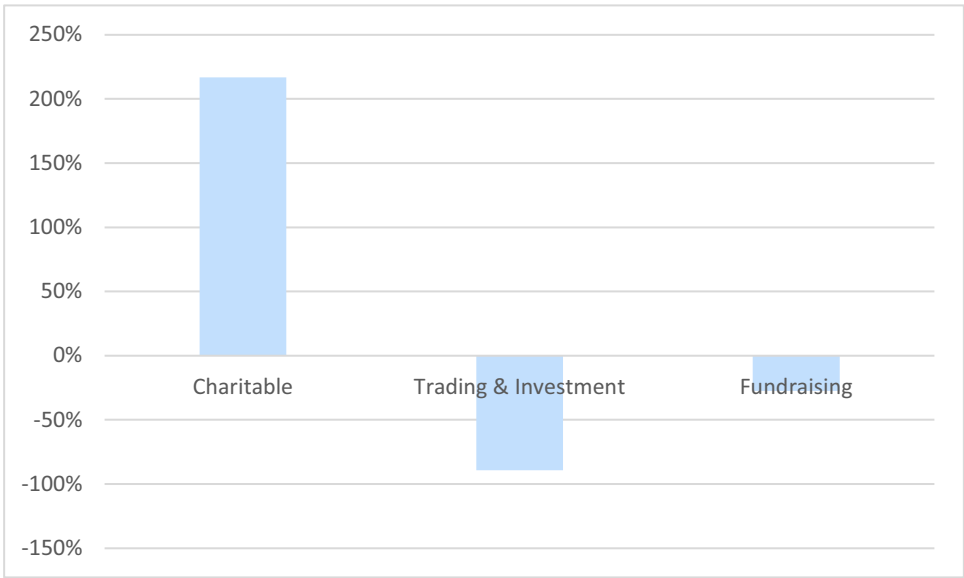
Total operating costs for the year equated to £12,177,241 (2024: £12,539,980). This demonstrates that the charity’s investment in support and advice activities and childcare as part of its strategy to diversify its work in the community.

Total expenditure is analysed as follows:

YMCA Operating Costs	2024/25	2023/24
	£	£
Charitable	9,844,126	10,401,679
Trading	2,333,980	2,035,511
Fundraising	-865	102,790
TOTAL COSTS	12,177,241	12,539,980

This resulted in a net contribution as follows:

YMCA Net Contribution/Loss by Activity



The return from investment and trading, which predominantly is represented by the trading activity undertaken by the Cresset, can fluctuate depending on the level of bookings and success of the performances during the year.

YMCA Net Contribution/(loss)	2024/25	2023/24
	£	£
Charitable	665,857	384,402
Trading & Investment	(312,742)	(134,564)
Fundraising	4,913	869
YMCA Net contribution/(loss)	358,028	250,707

The trading operation continues to make considerable efforts to minimise expenditure, and increase turnover. On this basis the charity continues to support the recovery and future sustainability of the trading operations.

Going Concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future. The board has considered a period of 12 months from the date of approval of these financial statements and has determined that the group can continue to operate as a going concern.

The board has agreed to support its trading company, The Cresset Limited (TCL), for a further period of 12 months from the date of approval of these financial statements while the outcomes of an external business review are implemented to guide future governance and staffing structures and implement a profitable turnaround plan. During this period the board will closely monitor TCL's ongoing financial performance to ensure there is a sustainable business model. The Trustees have considered the level of support provided to TCL and determined that this does not affect the going concern assessment of the charity noted above.

Future Financial Implications

The group participates in a closed contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCA's.

Under FRS 102 the pension agreement plan liability is disclosed on the Balance Sheet, further details are given in note 24 to the financial statements.

Reserves

The total consolidated reserves of the group are £11,730,425 (2024: £11,559,245). The charity has restricted funds of £0 (2024: £321,403).

The Trustees have determined that monies should be set aside for uninterrupted provision of high quality services to young people; this includes keeping their homes in a good state of repair. The charity owns other investment properties including Haywood House which was re-developed to flats in 2016/17. It has also purchased a number of houses for client use.

The amount invested in the various buildings at the year-end amounted to £16,456,748 (2024: £12,553,422) and these reserves are tied up in buildings and functional assets as such are not available for the use of the charity. These assets are used by the charity to achieve the charitable objects which is predominately housing focused. The increase in the year is mainly due to investment in the Cresset building including the roof which was funded by the Youth Investment Fund.

The balance of free reserves is managed by the Charity/Group for working capital to support the operational activities and revenue funding to deliver services.

The Charity/Group calculates that it depends on the cash flow requirement of at least £500,000 in reserves to meet the demands and fluctuations in the current account each year. Since the year-end, the Group has been striving to improve its free reserve position.

The strategic plan is to increase the level of reserves by increasing revenue streams from development of services, reduction of costs and fundraising opportunities, which then allow the charity to consider future developments and investments belong, contribute and thrive.

Legal and Administrative Information

Officers, Professional advisers and association information for the year ended 31 March 2025

President

Vacancy

Vice Presidents

D Jones, O.B.E.

R Mills, J.P., M.B.E.

The Board of Directors

Mr Steve Mallinson (Chair)

Ms Martha Felton (Resigned 16/5/2024)

Mrs Marlini Finney (Resigned 28/6/2024)

Mrs Samantha Loveday (Resigned 22/9/2024)

Mr Andrew Lucas

Maria MacKay (Appointed 23/11/2024)

Mrs Antonia MacLean

Mrs Barbara Mills

Mr Philip Oakes (Appointed 10/6/25)

Miss Lianne Pemberton (Resigned 28/1/2025)

Mr Simon Pickering (Appointed 30/10/24)

Mrs Ann Radmore (Vice Chair)

Mrs Sini Rinne-Kerridge (Appointed 30/10/24)

Mrs Tracy Simpson (Resigned 10/5/25)

Mr Revantha Sinnetamby (Appointed 15/11/2024)

Mr Chen Sun (Appointed 30/10/24)

Mrs Chris Wilkinson (Vice Chair)

Chief Executive

Mr Jonathan Martin

Company Secretary

Miss Helen Williamson (Resigned 17/4/25)

Mr Jonathan Martin (Appointed 7/4/2025)

Registered Office

Queen Anne House

Gonville Place

Cambridge

CB1 1ND

Bankers

Lloyds TSB plc

Gonville Place Branch

95 Regent Street

Cambridge CB2 1BQ

Solicitors

VWV

45 Clarendon Road

Watford

WD17 1SZ

Auditors

Price Bailey

Tennyson House, Cambridge Business Park Cowley

Road, Cambridge

CB4 0WZ

Registered Social Housing Provider Number

H4179

Registered Charity Number

1069810

Company Registration Number

3561613

Governance

YMCA Trinity Group is a Company limited by guarantee (incorporated on 6 May 1998) and a Registered Charity (1069810) and a Registered Provider of Social Housing (H4179).

Trustee Board

The Trustees are legally responsible for directing the affairs and strategy of the Charity. All Trustees are volunteers and receive no remuneration. Trustees can only serve for a maximum of two 4-year terms. Trustees are also Directors of the Company.

The Board meets at least four times each year to regularly review the Group’s strategy, budget and performance. They also hear directly from project staff and participants on their services.

The Board delegate day-to-day management of the Charity to the Chief Executive and their Executive Team, as well as to other senior managers. Trustees also delegate specific responsibilities to some sub-committees:

Finance, Risk & Compliance Committee (FRAC)	Quality & Client Services Committee (QACS)	Remuneration Committee	The Cresset Limited
Meets four times a year to review compliance and financial performance (including the Audited Accounts feedback), Risk, Health & Safety, IT, Cyber Security, GDPR, and Safeguarding issues.	Meets quarterly to ensure compliance with regulators and ensure the association maintains the highest quality in terms of HR and the overall quality, impact and effectiveness of its client- facing programmes.	Oversees the staff benefits package, including recommendation to the Board of any annual salary increase, and it monitors the performance of the Chief Executive.	The Board oversees the financial and outcome performance of the Cresset subsidiary. It meets quarterly and includes direct representation from the Board by a Trustee.

The Trustees are always looking at ways to increase our Mission impact and provide long-term sustainability.

Retired Trustees

During the year, Martha Felton, Marlini Finney, Samantha Loveday, Lianne Pemberton and Tracy Simpson stepped down from the Board.

New Trustees

Five new trustees were appointed during the year - Maria MacKay, Simon Pickering, Sini Rinne-Kerridge, Revantha Sinnetamby and Chen Sun. An induction is given to all new Trustees.

Charitable Objects

The Association is a federated member of the Young Men’s Christian Association movement in England and Wales, in accordance with its Christian values and its Corporate Values of Belief in Potential, Integrity, a Holistic Approach and Respect, the Association exists to provide support to persons of all religions and of none, and accordingly the Objects of the Association are: ▶ To advance the Christian faith for the benefit of the public ▶ To promote social inclusion for the benefit of the public by preventing people from becoming socially excluded, and assisting those who have been socially excluded to integrate into society. (For the purpose of this clause ‘socially excluded’ means persons being excluded from society or parts of society by reason of their social, physical or economic circumstances).	▶ To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life. ▶ To provide or assist in the provision of education for persons of all ages with the object of developing their physical, mental or spiritual capacities. ▶ To relieve or assist in the relief of persons of all ages who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances. ▶ And to provide, improve and manage houses and hostels, flats and residential accommodation for young people, men and women, who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

Executive Pay

The Trustees have an established Remuneration Committee made up of at least three Trustees. Their role is to look at the pay, benefits and conditions for all employed staff; to conduct and review the CEO's annual appraisal; and to review and set the pay for the Executive Team. They are aided in this last role by Total Reward Solutions, who conduct benchmarking and comparison work using data from the Statutory, Voluntary and Commercial sectors.

Principal Risks and Uncertainties

The Charity has a Risk Management policy and procedure covering our current day-to-day operations as well as any new business development programmes. Risks are reviewed by the Executive team and the Finance, Risk & Compliance Committee, according to the potential impact and /or likelihood of occurrence. All risk is RAG-rated and reviewed on a regular basis.

Key Risks Areas:

Risk Area	Management
Funding: YMCA projects may be impacted by changes in policy at both Local and Central Government level, plus outside factors	▶ Funding challenges in the wake of Covid-19. ▶ Making allowances for Inflationary pressures ▶ Monitoring spend and reviewing suppliers in view of rising cost of living and utility costs. ▶ Supporting YMCA England & Wales to engage with Central Government. ▶ Diversification of funding to include greater generated income. ▶ Reviewing cost-effectiveness. ▶ Development of new services. ▶ Investment in Fundraising capacity.
Safeguarding: YMCA clients may be at risk from abuse	▶ Robust Safeguarding Policy & Procedure, reviewed annually. ▶ A staff Committee from across the organisation to ensure high quality implementation of the policy and procedures. ▶ Using MyConcern as a safeguarding IT platform ▶ A safeguarding dashboard presented to the Finance, Risk & Compliance Committee. ▶ An outside agency to support our safeguarding and keep us up to date with developments and learning.
Pension: YMCA Defined Benefit Scheme's deficit increases and impacts costs dramatically.	▶ Working with YMCA Pension Scheme on ETV process ▶ Engagement with the Pension Scheme on issues and actions to maintain or reduce the pension liability. ▶ Triennial consideration of S75 buy-out.
Reputation: An incident or occurrence may damage or have a negative impact on how people perceive the organisation.	▶ Pro-active management of projects. ▶ Strong policies and procedures. ▶ Positive relationships with media. ▶ Professional PR support in place. ▶ Monitoring of complaints. ▶ Review of incidents, including near-misses.
Data Security: Loss of personal data or an outside agency attempting to access information nefariously.	▶ Robust information husbandry of policies and procedures. ▶ Professional IT support. ▶ Pro-active approach to data safety. ▶ Staff training. ▶ GDPR Compliance.
Health & Safety	▶ The Group's safety manager undertakes management of all safety matters for the Group. ▶ The Health & Safety policy is agreed and signed off by the Board, once it has been to the Finance, Risk & Compliance Committee for comment. ▶ An H&S report (covering every aspect of safety that is noted within the groups Health & Safety policy) is submitted to the Board on an annual basis. ▶ Fire, asbestos, Legionella, COSHH compliance checks are undertaken throughout the Group on a 3-monthly basis by the Head of Facilities. ▶ All risk assessments for staff are developed and personally issued to staff and volunteers, and accident and near miss and fire reporting is collated by the H&S Manager. ▶ The Health & Safety Committee meets 3-monthly to discuss any safety matters that need resolution or further action, has 16 members of staff, nominally 1 person from each area of the business, and includes the Accommodation Director in its number.
Staff and Volunteers: Failure to recruit or retain staff or volunteers.	▶ Regular 1-2-1s and support meetings. ▶ Investors in People accreditation. ▶ Trusted Charity certification ▶ Training and development opportunities. ▶ Staff and Volunteer welfare. ▶ Staff benefits. ▶ HR Dashboard set up to monitor key trends

Governance and Financial Viability Standard and Code of Governance

The Board has taken reasonable steps to ensure that it meets the requirements of the Governance and Financial Viability Standards, and is satisfied that there have been no material breaches of the Standard.

Public Benefit

The Board has taken account of the Charity Commission's general guidance on public benefit when reviewing the Charity's aims, objectives and planning.

Statement of Directors' Responsibilities

Company Law and Registered Social Housing Provider legislation require the Directors to prepare financial statements for each Financial Year, which give a true and fair view of the state of affairs of YMCA as at the end of the Financial Year and of the surplus or deficit of the organisation for that period.

In preparing these financial statements, the Directors are required to:

- ▶ select suitable accounting policies, apply them consistently and state them in the financial statements;
- ▶ make judgements and estimates that are reasonable and prudent;
- ▶ state whether applicable accounting standards and statements of recommended practice have been followed;
- ▶ prepare the financial statements on the going concern basis, unless it is inappropriate to presume that YMCA will continue in business.

The Directors are responsible for ensuring that arrangements are made for keeping proper books of account with respect to the Group's transactions and its assets and liabilities such as to enable every statement of comprehensive income of YMCA Trinity Group to give a true and fair view of the income and expenditure of the period and every statement of financial position of the state of affairs of YMCA Trinity Group and to ensure that the financial statements comply 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 in England 2022.

The Directors are also responsible for establishing and maintaining a satisfactory system of control over the Group's books of account, its cash holdings, and all its receipts and remittances, and hence for taking steps for the prevention and detection of fraud and other irregularities.

Internal Controls

The Directors have considered their responsibilities and systems of internal control and agreed that no significant weaknesses or breaches are considered to exist. The Charity operates a comprehensive annual financial planning and budgeting process, which is approved by the Board. Performance is monitored through the use of activity and financial targets.

An independent Internal Controls Audit took place in early 2022. Recommendations from the Internal Controls Audit were adopted following a report to the Finance, Risk and Compliance Committee in April 2022 and an action plan is being acted upon.

The Board of Directors, through its sub-committees, receives reports and develops action plans to implement the continuous improvement and development process, which includes risk assessment and mapping. Significant risks are highlighted and monitored by the Executive Team, which is led by the Chief Executive.

All major risks to which YMCA Trinity Group is exposed and identified from these procedures have been reviewed by the Board of Directors. Mitigation of risk is continually being developed or enhanced.

Statement of Disclosure of Information to Auditors

We, the Directors of YMCA Trinity Group who held office at the date of approval of these financial statements as set out from page 50 each confirm, so far as we are aware, that:

- ▶ there is no relevant audit information of which the Group's auditors are unaware; and
- ▶ we have taken all the steps we ought to have taken as Directors in order to make ourselves aware of any relevant audit information and to establish that the Group's auditors are aware of that information.



By **Steve Mallinson**
Chair of the Board

Approved by the Board on 22 September 2025

FUNDERS

With thanks to our funders, commissioners, partners and volunteers:



YMCA England & Wales



Wittering Parish Council



YMCA TRINITY GROUP

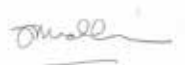
STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2025

	Note	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Fixed assets					
Tangible fixed assets	8 & 12	17,350,555	13,590,903	17,294,782	13,545,112
Investment property	13	2,700,000	2,700,000	2,700,000	2,700,000
Investment in subsidiaries	14	-	-	19,874	19,874
Investment in joint venture	14	240,054	240,054	50	50
		20,290,609	16,530,957	20,014,706	16,265,036
Stock on hand		30,838	31,462	-	-
Trade and other debtors	16	969,087	685,985	1,279,848	628,415
Investments	17	320,110	315,163	320,110	315,163
Cash and cash equivalents		2,020,790	1,055,104	1,627,756	833,269
		3,340,825	2,087,714	3,227,714	1,776,847
Less creditors: Amounts falling due within one year	18	(1,986,348)	(2,126,658)	(1,380,075)	(1,638,020)
Net current assets		1,354,477	(38,944)	1,847,639	138,827
Total assets less current liabilities		21,645,086	16,492,013	21,862,345	16,403,863
Add: long term debtors	16	240,004	240,004	480,008	480,008
Less creditors: Amounts falling due after more than one year	19	(10,154,665)	(5,172,772)	(10,154,665)	(5,172,772)
Total net assets		11,730,425	11,559,245	12,187,688	11,711,099
Capital and reserves					
Income & expenditure reserve	20	11,730,424	11,237,842	12,187,688	11,389,696
Restricted reserves	20	-	321,403	-	321,403
		11,730,424	11,559,245	12,187,688	11,711,099

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the board on 29th September 2025



S Mallinson
Chair



S Pickering
Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2025

	Note	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Turnover	2	12,460,182	12,632,320	11,041,860	11,290,618
Cost of sales	2	(1,286,595)	(1,202,212)	-	-
Gross surplus		11,173,587	11,430,108	11,041,860	11,290,618
Other operating income	2	74,409	-	74,409	(74,409)
Operating costs	2	(10,772,262)	(11,317,933)	(10,412,666)	(11,027,731)
(Loss)/gain on disposal of fixed assets	2	(117,706)	138,532	(118,384)	138,532
Operating (deficit) / surplus		358,028	250,707	585,219	327,010
Interest receivable	3	37,160	26,289	37,160	26,289
Interest and financing costs	4	(149,602)	7,435	(145,790)	36,236
(Deficit) / surplus before taxation		245,586	284,431	476,589	389,535
Taxation	15	-	-	-	-
(Deficit) / surplus for the year		245,586	284,431	476,589	389,535
Other recognised gains/(losses):					
Increase in valuation of investment property	13	-	-		
Actuarial loss in respect of pension scheme	24	-	-		-
		245,586	284,431	476,589	389,535

All of the above amounts relate wholly to continuing operations. The accompanying notes form part of these financial statements.

The financial statements were approved by the Board of Directors on 29th September 2025



S Mallinson
Chair



S Pickering
Director

Company Registration No. 03561613 (England and Wales)
Charity Registration No. 1069810
HCA No. H4179

YMCA TRINITY GROUP

STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2025

Group	General Reserve £	Restricted Reserve £	Total £
Balance at 1 April 2023	10,953,411	10,094	10,963,505
Total comprehensive income for the year	284,431	-	284,431
Transfers of restricted income and expenditure to/from general reserve	-	311,309	311,309
Balance at 31 March 2024	11,237,842	321,403	11,559,245
Total comprehensive income for the year	245,586	-	245,586
Transfers of restricted income and expenditure to/from general reserve	246,996	(321,403)	(74,407)
Balance at 31 March 2025	11,730,424	-	11,730,424

YMCA	General Reserve £	Restricted Reserve £	Total £
Balance at 1 April 2023	11,000,161	10,094	11,010,255
Total comprehensive income for the year	389,535	-	389,535
Transfers of restricted income and expenditure to/from general reserve	-	311,309	311,309
Balance at 31 March 2024	11,389,696	321,403	11,711,099
Total comprehensive income for the year	476,589	-	476,589
Transfers of restricted income and expenditure to/from general reserve	-	-	-
Balance at 31 March 2025	11,866,285	321,403	12,187,688

YMCA TRINITY GROUP

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	Group 2024 £	2025 £	YMCA 2024 £
Net cash generated from operating activities	28	674,833	783,572	478,254	581,297
Cash flow from investing activities					
Purchase of tangible fixed assets		(4,368,654)	(518,615)	(4,345,729)	(498,532)
Proceeds from sale of tangible fixed assets		1,357	407,653	(0)	410,269
Interest received		37,160	26,289	37,160	26,289
Increase in loans		-	(6,500)	-	(6,500)
Investment in joint venture		-	-	-	-
YIF Capital Grant		4,502,284	313,925	4,502,284	313,925
Cash flow from financing activities					
Interest paid		(149,602)	7,435	(145,790)	36,236
New secured loans		-	-	-	-
Repayment of borrowing		273,255	(154,292)	273,255	(147,846)
Net change in cash and cash equivalents		970,633	859,467	799,434	715,138
Cash and cash equivalents at the start of the year		1,370,267	510,800	1,148,432	433,294
Cash and cash equivalents at the end of the year		2,340,900	1,370,267	1,947,866	1,148,432
Represented by:					
Investments		320,110	315,163	320,110	315,163
Cash and cash equivalents		2,020,790	1,055,104	1,627,756	833,269
Bank overdraft		-	-	-	-
		2,340,900	1,370,267	1,947,866	1,148,432

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

LEGAL STATUS

YMCA Trinity Group is registered under the Companies Act 2006 and is a registered provider of social housing and is a registered charity. The registered office is Queen Anne House, Gonville Place, Cambridge, CB1 1ND.

The YMCA has one wholly owned subsidiary, The Cresset Limited. The Cresset Limited is registered under the Companies Act 2006. Further details are shown in note 26.

1. ACCOUNTING POLICIES

1.1 Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. As a public benefit entity, the Group has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102. The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertaking, The Cresset Ltd as at 31 March 2025 using the acquisition method of accounting as required.

The financial statements comply with the Companies Act 2006, the Housing 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 as modified by the revaluation of investment property and are presented in sterling.

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

1.2 Basis of consolidation

The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertaking, The Cresset Ltd as at 31 March 2025 using the acquisition method of accounting as required. Where the acquisition method is used, the results of the subsidiary undertakings are included from the date of acquisition, being the date the group obtains control. Joint ventures are accounted for in accordance with note 1.19.

All intra-group transactions, balances, income and expenses are eliminated in full prior to consolidation.

1.3 Going concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future. The board has considered a period of 12 months from the date of approval of these financial statements and has determined that the group can continue to operate as a going concern.

The board has agreed to support its trading company, The Cresset Limited (TCL), for a further period of 12 months from the date of approval of these financial statements while the outcome of an external business review are implemented to guide future governance and staffing structures. During this period the board will focus on TCL's ongoing financial performance and ensure that measures currently in place continue to transform the organisation into a financially sustainable position over the next five years.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.4 Significant judgements and estimates

Significant management judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Categorisation of housing properties

The group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the group has considered if the asset is held for social benefit or to earn commercial rentals. On this basis, certain properties held by the group have been categorised as investment properties.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities and expenses is provided below. Actual results may be substantially different.

Useful lives of depreciable assets

Tangible fixed assets are depreciated over their useful lives taking into account estimated residual values, where appropriate. Management reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account.

Valuation of investment properties

The group carries its investment properties at fair value, with changes in fair value being recognised in the statement of comprehensive income.

1.5 Turnover

Turnover represents rental income and service charges receivable, programme activities income, donations and revenue grants receivable from local authorities, fees receivable for childcare services, income from commercial operations in the trading subsidiaries and other operating income. Rental income is recognised when the property is available to let, net of voids. Service charge income and costs are recognised on an accruals basis. Supporting People income is recognised as it falls due under the contractual arrangement with the administering authorities.

All charitable income recognised by the group is credited to the income and expenditure account. If specific restrictions are placed on its use by the donors the relevant income is transferred to restricted reserves.

1.6 Gift Aid income

Donations received under the Gift Aid scheme to the parent association from its subsidiary are recognised as turnover upon receipt as it relates to the principal activities of the association and is eliminated on consolidation.

1.7 Housing properties

Housing properties are those held for the provision of social housing or to otherwise provide social benefit. Housing properties are stated at cost less accumulated depreciation and impairment losses. The cost of properties is their purchase price together with incidental costs of acquisitions. Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.8 Investment properties

Investment properties consist of those properties not held for social benefit or for use in the business. Investment properties are initially measured at cost and are subsequently measured at fair value, with changes in fair value recognised in the Statement of Comprehensive Income.

1.9 Other tangible fixed assets

Other tangible fixed assets are stated at cost less accumulated depreciation. Depreciation has been provided on a straight line basis to write off over the following periods:

Leasehold property	over the period of the lease
Plant and machinery	20-33% per annum on cost
Furniture, fixtures and fittings	5-33% per annum on cost
Computer equipment	20-33% per annum on cost
Motor vehicles	33% per annum on cost

1.10 Depreciation of housing projects

Major components of housing properties are identified and treated as separable assets and are depreciated on a straight line basis over their expected economic useful lives at the following rates:

Property structure	80 years
Kitchens	20 years
Bathrooms, doors and windows	30 years
Roof	70 years
Lifts	20 years
Electrical systems	40 years
Gas boiler/fires	15 years
Mechanical systems	30 years
Refurbishment costs	15 years

The estimated lives of the different property components are based on the National Matrix of Property Components issued by the National Housing Federation in collaboration with property surveyors Savills. Freehold land is not depreciated.

1.11 Investment in subsidiaries

The consolidated financial statements incorporate the results of YMCA and its subsidiary, The Cresset Limited. Investments in subsidiaries are stated at cost less impairment in the parent company's individual financial statements.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.12 Social Housing and other government grants

Where developments have been financed wholly or partly by Social Housing Grants (SHG), the amount of the grant received is recognised in turnover over the useful life of the property structure and components using the accruals model. SHG must be recycled by the group under certain conditions, if the property is sold, or if another relevant event takes place. In these cases the SHG may have to be repaid if certain conditions are not met. If the grant is not required to be recycled or repaid, any unamortised grant is recognised as turnover. In certain circumstances, SHG may be repayable and in that event is a subordinated unsecured repayable debt. Grants relating to revenue are recognised in the statement of comprehensive income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that the performance conditions will be met.

1.13 Other grants

Government grants relating to revenue are recognised as income over the periods when the related costs are incurred.

Grants received from non-government sources are recognised under the performance model. Where there are no specific performance requirements the grants are recognised in the statement of comprehensive income when the proceeds are received or receivable. Where grant is received with specific performance requirements attached, it is recognised as a liability until the performance conditions are met and then it is recognised as turnover.

1.14 Taxation - value added tax

The group is partially exempt in relation to Value Added Tax (VAT), and accordingly is able to recover from HM Revenue & Customs part of the VAT incurred on expenditure. At the year end, VAT recoverable or payable is included in the statement of financial position. Irrecoverable VAT is accounted for in the statement of comprehensive income.

1.15 Operating leases

Rentals applicable to operating leases where subsequently all the benefits and risks of ownership remain with the lessor are charged to the statement of comprehensive income.

1.16 Stock

Stock is valued at the lower of cost and net realisable value.

1.17 Pension scheme

The group 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 YMCA Trinity Group. As described in note 24, YMCA Trinity Group has a contractual obligation to make pension deficit payments over a period to April 2027, accordingly this is shown as a liability in these accounts. In addition, YMCA Trinity Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the statement of comprehensive income.

The group also operates a defined contribution pension scheme for eligible employees and a further defined contribution scheme to comply with auto-enrolment regulations. The pension cost charged to the statement of comprehensive income is the amount of annual contributions payable to this scheme.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.18 Business combinations

Acquisitions of other entities in the social housing sector that are in substance a gift to YMCA Trinity Group are treated as non-reciprocal transfers where the substance of the transaction is gifting control of one entity to another. These are also known as non-exchange transfers. In this case the fair value of the gifted assets and liabilities are recognised as a gain or loss in the Statement of Comprehensive Income in the year of the transaction.

1.19 Joint ventures

An entity is treated as a joint venture where the group is party to a contractual agreement with one or more parties from outside the group to undertake an economic activity that is subject to joint control.

In the consolidated accounts, interests in joint ventures are accounted for using the equity method of accounting. Under this method an equity investment is initially recognised at the transaction price (including transaction costs) and is subsequently adjusted to reflect the investor's share of the profit or loss, other comprehensive income and equity of the joint venture. The consolidated statement of comprehensive income includes the group's share of the operating results, interest, pre-tax results and attributable taxation of such undertakings applying accounting policies consistent with those of the group. Any share of losses are only recognised to the extent that they do not reduce the investment balance below zero as the group has no obligations to make payments on behalf of the joint venture, and any share of subsequent profits shall be accounted for once the unrecognised profits are equal to the unrecognised losses. In the consolidated balance sheet, the interests in joint ventures are shown as the group's share of the identifiable net assets, including any unamortised premium paid on acquisition. Any unrealised profits and losses from transactions between the Group and the joint venture are eliminated to the extent of the Group's interest in the joint venture.

Any premium on acquisition is included within the equity method accounted figure in the financial statements as goodwill. This goodwill is amortised over 5 years. Where there are indicators of impairment, the investment as a whole is tested for impairment.

1.20 Financial instruments

The group only has financial instruments which meet the criteria of a basic financial instrument as defined by section 11 of FRS 102.

Short term debtors are measured at transaction price less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method, less any impairment.

Short term creditors are measured at the transaction price. Other financial liabilities including bank loans are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.21 Impairment

Reviews for impairment of housing properties are carried out when a trigger event 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.

Following a trigger event for impairment, an impairment test is performed based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential as the existing property.

1.22 Reserves

Restricted reserves represent income received where the funder or other source of the income have imposed restrictions as to how the reserves shall be used. The nature and purpose of restricted reserves is set out in the notes to the financial statements.

2a. TURNOVER, COST OF SALES, OPERATING COSTS AND OPERATING SURPLUS

Year ended 31 March 2025

	Turnover £	Operating costs £	Other operating income/ (expense) £	(Loss)/gain on disposal of assets £	Operating surplus / (deficit) £
Income from regulated social housing					
Social housing lettings (note 2b)	7,765,917	7,083,911	-	(22,815)	659,191
	7,765,917	7,083,911	-	(22,815)	659,191
Income from non-regulated activities					
Student and other housing	200,010	157,693	-	-	42,317
Health and wellbeing	556,790	648,157	-	-	(91,367)
Support and advice	364,835	333,905	-	-	30,930
Fundraising and development	4,048	(865)	-	-	4,913
Training and education	89,680	101,041	-	-	(11,362)
Childcare and family work	1,242,741	1,260,064	-	-	(17,323)
Youth work	290,010	236,541	-	-	53,469
Cresset community activities (note 2c)	359,544	424,103	74,409	(95,569)	(85,719)
Haywood House	168,285	168,117	-	-	168
	3,275,943	3,328,756	74,409	(95,569)	(73,973)
Total for YMCA	11,041,860	10,412,666	74,409	(118,384)	585,219
The Cresset Ltd trading activities	1,418,322	1,646,191	-	678	(227,191)
Total for YMCA Trinity Group	12,460,182	12,058,857	74,409	(117,706)	358,028

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

Year ended 31 March 2024

	Turnover £	Operating costs £	Other operating income/ (expense) £	(Loss)/gain on disposal of assets £	Operating surplus / (deficit) £
Income from regulated social housing					
Social housing lettings (note 2b)	7,989,441	7,321,203	-	126,532	794,770
	7,989,441	7,321,203	-	126,532	794,770
Income from non-regulated activities					
Student and other housing	219,856	144,808	-	-	75,048
Health and wellbeing	615,702	700,156	-	-	(84,454)
Support and advice	386,593	404,445	-	-	(17,852)
Fundraising and development	103,659	102,790	-	-	869
Training and education	122,087	104,805	-	-	17,282
Childcare and family work	1,088,320	1,430,122	-	-	(341,802)
Youth work	225,550	296,140	-	12,000	(58,590)
Cresset community activities (note 2c)	376,037	386,272	(74,409)	-	(84,644)
Haywood House	163,373	136,990	-	-	26,383
	3,301,177	3,706,528	(74,409)	12,000	(467,760)
Total for YMCA	11,290,618	11,027,731	(74,409)	138,532	327,010
The Cresset Ltd trading activities	1,435,946	1,512,249	-	-	(76,303)
Total for YMCA Trinity Group	12,726,564	12,539,980	(74,409)	138,532	250,707

2b. PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS Group and YMCA

	2025 £	2024 £
Particulars of lettings of hostel accommodation		
Rents receivable	997,069	1,754,586
Service charge income	5,673,935	5,155,724
Net rental receivable	6,671,004	6,910,310
Supporting people contract income	898,620	961,536
Amortised social housing grants	61,533	61,533
Other government grants	-	-
Other income	134,761	56,062
(Loss)/gain on disposal of housing property	(22,815)	126,532
Turnover from social housing lettings	7,743,102	8,115,973
Operating expenditure on social housing lettings	(7,083,911)	(7,321,203)
Operating surplus on social housing lettings	659,191	794,770
Rent losses from voids	1,396,332	935,301

The number of units of hostel accommodation managed was 387 at the beginning of the year and 382 at the end of the year.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

2c. PARTICULARS OF INCOME AND EXPENDITURE FROM CRESSET COMMUNITY ACTIVITIES

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Income from charitable activities				
Rents receivable	64,112	76,287	64,112	70,334
Service charges	270,845	298,031	270,845	296,364
Recharged expenditure	24,587	8,046	24,587	9,339
	<u>359,544</u>	<u>382,364</u>	<u>359,544</u>	<u>376,037</u>
Expenditure on charitable activities				
Provision of premises - staff costs and other	(358,593)	(392,349)	(358,593)	(386,350)
Bad debt expense	74,409	(74,409)	74,409	(74,409)
	<u>(284,184)</u>	<u>(466,758)</u>	<u>(284,184)</u>	<u>(460,759)</u>
Operating surplus / (deficit) on charitable activities:	<u>75,360</u>	<u>(84,394)</u>	<u>75,360</u>	<u>(84,722)</u>

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
3. INTEREST RECEIVABLE				
Interest receivable	37,160	26,289	37,160	26,289
	<u>37,160</u>	<u>26,289</u>	<u>37,160</u>	<u>26,289</u>

4. INTEREST PAYABLE AND FINANCING COSTS

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Bank loans and overdraft	-	33,398	-	4,597
Other loans	131,471	112,740	127,660	112,740
Deferred benefit pension charge	18,130	(153,573)	18,130	(153,573)
	<u>149,602</u>	<u>(7,435)</u>	<u>145,790</u>	<u>(36,236)</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

5. KEY MANAGEMENT PERSONNEL

For the purposes of disclosure the definition of a director includes YMCA's Chief Executive Officer (CEO). The remuneration paid to the CEO and other key management personnel is set out below.

	2025 £	2024 £
Chief Executive gross salary	108,151	106,031
Chief Executive pension contributions	<u>6,489</u>	<u>6,362</u>
Key management personnel gross salary	222,070	235,468
Key management personnel employer pension contributions	<u>14,613</u>	<u>14,613</u>

The Board in accordance with a national independent grading scheme determines the remuneration of the CEO. None of the other directors received any remuneration. The CEO does not have any enhanced pension arrangement in the group.

Aggregate number of full time equivalent staff including the chief executive whose remuneration exceeded £60,000 in the period:

	2025	2024
£60,001 - £70,000	1	2
£70,001 - £80,000	2	-
£80,001 - £90,000	-	-
£90,000 - £100,000		1
£100,000 - £110,000	<u>1</u>	<u>1</u>

Members of the Board are not permitted by the Articles to receive remuneration.

Total amount of travel expenditure reimbursed to the Board and senior executives not chargeable to United Kingdom income tax was £5,875 (2024: £7,304).

6. EMPLOYEE COSTS

	Group		YMCA	
	2025 £	2024 £	2025 £	2024 £
Wages and salaries	6,260,666	6,232,934	5,651,541	5,657,323
Social security costs	491,423	471,482	452,146	436,107
Pension costs	145,853	142,572	135,364	133,552
	<u>6,897,942</u>	<u>6,846,988</u>	<u>6,239,051</u>	<u>6,226,982</u>

The average number of employees expressed as a full time equivalent (based on 40 hours per week) was:

	Group		YMCA	
	2025 £	2024 £	2025 £	2024 £
Average number of employees	<u>205</u>	<u>253</u>	<u>196</u>	<u>243</u>

The group employed 117 seasonal workers during the year who are not accounted for in the above staff numbers (2024: 140).

The group also benefits from the work of 22 (2024: 18) volunteers, whose contribution it acknowledges to be a major asset.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

7. OPERATING RESULTS

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Depreciation on housing properties	226,500	226,755	226,500	226,755
Depreciation on other assets	263,440	287,394	251,175	271,596
Loss / (profit) on disposal of fixed assets	117,706	(138,532)	118,384	(138,532)
Operating lease arrangements	33,346	41,118	33,346	41,118
<i>Auditors remuneration (including under provision):</i>				
Audit of parent and group financial statements	27,500	46,730	27,500	46,730
Audit of the accounts of subsidiaries	14,500	8,428	-	-

8. TANGIBLE FIXED ASSETS - HOUSING PROPERTIES - Group and YMCA

	Freehold housing properties £	Long leasehold housing properties £	Property development £	Total £
Cost				
At 1 April 2024	10,899,178	1,025,000	-	11,924,178
Additions	66,432	-	-	66,432
Transfers	-	-	-	-
Disposals	(62,321)	-	-	(62,321)
At 31 March 2025	10,903,289	1,025,000	-	11,928,289
Depreciation and impairment				
At 1 April 2024	2,737,968	142,277	-	2,880,245
Depreciation charged in the year	211,818	14,682	-	226,500
Eliminated on disposals	(39,506)	-	-	(39,506)
Transfers	-	-	-	-
At 31 March 2025	2,910,280	156,959	-	3,067,239
Carrying amount				
At 31 March 2025	7,993,009	868,041	-	8,861,050
At 31 March 2024	8,161,210	882,723	-	9,043,933

Housing Property asset held with a carrying value of £3,122,883 (2024: £3,122,883) have been pledged as security for housing loans.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

9. SOCIAL HOUSING ASSISTANCE

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Total accumulated housing grant	9,572,770	5,132,019	9,572,770	5,132,019
Recognised in statement of comprehensive income	1,275,003	1,444,940	1,275,003	1,444,940
Held as deferred income	8,297,767	3,687,079	8,297,767	3,687,079
	<u>9,572,770</u>	<u>5,132,019</u>	<u>9,572,770</u>	<u>5,132,019</u>

10. DEFERRED CAPITAL GRANT

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Opening balance	3,857,016	3,921,713	3,857,016	3,921,713
Additions	4,502,284	-	4,502,284	-
Released to income in the year	(61,533)	(64,697)	(61,533)	(64,697)
Closing balance	<u>8,297,767</u>	<u>3,857,016</u>	<u>8,297,767</u>	<u>3,857,016</u>
Amounts to be released within 1 year	64,961	61,533	64,961	61,533
Amounts to be released in more than 1 year	8,232,806	3,795,483	8,232,806	3,795,483
	<u>8,297,767</u>	<u>3,857,016</u>	<u>8,297,767</u>	<u>3,857,016</u>

11. EXPENDITURE ON WORKS TO EXISTING PROPERTIES

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Refurbishment costs in year - Amounts capitalised	66,432	146,574	66,432	146,574
	<u>66,432</u>	<u>146,574</u>	<u>66,432</u>	<u>146,574</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

12. OTHER FIXED ASSETS - Group

	Furniture, fittings and equipment £	Long Leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
At 1 April 2024	2,565,593	3,684,024	394,352	77,032	6,721,001
Additions	58,222	4,244,000	-	-	4,302,222
Transfers	-	-	-	-	-
Disposals	(127,626)	(111,497)	-	-	(239,123)
At 31 March 2025	2,496,189	7,816,527	394,352	77,032	10,784,100
Depreciation and impairment					
At 1 April 2024	1,545,283	496,415	72,472	59,861	2,174,031
Depreciation charged in the year	190,880	56,976	5,246	10,338	263,440
Eliminated on disposals	(126,948)	(15,928)	-	-	(142,876)
Transfers	-	-	-	-	-
At 31 March 2025	1,609,215	537,463	77,718	70,199	2,294,595
Carrying amount					
At 31 March 2025	886,974	7,279,064	316,634	6,833	8,489,505
At 31 March 2024	1,020,310	3,187,609	321,880	17,171	4,546,970

OTHER FIXED ASSETS - YMCA

	Furniture, fittings and equipment £	Long Leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
At 1 April 2024	2,429,552	3,684,024	394,353	77,031	6,584,960
Additions	35,297	4,244,000	-	-	4,279,297
Transfers	-	-	-	-	-
Disposals	(125,407)	(111,497)	-	-	(236,904)
At 31 March 2025	2,339,442	7,816,527	394,353	77,031	10,627,353
Depreciation and impairment					
At 1 April 2024	1,455,033	496,415	72,472	59,861	2,083,780
Depreciation charged in the year	178,615	56,976	5,246	10,338	251,175
Eliminated on disposals	(125,407)	(15,928)	-	-	(141,335)
Transfers	-	-	-	-	-
At 31 March 2025	1,508,241	537,463	77,718	70,199	2,193,620
Carrying amount					
At 31 March 2025	831,201	7,279,064	316,635	6,832	8,433,733
At 31 March 2024	974,519	3,187,609	321,881	17,170	4,501,180

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

13. INVESTMENT PROPERTIES - Group and YMCA

	2025	2024
	£	£
As at 1 April 2024	2,700,000	2,700,000
Increase / (decrease) in value	-	-
As at 31 March 2025	<u>2,700,000</u>	<u>2,700,000</u>

Investment properties were valued by professionally qualified external valuers, Dohen Land in accordance with the Royal Institute of Chartered Surveyors valuation standards. The valuation was undertaken as at 31 March 2025 and is considered by the directors to continue to reflect the fair value of the investment properties at this date.

Investment Property assets held with a carrying value of £2,700,000 (2024: £2,700,000) have been pledged as security for bank loans.

14. FIXED ASSET INVESTMENTS

Group	Joint ventures
	£
Cost or valuation	
At 1 April 2024	240,054
Additions	-
At 31 March 2025	<u>240,054</u>
Share of retained profits	
At 1 April 2024	-
Profit for the year	-
At 31 March 2025	<u>-</u>
Net Book Value	
At 31 March 2025	<u>240,054</u>
At 31 March 2024	<u>240,054</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

14. FIXED ASSET INVESTMENTS (continued)

	Subsidiary undertakings £	Joint ventures £	Total £
Cost or valuation			
At 1 April 2024	19,874	50	19,924
Additions	-	-	-
Disposals	-	-	-
Movement in fair value	-	-	-
At 31 March 2025	19,874	50	19,924

Kirkgate Street Ltd is a joint venture in which the group has joint control and a 50% ownership interest. The objective of the joint venture is to work together on the long lease and development of housing property. The registered office for Kirkgate Street Ltd is Marine House, 151 Western Road, Haywards Heath, RH16 3LH.

As required by FRS 102 and the Housing SORP, the financial statements consolidate the results of The Cresset Limited which is a wholly owned subsidiary of YMCA at the end of the year.

YMCA holds 100% of the ordinary share capital of The Cresset Limited (incorporated in England and Wales). The principal activity of the company is the operation of the theatre, pub and other commercial trading operations. The registered office for The Cresset Limited is the same as YMCA. YMCA is the ultimate parent undertaking.

During the year YMCA charged a management fee of £229,680 (2024: £235,883) to its subsidiary, The Cresset Limited. A gift aid donation of £nil (2024: £nil) was paid to the YMCA by The Cresset Limited during the year. The amount owed by The Cresset Limited is disclosed in note 18 of £383,762 (2024: £74,409).

15. TAXATION

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Deferred tax:				
Origination and reversal of timing differences	-	-	-	-

YMCA has a charitable status and it is therefore exempt from corporation tax on income arising from exempt sources to the extent that it is applied to the organisation's charitable purpose.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

16. DEBTORS

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Trade and other debtors				
Rent and service charges receivable	203,282	570,512	203,282	570,512
Less: Bad debt provision	(36,552)	(251,178)	(36,552)	(251,178)
Trade debtors	141,450	152,782	72,968	100,661
Other debtors	494,067	42,723	494,067	42,723
Amounts owed by joint ventures				
Amounts due from group undertakings	-	-	383,762	74,409
Less: provision for amount due from group undertakings	-	-	-	(74,409)
Prepayments and accrued income	166,841	171,146	162,322	165,697
	<u>969,087</u>	<u>685,985</u>	<u>1,279,848</u>	<u>628,415</u>
Long term debtors				
Amounts owed by joint ventures	<u>240,004</u>	<u>240,004</u>	<u>480,008</u>	<u>480,008</u>

The amount due from group undertakings is due from The Cresset Limited. Following an external review that included an analysis of all TCL's trading areas and produced a business plan which demonstrated that the organisation can be financially sustainable in the medium term with the appropriate actions. This plan is in the process of being implemented and should ensure that the amount due is repaid over a period of time.

17. INVESTMENTS HELD AS CURRENT ASSETS

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Bank deposit accounts	319,980	315,033	319,980	315,033
Shares in Santander	130	130	130	130
	<u>320,110</u>	<u>315,163</u>	<u>320,110</u>	<u>315,163</u>

18. CREDITORS FALLING DUE WITHIN ONE YEAR

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Bank overdraft	-	-	-	-
Trade creditors	596,611	717,394	519,930	654,629
Rents and service charges in advance	-	-	-	-
Housing loans	40,142	19,758	40,142	19,758
Business loans	71,698	67,717	71,698	67,717
YMCA pension agreement plan	57,305	57,305	57,305	57,305
Deferred capital grant	64,961	295,680	64,961	295,680
Other taxation and social security	137,822	113,980	108,812	102,341
Other creditors	428,801	341,238	145,243	63,112
Amounts due to group undertakings	-	-	-	-
Accruals and deferred income	588,708	502,981	371,684	366,873
Payments received on account	300	10,605	300	10,605
	<u>1,986,348</u>	<u>2,126,658</u>	<u>1,380,075</u>	<u>1,638,020</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

19. CREDITORS FALLING DUE AFTER ONE YEAR

	Group		YMCA	
	2025	2024	2025	2024
	£	£	£	£
Long term housing loans	1,315,042	865,083	1,315,042	865,083
Long term business loans	554,773	635,921	554,773	635,921
Long term YMCA pension agreement plan	52,044	110,432	52,044	110,432
Long term deferred capital grant	8,232,806	3,561,336	8,232,806	3,561,336
	<u>10,154,665</u>	<u>5,172,772</u>	<u>10,154,665</u>	<u>5,172,772</u>

Amounts included above which fall due after five years are as follows:

After five years by instalments	<u>1,500,446</u>	<u>1,500,446</u>

The five (2024: five) housing loans are repayable by instalments, the last instalments falling due in 2053, 2054, 2036, 2047, 2027 and 2039 respectively. The interest rates in force for the year ended 31 March 2025 were 9.5%, 6.635%, 7.43%, 6.2%, 6.43% and 8.32% respectively.

The bank loans are payable in monthly instalments, over 10-15 years, at a mixture of fixed and variable rates of interest ranging from 3.30%-6.35%.

The housing loans are secured by fixed charges on the individual properties. Bank loans are secured on the investment property, Haywood House.

20. RESERVES - Group

	As at 1 April 2024 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2025 £
Income & expenditure reserves	11,237,842	245,586	246,996	11,730,424
Restricted reserves				
Respect	10,094	-	(10,094)	-
Youth Investment Fund	311,309	-	(311,309)	-
Total restricted reserves	<u>321,403</u>	<u>-</u>	<u>(321,403)</u>	<u>-</u>
Total reserves	<u>11,559,245</u>	<u>245,586</u>	<u>(74,407)</u>	<u>11,730,424</u>

RESERVES - YMCA

	As at 1 April 2024 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2025 £
Income & expenditure reserves	11,389,696	476,589	321,403	12,187,688
Restricted reserves				
Respect	10,094	-	(10,094)	-
Youth Investment Fund	311,309	-	(311,309)	-
Total restricted reserves	<u>321,403</u>	<u>-</u>	<u>(321,403)</u>	<u>-</u>
Total reserves	<u>11,711,099</u>	<u>476,589</u>	<u>-</u>	<u>12,187,688</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

20. RESERVES (continued)

Respect - A 3 year project which supports young people to have an improved understanding of what makes a healthy relationship and what constitutes domestic violence.

Youth Investment Fund - capital grant received for the replacement of the roof on the Cresset building.

21. SHARE CAPITAL

The directors are the only members of YMCA. The company is limited by guarantee, having no share capital and, in accordance with the Memorandum of Association every member is liable to contribute a sum of £1 in the event of the company being wound up.

	2025	2024
Number of members:		
As at 1 April 2024	11	11
Joining during the year	5	-
Leaving during the year	(5)	-
As at 31 March 2025	11	11

22. ACCOMMODATION IN MANAGEMENT

Accommodation owned/rented and managed by YMCA is as follows:

	2025	2024
Supported housing:		
Short stay move on accommodation (3 months)	22	22
Medium stay supported housing (2 years)	358	365
Total	380	387

In addition to supported housing accommodation numbers above, 33 units (2024: 33 units) for student accommodation and 26 units (2024: 26 units) for non-social housing were also owned and managed.

Overall there was no volume change in social housing during the year.

23. OPERATING LEASES

The future minimum operating lease payments are as follows:

	Group		YMCA	
	2025	2024	2025	2024
	£	£	£	£
Within one year	246,374	215,749	246,374	215,749
Between two and five years	518,229	881,935	518,229	881,935
	764,603	1,097,684	764,603	1,097,684

In addition to the above, The YMCA's share of commitments entered into by the joint venture company, Kirkgate Street Limited, are £2,535 per annum (increased annually by CPI) for a term of 125 years ending in March 2147.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

24. PENSION COSTS

The group operates a defined contribution scheme, the assets of which are held separately from those of the group. For executive team members contributions for employees were to Scottish Widows and were a minimum of 3% of salary and the employer contributions were 6%. YMCA also operates a pension scheme through Peoples Pension where the employer and employee contribute 8% combined, NEST where the employer contributes 3% and the employee contributes 5% and Prudential where the employer contributes 3% and the employee contributes 5%. The charge for the year to the income and expenditure account in relation to all schemes was £145,853 (2024: £142,572).

YMCA Trinity Group also 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 YMCA Trinity Group and at the year end these were invested in the Mercer Dynamic De-risking Solution, 65% matching portfolio and 35% in the growth portfolio and Schroder (property units only). The charge for the year to the statement of comprehensive income in relation to the plan expenses for this scheme is £18,130 (2024: -£153,573).

The most recent completed three year valuation was as at 1 May 2023. 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 of 4.56%, the increase in pensions in payment of 3.18% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 21.5 years, female 24.0 years, and 23.1 years for a male pensioner, female 25.7 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £103.1m, which represented 92% 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 2023 showed that the YMCA Pension Plan had a deficit of £9.1 million. YMCA Trinity Group has been advised that it will need to make annual contributions of £75,569.56 from 1 May 2025. 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 5.5% (2024: 5.5%). The current recovery period is 3 years commencing 1 May 2024.

	Within one year £	One to two years £	Two to five years £	After five years £	TOTAL £
As at 31 March 2025	57,305	54,153	4,264	-	115,722
As at 31 March 2024	57,305	54,447	55,985	-	167,737

In addition, the group 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 the group may be called upon to pay in the future.

25. CAPITAL COMMITMENTS

At the year end the group had capital commitments amounting to £52,000 (2024: £3,583,137) in relation to the Youth Investment Fund capital project at The Cresset.

26. RELATED PARTIES

The Cresset is a wholly owned subsidiary of The YMCA. The cresset limited is a non-regulated company registered under the Companies Act 2006. Details in relation to transactions with and investment in the subsidiary are provided in note 14.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

Group transactions with joint ventures

The following transactions took place between the group and its joint venture company during the year:

	2025 £	2024 £
Capital investment	50	50
Loans advanced	-	-
	<u>50</u>	<u>50</u>

The following receivable balances relating to joint ventures was included in the consolidated balance sheet:

	2025 £	2024 £
Loans	<u>240,004</u>	<u>240,004</u>

The YMCA granted Kirkgate Street Limited a secured an initial loan facility of a total principal amount of £390,000 and extended the facility to £450,000 during 2023. Of this, £370,000 was advanced during the year interest is charged on the loan at a rate of 8% per annum which has been added to the principal amount.

One of the trustees is also an employee of National Council for Voluntary Organisations who the YMCA engaged to do some consultancy work during the year - this was an arms length transaction with a value in 2024/25 of £9,030.

27. FINANCIAL INSTRUMENTS

The Group's financial instruments may be analysed as follows:

	2025 £	2024 £
Financial assets:		
Financial assets that are debt instruments measure at amortised cost	<u>2,843,952</u>	<u>1,776,847</u>
Financial liabilities:		
Financial liabilities measured at amortised cost	<u>3,192,585</u>	<u>3,081,719</u>

Financial assets measured at amortised cost comprise cash at bank and in hand, investments, trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, taxation and social security, other creditors, housing and bank loans.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

28. CASH FLOW FROM OPERATING ACTIVITIES

	Group 2025 £	2024 £	YMCA 2025 £	2024 £
Operating surplus /(deficit) for the year	358,028	250,707	585,219	327,010
Adjustments for non cash items:				
Depreciation of housing properties	226,500	226,755	226,500	226,755
Depreciation of other fixed assets	263,440	287,394	251,175	271,596
Decrease / (increase) in stocks	624	(2,447)	-	-
Decrease / (increase) in trade and other debtors	(357,509)	233,649	(651,433)	326,676
Increase / (decrease) in trade and other creditors	66,044	(73,954)	(51,591)	(432,208)
Adjustments for investing or financing activities:				
Increase in valuation of investment property	-	-	-	-
(Profit) / Loss on disposal of tangible fixed assets	117,706	(138,532)	118,384	(138,532)
Taxation		-	-	-
Net cash inflow / (outflow) from operating activities	674,833	783,572	478,254	581,297

29. ANALYSIS OF CHANGES IN NET DEBT

	As at 1 April 2024 £	Cashflows £	Other non- cash movements £	As at 31 March 2025 £
Cash	1,055,104	965,686	-	2,020,790
Bank overdraft	-	-	-	-
Loans due within one year	(87,475)	(24,365)	-	(111,840)
Loans due after one year	(1,501,004)	(368,811)	-	(1,869,815)
	(533,375)	572,510	-	39,135

Independent Auditor's Report to the Members of YMCA Trinity Group

Opinion

We have audited the financial statements of YMCA Trinity Group for the year ended 31 March 2025 which include the group and parent (YMCA) statement of comprehensive income, the group and YMCA statement of financial position, the group and YMCA statement of changes in reserves, the group and YMCA statement of cash flows and the related notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 group's and YMCA's affairs as at 31 March 2025, 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 in England 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 responsibilities for the audit of the financial statements section of our report. We are independent of the association 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 group'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 directors are 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 Board Report (incorporating the strategic report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Board Report (incorporating the Strategic report) has been prepared in accordance with applicable legal requirements.

Independent Auditor's Report to the Members of YMCA Trinity Group

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the board report (incorporating the strategic 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.

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 the board

As explained more fully in the board's responsibilities statement, the board (who are also the directors of the association for the purposes of charity law) are 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 determine 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 group's and the parent'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 association or to cease operations, or has no realistic alternative but to do so.

Auditor 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified these included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were correctly applied to the financial statements.
- We reviewed minutes of Trustee Board meetings and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We have reviewed any correspondence with the Charity Commission and other Regulators and reviewed the procedures in place for the reporting of incidents to the Trustee Board including serious incident reporting of any such matters if necessary.

Independent Auditor's Report to the Members of YMCA Trinity Group

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the YMCA Trinity Group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the association'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 YMCA Trinity Group and YMCA Trinity Group's Members, as a body, for our audit work, for this report, or for the opinions we have formed.



Suzanne Goldsmith FCA (Senior Statutory Auditor)

For and on behalf of

PRICE BAILEY LLP

Chartered Accountants Statutory Auditors

Tennyson House

Cambridge Business Park

Cambridge

CB4 0WZ

Date: 29 September 2025



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YMCA Trinity Group

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Cambridge
CB1 1ND



YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.

SUPPORT & ADVICE

ACCOMMODATION

FAMILY WORK

HEALTH & WELLBEING

TRAINING & EDUCATION

Accounts



ANNUAL REPORT AND STATEMENT 2022-23

'Inspiring communities, transforming young lives'

**Everyone should
have a fair chance
to discover who
they are and what
they can become**



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Report of the Chief Executive



Jonathan Martin
CEO

Thanks for taking the time to look at our Annual Report for 2022-23. You'll find out about the work we've been doing, the impact we've had and some of our plans for the future.

Hope and change are hard fought things – Michelle Obama

Our year has been a generally challenging one, reflecting most of the communities in which we serve. The impact of inflation and the 'cost of living crisis', plus the continued recovery after the Covid-19 pandemic, has been huge and widespread. As well as raising costs for us as an organisation, especially with utility costs, it's affected those areas where we generate income. However, it has also impacted the people we work with and the staff that deliver this work as well.

Despite these pressures, we've continued to offer a wide variety of quality work within our communities.

Our Shine Youth project in Lowestoft has further developed its allotment work by adding a fully accessible plot that allows positive interactions between people needing an easily accessible area and older people, with our childcare children. It's a real honour to watch very young children interact with older people, some of whom might have dementia and share the joy of harvesting vegetables or enjoying the flowers together. They've also run a Community Fridge for local people, offering food and toiletries to families who can't afford it. All of this in addition to the excellent youth groups that run each week.

Housing has also been busy adapting its work to changing demands, as well as developing new projects. This includes work on a new project in Wisbech, to be completed in the summer of 2023, as well as a larger project in Peterborough in the pipeline. Staff have also begun a huge piece of work to allow us to register our work with 16 and 17 year old residents, with OFSTED. This is a new requirement but one we feel will be positive for our younger residents. Changes in the housing market, especially increasing rents, means finding step-down accommodation for our residents is getting harder. So we'll focus on providing this over the next few years.

We made some changes this year to bring our mental health and physical health teams closer together with combined leadership. As in previous years, our mental health work grows. We are constantly reviewing the demand from clients and schools, and adapting our offer to accommodate this. We know that this will continue to be a growth area. Our gyms have also had a busy year, with increasing numbers of members.

Our Cresset facility has had some incredible news this year! We were successful in a bid to the Youth Inclusion Fund, receiving £5.1 million. Central to this is the creation of a new youth project with performing arts at its core. To enable this, the grant will pay for the Cresset roof to be replaced, new theatre seating, improved accessibility from backstage and new lighting. Not only will this enable our youth work, but it will also improve the offer to our customers and improve sustainability and energy usage. Trade at the Cresset hasn't yet

Peterborough

Cambridge

Ipswich

Benefiting Individuals and the Community

returned to pre-Covid levels, but they continue to work hard to attract people with a variety of shows and events and brilliant customer service.

Childcare also continues to come back after Covid-19. Recruiting suitably qualified staff has been a challenge, but despite this it still delivers early years development for children and gets them ready for school. We know that this is crucial in the life of children and staff have worked hard to achieve positive outcomes.

Sadly we lost our Appropriate Adult project this year. However, Reparation continues and shows improved outcomes. This project forms an important role in the Youth Justice process.

We've also continued our Family Respect project. This is a really innovative project addressing the very challenging area of child and adolescent to parent abuse and violence. The team will work hard next year to make sure the funding continues for this.

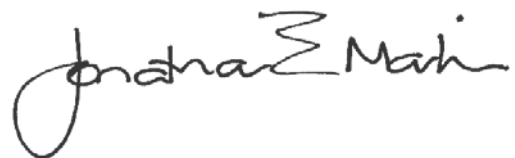
We began our AirPlay journey, delivering youth work on our local RAF bases at Honington, Wittering and Wyton. This is part of a national YMCA offer to airbases all over the UK.

This year has seen a lot of system changes internally. We changed our accounting system, our payroll and rota system, plus ramped up our use of the HIVE system to improve communication with and between staff. This includes a feature called HIVE Five, where staff can acknowledge a colleague. Its been heartening to see the level of respect and value that staff have for each other. As always our staff and volunteers have been at the heart of everything. Their commitment, dedication, professionalism and adaptability is a true joy to be part of. My thanks goes out to them.

Thanks also to our Board of Trustees. They have been with us in a challenging year, adding value, adding expertise and striving to ensure we have a bright future.

Hope and change are hard fought things. External factors have put pressure on everyone, but we continue to work in our communities and deliver incredible outcomes.

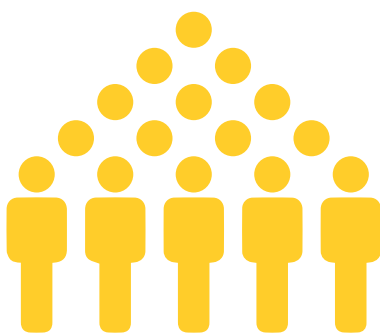
Thank you for your interest in YMCA Trinity Group. Enjoy this Annual Report.



438
bed spaces



254
Childcare spaces
across 5 settings



We now support
communities across
7,100 km²
with a population of over
1.6 million
people

Report of the Chair of Trustees



Steve Mallinson
Chair of the Board
of Trustees

With the pandemic on the wane, we might have hoped that 2022 would be a year of calm after the storm, but instead it brought challenges anew, with rocketing inflation, a cost of living crisis and war in Europe. At times like this YMCA Trinity Group, (and organisations like it), are needed more than ever, and so once again, it's both humbling and a source of pride to be associated with such a diligent and caring group of people. On behalf of the trustees, I want to thank our wonderful team of employees and volunteers for their continued hard work and dedication as they serve communities across Cambridgeshire and Suffolk.

One important role of the trustees is to ensure the organisation fulfills its charitable objects, and so we work with the executives to both monitor and encourage, support and oversee the work of the charity. With the wide range of service areas, these tasks have necessarily become more complex, and we wouldn't be able to cover the ground without the engagement of the whole trustee team, along with our independent advisors who serve on the governance subcommittees. All of them generously and voluntarily give of their time and it's a privilege to work alongside this terrific pool of talent, focused on helping the charity function effectively. Trustees have a finite tenure though, and this year we said goodbye to the Rev Anthony Chandler, Mary Sanders, Pauline Donovan and Julie Horne, while welcoming Sam Loveday, Martha Felton and Jo Mills. Thank you to all of them. We are always on the lookout to develop our skill base, so please get in touch if you're interested to find out more about the work of the trustees.

Part of the long-established and far-reaching YMCA movement, YMCA Trinity Group has roots that are wide and deep, but as the saying goes, past performance is no guarantee of future results. The challenge then is to grow our impact across such a mind-bogglingly wide range of work, while avoiding the pitfalls of complacency and overconfidence. But the concept that helps fuel this ambition, and unifies the YMCA Trinity team, is the aspiration to serve, and serve well. Whether you're a client, an employee, a volunteer or have no connections with us - thank you for your interest in YMCA Trinity Group - I hope you will support us as we seek to continue to serve our local communities.

A handwritten signature in dark ink, appearing to read 'S. Mallinson', with a horizontal line underneath.

Public Benefit

The work of YMCA always strives to be relevant to the needs of society, with the aim of transforming the way young people are viewed as part of the community. We provide innovative solutions to problems facing young people through the delivery of a range of quality services and projects.

Each year we deliver relevant and impactful work to ensure we are meeting the needs of both our young people and the communities in which we work. Our Corporate Plan and Vision & Values help us to set a course and remain true to our Mission.

Over the coming pages we will outline some of the challenges faced by our teams, our organisation and our clients in the past year, and celebrate our achievements and impact. We will also consider the year to come, and how the pandemic and its after-effects will impact our work and our clients.

All our work is for public benefit. YMCA Trinity Group has distinct objectives, which are set for public benefit and the organisation continually assesses that it is directly or indirectly meeting these objectives. All new work is considered against the objectives, age range and geographic scope that have been agreed by the Board and Executive Team. Existing work is reviewed regularly to ensure that the organisation is meeting its objectives and targeting client groups' needs.

Throughout this report you will be able to read more about the many varied and successful projects and services we have put in place to support our young people and families across the region and, more importantly, evidence the social impact we have achieved during this financial year, and the ambitious targets we have set ourselves for the future.

Strategic Direction

YMCA Trinity Group is part of a federation of over 90 YMCAs across England and Wales. Our vision is to help create supportive, inclusive and transforming communities where young people can truly belong, contribute and thrive. At the heart of how we work in communities, and with each other, are strong and committed relationships rooted in our inclusive values, approach and heritage.

As a federation, YMCA England and Wales has developed a strategic plan, covering five core areas of work which all YMCAs follow. Our approach is based on having a national presence with local relevance, and is achieved by YMCA Trinity Group in a variety of ways across the five core areas of work as follows.

SUPPORT & ADVICE:



We are there for every young person in the community, supporting them and their families through difficult times with a wide range of programmes and services.



Our main aim is to enable every young person to grow and develop in every aspect of their life and we have developed support and advice schemes, including youth engagement programmes, youth reparation projects, mental health interventions, domestic abuse and crisis support.

HOUSING:



YMCA is the largest provider of safe, supported accommodation for young people in England and Wales. In YMCA Trinity Group we have 438 units across our region, with sites in Peterborough, Cambridgeshire, and Suffolk. These units offer a range of housing solutions for young people and adults including supported and emergency housing.

Our aim is to provide holistic support which means we provide not only a bed, but we also help people transition from dependence to independence by giving support, training, life skills and building resilience in order to lead to independent living.

FAMILY & YOUTH WORK:



We believe that every child deserves the best possible start to their education. Across YMCA Trinity Group we offer a range of support to families including five fully operational childcare settings providing Ofsted registered places for 254 children on a daily basis.



We believe that every young person should be able to develop their full potential in body, mind, and spirit. YMCA Trinity Group's youth work delivers youth programmes in Lowestoft, local RAF stations, and following the successful Youth Investment Fund bid, will expand into Peterborough. Communities in Lowestoft continue to be supported through hot meals provision, community fridge, and the accessible allotment.

HEALTH & WELLBEING:



As a youth charity we recognise that health and wellbeing is a contributing factor to people developing other areas of their lives, from education and employment to relationships and social networks.

We currently own two state-of-the-art gyms in Peterborough and Cambridge, which are open to the communities we serve at affordable prices. We provide sessions for people with long-term conditions and disabilities, and we work closely with local GPs, NHS stroke teams and community nurses who refer their patients to us. We also offer a range of physical activity programmes for all ages including young person-led health education projects.



Mental health is a key priority for us. We have built a comprehensive and holistic programme of both clinical and preventative mental health services to support a wide range of audiences including schools, supported housing, parents/carers, youth organisations and early years. We also recognise the importance of supporting those who support young people, and so we provide counselling, self-care support and supervision to staff at all levels in a variety of settings.

TRAINING & EDUCATION:



Our Mental Health team provide a variety of training courses and workshops to improve the physical, emotional and psychological well-being of children, young people and staff in a range of settings including education settings, businesses, charities, youth organisations and directly with parents and carers.

Our Vision

'Inspiring communities, transforming young lives'

Our Values

We believe in potential – yours!

We inspire – you to have a vision for your life.

We respect – everyone's personal journey.

We empathise – with your individual life choices and support you to take action.

We act with integrity – we are honest and have strong moral principles.

IMPACT REPORT 2022 -23



Social Value

Social Value means having a wider understanding of value. It no longer uses money as the main indicator of value but puts the emphasis on engaging with people to understand the impact of decisions on their lives.

The peoples' perspective is critical. YMCA Trinity Group will always have good and bad experiences with the people we work with, but overall, we aim to create a net positive impact today and for the foreseeable future. We will always try to measure our impact on people and use this learning to make better decisions as we go forward.

Social Value also describes how we use the resources we have most effectively to maximise the impact and benefit to people, communities and organisations we work with, ensuring positive social, economic and environmental outcomes for the communities we work in.

To deliver social value, we try to work collaboratively to identify and help achieve social benefits. This applies both to our own activities but also to other organisations that commission, procure and fund our activities, and also with those we deliver activities with and for.



Aiming for Net Zero

YMCA Trinity Group are delighted that, during 2022/23, they have joined with their Carbon Partner, Auditel, to deliver on their strategic objective of reaching Net Zero.

Rowena Kerslake, Deputy CEO, explains “YMCA Trinity Group is committed to a net zero position. We’re partly driven by our environmental responsibility to the communities we are part of, but also by our clients’ demands for us to do better for their future.

As a global movement, YMCA is committed to advancing global conservation and responsibility to reduce the effects of climate change through youth-led education programmes and initiatives that improve environmental awareness. In this global and national context, YMCA Trinity Group is now developing a holistic sustainability and net zero strategy, which will commit to improving the lives of the local communities it services, especially young people.

Young people will feel the impacts of climate change most prominently throughout their lives, and as an organisation working closely with youth, YMCA Trinity Group can improve the planet they will inherit while equipping them with the knowledge and skills they need to pursue their passions and make a difference in the world.”

Gillian Gibbon, Carbon Auditor at Auditel added

“I am delighted to be working with YMCA Trinity Group, a genuine champion of sustainability in the charity sector. I have worked with them for many years helping ensure they are getting the very best value for money from their suppliers and now I look forward to working with the team to help them achieve an industry recognised standard of verified carbon neutrality. I love their sustainability and net zero strategy and their ambition and commitment to minimise the impact they have on the environment.”

Over this past year, our carbon footprint has measured 1613.37 tCO₂e. This in itself is not a useful measure but will be used to determine our carbon reduction plan for the coming year. When we measure the footprint again in March 2024, that is when the measure becomes useful, to see whether we are starting to impact on our carbon reduction journey towards Net Zero. YMCA Trinity has not identified an end date yet to work towards for our Net Zero point but expect to agree this over the year 2023/24.



**Our Carbon
footprint for
the year was
1613.37 tCO₂e**

Safeguarding



Protecting people and our safeguarding responsibilities continues to be a high priority at YMCA Trinity Group. In 2022-2023 we have continued to enhance our approach and meet new legislative requirements. As a result, we have seen the number of safeguarding concerns reported on our database My Concern, increase from 462 in 2021-22 to 1542 this year. We can attribute this to enhanced training, practice and dedicated resource within our housing department and responding to new legislative reporting requirements within our childcare settings.

In our housing department we introduced two new posts to support our safeguarding practice. A dedicated Safeguarding Manager and a Quality Assurance Manager. Through these appointments we have enhanced our face to face safeguarding training and provide expertise, guidance and support to our teams to manage ongoing concerns. We introduced a High-Risk Panel to review cases of concern and identify further actions that can be taken to promote the safety and wellbeing of those involved.



1542
CONCERNS
LOGGED

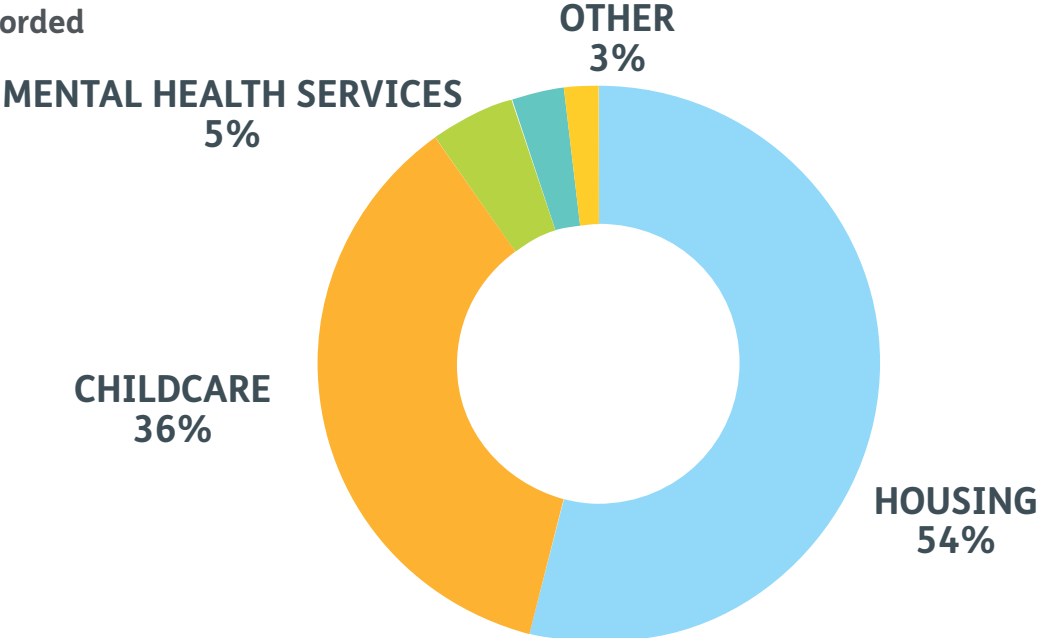
We continue to use software called MyConcern to log all concerns and referrals. This offers a confidential, real-time platform where all concerns are kept and archived. No concern can be amended – all entries are on a chronological timeline.

We hold quarterly organisational safeguarding meeting which brings together Designated Safeguarding Leads across the organisation to identify emerging trends, review lessons learned and ensure implementation of any new practice or changes to our policy and procedure.

Our Finance, Risk and Audit Committee continue to oversee our safeguarding practice, compliance and performance. We report key data, trends and updates each quarter.

We are continually seeking to improve our approach to Safeguarding ensuring our practice, policy and procedure meets the safety and protection needs for those who come into contact with our services.

**Safeguarding concerns recorded
by work area 2022-23**



Equality, Diversity & Inclusion

The Inclusion Group meet every 6 months to monitor workforce diversity and make suggestions for improvements. They continue to monitor employment processes, carefully considering whether we are reflective of our communities and that our policies and practices make us welcoming and enable people of all heritages to reach their potential.

- ▶ The Hive survey scored highly in inclusion – it was one of our top 5 scores with staff agreeing that people of all cultures and backgrounds are respected and valued at YMCA Trinity Group.
- ▶ Menopause & Transgender policies state YMCA Trinity's intention and process for enabling people to talk about concerns and support each other.
- ▶ In 2022 we progressed to being a 'Disability Confident' employer, having previously been 'Disability Committed'.





Providing a home and personalised support services for a fresh start in life.

2022-23 has been an exciting year as we developed our new Housing strategy based on in-depth conversations with our staff teams and residents. We also started our development of a new supported housing scheme in Wisbech in partnership with Fenland District Council and Cornerstone Place.

We have ensured compliance with new Fire Safety Regulations across our sites and implemented the new Tenant Satisfaction Measures. It has been a busy but rewarding year as we focus on delivering quality and safe accommodation for our residents.

2022-23 has seen large capital investments in the Ipswich hostel and adjoining terrace houses, these properties are from late Georgian early Victorian era and grade 2 listed. To date the project has cost in the region of £120k, so a significant investment. As well as general updating, internal alterations have created some larger communal areas, safe comfortable spaces where our residents can socialise and relax.

As part of the works a new state of the art fire detection system has been installed in some areas, this will be extended throughout the terrace when funds allow. This has been a large and complex refurbishment requiring a great deal of interaction with the listed buildings and building control departments within Ipswich Borough Council. A true celebration of the collaboration and skills of the Facilities & Maintenance teams working with local experts and trade teams to meet the tight budget and deadlines.

Whilst adhering to the charity procurement policy YMCA Trinity Group both values and promotes relationships with local trades and suppliers, this fits well with our ethos of supporting local communities and limits our carbon emissions. Joe Garnham MD of GBS Builders Ipswich says of the relationship *“Since winning the tender to undertake works on the Ipswich Hostel we have undertaken a number of other projects for YMCA Trinity Group in the local area. We are pleased to be associated with the charity, their F&M department are extremely professional to work with and certainly keen to ensure we give them the best possible value!! Our Ipswich base is just around the corner from YMCA and wherever possible our materials for the projects are procured locally. We are genuinely thrilled to be involved.”*



111,981

hours delivered
this year



486 residents

taking part in education,
employment or training

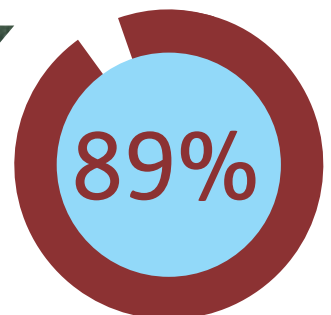


9%

decrease in residents
with mental health issues

Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Working with our residents, develop a new Housing Plan for 2023-26 setting out our priorities for the next 3 years. - Extensive engagement with residents and staff helped us develop a new accommodation plan 2023-26 which includes 3 key themes: People, Practice and Place.	Develop and implement a Client Involvement Plan, that will pave the way for a co-production structure that is ambitious and inclusive. - Client Involvement has been a priority across all our services. We have facilitated the co-production of a residents' forum in Suffolk and co-production activities take place across our services.	Implement a new Asset Management Plan and carry out new Stock Condition Surveys to inform a new 30-year investment plan. - A new asset management plan was agreed by trustees. Stock condition surveys at all our sites have been completed and will now inform a new 30-year investment plan.	Identify new move-on housing units. - We commenced work to convert an empty building in Wisbech to 9 self-contained studios and we are progressing a plan to develop empty office accommodation in Peterborough.
Establishing our new Quality Assurance Team and Quality Framework. - A new quality assurance team has been introduced and they have been working hard to implement a quality framework that is compliant with new Ofsted regulations for accommodation.	Implementing In-Form for all housing management functions. - In-Form a new housing management database has been implemented.	Continue our focus on reflective practice to build resilience within our teams. - A staff reflective practice group has been piloted in Ipswich and we are looking at how to roll this out to other teams.	



89% of residents leaving YMCA moved on in a planned / positive way

HOUSING



**709 residents
supported**

Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Produce our Tenant Satisfaction Measures Report to residents	Enhance our training programme and personal development plans for staff members including recognised qualifications.	Implement a new support framework by becoming an AQA accredited provider	Work with commissioners to deliver enhanced support for care leavers that turn 18.
Embed new Ofsted principles in all our services.	Review and improve our induction programmes.	Implement a new lettable standard.	Complete the development of the 9 studios in Wisbech and progress development proposals for more accommodation units.

Sultan's Case Study

Sultan's life in Ethiopia had been a challenging one, marked by political conflict and hardships. At the tender age of his early teens, he made the difficult decision to leave everything behind and embark on a journey to the UK, in search of a better life and new opportunities. Fuelled by the hope of escaping his troubled past, Sultan set forth on a perilous journey, full of uncertainty and risks.

Arriving in the UK as a refugee, Sultan found himself in a completely unfamiliar environment, unable to communicate due to the language barrier. Not speaking any English at all, everyday tasks became daunting challenges. However, Sultan's determination and resilience allowed him to adapt and overcome these obstacles, step by step.

Amidst the overwhelming struggles, Sultan found solace at YMCA. The organisation provided him with a safe haven and the support he desperately needed. As he settled into his new surroundings, the staff and residents at YMCA embraced him warmly, making him feel welcome and valued.

Sultan's journey at YMCA was one of growth and transformation. With a burning desire to improve his life, he devoted himself to learning the English language. Over time, his communication skills improved significantly, allowing him to connect with others on a deeper level and broaden his horizons.

During his time at YMCA, Sultan's dreams began to take shape. He expressed a keen interest in running, finding comfort in the rhythmic movement of his feet against the pavement. The dream of participating in the renowned London Marathon became his beacon of hope, igniting a new-found sense of purpose.

Sultan's journey was not without its challenges. Struggling with mental health issues, he faced moments of doubt and despair. Yet, his passion for running provided him with a powerful coping mechanism. Whenever stress and overwhelm threatened to consume him, he would lace up his running shoes and head out for a liberating run.

After a long 5 years of perseverance, Sultan's hard work and determination finally bore fruit. He obtained his 5-year status to stay in the UK, granting him the stability and security he had sought for so long. This achievement brought immense relief and a new-found sense of optimism for his future.

With the London Marathon on the horizon, Sultan was eager to unleash his untapped athletic potential and accomplish his dream. The journey to attend University might require more patience, but with his new-found status and the support of YMCA, he remains committed to pursuing higher education in the future.

Sultan's story is a testament to the triumph of the human spirit, showcasing the unshakeable willpower that drives individuals to overcome adversity and pursue their dreams relentlessly. Through his experiences at YMCA, Sultan not only transformed his own life but also inspired others around him.



A safe place to talk and get help through guided groups, mentoring, counselling, and mental health services.

Reparation

The reparation service continues to work with young offenders across Cambridgeshire and Peterborough providing opportunities for young people to complete reparation hours, develop positive interests, access work experiences and learn new skills and qualifications.

Over the last year we have provided a range of practical and appropriate projects and placements including:

- ▶ Polar Farm Kennels, Ely – Young people take part in grooming, walking, playing ball games to increase exercise and training the dogs ready for rehoming.
- ▶ Queen Mary Community Centre, Wisbeach – Young people repainted the play equipment outside of the centre alongside general gardening maintenance around the centre.
- ▶ Westraven Community Garden, Peterborough – Young people develop and maintain this community gardening space and have the opportunity to learn skills in woodwork, creating a variety of items needed for the garden.

they seem to feel a sense of pride, and have a deeper understanding of what community means and how we each have a role to play to creating society.

Achievements 2022-23

QUALITY	PEOPLE	GROWTH
Get feedback from 100% of supported people.	Increase network of partners to increase placement opportunities.	Increase locations of delivery projects to widen community impact.
Questionnaires completed with all young people accessing the service	Feedback and case studies are now received from all partners and referers	We continue to look for partners and placements to diversify opportunities, and increase locations offered.

Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Maintain quick response times to referrals	Maintain high levels of practitioner feedback	Increase volunteers	Increase the placement opportunities available
	Increase skilled reparation staff	Diversify placements to accommodate a wider range of referral circumstances	

Family Respect

We have built on our practice and the work we achieved with families in 2021-22 by increasing the number of Respect Young Peoples Programme (RYPP) sessions we have delivered to families in Peterborough and Cambridgeshire.



757 sessions completed

Each family we work with is unique which means that as a team we must each adapt to who we work with. Being flexible and creative in our approach maintains engagement and progresses the programme we are dedicated to getting the family through. Each worker must be responsive to the needs of the family whilst keeping the purpose of our work in mind within a 13-week timescale and this is certainly not an easy task.



723 of support hours given to families

Our ability to adapt and work with families in tailored ways encourages most families to get engaged and to maintain contact with us. Our work often begins with a slow pace and this is often needed to be able to establish a trusting relationship so that families can understand that the programme they are undertaking is all about listening to their story and responding to their needs. Our work is not a one size fits all approach, and although the RYPP is a prescriptive and evidence-based programme, we are able to make small adjustments as the work plays out.

Language barriers and cultural differences within families can create complexities and we are presently learning how we can work with families who do not speak English in the home.

Due to the complexity of our work we rely on clinical supervision from the Mental Health Service and this support is undoubtedly a core part of our delivery which enables us to keep working reflectively and safely.

Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Quantitative and qualitative data has been captured, and is currently being written up by an external evaluator.	Implemented a 'pre-active' process for managing cases before they become active, and supporting families by telephone before the RYPP work begins.	Two members of the team are currently undertaking IDVA training with the intention of the full team being trained.	Funding is in place until the end of January 2024, and this has been achieved because of the exceptional work that has taken place.

Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Embed project expertise across Peterborough and Cambridgeshire	Improve support for parents and carers as victims	Support partner agencies with Child and Adolescent to Parent Violence and Abuse (CAPVA)	Refine dedicated police referral pathway with relevant partners
Value feedback from families and partners	Improve case transitions internally and externally	Strengthen partner input into referral process	Identify future funding opportunities



Creating positive outcomes with children and young people in their communities, and support for families with nursery, day care, holiday and year-round programmes.

Childcare

2022-23 continued to be a challenging year for our childcare services due to ongoing recruitment issues within the early years sector as well as increased operating costs which have had an impact on our budgets. Our settings have seen an increase in children attending with Special Educational Needs, particularly behavioural and speech and language. We believe this may be linked to the impact of the Covid-19 pandemic. The year also saw the closure of our Newmarket setting. YMCA Childcare Exning Road closed on 27th May 2022 due to financial sustainability and ongoing building issues.

During Summer 2022 changes were implemented in our Lowestoft Childcare settings YMCA Childcare Water Lane and YMCA Childcare St. Margaret's Road. A new baby room opened at St. Margaret's Road, allowing for an increase in spaces for under 2 year olds and an all year round full day care approach.

An Asda grant was secured at the beginning of 2023 to produce food packages for our Lowestoft childcare settings. £1322 was awarded which will equate to 400 meals being given to parents. The project is still ongoing.

During March 2023 after consultation with parents the hours at YMCA Childcare Blinco Grove in Cambridge were reduced to 8.30am-3.30pm to help ease the pressures of recruitment on the setting. The setting has been working hard on new ways of recruiting and looking at the incentives we offer to new employees.

YMCA Childcare is proud to have engaged with 473 children over the year.



YMCA Childcare has
engaged with

473 children

**237 Home
Learning Packs**

produced and given to families through our
Emotional Wellbeing Project





Childcare - Child A Case Study



Child A joined one of our YMCA Childcare settings in September 2022. We had concerns early on regarding Child A's behaviour and they found it difficult to regulate their emotions. The family were on a Child in Need Plan and being supported by a Social Worker due to both parents mental health and concerns around their relationship.

We worked hard with the family to ensure they were accessing support services and engaging with social services effectively. In Jan 2023, we referred them to a local food bank as Mum disclosed they were struggling financially to feed themselves. We used Child A's Early Years Pupil Premium funding to support the family and pay for hot meals for Child A during their nursery sessions – ensuring they received at least one hot healthy nutritious meal per day. When mum disclosed she was struggling we worked with her and made referrals together to seek further support.

Through our observations, we believed there was additional support that Child A needed, so our setting SENCO made referrals to speech and language services and built a relationship with Mum to learn more about Child A's development at home. This included sharing ideas and resources for support with learning at home and information around other services available for help.

This approach has enabled a strong trusting partnership with parents to ensure that Child A's needs are met, but also to ensure that the whole family's needs are being supported and met. This is part of the holistic approach that YMCA Childcare provides. Working with the family as a whole, delivering a family work approach. Unlocking potential, enabling children and their family to belong, contribute and thrive. At YMCA Childcare we believe that every family should have the support they need to lead more fulfilling lives.



**473 children
engaged with**



191,170 Hours
of childcare were delivered to families

Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
To ensure quality care and education is offered to children at all times Grundisburgh setting was graded 'Good' by Ofsted. Providence remains graded as 'Outstanding' and St. Margaret's Road, Water Lane and Blinco Grove remain graded as 'Good'.	To actively promote staff wellbeing The use of HIVE has been positively recognised within the staff teams. Praising staff when doing well boosts wellbeing. There have been 399 public HIVE posts for the childcare teams.	To continually improve quality through parent partnerships All Childcare settings are running stay and play sessions for families to attend. Parent meetings continue to take place termly.	To increase the numbers of children attending across all sites Provision for under 2's has been extended in Lowestoft. From September 2022 babies can attend St. Margaret's Road between the hours of 8am-6pm, all year round.
To develop outside provision GBS Contractors carried out work and supplied materials and labour free of charge at Providence in Ipswich. The new area gives a safe, stimulating way for babies to access the outdoor environment. St. Margaret's Road developed their outside area by dividing into 3 sections so that the baby room and pre-school room have separate outside play areas.	To continually improve the quality of staff knowledge to support children's development Regular team meetings have been held. 149 CPD courses have been completed through iHasco, Noodle Now, NDNA and Local authority courses. We have supported 15 childcare apprentices during the year.	Children's wellbeing is encouraged through planned and informal activities Providence introduced yoga sessions to children. 24 children have participated. All children in the pre-school room in Lowestoft have access to social interactions groups which support children's social skills and wellbeing.	Promote YMCA Childcare brand Christmas Fayres in December 2022 promoted the YMCA Childcare brand at our Grundisburgh, Providence and Blinco Grove settings. Our Grundisburgh setting attended the Grundisburgh show to promote the setting within the local community, delivering activities and giving out branded information to prospective parents and carers.

Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Early Intervention programmes and workshops for parents and children	To actively promote staff wellbeing	To continually improve quality through Parent Partnerships	Identify opportunities including funding to set up additional programmes for families
Continually evaluate childcare model and standards of care	Invest in staff CPD and training	Childrens wellbeing is promoted though a variety of activities	Promote YMCA Childcare brand



Youth Work - Airplay

Designed to help relieve some of the pressure on highly stretched RAF Families, Airplay continued in its delivery of weekly Airplay and Ben Club sessions. We have provided a range of experiences, activities and opportunities for young people including the following:

RAF Wittering

- ▶ Ran a project Tuesday Youth Forum enabling young people to have a voice. One young person represented Airplay at a Children and young Peoples Board.
- ▶ 20 young people attended trips to Rutland Aqua Park and Rumble Live Laser at Grafham Water.
- ▶ 21 young people to attended a residential at Kingswood Outdoor Activity Centre as well as 24 attending the Edale Air Breaks residential.

RAF Wyton

- ▶ Youth Council – young people arranged for a photograph to attend so they could design some new promotion posters for the project.
- ▶ Social Action – young people helped with an art installation for the Kings coronation. Groups painted a soldier and a crown which was displayed in Huntingdon. The young people also had their names on a plaque that was displayed.
- ▶ Young people helped to make a remembrance garden, painting an image of a soldier on the side of the building and making a beautiful display of poppies that they made out of recycling on a net that came out of the building.
- ▶ 15 Airplay youth club members took part in a CoderDojo coding session where they were able to learn and explore coding and digital skills

RAF Honington

- ▶ Joined the local church and the Military Wives Choir for a 'follow the star' walk around Nativity Night.
- ▶ Young person attended One YMCA and RAF Youth Forum in London.
- ▶ Nature project including nature walks and making bird feeders.

Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
A review of children's needs have been completed to establish SEN/Health needs to upskill staff appropriately.	Young people attended Youth Forum in London organised by One YMCA and the RAF.	Additional sources of funds were acquired across the year to provide additional opportunities for RAF young people.	Coproduction approach to provision ensuring young people having a voice within the project, deciding on rules, activities and experiences.

Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Raise the achievements of young people	Provide staff with opportunities to support them in being strong, consistent leaders	Embrace communities surrounding RAF bases to ensure accessibility and inclusivity	Identify sources of funds to enable further opportunities for the communities
			Strengthen links with the RAF

Airplay - Case Study



A young person had been attending youth club for a while, she started with her mum saying she lacked in confidence so staff asked if she would like to help out with the Ben Club, to help build her confidence by giving her some responsibility.

She was doing well at the Ben Club but her behaviour during other sessions was unacceptable, showing very little respect to other members of the club or staff. She was pushing people around, arguing with everyone. Staff spoke with her and her mum about her behaviour and the volunteering stopped until she could control her anger.

Staff persevered, and continued to try to work with this young person over a very long period. For a long time she did not want to engage but Airplay staff ensured that she knew they were there for her, gave her praise when it was needed and also challenged her behaviour when necessary. No matter what happened if she had a negative experience at the club she returned every session unfazed.

After a period of time she had a huge breakthrough, and has been really respectful to all members and staff and she has been really helpful. Staff have been delighted with her progress, and have praised her when she has done something positive. They have sent messages home to her parents saying how amazing she has been.

Recently she has been staying at group even without her friend, and asking if she can join the senior group. This level of engagement is unprecedented from this young person and is a direct result of the consistent support and patience staff have demonstrated. Building trust takes time, and is crucial for young people.



49% Capacity

across three sites



133.5 Hours

delivered across AirPlay and BenClub



Shine Youth Work - Lowestoft

Shine has continued to provide support for young people in Lowestoft through drop in, cooking and allotment sessions. The continued effects from Covid are still far reaching and we have seen an increased demand for our one-to-one support within schools that continue to provide us with a waiting list.

In October 2022, we worked with the Lowestoft Town Hall project and local graffiti artist, Stane. The young people designed and spray-painted hoardings boards which are now permanently displayed outside the Town Hall. Due to the cost-of-living crisis, in order to additionally support our families, we opened a community fridge and food bank as well as providing hot meals to the community twice a week.

We have expanded our allotment work to provide an opportunity for those with dementia to engage with nature and the outdoors. Following on from this, we took on an additional fourth derelict allotment plot and transformed it into a fully accessible space, with groundwork suitable for wheelchair access and purpose-built raised beds, greenhouse and pond.

It has been shown that gardening is beneficial for mental health and wellbeing. Studies have found that the mental health benefits of gardening are extensive. Not only can regular gardening reduce mental health problems like depression and anxiety, but it can also reduce stress and combat high blood pressure, as well as improving overall physical fitness.



212

cooking sessions



Achievements 2022-23

QUALITY	PEOPLE	GROWTH
Took on a derelict fourth plot and developed into an accessible allotment to increase engagement with those with disabilities and a wider age range	Provided hot meals to the local community between January and April 2023.	Opened a community fridge and food bank in January 2023.

'Shine has helped my daughter learn so many new skills, from planting vegetables at the allotment, to then bringing them to the table by preparing and cooking a meal with them. Shine has also taught my daughter about nature by taking her on trips with them to Carlton Marshes. She has many friends at Shine and has gained social skills, especially since being shielded through lockdowns. The lovely young ladies at Shine are absolutely wonderful and have supported my daughter no end.'

- Parent



158

allotment sessions



427

drop-in sessions

'My daughter finds the youth groups extremely helpful for her wellbeing. It's great for her to mix with like-minded peers as, having a sibling with special needs can be rather stressful at times. The staff are extremely kind and understanding. We are so glad as a family for Shine and all the time and effort they put in to support the young people grow.'

- Parent

Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Maintain high levels of youth work	Maintain high staff satisfaction	Increase support for families as a whole	Increase support offered to our local community
	Increase volunteers at allotment sites		Increase opportunities for our community to use accessible allotment plot



Gyms, sport and recreation for fitness, and community hubs for classes, social connection and collaborations.

Gym memberships decreased this year. Key factors impacting the growth of member numbers can be identified as follows:

- ▶ Increased competition from new gyms opening around both sites.
- ▶ Cost of living rising, impacting people's disposable income.
- ▶ Changing habits, people not returning to pre-pandemic routines

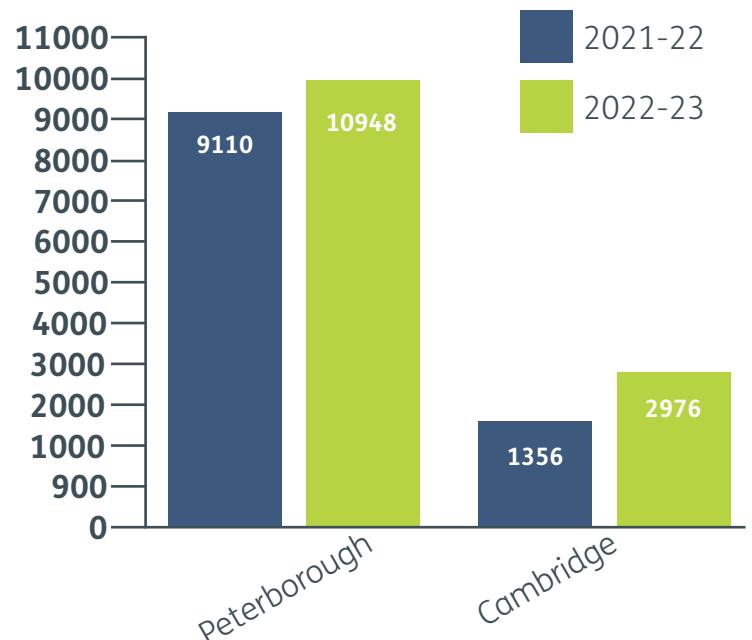
The team continue to work on rebuilding memberships and class programmes, with a focus on not only increasing the number of classes offered, but on offering a wider range, with new classes and instructors selected to suit the membership and responding to member feedback. These include a children's boxing class in Cambridge which is very popular. Peterborough classes are extremely busy and often have long waiting lists, so work is bring planned exploring cost effective options to make sure everyone has a chance to attend the classes. We continue to receive positive feedback about our gyms and classes: people feel welcomed the price is good, it has modern and suitable equipment, and the gym is not too crowded.

I like this gym because it is quiet and the price is excellent, I feel like I can exercise without being judged.
- **Cambridge Gym User**

Marketing is key to our strategy, and we have focused more on trying to increase our online profile with more social media posts and encouraging member feedback. Our social media presence is helping to attract new younger members; we have seen an increase in student memberships this year.

"Good value for money !"
- **Peterborough Gym User**

Gym Class Numbers



Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Develop robust processes for gathering and evaluating customer feedback. - We collect feedback from customers directly by asking them to submit it via email or share it on our social media platforms, we also ask instructors to collect feedback from the class users so we can monitor class quality. But more robust plans are still needed to be able to collect more accurate data.	Provide training on internal systems for staff - develop a more comprehensive onboarding and induction process for those in customer-facing roles. - Reception guide has been developed to support onboarding process. Everyone new gets a robust induction on all operating systems.	Utilise customer feedback to refine the offering of equipment and classes. - We have a wide range of classes available across both sites, we have also started a children's boxing class in Peterborough which was requested by our members. We often have waiting lists for our Peterborough classes.	Review processes for handling enquiries and measuring conversions while ensuring high levels of customer care. - We have email address designated for enquiries regarding gym memberships and email address for room hire which are checked regularly by reception staff and all enquiries are dealt with swiftly.



1852
memberships
in total

Annual class numbers
were as follows

Cambridge: **2976**

Peterborough: **10948**



Strategic Priorities 2023-24

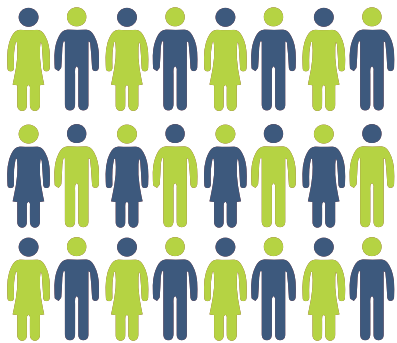
QUALITY	TEAM	PEOPLE	GROWTH
Review current systems for monitoring and evaluating services.	Increase specialisms and knowledge of the current team to be able to provide quality services.	Build marketing strategy and collaboratively work with other YMCA departments	Develop new partnerships and seek out other sources of income.
Develop processes for measuring and demonstrating outcomes.	Review team structure to ensure effective deployment of staff	Use customer feedback to refine class offers.	Build membership offers and develop new programmes to fit the needs of the customers



Mental Health Services

This year has been significant for the mental health team as they started to implement our new mental health strategy focusing on the four areas of: Quality, Team, People, and Growth.

The year has seen the team grow to meet rising demand for our services across the region. This reflects our strong local reputation, but also demonstrates the worrying increase in mental health needs amongst our communities. A dedicated Data & Quality Assurance Officer was appointed to help improve our monitoring, evaluation and outcome measurement processes to better evidence our work. We are now a Department for Education assured training provider and remain approved by local authorities to provide mental health services.



851 referrals received
- an increase of 37%

Whilst the majority of our focus this year has been around meeting our contractual obligations, we have also managed to find a balance between proactive and reactive plans, which has enabled us to develop a range of new partnerships and funded projects. We were successful in applying for a number of grant-funded projects focusing on workplace wellbeing, which has allowed us to empower

smaller charities and organisations to increase their confidence in dealing with rising client needs. Our strong reputation has also meant we have been invited to a whole range of strategic networks addressing all aspects of mental health and workplace wellbeing. This has given us significant insight and influence locally in order to voice and address the needs of our communities.

A review of our systems, marketing strategy and literature has enabled us to re-focus on raising awareness amongst wider communities. Of note has been the creation of our own department social media accounts, which has enabled us to connect with others and build engagement.

The diversity of our mental health services allows us to respond to changing needs, and we are proud to have been able to build on our expertise in education and apply this to other areas such as youth work, workplace wellbeing, and physical activity.



19 hours of support
sessions delivered per day over the
year - an increase from 17 hours
last year

“I found it [supervision]
really beneficial and it
really has helped”

– **Senior Business Manager**

‘It’s been the only place I can truly
speak about how I am feeling. It’s not
a place you have to say everything, you
can just say what you want to. It’s a
place where you can literally just be
you!’ – **Counselling Client**

Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Develop needs-led provision for other departments. - We trained 136 employees internally and support 105 clients from other departments. These are both above our targets of 100 for each.	Increase opportunities for Staff Development to maintain quality. - We have increased the range of specialists within our team to work with wider audiences. We developed partnerships with five other organisations to deliver CPD to mental health specialists.	Ensure provision is needs-led. - 78% of settings renewed their provision with us from a target of 75%. 48% of Train the Trainer delegates renewed their licences from a target of 33%. 91% of clients said the services was relevant to them.	Develop new programmes to meet wider needs. - Two new projects have been funded to support workplace wellbeing with charities, and another new project has been funded to work with others on a suffolk-wide health and wellbeing campaign.
To continue to improve the quality of provision through effective monitoring, evaluation and outcome measurement. - 76% of clients showed improvements in clinical measures from a target of 70%. 90% of delegates learned more as a result of our training.	Maintain high levels of practitioner feedback. - 97% feel trainers are knowledgeable 95% feel trainers are prepared. 100% rated counsellors and therapists as being professional.	Provide existing programmes to other audiences. - 11 new settings accessed our training from a target of 10. 6 new training workshops were developed for non-education settings and 8 new settings in Suffolk accessed our training.	Increase opportunities to share good practice by developing new partnerships. - We have developed 5 new partnerships to support mental health professional CPD. We were commissioned to develop two new county wide programmes for schools.



59
courses delivered

76%
of clients improved
their mental health



Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Develop needs-led Mental health provision across the organisation	Develop team structures to address the wider health and wellbeing agenda	Increase awareness of our services and engagement from a range of audiences	Develop our health and fitness training programmes
To continue to improve the quality of provision through effective monitoring, evaluation and outcome measurement	Maintain high levels of practitioner feedback	Ensure project work has sustainable outcomes	Increase opportunities to share good practice and engage with new local priorities

Mental Health Services – Ben’s Case Study

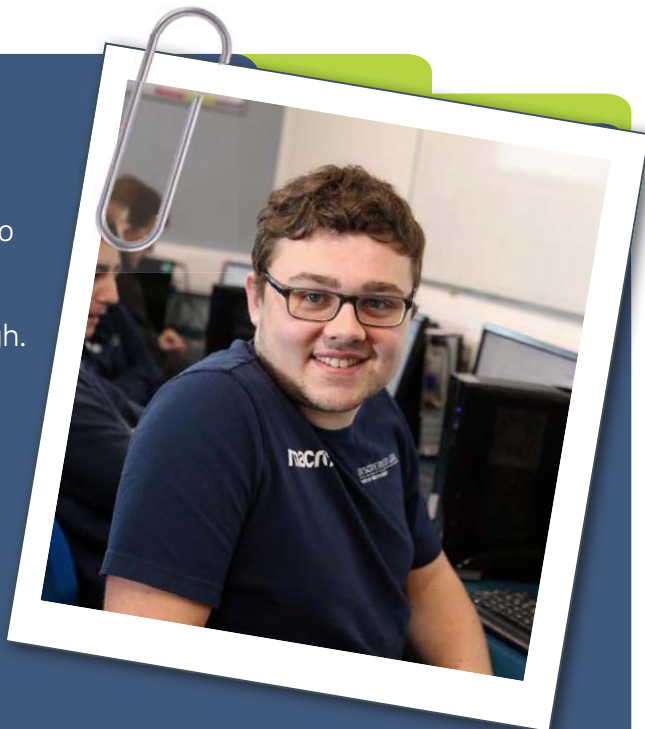
Ben’s name has been changed to protect their identity.



“Before Covid, Ben was a happy student who liked going to school. However, when the pandemic struck, Ben began to find it difficult to attend class. He was struggling with anxiety and low confidence which made his learning tough.

“As Head of School Improvement at St Edmundsbury and Ipswich Diocesan Multi Academy Trust, I knew something needed to be done. Luckily, we were able to turn to YMCA Trinity Group. Thanks to the charity, we saw Ben’s self-esteem improve and his willingness to learn return.

“Talking to somebody made a huge difference. Today, Ben is happier in the classroom and his confidence and overall mental health is much better.



Unfortunately, Ben isn’t the only young person to struggle “Covid has played a huge part in a growing number of mental health illness amongst young people. I have seen an increase in pupils who need support across our schools. We know that wellbeing is directly linked to their school enjoyment and progress – we have already seen attendance, willingness to learn, behaviour and overall mental wellness improve through our work with YMCA Trinity Group.”

Mental health is a growing concern in the UK as conditions become more common among children and young people. A recent poll by Place2Be and the National Association of Head Teachers in February 2022 found that the pandemic has perpetuated mental health issues, with 86% of school leaders and teachers noting low self-esteem across students. 76% of those surveyed saw an increase in depression and 68% witnessed an increase in constant feelings of anger.

According to the survey, only 23% of staff said they could point pupils with mental health needs to specialist support.

“As Head of School Improvement and with my previous experience as a teacher and headteacher myself, it can feel incredibly overwhelming to see students suffer without support. No teacher wants to let their students down, which can take a toll on their own wellbeing.

“Early intervention is vital to supporting young people with mental health difficulties, however, too many of our students have previously faced long waiting lists that can lead to symptoms worsening.

“YMCA Trinity Group has been extremely responsive to our needs. Students need not endure long waiting lists and have been able to access support quickly. The charity has provided bespoke support and helped in transforming the lives of many students like Ben. Their tailored mental health training programme has equipped our schools with the necessary skills and knowledge, and staff feel more confident about supporting pupils. I have seen many improvements in the overall wellbeing of students. We will continue with YMCA Trinity Group for as long as students need.”



**Opportunities
to gain
qualifications,
skills and
employment.**

THE CRESSET

An inclusive, supportive community hub where people can connect, celebrate, and play a part.

In 2022-23 The Cresset continued to see the effects of the pandemic on its footfall, and as the year went on the cost of living crisis undoubtedly had an impact on revenue as customers tightened their belts. Costs also continued to rise, so a focus on robust cost management and profitability began, which will continue into the coming year.

Post-Covid, the hospitality industry has suffered many challenges, and this has been a focus area for us. A restructure of the management team meant a change in leadership and while there is still a lot of work to be done, positive changes are already having an impact and future plans will continue to drive change and growth in this area. The theatre had a very busy year, with many rescheduled performances finally taking place, and pantomime returning to full production levels and audience capacities.


28
couples celebrated their wedding at The Cresset

In November we submitted a bid to the Youth Investment fund, and were delighted to be able to announce in March 2023 that we had been awarded £5.1 million.

The significant grant will secure the long-term future of The Cresset building by allowing improvements and renovations to take place, including replacing the ageing roof and drainage, replacing the theatre seating, installing a new theatre

lighting system, and improving accessibility for performers and participants with disabilities. It will also enable us to extend and increase performing arts opportunities and create a new youth service to deliver youth work to young people in Peterborough. The fund supports projects which benefit young people aged 11 to 18 and we look forward to increasing and developing our work with this age group.



164
live performances, compared to 125 in 2021-22


1,458
young people participated in Cresset-run arts projects

This project is to be delivered over a 24 month period, completing no later than March 2025.



Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Review the pub offer with a view to increasing footfall and revenue. - A restructure of the hospitality team was undertaken to give stronger leadership in the pub and begin working to increase profitability.	Recruit, train and develop our casual team members to support the increase in business post-covid. - We recruited and developed a stronger casual staff pool with an emphasis on training and multi-skilling our team members to increase flexibility and consistency of delivery.	Review marketing processes focusing on customer communications and experience. - Recruitment and restructure in the marketing team including a new apprentice added more capacity to ensure good quality content and positive customer comms.	Continue to seek out funding opportunities for capital and project work. - We generated funding for the Queen's Jubilee project from the National Lottery, and £5.1 million from the Youth Investment Fund. We met with other funders including the Arts Council England, The National Lottery Heritage Fund and the Backstage Trust.
Begin implementing the new performing arts strategy starting with summer school. - We engaged schools on a Queen's Jubilee project, offering free participation opportunities for young people. Summer school 2022 was a great success, with capacity attendance.	Recruit kitchen team members to bring us back to full capacity. - The kitchen has returned to full capacity, with new and existing team members adding support when required at peak times	Increase collaboration opportunities through networking and research. - We invested time into building cultural relationships, joining on the board of the Peterborough Cultural Alliance, and being an active member of the Tourism Focus Group. We worked with new schools and community groups.	Increase spend per head in all hospitality operations through product and pricing reviews. - Following the restructure, a full spring pricing review was undertaken, to be reviewed every 6 months as hospitality supply costs continue to rise.



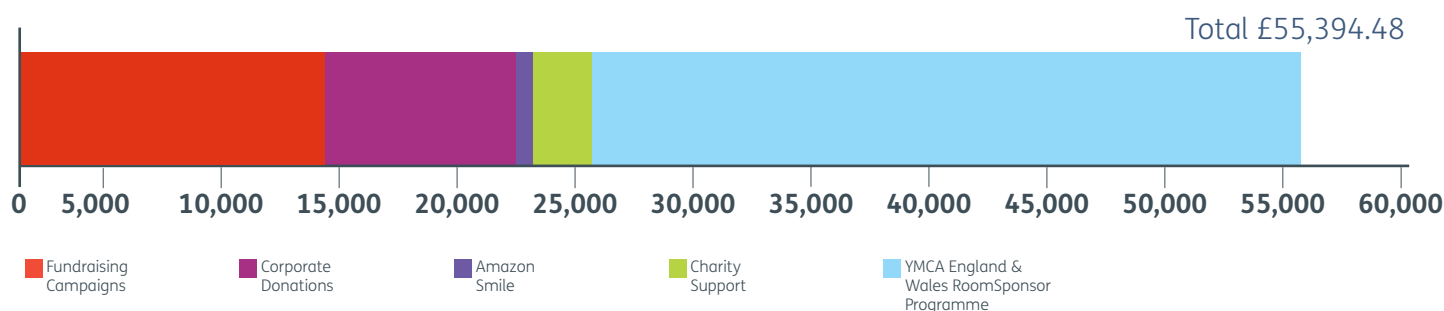
Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Review our customer experience, implement changes to improve delivery and increase customer loyalty	Recruit, train and develop a wider multi-skilled pool of relief workers to support events	Develop and deliver the Youth Investment Fund work in creative arts for ages 11-18.	Continue Performing Arts strategy development by introducing weekly classes and increasing Summer School capacity
Deliver the YIF capital project works to significantly upgrade the theatre.	Support and train our managers to strengthen teams and develop strong leadership	Celebrate our 45th birthday with a free community event and associated projects.	Deliver a full scale in-house theatre production with a cast of young people



**Creating positive
outcomes with
children and young
people in their
communities**

FUNDRAISING



LandAid

THE PROPERTY INDUSTRY CHARITY

On 2nd March 2023 we were again pleased to work with LandAid on their now annual fantastic fundraising event in Cambridge. Just like last year, the big SleepOut followed the same format as YMCA England's SleepEasy events, with participants spending a night under the stars to raise awareness and money. The LandAid SleepOut was supported by headline sponsor Knight Frank, alongside regional sponsor Bidwells in Cambridge, while the Cambridge University Rugby Football Club kindly lent the venue.

As per last year funds from this event are not included in the above total, as they were received in the next financial year.

The Lowestoft Shine team also held a Sleepout on 21 October 2022 which raised over £12,000.

The 'Sleep Out' event was hosted by Lowestoft and Great Yarmouth Rugby Club. Teams from Tarrant's Property Services and Waveney Property Services were among the volunteers to sleep out.

Kay Westgate, Youth Engagement Manager for YMCA Trinity Group, said: *"The feeling of camaraderie and motivation was evident amongst everyone taking part in the Sleep Out event."*

"Whilst we recognise this does not truly reflect the harsh realities of someone facing homelessness or sleeping rough, the event raised awareness of an important issue affecting our communities. We had a home with a bed and a roof over our heads to return to, and the sad reality is that homeless individuals do not."



Engagement and recruitment has been a real focus for us this year and we have continued to look at ways to improve engagement, support and development. We have seen many improvements come to fruition as we continue to strive to make YMCA Trinity Group a great place to work.

Recruitment

We have continued our use of an Applicant Tracking System which supports our recruitment and onboarding journey for new staff and volunteers.

It is a system which streamlines our recruitment with an engaging careers website to increase direct hires. It has a bespoke and automated candidate journey, to increase candidate engagement level and candidate journey.

Staff Engagement

Since we launched 'Hive' last year, during this year 1957 employees celebrated each other's success by awarding a Hive Five to them.



hive

Alongside this, we now have an Open Door option and Staff submitted 81 Open Door suggestions via the Hive platform as well as the CEO and Executive holding 'Open Door Live' sessions where staff can attend to hear about

updates and ask questions directly to the Management Team.

The 'Open Door Live' sessions were implemented following two staff engagement surveys in partnership with Hive and Investors in People. The related action plan has been used to embed improvements and, following feedback, 'Open Door Live' events and regular CEO video updates. Have been implemented



3 main sites now offer on site NHS Health Checks

Training & Development

Internal Leadership Workshops lead by the Deputy CEO have started. The first Ipswich cohort has completed with Peterborough, Cambridge and the second Ipswich cohort dates scheduled in for 23-24.

Eleven staff completed fully funded Mental Health England First Aid training, 8 of which are going to become organisational Mental Health First Aiders for colleagues, the remaining three choosing to utilise the skills with clients only. The MHFA'ers form part of the Brighter Lives initiative being delivered in partnership with the Mental Health Team's Project.

Alongside this, we now offer an Internal Induction session where new staff meet the CEO and Deputy CEO and hear about the whole organisation.



20 Staff Members completed apprenticeships

Apprenticeships

We had 20 staff completing apprenticeships during this year across various areas: Early Years, Team Leading, Business Administration, Marketing and Youth Work.

Many of these have progressed from level 2 to level 3 with us and remained part of the team after completing their apprenticeship.

YMCA Youth Matters Awards 2022

Youth Matters is YMCA's national awards programme marking an integral part of the charity's calendar since 2009, celebrating the outstanding skills and achievements of young people from across the country and recognising the vital work that YMCAs deliver every day.

Twelve award categories have been created to represent the exceptional skills and achievements exhibited by young people over the past year and the incredible work delivered by more than 80 local YMCAs.

YMCA Trinity Group were finalists in two categories:

Health & Wellbeing Project of the Year – Mental Health Services

Housing Project of the Year – Easy Peasy Pods

Sadly, after fierce competition they were just pipped at the post this year.



531 staff & volunteers

Trusted Charity

The charity has been awarded the Trusted Charity Mark, which is supported by the National Council for Voluntary Organisations, at the highest level. The Trusted Charity Mark recognises best practice across 11 key areas of charitable management and governance.

While all YMCA groups self-assess against the same criteria, YMCA Trinity Group becomes only the second to have officially achieved the award in England and Wales.

This is a fantastic result for the organisation and everyone who contributed to the 5 day assessment.

Alongside this we also retained our Investors in People Silver award in November 2022





Performance and Value for Money

Value for Money Statement 2022/23

YMCA Trinity Group is committed to achieving Value for Money across all aspects of the business. Through reviewing systems, the Association has sought to reduce costs and achieve economies of scale. Combined with a tight budgetary control process and clear understanding of cost drivers within the business overall savings have been achieved.

The Finance Department has undertaken a review of central costs to review and minimise expenditure where possible and look at the allocation methods across the cost centres to reflect a fair & equitable apportionment to YMCA services.

Continuous procurement of overheads is applied which has resulted in costs for services like telecoms and photocopier contracts being significantly reduced. Utility costs have been minimised through better efficiency from ongoing investment in new lighting and heating systems across main sites and the use of a broker facility for group purchasing of supplies.

Following the publication in June 2019 of the Value for Money metrics from the Regulator of Social Housing, we will be considering ways in which we can further measure performance against our peers. We are now able to report purposeful data & include the resulting performance measures in our 2022-23 report.

Good value combined with excellent service delivery is central to YMCA Trinity Group's business approach. The Group, through its delivery of contracts for grants and services combined with housing provision, seeks to make a surplus to support more young people and services that require additional financial resource. As a charity we also fundraise to support projects that require resource that helps YMCA achieve the mission and deliver valuable work in the community.

We have summarised our performance below against key metrics published by the regulator:

Value for Money Metrics:	22/23	21/22
1 Reinvestment % Investment in housing properties in the year as a percentage of the gross book value at the year end	0%	1.9%
2A New supply delivered (social housing units) Total social housing units acquired in the year as a percentage of total social housing units owned at the year end	0%	0.0%
3 Gearing % Total net debt (loans – cash- short term liquid investments) as a percentage of housing properties at cost	8.09%	-2.95%
4 Earnings before interest, tax, depreciation, and amortisation (EBITDA, major repairs included) interest cover % Surplus generated compared to interest payable	-20%	1,063%
5 Headline social housing cost per unit	£17,305	£15,282
6A Operating margin (social housing lettings only) %	1.6%	12.4%
6B Operating margin (overall) %	-4.1%	2.7%
7 Return on capital employed	-3.0%	1.9%

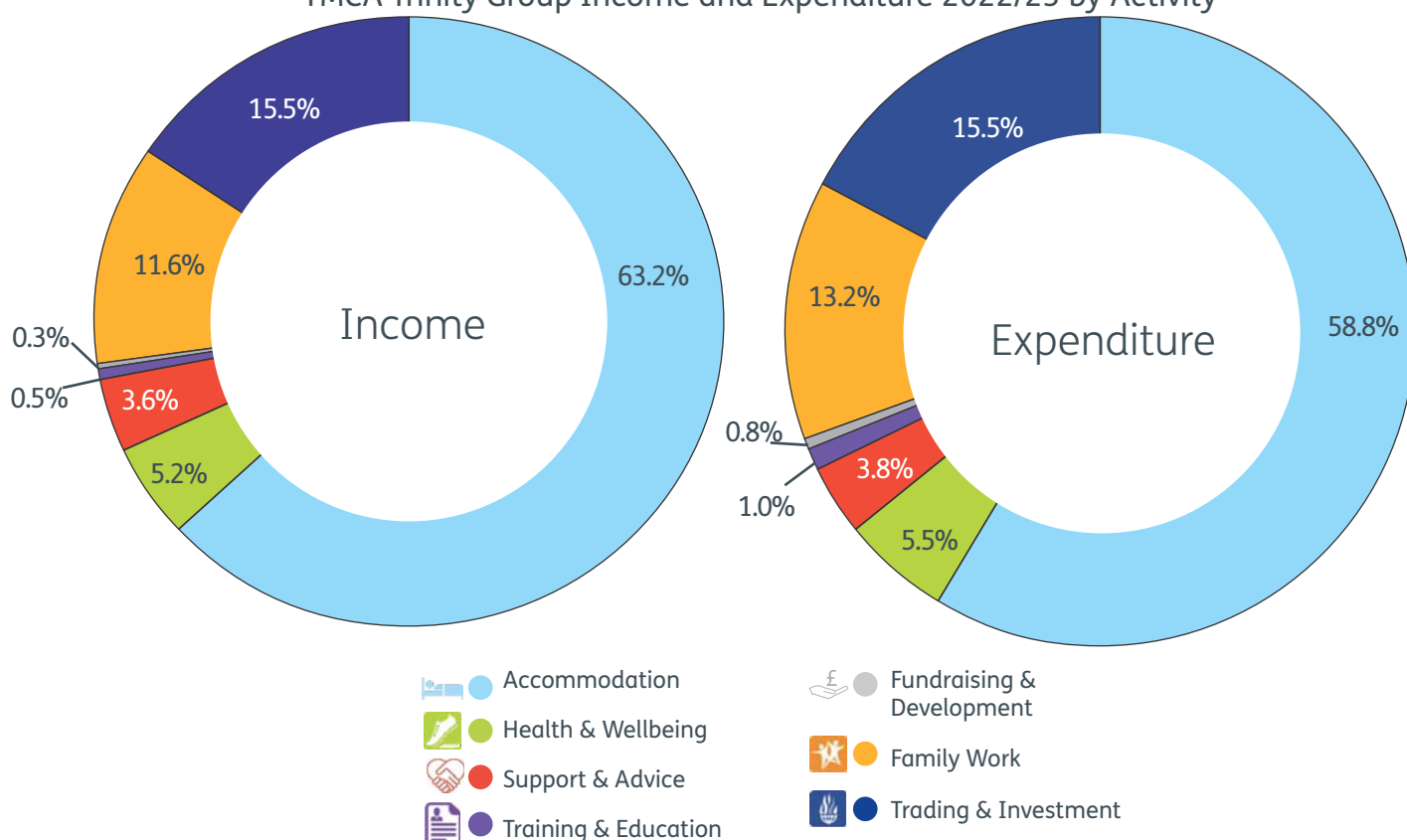
Financial Review 2022/23

Summary statements reflect that consolidated income increased by £66,255 (0.6%). For the charity itself, income decreased by £65,709 (0.7%).

Income from Supporting People remained consistent to 2021/22 contributing to the group total of £744,038 in the year.

Activity	2022/23	2021/22
CHARITABLE:	£	£
Accommodation	6,999,941	6,996,792
Health & Wellbeing	571,189	257,727
Support & Advice	402,532	600,461
Training & Education	60,684	17,609
Fundraising & Development	37,560	426,634
Family Work - Children's Nurseries	1,286,827	1,125,219
TRADING: Trading & Investment	1,721,734	1,589,770
TOTAL INCOME	11,080,467	11,014,212

YMCA Trinity Group Income and Expenditure 2022/23 by Activity



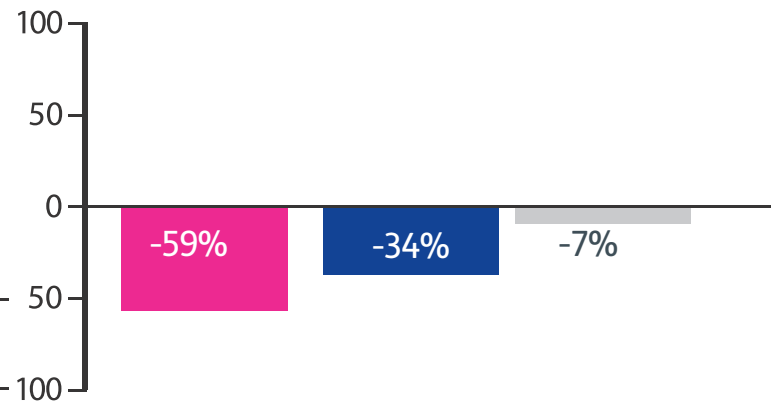
Total operating costs for the year equated to £11,824,684 (2022: £10,686,561). This demonstrates that the charity's investment in support & advice activities and childcare as part of its strategy to diversify its work in the community.

Total expenditure is analysed as follows:

YMCA Operating Costs	2022/23	2021/22
	£	£
Charitable	9,759,958	8,669,939
Trading	1,977,852	1,652,474
Fundraising	86,874	364,148
TOTAL COSTS	11,824,684	10,686,561

This resulted in a net contribution as follows:

YMCA Net Contribution/Loss 2022/23 by Activity



- Charitable
- Trading & Investment
- Fundraising & Development

The return from investment and trading, which predominately is represented by the trading activity undertaken by the Cresset, can fluctuate depending on the level of bookings and success of the performances during the year.

The trading operation continues to make considerable efforts to minimise expenditure, and increase turnover. On this basis the charity continues to support the recovery and future sustainability of the trading operations.

YMCA Net Contribution/(loss)	2022/23	2021/22
	£	£
Charitable	(438,785)	327,869
Trading & Investment	(256,118)	(62,704)
Fundraising	(49,314)	62,486
YMCA Net contribution/(loss)	(744,217)	327,651

Going Concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future despite a group net current liabilities position of £808,376 as at 31 March 2023. The board has considered a period of 15 months from the date of approval of these financial statements and has determined that the group can continue as a going concern.

Factors included in making this determination include the sale of two properties resulting in a positive cash flow of £430,000 as well as a legacy received of £80,000. Also included within net current liabilities are loans amounting to £523,000 for which a loan waiver was received post year end confirming that no immediate repayment was required which states their long term nature. The childcare area of the business has been under review with the decision made to close the Blinco Grove setting on 31 October 2023 and the remaining settings are under ongoing assessment of their financial viability. A turnaround plan is under development for childcare, including a comprehensive new marketing strategy, if results do not improve then the board will act quickly to make any necessary decisions. The Cresset Limited is also undergoing a review of its operations in order to turn it around to become a surplus generating trading subsidiary to support the Charity's work.

Future Financial Implications

The group participates in a closed contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCA's.

Under FRS 102 the pension agreement plan liability is disclosed on the Balance Sheet, further details are given in note 24 to the financial statements.

Reserves

The total consolidated reserves of the group are £10,963,505 (2022: £11,831,627). The charity has restricted funds relating to the Big Lottery grant which amounted to £10,094 (2022: £10,094).

predominately housing focused. The organisation is reviewing its 30 year Asset Management strategy in 2023/24.

The Trustees have determined that monies should be set aside for uninterrupted provision of high quality services to young people; this includes keeping their homes in a good state of repair. The charity owns other investment properties including Haywood House which was re-developed to flats in 2016/17. It has also purchased a number of houses for client use.

The balance of free reserves is managed by the Charity/Group for working capital to support the operational activities and revenue funding to deliver services.

The amount invested in the various buildings at the year-end amounted to £13,878,351 (2022: £13,967,313) and these reserves are tied up in buildings and functional assets as such are not available for the use of the charity. These assets are used by the charity to achieve the charitable objects which is

The Charity/Group calculates that it depends on the cash flow requirement of at least £500,000 in reserves to meet the demands and fluctuations in the current account each year. Since the year-end, the Group has been striving to improve its free reserve position.

The strategic plan is to increase the level of reserves by increasing revenue streams from development of services, reduction of costs and fundraising opportunities, which then allow the charity to consider future developments and investments.

Legal and Administrative Information

Officers, Professional advisers and association information for the year ended 31 March 2023

President

Vacancy

Vice Presidents

D Jones, O.B.E.

R Mills, J.P., M.B.E.

The Board of Directors

Mr Steve Mallinson
(Chair)

Mr Alric Blake
(Resigned 01/07/22)

Reverend Anthony Chandler
(Resigned 25/05/22)

Mrs Pauline Donovan

Ms Martha Felton
(Appointed 23/02/23)

Mrs Marlini Finney

Mrs Julie Horne

Mrs Samantha Loveday
(Appointed 01/06/22)

Mr Andrew Lucas

Mrs Antonia MacLean

Mrs Barbara Mills
(Appointed 23/02/23)

Miss Lianne Pemberton

Mrs Ann Radmore
(Vice Chair)

Mrs Mary Sanders MBE
(Resigned 25/07/22)

Mrs Tracy Simpson

Mrs Chris Wilkinson
(Vice Chair)

Chief Executive

Mr Jonathan Martin

Company Secretary

Mrs Davina Lee
(Resigned 19/06/23)

Miss Helen Williamson
(Appointed 3/07/23)

Registered Office

Queen Anne House
Gonville Place
Cambridge
CB1 1ND

Bankers

Lloyds TSB plc
Gonville Place Branch
95 Regent Street
Cambridge CB2 1BQ

Solicitors

VWV
45 Clarendon Road
Watford
WD17 1SZ

Auditors

Price Bailey
Tennyson House, Cambridge Business Park
Cowley Road, Cambridge
CB4 0WZ

Registered Social Housing Provider Number

H4179

Registered Charity Number

1069810

Company Registration Number

3561613

Governance

YMCA Trinity Group is a Company limited by guarantee (incorporated on 6 May 1998) and a Registered Charity (1069810) and a Registered Provider of Social Housing (H4179).

Trustee Board

The Trustees are legally responsible for directing the affairs and strategy of the Charity. All Trustees are volunteers and receive no remuneration. Trustees can only serve for a maximum of two 4-year terms. Trustees are also Directors of the Company. The Board meets at least four times each year to regularly review the Group’s strategy, budget and performance. They also hear directly from project staff and participants on their services.

The Board delegate day-to-day management of the Charity to the Chief Executive and their Executive Team, as well as to other senior managers. Trustees also delegate specific responsibilities to some sub-committees:

Finance, Risk & Compliance Committee (FRAC)	Quality & Client Services Committee (QACS)	Remuneration Committee	The Cresset Limited
Meets four times a year to review compliance and financial performance (including the Audited Accounts feedback), Risk, Health & Safety, IT, Cyber Security, GDPR, and Safeguarding issues.	Meets quarterly to ensure compliance with regulators and ensure the association maintains the highest quality in terms of HR and the overall quality, impact and effectiveness of its client-facing programmes.	Oversees the staff benefits package, including recommendation to the Board of any annual salary increase, and it monitors the performance of the Chief Executive.	The Board oversees the financial and outcome performance of the Cresset subsidiary. It meets quarterly and includes direct representation from the Board by a Trustee.

The Trustees are always looking at ways to increase our Mission impact and provide long-term sustainability.

Retired Trustees

During the year, Mr Alric Blake, Rev. Anthony Chandler and Mrs Mary Sanders stepped down from the Board.

New Trustees

A small working party of three Trustees and the Chief Executive review our annual Board skills audit and seek to recruit new Trustees into areas where we might lack expertise. During this year, the focus has been on recruiting Trustees with Housing knowledge and skills, fundraising and people with a background in Early Years or Pre-School Education. An induction is given to all new Trustees. We were pleased to appoint Martha Felton to the Board this year.

Charitable Objects

The Association is a federated member of the Young Men’s Christian Association movement in England and Wales, in accordance with its Christian values and its Corporate Values of Belief in Potential, Integrity, a Holistic Approach and Respect, the Association exists to provide support to persons of all religions and of none, and accordingly the Objects of the Association are:

- ▶ To advance the Christian faith for the benefit of the public
 - ▶ To promote social inclusion for the benefit of the public by preventing people from becoming socially excluded, and assisting those who have been socially excluded to integrate into society. (For the purpose of this clause ‘socially excluded’ means persons being excluded from society or parts of society by reason of their social, physical or economic circumstances).
- ▶ To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life.
 - ▶ To provide or assist in the provision of education for persons of all ages with the object of developing their physical, mental or spiritual capacities.
 - ▶ To relieve or assist in the relief of persons of all ages who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.
 - ▶ And to provide, improve and manage houses and hostels, flats and residential accommodation for young people, men and women, who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

Executive Pay

The Trustees have an established Remuneration Committee made up of at least three Trustees. Their role is to look at the pay, benefits and conditions for all employed staff; to conduct and review the CEO's annual appraisal; and to review and set the pay for the Executive Team. They are aided in this last role by Total Reward Solutions, who conduct benchmarking and comparison work using data from the Statutory, Voluntary and Commercial sectors.

Principal Risks and Uncertainties

The Charity has a Risk Management policy and procedure covering our current day-to-day operations as well as any new business development programmes. Risks are reviewed by the Executive team and the Finance, Risk & Compliance Committee, according to the potential impact and /or likelihood of occurrence. All risk is RAG-rated and reviewed on a regular basis.

Key Risks Areas:

Risk Area	Management
Funding: YMCA projects may be impacted by changes in policy at both Local and Central Government level, plus outside factors	▶ Funding challenges in the wake of Covid-19. ▶ Making allowances for Inflationary pressures ▶ Monitoring spend and reviewing suppliers in view of rising cost of living and utility costs. ▶ Supporting YMCA England & Wales to engage with Central Government. ▶ Diversification of funding to include greater generated income. ▶ Reviewing cost-effectiveness. ▶ Development of new services. ▶ Investment in Fundraising capacity.
Safeguarding: YMCA clients may be at risk from abuse.	▶ Robust Safeguarding Policy & Procedure, reviewed annually. ▶ A staff Committee from across the organisation to ensure high quality implementation of the policy and procedures. ▶ Using MyConcern as a safeguarding IT platform ▶ A safeguarding dashboard presented to the Finance, Risk & Compliance Committee. ▶ An outside agency to support our safeguarding and keep us up to date with developments and learning.
Pension: YMCA Defined Benefit Scheme's deficit increases and impacts costs dramatically.	▶ Working with YMCA Pension Scheme on ETV process ▶ Engagement with the Pension Scheme on issues and actions to maintain or reduce the pension liability. ▶ Triennial consideration of S75 buy-out.
Reputation: An incident or occurrence may damage or have a negative impact on how people perceive the organisation.	▶ Pro-active management of projects. ▶ Strong policies and procedures. ▶ Positive relationships with media. ▶ Professional PR support in place. ▶ Monitoring of complaints. ▶ Review of incidents, including near-misses.
Data Security: Loss of personal data or an outside agency attempting to access information nefariously.	▶ Robust information husbandry of policies and procedures. ▶ Professional IT support. ▶ Pro-active approach to data safety. ▶ Staff training. ▶ GDPR Compliance.
Health & Safety	▶ The Group's safety manager undertakes management of all safety matters for the Group. ▶ The Health & Safety policy is agreed and signed off by the Board, once it has been to the Finance, Risk & Compliance Committee for comment. ▶ An H&S report (covering every aspect of safety that is noted within the groups Health & Safety policy) is submitted to the Board on an annual basis. ▶ Fire, asbestos, Legionella, COSHH compliance checks are undertaken throughout the Group on a 3-monthly basis by the Head of Facilities. ▶ All risk assessments for staff are developed and personally issued to staff and volunteers, and accident and near miss and fire reporting is collated by the H&S Manager. ▶ The Health & Safety Committee meets 3-monthly to discuss any safety matters that need resolution or further action, has 16 members of staff, nominally 1 person from each area of the business, and includes the Accommodation Director in its number.
Staff and Volunteers: Failure to recruit or retain staff or volunteers.	▶ Regular 1-2-1s and support meetings. ▶ Investors in People accreditation. ▶ Trusted Charity certification ▶ Training and development opportunities. ▶ Staff and Volunteer welfare. ▶ Staff benefits. ▶ HR Dashboard set up to monitor key trends.

Governance and Financial Viability Standard and Code of Governance

The Board has taken reasonable steps to ensure that it meets the requirements of the Governance and Financial Viability Standards, and is satisfied that there have been no material breaches of the Standard.

Public Benefit

The Board has taken account of the Charity Commission's general guidance on public benefit when reviewing the Charity's aims, objectives and planning.

Statement of Directors' Responsibilities

Company Law and Registered Social Housing Provider legislation require the Directors to prepare financial statements for each Financial Year, which give a true and fair view of the state of affairs of YMCA as at the end of the Financial Year and of the surplus or deficit of the organisation for that period.

In preparing these financial statements, the Directors are required to:

- ▶ select suitable accounting policies, apply them consistently and state them in the financial statements;
- ▶ make judgements and estimates that are reasonable and prudent;
- ▶ state whether applicable accounting standards and statements of recommended practice have been followed;
- ▶ prepare the financial statements on the going concern basis, unless it is inappropriate to presume that YMCA will continue in business.

The Directors are responsible for ensuring that arrangements are made for keeping proper books of account with respect to the Group's transactions and its assets and liabilities such as to enable every statement of comprehensive income of YMCA Trinity Group to give a true and fair view of the income and expenditure of the period and every statement of financial position of the state of affairs of YMCA Trinity Group and to ensure that the financial statements comply 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 in England 2022

The Directors are also responsible for establishing and maintaining a satisfactory system of control over the Group's books of account, its cash holdings, and all its receipts and remittances, and hence for taking steps for the prevention and detection of fraud and other irregularities.

Internal Controls

The Directors have considered their responsibilities and systems of internal control and agreed that no significant weaknesses or breaches are considered to exist. The Charity operates a comprehensive annual financial planning and budgeting process, which is approved by the Board. Performance is monitored through the use of activity and financial targets.

An independent Internal Controls Audit took place in early 2022. Recommendations from the Internal Controls Audit were adopted following a report to the Finance, Risk and Compliance Committee in April 2022 and an action plan is being acted upon.

The Board of Directors, through its sub-committees, receives reports and develops action plans to implement the continuous improvement and development process, which includes risk assessment and mapping. Significant risks are highlighted and monitored by the Executive Team, which is led by the Chief Executive.

All major risks to which YMCA Trinity Group is exposed and identified from these procedures have been reviewed by the Board of Directors. Mitigation of risk is continually being developed or enhanced.

Statement of Disclosure of Information to Auditors

We, the Directors of YMCA Trinity Group who held office at the date of approval of these financial statements as set out from page 50 each confirm, so far as we are aware, that:

- ▶ there is no relevant audit information of which the Group's auditors are unaware; and
- ▶ we have taken all the steps we ought to have taken as Directors in order to make ourselves aware of any relevant audit information and to establish that the Group's auditors are aware of that information.



By **Steve Mallinson**
Chair of the Board

Approved by the Board on 25th September 2023.



YMCA TRINITY GROUP

STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 MARCH 2023

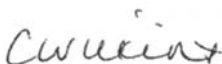
		Group		YMCA	
	Note	2023 £	2022 £	2023 £	2022 £
Fixed assets					
Tangible fixed assets	8 & 12	13,878,351	13,967,313	13,836,845	13,909,734
Investment property	13	2,700,000	2,700,000	2,700,000	2,700,000
Investment in subsidiaries	14	-	-	19,874	19,874
Investment in joint venture	14	236,804	40,050	50	50
		16,815,155	16,707,363	16,556,769	16,629,658
Stock		29,016	30,149	-	-
Trade and other debtors	16	925,963	977,100	884,672	948,546
Investments	17	558,546	1,003,080	558,546	1,003,080
Cash and cash equivalents		155,106	753,581	77,600	600,359
		1,668,631	2,763,910	1,520,818	2,551,985
Less creditors: Amounts falling due within one year	18	(2,477,007)	(2,059,872)	(2,260,812)	(1,803,109)
Net current (liabilities) /assets		(808,376)	704,038	(739,994)	748,876
Total assets less current liabilities		16,006,779	17,411,401	15,816,775	17,378,534
Add: long term debtors	16	236,754	40,000	473,508	80,000
Less creditors: Amounts falling due after more than one year	19	(5,280,028)	(5,619,774)	(5,280,028)	(5,619,774)
Total net assets		10,963,505	11,831,627	11,010,255	11,838,760
Capital and reserves					
Income & expenditure reserve	20	10,953,411	11,821,533	11,000,161	11,828,666
Restricted reserves	20	10,094	10,094	10,094	10,094
		10,963,505	11,831,627	11,010,255	11,838,760

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the board on **22 December 2023**



S Mallinson
Chair



C Wilkinson
Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

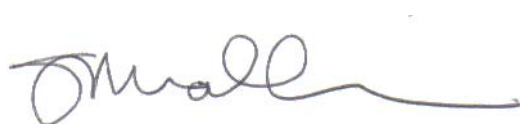
YMCA TRINITY GROUP

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2023

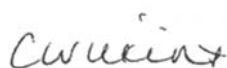
	Note	Group		YMCA	
		2023 £	2022 £	2023 £	2022 £
Turnover	2	10,838,777	10,795,418	9,879,210	9,902,020
Cost of sales	2	(908,499)	(827,196)	-	-
Gross surplus		9,930,278	9,968,222	9,879,210	9,902,020
Other operating income	2	-	170,307	75,000	92,262
Operating costs	2	(10,626,481)	(9,859,365)	(10,639,754)	(9,721,362)
(Loss)/gain on disposal of fixed assets	2	(48,014)	48,487	(48,014)	48,487
Operating (deficit) / surplus		(744,217)	327,651	(733,558)	321,407
Interest receivable	3	29,379	1,843	29,299	1,839
Interest and financing costs	4	(153,284)	(74,841)	(124,246)	(74,841)
(Deficit) / surplus before taxation		(868,122)	254,653	(828,505)	248,405
Taxation	15	-	-	-	-
(Deficit) / surplus for the year		(868,122)	254,653	(828,505)	248,405
Other recognised gains/(losses):					
Increase in valuation of investment property	13	-	133,579	-	133,579
Actuarial loss in respect of pension scheme	24	-	-	-	-
		(868,122)	388,232	(828,505)	381,984

All of the above amounts relate wholly to continuing operations. The accompanying notes form part of these financial statements.

The financial statements were approved by the Board of Directors on **22 December 2023**



S Mallinson
Chair



C Wilkinson
Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2023

Group	General Reserve £	Restricted Reserve £	Total £
Balance at 1 April 2021	11,413,492	29,903	11,443,395
Total comprehensive income for the year	388,232	-	388,232
Transfers of restricted income and expenditure to/from general	19,809	(19,809)	-
Balance at 31 March 2022	11,821,533	10,094	11,831,627
Total comprehensive income for the year	(868,122)	-	(868,122)
Transfers of restricted income and expenditure to/from general reserve	-	-	-
Balance at 31 March 2023	10,953,411	10,094	10,963,505

YMCA	General Reserve £	Restricted Reserve £	Total £
Balance at 1 April 2021	11,426,873	29,903	11,456,776
Total comprehensive income for the year	381,984	-	381,984
Transfers of restricted income and expenditure to/from general reserve	19,809	(19,809)	-
Balance at 31 March 2022	11,828,666	10,094	11,838,760
Total comprehensive income for the year	(828,505)	-	(828,505)
Transfers of restricted income and expenditure to/from general reserve	-	-	-
Balance at 31 March 2023	11,000,161	10,094	11,010,255

YMCA TRINITY GROUP

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

		Group		YMCA	
	Note	2023	2022	2023	2022
		£	£	£	£
Net cash generated from operating activities	28	(555,393)	512,996	(513,190)	452,440
Cash flow from investing activities					
Purchase of tangible fixed assets		(472,781)	(643,530)	(472,644)	(637,210)
Proceeds from sale of tangible fixed assets		3,900	192,376	3,900	192,376
Interest received		5,871	1,843	5,791	1,839
Increase in loans		(173,246)	(40,000)	(370,000)	(80,000)
Investment in joint venture		(196,754)	(40,050)	-	(50)
Cash flow from financing activities					
Interest paid		(153,284)	(74,841)	(124,246)	(74,841)
New secured loans		385,000	146,400	385,000	146,400
Repayment of borrowing		(89,174)	(78,589)	(84,756)	(74,318)
Net change in cash and cash equivalents		(1,245,861)	(23,395)	(1,170,145)	(73,364)
Cash and cash equivalents at the start of the year		1,756,661	1,780,056	1,603,439	1,676,803
Cash and cash equivalents at the end of the year		510,800	1,756,661	433,294	1,603,439
Represented by:					
Investments		558,546	1,003,080	558,546	1,003,080
Cash and cash equivalents		155,106	753,581	77,600	600,359
Bank overdraft		(202,852)	-	(202,852)	-
		510,800	1,756,661	433,294	1,603,439

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

LEGAL STATUS

YMCA Trinity Group is registered under the Companies Act 2006 and is a registered provider of social housing and is a registered charity. The registered office is Queen Anne House, Gonville Place, Cambridge, CB1 1ND.

The YMCA has one wholly owned subsidiary, The Cresset Limited. The Cresset Limited is registered under the Companies Act 2006. Further details are shown in note 26.

1. ACCOUNTING POLICIES

1.1 Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. As a public benefit entity, the Group has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102. The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertaking, The Cresset Ltd as at 31 March 2023 using the acquisition method of accounting as required.

The financial statements comply with the Companies Act 2006, the Housing Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019. The accounts are prepared on the historical cost basis of accounting as modified by the revaluation of investment property and are presented in sterling.

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

1.2 Basis of consolidation

The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertaking, The Cresset Ltd as at 31 March 2023 using the acquisition method of accounting as required. Where the acquisition method is used, the results of the subsidiary undertakings are included from the date of acquisition, being the date the group obtains control. Joint ventures are accounted for in accordance with note 1.19.

All intra-group transactions, balances, income and expenses are eliminated in full prior to consolidation.

1.3 Going concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future despite a group net current liabilities position of £808,376 as at 31 March 2023. The board has considered a period of 15 months from the date of approval of these financial statements and has determined that the group can continue as a going concern.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Factors included in making this determination include the sale of two properties resulting in a positive cash flow of £430,000 as well as a legacy received of £80,000. Also included within net current liabilities are loans amounting to £523,000 for which a loan waiver was received post year end confirming that no immediate repayment was required which states their long term nature. The childcare area of the business has been under review with the decision made to close the Blinco Grove setting on 31 October 2023 and the remaining settings are under ongoing assessment of their financial viability. A turnaround plan is under development for childcare, including a comprehensive new marketing strategy, if results do not improve then the board will act quickly to make any necessary decisions. The Cresset Limited is also undergoing a review of its operations in order to turn it around to become a surplus generating trading subsidiary to support the Charity's work.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

1.4 Significant judgements and estimates

Significant management judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Categorisation of housing properties

The group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the group has considered if the asset is held for social benefit or to earn commercial rentals. On this basis, certain properties held by the group have been categorised as investment properties.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities and expenses is provided below. Actual results may be substantially different.

Useful lives of depreciable assets

Tangible fixed assets are depreciated over their useful lives taking into account estimated residual values, where appropriate. Management reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account.

Valuation of investment properties

The group carries its investment properties at fair value, with changes in fair value being recognised in the statement of comprehensive income.

1.5 Turnover

Turnover represents rental income and service charges receivable, programme activities income, donations and revenue grants receivable from local authorities, fees receivable for childcare services, income from commercial operations in the trading subsidiaries and other operating income. Rental income is recognised when the property is available to let, net of voids. Service charge income and costs are recognised on an accruals basis. Supporting People income is recognised as it falls due under the contractual arrangement with the administering authorities.

All charitable income recognised by the group is credited to the income and expenditure account. If specific restrictions are placed on its use by the donors the relevant income is transferred to restricted reserves.

1.6 Gift Aid income

Donations received under the Gift Aid scheme to the parent association from its subsidiary are recognised as turnover upon receipt as it relates to the principle activities of the association and is eliminated on consolidation.

1.7 Housing properties

Housing properties are those held for the provision of social housing or to otherwise provide social benefit. Housing properties are stated at cost less accumulated depreciation and impairment losses. The cost of properties is their purchase price together with incidental costs of acquisitions. Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

1.8 Investment properties

Investment properties consist of those properties not held for social benefit or for use in the business. Investment properties are initially measured at cost and are subsequently measured at fair value, with changes in fair value recognised in the Statement of Comprehensive Income.

1.9 Other tangible fixed assets

Other tangible fixed assets are stated at cost less accumulated depreciation. Depreciation has been provided on a straight line basis to write off over the following periods:

Leasehold property	over the period of the lease
Plant and machinery	20-33% pa on cost
Furniture, fixtures and fittings	5-33% pa on cost
Computer equipment	20-33% pa on cost
Motor vehicles	33% pa on cost

1.10 Depreciation of housing projects

Major components of housing properties are identified and treated as separable assets and are depreciated on a straight line basis over their expected economic useful lives at the following rates:

Property structure	80 years
Kitchens	20 years
Bathrooms, doors and windows	30 years
Roof	70 years
Lifts	20 years
Electrical systems	40 years
Gas boiler/fires	15 years
Mechanical systems	30 years
Refurbishment costs	15 years

The estimated lives of the different property components are based on the National Matrix of Property Components issued by the National Housing Federation in collaboration with property surveyors Savills. Freehold land is not depreciated.

1.11 Investment in subsidiaries

The consolidated financial statements incorporate the results of YMCA and its subsidiary, The Cresset Limited. Investments in subsidiaries are stated at cost less impairment in the parent company's individual financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

1.12 Social Housing and other government grants

Where developments have been financed wholly or partly by SHG, the amount of the grant received is recognised in turnover over the useful life of the property structure and components using the accruals model. SHG must be recycled by the group under certain conditions, if the property is sold, or if another relevant event takes place. In these cases the SHG may have to be repaid if certain conditions are not met. If the grant is not required to be recycled or repaid, any unamortised grant is recognised as turnover. In certain circumstances, SHG may be repayable and in that event is a subordinated unsecured repayable debt. Grants relating to revenue are recognised in the statement of comprehensive income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that the performance conditions will be met.

1.13 Other grants

Government grants relating to revenue are recognised as income over the periods when the related costs are incurred.

Grants received from non-government sources are recognised under the performance model. Where there are no specific performance requirements the grants are recognised in the statement of comprehensive income when the proceeds are received or receivable. Where grant is received with specific performance requirements attached, it is recognised as a liability until the performance conditions are met and then it is recognised as turnover.

1.14 Taxation - value added tax

The group is partially exempt in relation to Value Added Tax (VAT), and accordingly is able to recover from HM Revenue & Customs part of the VAT incurred on expenditure. At the year end, VAT recoverable or payable is included in the statement of financial position. Irrecoverable VAT is accounted for in the statement of comprehensive income.

1.15 Operating leases

Rentals applicable to operating leases where subsequently all the benefits and risks of ownership remain with the lessor are charged to the statement of comprehensive income.

1.16 Stock

Stock is valued at the lower of cost and net realisable value.

1.17 Pension scheme

The group 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 YMCA Trinity Group. As described in note 24, YMCA Trinity Group has a contractual obligation to make pension deficit payments of 409,973 over a period to April 2029 (2022: 462,105), accordingly this is shown as a liability in these accounts. In addition, YMCA Trinity Group is required to contribute 70,035 per annum (2022: 97,995) to the operating expenses of the Pension Plan and these costs are charged to the statement of comprehensive income.

The group also operates a defined contribution pension scheme for eligible employees and a further defined contribution scheme to comply with auto-enrolment regulations. The pension cost charged to the statement of comprehensive income is the amount of annual contributions payable to this scheme.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

1.18 Business combinations

Acquisitions of other entities in the social housing sector that are in substance a gift to YMCA Trinity Group are treated as non-reciprocal transfers where the substance of the transaction is gifting control of one entity to another. These are also known as non-exchange transfers. In this case the fair value of the gifted assets and liabilities are recognised as a gain or loss in the Statement of Comprehensive Income in the year of the transaction.

1.19 Joint ventures

An entity is treated as a joint venture where the group is party to a contractual agreement with one or more parties from outside the group to undertake an economic activity that is subject to joint control.

In the consolidated accounts, interests in joint ventures are accounted for using the equity method of accounting. Under this method an equity investment is initially recognised at the transaction price (including transaction costs) and is subsequently adjusted to reflect the investor's share of the profit or loss, other comprehensive income and equity of the joint venture. The consolidated statement of comprehensive income includes the group's share of the operating results, interest, pre-tax results and attributable taxation of such undertakings applying accounting policies consistent with those of the group. Any share of losses are only recognised to the extent that they do not reduce the investment balance below zero as the group has no obligations to make payments on behalf of the joint venture, and any share of subsequent profits shall be accounted for once the unrecognised profits are equal to the unrecognised losses. In the consolidated balance sheet, the interests in joint ventures are shown as the group's share of the identifiable net assets, including any unamortised premium paid on acquisition. Any unrealised profits and losses from transactions between the Group and the joint venture are eliminated to the extent of the Group's interest in the joint venture.

Any premium on acquisition is included within the equity method accounted figure in the financial statements as goodwill. This goodwill is amortised over 5 years. Where there are indicators of impairment, the investment as a whole is tested for impairment.

1.20 Financial instruments

The group only has financial instruments which meet the criteria of a basic financial instrument as defined by section 11 of FRS 102.

Short term debtors are measured at transaction price less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method, less any impairment.

Short term creditors are measured at the transaction price. Other financial liabilities including bank loans are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

1.21 Impairment

Reviews for impairment of housing properties are carried out when a trigger event 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.

Following a trigger event for impairment, an impairment test is performed based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential as the existing property.

1.22 Reserves

Restricted reserves represent income received where the funder or other source of the income have imposed restrictions as to how the reserves shall be used. The nature and purpose of restricted reserves is set out in the notes to the financial statements.

2a. TURNOVER, COST OF SALES, OPERATING COSTS AND OPERATING SURPLUS

Year ended 31 March 2023

	Turnover £	Operating costs £	Other operating income £	Operating surplus / (deficit) £
Income from regulated social housing				
Social housing lettings (note 2b)	6,785,792	(6,919,290)	-	(133,498)
	6,785,792	(6,919,290)	-	(133,498)
Income from non-regulated activities				
Student and other housing	214,148	(130,129)	-	84,019
Health and wellbeing	571,189	(633,442)	-	(62,253)
Support and advice	402,532	(435,302)	-	(32,770)
Fundraising and development	37,560	(86,874)	-	(49,314)
Training and education	60,684	(111,562)	-	(50,878)
Childcare and family work	1,056,499	(1,316,336)	-	(259,837)
Youth work	230,328	(213,897)	-	16,431
<i>Cresset activities:</i>				
The Cresset Ltd trading activities	1,296,787	(1,232,446)	-	64,341
Cresset community activities (note 2c)	268,625	(733,139)	-	(464,514)
Haywood House	156,322	(12,266)	-	144,056
	4,294,675	(4,905,394)	-	(610,719)
Total for YMCA Trinity Group	11,080,467	(11,824,684)	-	(744,217)

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Year ended 31 March 2022				
	Turnover £	Operating costs £	Other operating income (furlough grant) £	Operating surplus / (deficit) £
Income from regulated social housing				
Social housing lettings (note 2b)	6,785,792	(5,990,386)	30,266	825,672
	<u>6,785,792</u>	<u>(5,990,386)</u>	<u>30,266</u>	<u>825,672</u>
Income from non-regulated activities				
Student and other housing	159,515	(138,234)	1,583	22,864
Health and wellbeing	235,791	(377,662)	21,936	(119,935)
Support and advice	574,618	(706,449)	25,843	(105,988)
Fundraising and development	426,559	(364,148)	75	62,486
Training and education	13,112	(25,778)	4,497	(8,169)
Childcare and family work	1,120,243	(1,431,430)	4,976	(306,211)
<i>Cresset activities:</i>				
The Cresset Ltd trading activities	989,089	(965,199)	78,045	101,935
Cresset community activities (note 2c)	369,181	(677,865)	3,086	(305,598)
Haywood House	150,369	(9,410)	-	140,959
	<u>4,038,477</u>	<u>(4,696,175)</u>	<u>140,041</u>	<u>(517,657)</u>
Total for YMCA Trinity Group	<u><u>10,824,269</u></u>	<u><u>(10,686,561)</u></u>	<u><u>170,307</u></u>	<u><u>308,015</u></u>

2b. PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

Group and YMCA

	2023 £	2022 £
Particulars of lettings of hostel accommodation		
Rents receivable	1,808,990	2,023,688
Service charge income	3,926,452	3,572,678
Net rental receivable	<u>5,735,442</u>	<u>5,596,366</u>
Supporting people contract income	957,184	976,142
Amortised social housing grants	61,561	63,432
Other government grants	-	35,413
Other income	31,605	85,588
(Loss)/Gain on disposal of housing property	-	48,487
Turnover from social housing lettings	<u>6,785,792</u>	<u>6,805,428</u>
Other operating income (furlough grant)	-	30,266
Operating expenditure on social housing lettings	(6,919,290)	(5,990,386)
Operating (deficit) / surplus on social housing lettings	<u>(133,498)</u>	<u>845,308</u>
Rent losses from voids	<u>730,655</u>	<u>774,733</u>

The number of units of hostel accommodation managed was 392 at the beginning of the year and 383 at the end of the year.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

2c. PARTICULARS OF INCOME AND EXPENDITURE FROM CRESSET COMMUNITY ACTIVITIES

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Income from charitable activities				
Rents receivable	79,308	78,706	79,308	78,706
Service charges	161,369	129,330	161,369	129,330
Recharged expenditure	27,948	102,189	27,948	102,189
Other income	-	58,956	-	58,956
	<u>268,625</u>	<u>369,181</u>	<u>268,625</u>	<u>369,181</u>
Other income (furlough grant)	-	3,086	-	3,086
Expenditure on charitable activities				
Provision of premises - staff costs and other	(733,139)	(672,956)	(733,139)	(672,956)
Governance costs	-	(4,909)	-	(4,909)
	<u>(733,139)</u>	<u>(677,865)</u>	<u>(733,139)</u>	<u>(677,865)</u>
Operating deficit on charitable activities	<u>(464,514)</u>	<u>(305,598)</u>	<u>(464,514)</u>	<u>(305,598)</u>

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
3. INTEREST RECEIVABLE				
Interest receivable	29,379	1,839	29,299	1,839
	<u>29,379</u>	<u>1,839</u>	<u>29,299</u>	<u>1,839</u>

4. INTEREST PAYABLE AND FINANCING COSTS

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Bank loans and overdraft	44,988	28,221	15,950	28,221
Other loans	79,060	31,239	79,060	31,239
Deferred benefit pension charge	29,236	15,381	29,236	15,381
	<u>153,284</u>	<u>74,841</u>	<u>124,246</u>	<u>74,841</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

5. KEY MANAGEMENT PERSONNEL

For the purposes of disclosure the definition of a director includes YMCA's Chief Executive Officer (CEO). The remuneration paid to the CEO and other key management personnel is set out below.

	2023 £	2022 £
Chief Executive gross salary	99,653	94,844
Chief Executive pension contributions	5,979	5,659
	<u> </u>	<u> </u>
Key management personnel gross salary	256,038	220,212
Key management personnel employer pension contributions	14,433	14,480
	<u> </u>	<u> </u>

The Board in accordance with a national independent grading scheme determines the remuneration of the CEO. None of the other directors received any remuneration. The CEO does not have any enhanced pension arrangement in the group.

Aggregate number of full time equivalent staff including the chief executive whose remuneration exceeded £60,000 in the period:

	2023	2022
£60,001 - £70,000	1	1
£70,001 - £80,000	-	-
£80,001 - £90,000	-	1
£90,000 - £100,000	2	-
	<u> </u>	<u> </u>

Members of the Board are not permitted by the Articles to receive remuneration.

Total amount of travel expenditure reimbursed to the Board and senior executives not chargeable to United Kingdom income tax was £7,100 (2022: £3,290).

6. EMPLOYEE COSTS

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Wages and salaries	6,100,023	5,897,473	5,658,278	5,441,362
Social security costs	464,813	406,151	430,932	379,421
Pension costs	144,091	196,844	135,662	190,039
	<u>6,708,927</u>	<u>6,500,468</u>	<u>6,224,872</u>	<u>6,010,822</u>

The average number of employees expressed as a full time equivalent (based on 40 hours per week) was:

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Average number of employees	286	235	277	205

The group employed 128 seasonal workers during the year who are not accounted for in the above staff numbers (2022: 111).

The group also benefits from the work of 54 (2022: 92) volunteers, whose contribution it acknowledges to be a major asset.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

7. OPERATING RESULTS

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Depreciation on housing properties	227,201	212,672	227,201	212,672
Depreciation on other assets	282,628	320,292	266,418	302,677
Loss / (profit) on disposal of fixed assets	48,014	(48,487)	48,014	(48,487)
Operating lease arrangements	45,330	363,670	45,255	363,670
<i>Auditors remuneration (including under provision):</i>				
Audit of parent and group financial statements				
Current year - Price Bailey	23,372		23,372	
Prior year - Stephenson Smart		15,389		15,389
Audit of the accounts of subsidiaries				
Current year - Price Bailey	7,393		-	-
Prior year - Stephenson Smart		4,320		
Other non audit services provided -Stephenson Smart	-	6,560	-	5,130

8. TANGIBLE FIXED ASSETS - HOUSING PROPERTIES - Group and YMCA

	Freehold housing properties	Long leasehold housing properties	Property development	Total
	£	£	£	£
Cost				
At 1 April 2022	10,878,662	1,025,000	32,788	11,936,450
Additions	270,100	-	46,435	316,535
Works to existing properties	-	-	-	-
Disposals	(60,000)	-	-	(60,000)
Transfers	-	-	-	-
At 31 March 2023	11,088,762	1,025,000	79,223	12,192,985
Depreciation and impairment				
At 1 April 2022	2,383,184	112,913	-	2,496,097
Depreciation charged in the year	212,519	14,682	-	227,201
Eliminated on disposals	(8,086)	-	-	(8,086)
Transfers	-	-	-	-
At 31 March 2023	2,587,617	127,595	-	2,715,212
Carrying amount				
At 31 March 2023	8,501,145	897,405	79,223	9,477,773
At 31 March 2022	8,495,478	912,087	32,788	9,440,353

Housing Property asset held with a carrying value of £3,122,883 (2022: £3,124,570) have been pledged as security for housing loans.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

9. SOCIAL HOUSING ASSISTANCE

	Group		YMCA	
	2023 £	2022 £	2023 £	2022 £
Total accumulated housing grant at 31 March 2023	5,132,019	5,132,019	5,132,019	5,132,019
Recognised in statement of comprehensive income	1,447,617	1,386,058	1,447,617	1,386,058
Held as deferred income	3,684,402	3,745,961	3,684,402	3,745,961
	<u>5,132,019</u>	<u>5,132,019</u>	<u>5,132,019</u>	<u>5,132,019</u>

10. DEFERRED CAPITAL GRANT

	Group		YMCA	
	2023 £	2022 £	2023 £	2022 £
At 1 April 2022	3,986,438	4,053,035	3,986,438	4,053,035
Released to income in the year	(64,725)	(66,597)	(64,725)	(66,597)
At 31 March 2023	<u>3,921,713</u>	<u>3,986,438</u>	<u>3,921,713</u>	<u>3,986,438</u>
Amounts to be released within 1 year	61,561	64,725	61,561	64,725
Amounts to be released in more than 1 year	3,860,152	3,921,713	3,860,152	3,921,713
	<u>3,921,713</u>	<u>3,986,438</u>	<u>3,921,713</u>	<u>3,986,438</u>

11. EXPENDITURE ON WORKS TO EXISTING PROPERTIES

	Group		YMCA	
	2023 £	2022 £	2023 £	2022 £
Refurbishment costs in year - Amounts capitalised	293,083	220,935	293,083	220,935
	<u>293,083</u>	<u>220,935</u>	<u>293,083</u>	<u>220,935</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

12. OTHER FIXED ASSETS - Group

	Furniture, fittings and equipment £	Long Leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
At 1 April 2022	2,307,745	3,684,024	394,352	77,629	6,463,750
Additions	135,752	-	-	20,494	156,246
Transfers	(31,475)	-	-	31,475	-
Works to existing properties	-	-	-	-	-
Disposals	(266,678)	-	-	-	(266,678)
At 31 March 2023	2,145,345	3,684,024	394,352	129,598	6,353,319
Depreciation and impairment					
At 1 April 2022	1,432,955	382,463	61,979	59,393	1,936,790
Depreciation charged in the year	212,757	56,976	5,246	7,649	282,628
Eliminated on disposals	(266,677)	-	-	-	(266,677)
Transfers	(31,475)	-	-	31,475	-
At 31 March 2023	1,347,560	439,439	67,225	98,517	1,952,741
Carrying amount					
At 31 March 2023	797,785	3,244,585	327,127	31,081	4,400,578
At 31 March 2022	874,790	3,301,561	332,373	18,236	4,526,960

OTHER FIXED ASSETS - YMCA

	Furniture, fittings and equipment £	Long Leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
At 1 April 2022	1,999,647	3,684,024	394,352	77,629	6,155,652
Additions	135,615	-	-	20,494	156,109
Transfers	(31,475)	-	-	31,475	-
Works to existing properties	-	-	-	-	-
Disposals	(74,400)	-	-	-	(74,400)
At 31 March 2023	2,029,387	3,684,024	394,352	129,598	6,237,361
Depreciation and impairment					
At 1 April 2022	1,182,436	382,463	61,979	59,393	1,686,271
Depreciation charged in the year	196,547	56,976	5,246	7,649	266,418
Eliminated on disposals	(74,400)	-	-	-	(74,400)
Transfers	(31,475)	-	-	31,475	-
At 31 March 2023	1,273,108	439,439	67,225	98,517	1,878,289
Carrying amount					
At 31 March 2023	756,279	3,244,585	327,127	31,081	4,359,072
At 31 March 2022	817,211	3,301,561	332,373	18,236	4,469,381

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

13. INVESTMENT PROPERTIES - Group and YMCA

	2023	2022
	£	£
As at 1 April 2022	2,700,000	2,566,421
Increase / (Decrease) in value	-	133,579
As at 31 March 2023	<u>2,700,000</u>	<u>2,700,000</u>

Investment properties were valued by professionally qualified external valuers, Eddisons in accordance with the Royal Institute of Chartered Surveyors valuation standards. The valuation was undertaken as at 13 December 2021 and is considered by the directors to continue to reflect the fair value of the investment properties at 31 March 2023.

Investment Property assets held with a carrying value of £2,700,000 (2022: £2,700,000) have been pledged as security for bank loans.

14. FIXED ASSET INVESTMENTS

Group	Joint ventures
	£
Cost or valuation	
At 1 April 2022	40,050
Additions	196,754
At 31 March 2023	<u>236,804</u>
Share of retained profits	
At 1 April 2022	-
Profit for the year	-
At 31 March 2023	<u>-</u>
Net Book Value	
At 31 March 2023	<u>236,804</u>
At 31 March 2022	<u>40,050</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

14. FIXED ASSET INVESTMENTS (continued)	Subsidiary undertakings	Joint ventures	Total
	£	£	£
Cost or valuation			
At 1 April 2022	19,874	50	19,924
Additions	-	-	-
Disposals	-	-	-
Movement in fair value	-	-	-
At 31 March 2023	19,874	50	19,924

Kirkgate Street Ltd is a joint venture in which the group has joint control and a 50% ownership interest. The objective of the joint venture is to work together on the long lease and development of housing property. The registered office for Kirkgate Street Ltd is Marine House, 151 Western Road, Haywards Heath, RH16 3LH.

As required by FRS 102 and the Housing SORP, the financial statements consolidate the results of The Cresset Limited which is a wholly owned subsidiary of YMCA at the end of the year.

YMCA holds 100% of the ordinary share capital of The Cresset Limited (incorporated in England and Wales). The principal activity of the company is the operation of the theatre, pub and other commercial trading operations. The registered office for The Cresset Limited is the same as YMCA. YMCA is the ultimate parent undertaking.

During the year YMCA charged a management fee of £75,000 (2022: £95,691) to its subsidiary, The Cresset Limited. A gift aid donation of £nil (2022: £nil) was paid to the YMCA by The Cresset Limited during the year. The amount owed by The Cresset Limited is disclosed in note 18 of £253,749 (2022: £337,398).

15. TAXATION

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Deferred tax:				
Origination and reversal of timing differences	-	-	-	-

YMCA has a charitable status and it is therefore exempt from corporation tax on income arising from exempt sources to the extent that it is applied to the organisation's charitable purpose.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

16. DEBTORS

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Rent and service charges receivable	569,010	486,728	569,010	486,728
Less: Bad debt provision	(125,169)	(64,539)	(125,169)	(64,539)
Trade debtors	136,391	185,820	96,130	167,217
Other debtors	22,227	28,636	22,642	28,636
Amounts owed by joint ventures	236,754	40,000	473,508	80,000
Amounts due from group undertakings	-	-	-	-
Prepayments and accrued income	323,504	340,455	322,059	330,504
	1,162,717	1,017,100	1,358,180	1,028,546

All amounts shown under debtors fall due for payment within one year, except:

Group

Amounts owed by joint ventures: £236,754 (2022: £40,000).

Company

Amounts owed by joint ventures: £473,508 (2022: £80,000).

17. INVESTMENTS HELD AS CURRENT ASSETS

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Bank deposit accounts	558,416	1,002,950	558,416	1,002,950
Shares in Santander	130	130	130	130
	558,546	1,003,080	558,546	1,003,080

18. CREDITORS FALLING DUE WITHIN ONE YEAR

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Bank overdraft	202,852	-	202,852	-
Trade creditors	354,065	442,767	308,333	392,768
Rents and service charges in advance	2,745	162,622	2,745	162,622
Housing loans	538,985	16,223	538,985	16,223
Business loans	91,424	97,971	66,108	68,237
YMCA pension agreement plan	57,797	54,132	57,797	54,132
Deferred capital grant	61,561	64,725	61,561	64,725
Other taxation and social security	109,251	129,120	98,289	92,823
Other creditors	93,863	107,134	70,997	106,097
Amounts due to group undertakings	-	-	253,749	337,398
Accruals and deferred income	942,399	955,144	599,396	508,084
Payments received on account	22,065	30,034	-	-
	2,477,007	2,059,872	2,260,812	1,803,109

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

19. CREDITORS FALLING DUE AFTER ONE YEAR

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Long term housing loans	358,399	624,176	358,399	624,176
Long term business loans	711,300	665,912	711,300	665,912
Long term YMCA pension agreement plan	350,177	407,973	350,177	407,973
Long term deferred capital grant	3,860,152	3,921,713	3,860,152	3,921,713
	<u>5,280,028</u>	<u>5,619,774</u>	<u>5,280,028</u>	<u>5,619,774</u>

Amounts included above which fall due after five years are as follows:

After five years by instalments	<u>1,202,964</u>	<u>841,541</u>	<u>1,202,964</u>	<u>841,541</u>

The five (2022: four) housing loans are repayable by instalments, the last instalments falling due in 2053, 2054, 2036, 2047 and 2027 respectively. The interest rates in force for the year ended 31 March 2023 were 9.5%, 6.625%, 6.94%, 6.2% and 6.43% respectively.

The bank loans are payable in monthly instalments, over 10-15 years, at a mixture of fixed and variable rates of interest ranging from 3.30%-6.35%.

The housing loans are secured by fixed charges on the individual properties. Bank loans are secured on the investment property, Haywood House.

20. RESERVES - Group

	As at 1 April 2022	(Deficit) / Surplus for the year	Transfers	As at 31 March 2023
	£	£	£	£
Income & expenditure reserves	11,821,533	(868,122)		10,953,411
Restricted reserves				
Respect	10,094	-		10,094
Total reserves	<u>11,831,627</u>	<u>(868,122)</u>	<u>-</u>	<u>10,963,505</u>

RESERVES - YMCA

	As at 1 April 2022	(Deficit) / Surplus for the year	Transfers	As at 31 March 2023
	£	£	£	£
Income & expenditure reserves	11,828,666	(828,505)		11,000,161
Restricted reserves				
Respect	10,094	-		10,094
Total reserves	<u>11,838,760</u>	<u>(828,505)</u>	<u>-</u>	<u>11,010,255</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

20. RESERVES (continued)

Respect - A 3 year project which supports young people to have an improved understanding of what makes a healthy relationship and what constitutes domestic violence.

21. SHARE CAPITAL

The directors are the only members of YMCA. The company is limited by guarantee, having no share capital and, in accordance with the Memorandum of Association every member is liable to contribute a sum of £1 in the event of the company being wound up.

	2023	2022
Number of members:		
As at 1 April 2022	14	15
Joining during the year	-	2
Leaving during the year	-	(3)
As at 31 March 2023	14	14

22. ACCOMMODATION IN MANAGEMENT

Accommodation owned/rented and managed by YMCA is as follows:

	2023	2022
Supported housing:		
Short stay move on accommodation (3 months)	22	22
Medium stay supported housing (2 years)	361	370
As at 31 March 2023	383	392

In addition to supported housing accommodation numbers above, 33 units (2022: 33 units) for student accommodation and 26 units (2022: 26 units) for non-social housing were also owned and managed.

Overall there was no volume change in social housing during the year.

23. OPERATING LEASES

The future minimum operating lease payments are as follows:

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Within one year	190,138	145,249	190,138	145,249
Between two and five years	941,935	280,617	941,935	280,617
After five years		711,315		711,315
	1,132,073	1,137,181	1,132,073	1,137,181

In addition to the above, The YMCA's share of commitments entered into by the joint venture company, Kirkgate Street Limited, are £2,535 per annum (increased annually by CPI) for a term of 125 years ending in March 2147.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

24. PENSION COSTS

The group operates a defined contribution scheme, the assets of which are held separately from those of the group. For executive team members contributions for employees were to Scottish Widows and were a minimum of 3% of salary and the employer contributions were 6%. YMCA also operates a pension scheme through Peoples Pension where the employer and employee contribute 8% combined, NEST where the employer contributes 3% and the employee contributes 5% and Prudential where the employer contributes 3% and the employee contributes 5%. The charge for the year to the income and expenditure account in relation to all schemes was £144,091 (2022: £196,844)

YMCA also 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 the group and at the year end these were invested in the Mercer Dynamic De-risking Solution, 62% matched portfolio and 38% in the growth portfolio and Schroder (property units only). The charge for the year to the statement of comprehensive income in relation to the plan expenses for this scheme is 29,236 (2022: 15,524).

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 £146.1 million which 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 £36 million. YMCA Trinity has been advised that it would need to make monthly contributions of £5,687 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. The latest triennial valuation effective for contributions from 1 May 2021 resulted in showing that the recovery period needed to be extended by two years, therefore the current recovery period is 8 years commencing 1 May 2021. The increase in the discounted future payments at the new rate was shown in the Statement of Comprehensive Income as an actuarial loss amounting to £126,179 in the year ended

	Within one year £	One to two years £	Two to five years £	After five years £	TOTAL 2023 £	TOTAL 2022 £
As at 31 March 2023	57,796	61,631	209,720	78,825	407,972	462,105
As at 31 March 2022	54,132	57,796	197,118	153,059		

In addition, the group 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 the group may be called upon to pay in the future.

25. CAPITAL COMMITMENTS

The aggregate amount of capital commitments at 31 March 2023 relating to joint ventures was £nil (2022: £166,500). There are no other capital commitments at the year end.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

26. RELATED PARTIES

The Cresset is a wholly owned subsidiary of The YMCA. The cresset limited is a non-regulated company registered under the Companies Act 2006. Details in relation to transactions with and investment in the subsidiary are provided in note 14.

Group transactions with joint ventures

The following transactions took place between the group and its joint venture company during the year:

	2023 £	2022 £
Capital investment	50	50
Loans advanced	473,508	80,000
	<u>473,558</u>	<u>80,050</u>

The following receivable balances relating to joint ventures was included in the consolidated balance sheet:

	2023 £	2022 £
Loans	<u>236,754</u>	<u>40,000</u>

The YMCA granted Kirkgate Street Limited a secured an initial loan facility of a total principal amount of £390,000 and extended the facility to £450,000 during the year. Of this, £370,000 was advanced during the year interest is charged on the loan at a rate of 8% per annum which has been added to the principal amount.

27. FINANCIAL INSTRUMENTS

The Group's financial instruments may be analysed as follows:

	2023 £	2022 £
Financial assets:		
Financial assets that are debt instruments measure at amortised cost	<u>1,762,508</u>	<u>753,581</u>
Financial liabilities:		
Financial liabilities measured at amortised cost	<u>3,053,424</u>	<u>2,245,925</u>

Financial assets measured at amortised cost comprise cash at bank and in hand, investments, trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, taxation and social security, other creditors, housing and bank loans.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

28. CASH FLOW FROM OPERATING ACTIVITIES

	Group		YMCA	
	2023	2022	2023	2022
	£	£	£	£
Surplus / (Deficit) for the year	(744,217)	388,232	(733,558)	381,984
Adjustments for non cash items:				
Depreciation of housing properties	227,201	212,672	227,201	212,672
Depreciation of other fixed assets	282,628	320,292	266,418	302,677
Decrease / (increase) in stocks	1,133	(18,412)	-	-
Decrease / (increase) in trade and other debtors	39,056	(421,037)	60,024	(429,302)
Increase / (decrease) in trade and other creditors	(409,208)	125,599	(381,289)	78,755
Adjustments for investing or financing activities:				
Increase in valuation of investment property	-	(133,579)	-	(133,579)
(Profit) / Loss on disposal of tangible fixed assets	48,014	(33,769)	48,014	(33,769)
Interest payable	-	74,841	-	74,841
Interest received	-	(1,843)	-	(1,839)
Taxation	-	-	-	-
Net cash inflow / (outflow) from operating activities	(555,393)	512,996	(513,190)	452,440

29. ANALYSIS OF CHANGES IN NET DEBT

	As at 1 April 2022	Cashflows	Other non- cash movements	As at 31 March 2023
	£	£	£	£
Cash	753,581	(598,475)		155,106
Bank overdraft	-	(202,852)		(202,852)
Loans due within one year	(114,194)	(516,215)		(630,409)
Loans due after one year	(1,290,088)	220,389		(1,069,699)
	(650,701)	(1,097,153)	-	(1,747,854)

Independent Auditor's Report to the Members of YMCA Trinity Group

Opinion

We have audited the financial statements of YMCA Trinity Group for the year ended 31 March 2023 which the group and parent (YMCA) statement of comprehensive income, the group and YMCA statement of financial position, the group and YMCA statement of cash flows, the consolidated statements of changes in reserves and the related to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 group's and YMCA'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 in England 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 responsibilities for the audit of the financial statements section of our report. We are independent of the association 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 group'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 directors are 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 Board Report (incorporating the strategic report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Board Report (incorporating the Strategic report) has been prepared in accordance with applicable legal requirements.

Independent Auditor's Report to the Members of YMCA Trinity Group

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the board report (incorporating the strategic 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

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 the board

As explained more fully in the board's responsibilities statement, the board (who are also the directors of the association for the purposes of charity law) are 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 determine 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 group's and the parent'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 association or to cease operations, or has no realistic alternative but to do so.

Auditor 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified these included the following:

- We reviewed systems and procedures to identify potential areas of management override risk. In particular, we agreed the financial statements to underlying records and we carried out testing of journal entries and other adjustments for appropriateness.
- We reviewed accounting policies for evidence of management bias and ensured that the accounting policies were correctly applied to the financial statements.
- We reviewed minutes of Trustee Board meetings and agreed the financial statement disclosures to underlying supporting documentation.
- We have made enquiries of management and officers of the parent charitable company regarding laws and regulations applicable to the organisation.
- We have reviewed any correspondence with the Charity Commission and other Regulators and reviewed the procedures in place for the reporting of incidents to the Trustee Board including serious incident reporting of any such matters if necessary.

Independent Auditor's Report to the Members of YMCA Trinity Group

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.]

Use of our report

This report is made solely to the YMCA Trinity Group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the association'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 YMCA Trinity Group and YMCA Trinity Group's Members, as a body, for our audit work, for this report, or for the opinions we have formed.



Helena Wilkinson (Senior Statutory Auditor)

For and on behalf of

PRICE BAILEY LLP

Chartered Accountants Statutory Auditors

Tennyson House

Cambridge Business Park

Cambridge

CB4 0WZ

Date: 28 December 2023



www.ymcatrinitygroup.org.uk

YMCA Trinity Group

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Gonville Place
Cambridge
CB1 1ND

Ipswich:
2 Wellington St
Ipswich
IP1 2NU

Peterborough:
The Cresset
Rightwell East
Bretton
Peterborough
PE3 8DX

Company Registration No: 3561613 (England and Wales)
Charity Registration No: 1069810
HCA No: H4179

www.ymcatrinitygroup.org.uk

YMCA

**Here for young people
Here for communities
Here for you**

YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.

YMCA TRINITY GROUP

England & Wales - Charity number 1069810

Accounts

A photograph of two women in conversation. On the left, a white woman with long brown hair, wearing a green patterned top, is smiling and looking towards the right. On the right, a Black woman wearing a colorful patterned headwrap and a dark jacket is looking down, possibly at a document. The background is slightly blurred, showing a blue bulletin board with several white papers pinned to it. A dark grey diagonal overlay covers the bottom half of the image, where the title and tagline are located.

ANNUAL REPORT AND STATEMENT 2021-22

'Inspiring communities, transforming young lives'

**Everyone should
have a fair chance
to discover who
they are and what
they can become**



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Report of the Chief Executive



Jonathan Martin
CEO

Welcome to YMCA Trinity Group's Annual Report for 2021/22. We will lay out for you the work we have done, the impact we have had and share with you some of the stories of the people we're so proud to work with.

"Our greatest glory is not in never falling, but in rising every time we fall" - Confucius

Our year started as the previous year had finished, with a Covid-19 lockdown. This meant that just as we were getting all our work back on track, we were asked to stop some of it again. This was tremendously frustrating for our clients, staff and volunteers alike. We arose again and, when able, got back to work with renewed vigour. However, Covid-19 has, as for many others, continued to affect our funding, income streams, our staff, our clients, and those other agencies we work with.

Over our 170-year history we've shown that we can adapt and this is what we've done. We have looked at our delivery to clients, changed how some of our staff work and engaged with technology to allow us to meet virtually.

We have also focused on the future. Through the year we have worked on a few new **Housing** developments, including one in Kirkgate Street, Wisbech where we started work on site. These developments are complex and challenging, but really exciting. Housing for young people is a huge issue across our area, both in terms of availability and affordability. We will continue to look at providing move-on accommodation to support our clients' journeys to independent living. We have

also reduced our reliance on rented houses by purchasing them ourselves. This helps us reduce costs, but also helps us to maintain quality in the homes we provide. As with last year, Mental Health remains a key issue across all our client groups.

The **Mental Health Team** have increased their work externally and helped provide more support internally for the people we already work with. We have seen increased reporting of anxiety, depression and stress, plus more young people considering harm to themselves. Whilst this trend was already increasing, the Covid-19 pandemic has accelerated this increase. It's important, therefore, that we continue to support more people in this area.

Our **Family Respect** work has been continued and makes a real difference to those who are the victims, and perpetrators, of domestic violence. This can be a difficult area to discuss, but the team have not just worked hands-on with young people, but also raised this important issue more widely.

Our Youth Justice projects, **Appropriate Adult** and **Reparation**, have also worked uninterrupted having found different ways to make sure we delivered to clients. In **Youth Work** we have extended our allotment work in Lowestoft and moved into a new base in the town. We've also been part of a national programme of the RAF Benevolent Fund to run youth work provision on three RAF bases on our patch, RAF Honington, RAF Wittering and RAF Wyton. We are incredibly pleased to be part of this.

Peterborough

Cambridge

Ipswich

Benefiting Individuals and the Community

In some areas it has been a year of recovery to a greater extent.

The Cresset, our trading subsidiary, was severely affected by lockdowns, but we've seen steady increases back towards 2019 levels across the year. This is more challenging in some areas, like the theatre, than others, where customer confidence was very low. We needed to show that we were a safe venue and encourage people back to use us.

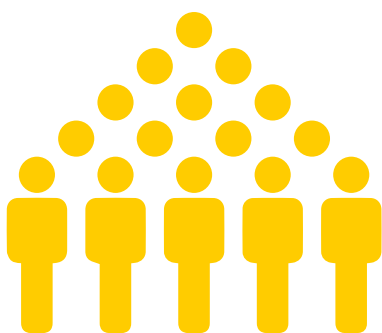
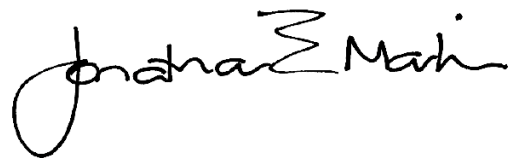
Health & Fitness was also shut down for a long period at the start of the year. It has been good to see members returning but we continue to do more work in this area.

Childcare worked throughout the lockdown period, making sure that children still got excellent early years development, preparing them for school. Recruitment of staff in this area has been very tough, as it has across the sector, so we will keep working to make sure we add to our great team.

As always, this work is only possible through the hard work and commitment of our staff and volunteers. I am always inspired and in awe of their innovation, resilience and professionalism even in the most trying of circumstances. You are incredible and have my greatest thanks. To support staff communications we've begun using HIVE. This enables us to acknowledge one another, give feedback, communicate more effectively and survey our staff on issues.

Also thanks to our Board of Trustees. They have continued to support our work and plan for growth in the future, giving freely of the time, energy and skills.

We are driven to rise again, after falling, by our mission to do **More work, with more young people, in more places**. This is the mission that keeps us focused on growth for the future.



We now support
communities across
7,100 km²
with a population of over
1.6 million
people



451
bed spaces



311
Childcare spaces
across 6 settings

Report of the Chair of Trustees



Steve Mallison
Chair of the Board
of Trustees

This has been yet another extraordinary year, with plenty of opportunities for falling and rising, and yet, despite the changing and uncertain circumstances, the charity has continued to deliver its mission to communities, families, and young people.

It's right that we recognise the resilience and cheerful hard work of our amazing team of employees and volunteers, and I want to thank them on behalf of our trustees.

Trustees have been described as “guardians of purpose”, working with the executives to ensure that decisions put the needs of beneficiaries first, along with safeguarding assets, and establishing a strategy for the charity to follow. The tenure of a trustee is necessarily a temporary one, and this year, as we said goodbye to Ian Dow (my predecessor chair), Jordan Bambridge and Dominic Bowles, we welcomed Ann Radmore and Marlini Finney to the team. Thank you to all our trustees, past and present, for their service to the organisation. It is a privilege to lead such a group of talented people, who freely give of their time, skills and knowledge, and whose work and ideas never fail to inspire.

I write this at a time of escalating problems, both globally and locally, and the work of our charity must continue to respond to, and meet, the complex spectrum of developing need in our region – something we've been doing for decades. Whether you're a client, an employee, volunteer or a supporter, thank you for your involvement with us; please continue to lend us your support as we face the difficult challenges ahead.

A handwritten signature in dark ink, appearing to read 'Mallison', with a long horizontal flourish extending to the right.

Public Benefit

The work of YMCA always strives to be relevant to the needs of society, with the aim of transforming the way young people are viewed as part of the community. We provide innovative solutions to problems facing young people through the delivery of a range of quality services and projects.

Each year we deliver relevant and impactful work to ensure we are meeting the needs of both our young people and the communities in which we work. Our new Corporate Plan and updated Vision and Values help us to set a course and remain true to our mission.

Over the coming pages we will outline some of the challenges faced by our teams, our organisation and our clients in the past year, and celebrate our achievements and impact. We will also consider the year to come, and how the pandemic and its after-effects will impact our work and our clients.

All our work is for public benefit. YMCA Trinity Group has distinct objectives, which are set for public benefit and the organisation continually assesses that it is directly or indirectly meeting these objectives. All new work is considered against the objectives, age range and geographic scope that have been agreed by the Board and Executive Team. Existing work is reviewed regularly to ensure that the organisation is meeting its objectives and targeting client groups' needs.

Throughout this report you will be able to read more about the many varied and successful projects and services we have put in place to support our young people and families across the region and, more importantly, evidence the social impact we have achieved during this financial year, and the ambitious targets we have set ourselves for the future.

Strategic Direction

YMCA Trinity Group is part of a federation of over 101 YMCAs across England and Wales. Our vision is to help create supportive, inclusive and transforming communities where young people can truly belong, contribute and thrive. At the heart of how we work in communities, and with each other, are strong and committed relationships rooted in our inclusive values, approach and heritage.

As a federation, YMCA England and Wales has developed a strategic plan, covering five core areas of work which all YMCAs follow. Our approach is based on having a national presence with local relevance, and is achieved by YMCA Trinity Group in a variety of ways across the five core areas of work as follows.

SUPPORT & ADVICE:



We are there for every young person in the community, supporting them and their families through difficult times with a wide range of programmes and services.



Our main aim is to enable every young person to grow and develop in every aspect of their life and we have developed support and advice schemes, including youth engagement programmes, youth offending projects, mental health interventions, domestic violence and crisis support.

HOUSING:



YMCA is the largest provider of safe, supported accommodation for young people in England and Wales. In YMCA Trinity Group we have 451 units across our region, with sites in Peterborough, Cambridge, Huntingdon, Bury St Edmunds and Ipswich. These units offer supported and emergency housing for young people, including care leavers, homeless young people, unaccompanied asylum seeker children, and young people with special needs. Additionally, we offer parent and child supported housing, as well as student accommodation.

Our philosophy of supporting young people holistically means that we provide not only a bed, but we also help a young person transition from dependence to independence by giving support, training, life skills and building resilience in order to lead to independent living.

FAMILY & YOUTH WORK:



Being part of a healthy, stable family gives a young person the best start in life. Across YMCA Trinity Group we offer a range of support to families including six fully operational childcare settings providing Ofsted registered places for 311 children on a daily basis.



Our youth work offer has continued to expand across YMCA Trinity Group, operating in both community venues and schools. Pre-pandemic we were able to offer youth support in 33 schools and five venues, with a mobile van providing additional support to families and young people where it is most needed, particularly during school holidays. We are now returning to work in schools and communities where the need is greater than ever.

HEALTH & WELLBEING:



As a youth charity we recognise that health and wellbeing is a contributing factor to people developing other areas of their lives, from education and employment to relationships and social networks.

We currently own three state-of-the-art gyms in Peterborough and Cambridge, which are open to the communities we serve at affordable prices. We provide sessions for people with long-term conditions and disabilities, and we work closely with local GPs, NHS stroke teams and community nurses who refer their patients to us. We also offer a range of physical activity programmes for all ages including young person-led health education projects.



Through our mental health intervention work, we recognise the serious issues facing so many young children in our schools. Our School Teacher Training Programme helps teachers understand the complex mental health problems that young people face, and trains them to spot the signs at an early stage. The Mental Health team have built a comprehensive new strategy and continue to adapt and develop our offer to support teachers and students as they navigate the after effects of the pandemic.

TRAINING & EDUCATION:



Helping young people gain the confidence to make decisions about their own lives is an important part of our work. Education is more than formal schooling. That's why we provide a range of education, skills-based training and school support services. Our Access 2 Employment (A2E) service works with a range of supported family schemes offering work-ready support, careers advice and job opportunities.

Our Vision

‘Inspiring communities, transforming young lives’

Our Values

We believe in potential – yours!

We inspire – you to have a vision for your life.

We respect – everyone’s personal journey.

We empathise – with your individual life choices and support you to take action.

We act with integrity – we are honest and have strong moral principles.

IMPACT REPORT 2021-22



COVID - 19

The pandemic continued to impact our work throughout 2021-22. However, as this report demonstrates, our teams worked incredibly hard and with commitment and adaptability to continue to support hundreds of young people. Services such as accommodation, finance, maintenance, appropriate adult, childcare and mental health continued throughout, adapting to continually changing landscapes and embracing new technologies and ways of working. Elsewhere our support services teams kept our organisation running smoothly, and we are pleased to be able to continue to offer hybrid and home working in some areas for those who feel it is of benefit to them in terms of flexibility and wellbeing.

The impact on our income streams was significant, most notably with our Gyms and The Cresset, our trading subsidiary, seeing the effects of ongoing restrictions. We also saw an impact in staff absence, as our teams took responsibility for self-testing to ensure the safety of others; and in our supply chains and collaborative work as the impact of this global pandemic left no one unaffected.

As we write this report we continue to ensure the safety of our client groups and our staff teams, and to ensure our buildings and services are managed safely and responsibly.



100%

of staff returned
from furlough



Environmental Sustainability



As a global movement, YMCA is committed to advancing global conservation and responsibility to reduce the effects of climate change through youth-led education programmes and initiatives that improve environmental awareness.

The UK Government is a signatory to the United Nations Sustainable Development Goals (SDGs 2030) and the Paris Climate Agreement. In 2019, the UK committed to be net carbon zero by 2050, and at the end of 2021 the UK hosted the international climate talks that focused on how countries will meet the commitment of the Paris Agreement and keep global temperature rise to no more than 2°C.

In this global and national context, YMCA Trinity Group is now developing a holistic sustainability and net zero strategy, which will commit to improving the lives of the local communities it services, especially young people. Young people will feel the impacts of climate change most prominently throughout their lives, and as an organisation working closely with youth, YMCA Trinity Group can improve the planet they will inherit while equipping them with the knowledge and skills they need to pursue their passions and make a difference in the world.

YMCA Trinity Group's commitment to the people it supports will be strengthened by including four of the Sustainable Development Goals in the strategy – Affordable and Clean Air, Sustainable Cities and Communities, Responsible Consumption and Production and Climate Action.

The strategy will focus on these areas:

▶ **Policy** - Develop a standard environmental policy aligned to the mission and values of the charity. Develop a carbon reduction strategy (e.g. carbon targets and roadmap to achieve net zero).

▶ **Responsibilities** – Provide training to key staff best placed to develop the sustainability strategy – e.g. the Sustainability Working Group and building/facility managers.

▶ **Action planning** – Develop a standard environmental action plan framework.

▶ **Communication and engagement** – Providing climate literacy information for staff and our client groups.

▶ **Data intelligence** – Develop energy and environmental intelligence (energy, carbon, water, waste, transport, procurement etc.), building energy saving audits and carbon foot-printing.

Safeguarding



Over the last three years, YMCA Trinity Group has completely overhauled the safeguarding taking place in the organisation. Protecting people and safeguarding responsibilities are high governance priorities for YMCA Trinity Group. It is a fundamental part of operating as a charity for the public benefit. We take all reasonable steps to protect from harm people, including those who benefit from our work, staff, volunteers and other people who come into contact with our charity through its work.

YMCA Trinity Group’s policies and procedures for protecting people and safeguarding are put into practice, responsive to change, reviewed as necessary (always following a serious incident and at least once a year), available to the public and compliant with all relevant legislation. All staff, volunteers and Trustees receive regular safeguarding training.

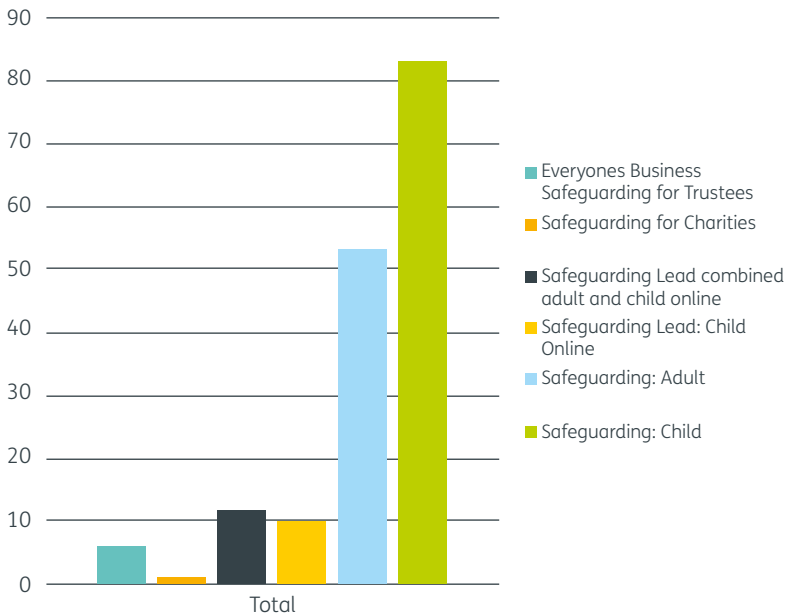


We use software called MyConcern to log all concerns and referrals. This offers a confidential, real time platform where all concerns are kept and archived. No concern can be amended – all entries are on a chronological timeline.

The reporting from MyConcern shows that during the year 2021-2022, we have logged 462 concerns. We have started recording much lower levels of concerns now so are expecting this number to rise significantly in the coming year. This level of recording is so that we can identify patterns of safeguarding in a child or young person and thus protect them at an earlier stage. The main concerns logged this year have been around self-harm, suicidal thoughts, mental health, domestic and physical abuse.

As part of our safeguarding work, we predict what may be coming using external research and trends to prepare our organisation for what may come. Thankfully, despite mental health concerns rising during Covid, they seem to have stabilised now in our client group although suicidal ideation and self-harm are seen more regularly in a small group. Our childcare settings are concerned about growing child poverty which may contribute more to safeguarding concerns in the coming months. We also have noted that eating disorders are rising nationally and this will be something we are watching for over the coming year.

Training is always crucial, and this graph from 2021/22 shows our commitment to training our staff and volunteers throughout the organisation.



Equality, Diversity & Inclusion

While we continue to ensure EDI is embedded into our day to day work, we understand that we can always develop, to learn and to do better. We have continued to make positive progress in several areas this year:

- ▶ The Inclusion Group continue to monitor employment processes, carefully considering whether we are reflective of our communities and that our policies and practices make us welcoming and enable people of all heritages to reach their potential.
- ▶ We carried out a Diversity Survey to better understand staff experiences working for YMCA Trinity Group. The results from this were positive, the main area highlighted was gender. Across the group we employ a lot of female staff and do have a published [gender pay gap](#).
- ▶ Staff are now able to request their pronouns to be added on email footers, allowing everyone to be able to feel recognised. All of our policies are already written in a gender neutral tone.
- ▶ We continued to work as a level 1 Disability Confident 'Committed' employer and began work towards the level 2 standard.
- ▶ We developed and launched new Menopause and Transgender policies.
- ▶ We built a new Diversity & Equality page on our website to publicly demonstrate our commitment to inclusion and our work towards making people feel welcome and valued in our organisation.



38%

of employees would recommend working for YMCA Trinity Group





Providing a home and personalised support services for a fresh start in life.

A nurturing and supportive environment

It has been another busy yet productive year in the Accommodation team. Whilst still responding to the challenges of Covid-19, our whole staff team have continued to deliver a nurturing and supportive environment with a complete wrap around service for those in our care.

During the year we have seen several of our support services come up for re-tender and we are delighted to have been successful so we can continue to support those that need both housing and support.

We are part of an exciting new partnership in Cambridge called the Young Futures Partnership that will help co-ordinate supported accommodation for young people in Cambridge.

We have exciting plans for developing our services further in 2022/23 including developing our next accommodation plan for 2023-2026.



9%

decrease in residents with mental health issues



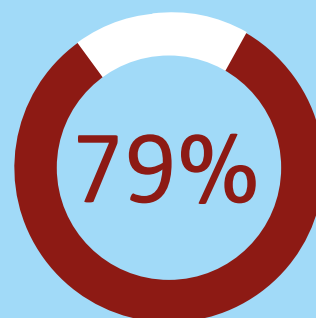
779 residents supported
- 13% increase



347 residents
taking part in education, employment or training



305,317 hours, a 221%
year on year increase in hours of support provided to our residents



79% of residents leaving YMCA moved on in a planned / positive way this is a 1% decrease

Achievements 2021-22

Buildings – Improving our accommodation stock

- ▶ Completed a number of key refurbishment and upgrade projects across Cambridge, Peterborough, Bury St Edmunds and Ipswich as part of our ongoing improvement plans.
- ▶ Continued our commitment to reduce the amount of leased accommodation in Ipswich - this has seen us purchase and redevelop 3 new properties.
- ▶ We have installed Wi-Fi at our large site in Cambridge and the last remaining site in Peterborough will be completed in 22/23.
- ▶ New Housing Management software has been implemented and this will expand to property and maintenance functions in 22/23.

Teams – ensuring our staff teams have the right resources, training and skills to deliver safe and effective services

- ▶ We have updated our induction and probation programme to include a range of training in essential principles for working with and safeguarding young people.
- ▶ Funded by Public Health England we have worked with our Mental Health team to deliver reflective practice sessions for our staff teams.

Clients – Implement a psychologically informed environment approach that focuses on the strengths, wellbeing and aspirations of our clients

- ▶ We have developed a model of delivery where the resident is at the centre of everything we do. From providing high quality accommodation and a nurturing and supportive environment, to highly trained staff teams with creative approaches to delivering interventions, we create a complete wrap around service. Our work is based upon a strength-based approach which is designed to recognise strengths, identify barriers and set SMART goals which are tailored to each young person.
- ▶ Working with therapists in our Mental Health team we have developed a year-round programme of support, delivering 1-1 sessions, group sessions and using tools such as art therapy to support the wellbeing of those in our care.
- ▶ Working in partnership with Cambridge Building Society we have delivered Access to Employment service in Cambridge. In a 6 month period 42 young people have engaged with the service. With 17 CV's completed, 26 interviews attended and 19 job offers made to young people.

Growth – increasing the number of people we can support

- ▶ Our total number of units reduced by two in 21/22 due to returning several leased units. We have in that time purchased and refurbished three new properties to provide directly owned accommodation. We have further plans to increase our accommodation in 22/23.
- ▶ We started work, in partnership with Fenland District Council, to repurpose an existing empty building for move on accommodation. The property should be completed by Autumn 2022.
- ▶ We entered a new partnership with a registered social enterprise Cornerstone Place who are helping us identify new accommodation provision.
- ▶ We are part of a new partnership in Cambridge – 'Young Futures Partnership' which joins up all supporting housing for young people in Cambridge.

HOUSING



Strategic Priorities 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Working with our residents, develop a new Accommodation Plan for 2023-26 setting out our priorities for the next 3 years.	Develop and implement a Client Involvement Plan, that will pave the way for a co-production structure that is ambitious and inclusive.	Implement a new Asset Management Plan and carry out new Stock Condition Surveys to inform a new 30-year investment plan.	Identify new move-on accommodation units.
Establishing our new Quality Assurance Team and Quality Framework.	Implementing In-Form for all housing management functions.	Continue our focus on reflective practice to build resilience within our teams.	

Andy's Case Study

Andy moved to YMCA Trinity Group as a care leaver. He had a history of childhood trauma; from a very negative birth experience, being adopted at 13 months, losing his mother at age 14 and a series of neglectful placements after he left home. He was violent towards staff and residents, caused criminal damage, had poor personal health, refused to engage and was constantly missing. His behaviour led to the placement breaking down and he was involved in a near fatal car accident when he was 17.

Andy was offered a second chance with YMCA Trinity Group and joined a placement with two other young people and high staff supervision. His situation had deteriorated. His behaviour was highly reactive and he showed a significant level of distress. He was now using drugs and struggling financially. We needed a plan. The dedicated and skilled staff team created a bespoke plan of intervention techniques and progression pathways. They began slowly. Working with Andy to help to identify triggers and create coping mechanisms to manage behaviours. Gradually these helped to support more positive behaviours and learning to take himself out of potentially volatile situations. He was taking control of himself.

Together, we implemented a routine. Working with him to understand the importance of hygiene, sleep and healthy eating. His drug intake reduced and step by step Andy was taking control of himself. He wasn't told what to do, he was nurtured and encouraged. Staff identified challenges around language and patterns with negative behaviours. They simplified things, worked with him to understand paperwork. They implemented a budgeting system to help him manage money and make decisions about his life.

He now has full control of his life – his progress has been outstanding. His Dad writes, *"Staff were determined and gradually began to really engage with Andy to allow him to show himself again. They found workers who could get through the barriers of his behaviour and really engage with him. They have supported him through a series of delayed court appearances where their determination has been the difference in avoiding a custodial sentence. Andy is a much more difficult young person than the average but they have managed him and I know from my conversations with him that he, as well as I, are so grateful for that!"*

Andy continues to live with us and has made huge strides in his journey towards independence; *"I've learnt a lot of things about independence and how to deal with certain situations....living on your own isn't as easy as it seems....I've made new friends here and I've done new activities....it's just a nice place to live"*.



A safe place to talk and get help through guided groups, mentoring, counselling, and mental health services.

Appropriate Adult

Appropriate Adult continued to provide services throughout the pandemic, working closely with the Youth Offending Service and the Police to ensure all young people and vulnerable adults were supported safely.

Across the year our AA volunteers worked with 1,340 people in Cambridge, Peterborough, Huntingdon, March and Kings Lynn with 83.6% of calls achieving a response time of under 60 minutes, well within the required 90 minute expectation.

We were also pleased to see volunteer numbers return to pre-covid levels.



Supported
1340 people

Reparation

Since the lifting of covid restrictions, the reparation service has resumed its activities working with young people and offering a wide range of opportunities to complete their reparations including:

- ▶ Wood skills: Young people are making community window boxes for Cambridge community, raised planter boxes and even a beehive hotel.
- ▶ The Church of the Good Shephard: General gardening work, church grounds and car park area maintenance. Activity is undertaken 1-2-1 and alongside community groups and adult volunteers.
- ▶ Burnesfield Allotment: Shared project with Cambridgeshire youth offending services. Young people working there have helped repair the polytunnel, plant fruit trees, make raised beds, help clear and lay topsoil, and this is an on-going project that has further scope for reparation activity.

"Your work is really appreciated, particularly over these difficult times. Thanks for your commitment and your unswerving commitment and passion for young people"



Worked with **203** young people, compared to just **96** in 2020-21

- ▶ Hitchingbrook Park: Young people help with litter picking, on-site checks, working with park rangers cutting back willow, clearing paths of brambles, and clearing small ditches. Young people are around a lot of families and dog walkers, and it is a brilliant and positive place for a young person to feel part of community, especially when they do get to work with a park ranger.



121 young people were sorry for their crime vs **28** who were not

Strategic Priorities 2022-23

QUALITY	PEOPLE	GROWTH
Get feedback from 100% of supported people.	Increase network of partners to increase placement opportunities.	Increase locations of delivery projects to widen community impact.
Manage feedback from partners and referrers to ensure quality of delivery.	Diversify placements to accommodate a wider range of referral circumstances.	

Family Respect

Our Family Respect project is part of a larger domestic abuse programme across Peterborough and Cambridgeshire which is being funded by the Home Office. The programme in its entirety has three strands which focus on: stalking and harassment, healthy relationships, and child to parent abuse.



The Family Respect project focuses on working with children and young people who display any abusive behaviours towards their parents and carers and other people in their family. The work is being led by YMCA Trinity Group through collaboration with the Police and Crime Commissioner and Respect UK. The focus is to support families who are experiencing child to parent abuse with a particular focus on working with the child or young person to facilitate change and growth within the family.



206 of support
hours given to
families

Our Family Respect project works with the child or young person in a face-to-face environment (where this is possible) over several weeks, working with them as part of the solution, rather than viewing them as the problem. Our intention is to rebuild family relationships and create long lasting change for everyone in the family, by providing healthy and sustainable approaches to manage conflict.

The project started in November 2021, and this is when the referral pathway opened. Between November 2021 and March 2022, we received a total of 81 referrals which evidenced that support for parents as victims of child to parent abuse was essential across Peterborough and Cambridgeshire.

In the same time frame, we offered 238 sessions and out of these 180 sessions were attended by either young people, parents/carers or to the whole family.

Families received 206 hours of support from practitioners during the same period which includes initial calls to assess the level of risk and the direct sessions themselves which took place with either young people, parents/carers or to the whole family.

Strategic Targets 2021-22

Our target set by commissioners was to receive 100 referrals. Between November 2021 and March 2022, we received and triaged 81 referrals and to date we have superseded our target and have received 138 referrals. In the same time period, we engaged with 40 families in the full therapeutic intervention which involves different people within each family system. A total of 74 individuals within these families were supported during this period.

Strategic Priorities 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Value feedback from families and partners.	Increase case holding capacity.	Strengthen signposting.	Identify future funding opportunities.
Publicise project outcomes.	Improve case transitions and cases.	Embed partnership working.	Refine referral pathway.



Creating positive outcomes with children and young people in their communities, and support for families with nursery, day care, holiday and year-round programmes.

Childcare

2021-2022 continued to be a challenging year for our Childcare services due to the continued impact of the Covid-19 pandemic and ongoing recruitment issues within the childcare sector as a whole. However, we are now seeing an increase of attendance across all our childcare settings as we slowly begin to see a new normality.

The year has seen our childcare settings take part in various programmes, including the Emotional Wellbeing Project, of which 2 funding bids secured us £14,570 to deliver staff training, parent workshops and produce home learning resources for 237 families. We worked closely with the Mental Health Team to develop a package of training and webinars.

Our Lowestoft settings have continued to work with the Lowestoft Youth Team to visit and undertake sessions at the Shine allotment. This has supported 98 children to learn about growing and looking after nature, supporting and expanding their knowledge of the world around them.

Increased economical costs has had an impact on our budgets. Due to financial sustainability and ongoing building issues we made the decision in March 2022 to close our YMCA Childcare Exning Road setting at the end of May 2022.

YMCA Childcare is proud to have engaged with 498 children over the year.



YMCA Childcare has
engaged with
498 children
this was an increase of 41%

**237 Home
Learning Packs**

produced and given to families through our
Emotional Wellbeing Project





Childcare - Joey's Case Study



During the period of April 2021 – March 2022 our 6 Childcare settings began delivering an Emotional Wellbeing project to our families. The project was developed with just under £15,000 funding. The project aimed to offer Home Learning, Staff training and Parent Webinars designed to support the Emotional Wellbeing of our children and increase awareness amongst our parents/carers, and staff in our settings.

Each family received a Home Learning Pack which consisted of activities and resources our parents and carers could use to talk about Emotions, introduce calming activities and spend quality time with their children.

One of our children who received a pack was Joey.

Joey's Mum said *"He has loved it, we're still getting through it all. We have had lots to choose from, it's safe to say Joey has had a blast! We've done a lot with the activities, going different places and learning new things. We have been on bug hunts, learnt about some history, built things using natural resources. We have discussed our feelings and followed the step by step guide to make a calming bottle which he was very excited about. He has learnt from emotion cards being able to recognise facial expressions."*

Joey's even moved in different ways rolling down hills with Daddy and sliding down the skate park. And we spent a morning making our own play-dough!"



78 children

transitioned from YMCA Childcare to school, this was a decrease of 21% due to Covid-19



220,078 Hours

of childcare were delivered to families

Achievements 2020 - 21

QUALITY	TEAM	PEOPLE	GROWTH
To achieve a minimum of Good Ofsted grading, striving for outstanding in all settings Ofsted have carried out routine inspections at 3 of our Childcare settings during the year. Two were graded 'Good' and one was graded 'inadequate'. Our other settings still remain 'Good' and 'Outstanding'.	To continue to invest in staff CPD and training 203 CPD courses have been completed through iHasco, Noodle Now and NDNA.	To ensure parent partnerships are demonstrated through a number of activities The Emotional Wellbeing Project has supported 237 families with home learning resources to help support and enhance children's learning and development within the home environment.	To actively seek new opportunities to expand YMCA Childcare Services into more communities £14,570 was awarded through 2 separate funding bids to deliver the Emotional Wellbeing Project.
To develop early intervention programmes and workshops for parents and children 56% of operating hours were worked at over the legal staffing ratio's. This enables a higher quality of care and gives additional time to further support the needs of individual children.	To work with the Mental Health team to undertake training in Mental Health Awareness for all staff 44 staff members took part in training through the Emotional Wellbeing Project. 9 staff members have been supported to access the Employee Assist Programme by their line manager.		To promote YMCA Childcare brand in all our communities to increase attendances and strengthen our reputation as a provider 217 Social media posts were made across all Childcare Facebook pages. This enables current and prospecting parents to find out more about YMCA Childcare.

Strategic Priorities 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
To ensure quality care and education is offered to children at all times	To actively promote staff wellbeing	To continually improve quality through parent partnerships	To increase the numbers of children attending across all sites
To develop outside provision	To continually improve the quality of staff knowledge to support children's development	Children's wellbeing is encouraged through planned and informal activities	Promote YMCA Childcare brand



Youth Work - Airplay

In January 2022 we were delighted to be selected to become part of a collaboration of YMCAs awarded a 4-year contract to deliver the RAF Benevolent Fund's flagship Airplay programme which offers support to over 11,000 children and young people living in the RAF. At RAF Honington, RAF Wyton and RAF Wittering, YMCA Trinity Group's Airplay youth workers are working in partnership with RAF Community Development staff to deliver a range of activities for children and young people.

The initiative is designed to help relieve some of the pressure on highly stretched RAF families.

Activities provided through the Airplay programme aim to stimulate and nurture children's aspiration, ambition and resilience. We also provide vital support and reassurance to families.

Air Play

A face-to-face youth work programme providing activities and opportunities for young people aged 8 - 18 at 24 RAF Stations across the UK.

Ben Clubs

A face-to-face play work programme providing activities and opportunities for young people aged 5 - 7 at 24 RAF Stations across the UK

Strategic Priorities 2021-22

QUALITY	TEAM	GROWTH
Engage our youth to participate in the The Youth Forum in London organised by One YMCA in partnership with RAF. Aiming to empower young people to participate actively in society to improve their own lives by representing and advocating their needs and interests and those of RAF families.	Providing additional training to our staff to support our SEN children; building their confidence on dealing with challenging young people who have higher needs.	To provide a resource from which youth workers can draw inspiration and confidence to organise adventure activities and residential opportunities for young people.
Improve measuring outcomes from service delivery; qualitative and quantitative measures/ coproduction approach- get young people engaged in service development.		Identify additional sources of funds to support more RAF children and those who have SEN.

Airplay - Case Study



EL has had some issues at school, she suffers with anxiety and it has caused her to have facial ticks. Since EL has been coming to Airplay, staff have worked with her to develop coping mechanisms to help with this. She really enjoys pool and we have been allowed to use the pool table on station, this has helped to build confidence and increase engagement.

EL is around for all sessions and has encouraged and helped the younger members of the group, even getting involved with a speech for the special project and helping staff to prepare the application.

As EL's engagement and interest has grown, staff have given her some responsibility during sessions which has helped to build confidence. With the special project grant, EL Completed her First Aid at Work certificate which she is delighted about. The Airplay team celebrated EL's success with a certificate presentation ceremony at the youth club. The certificate is now proudly displayed for all to see.

As she continues to spend time at Airplay, it is clear that EL's confidence is building, she really enjoys all sessions and she is learning skills along the way. She has a great moral compass and is very compassionate for her age.

We will continue to support EL and we hope to get her through her volunteering certificate. Staff have enjoyed working with EL and are proud to see how much she has grown in confidence.



Since 31 January 2022 ...

142 Youth Members

across three sites



133.5 Hours

delivered across AirPlay and BenClub



Shine Youth Work - Lowestoft

Following Covid lockdowns, the Shine youth team returned from furlough part time in March 2021 and resumed full time in September 2021. During this time they set up our new building at Imperial House in Lowestoft which has seen us able to increase provision and opportunities to young people across the town. Numbers throughout this time remained lower than usual due to Covid isolation and people remaining cautious, and our one to one support was impacted due to external visitors into schools not returning until October 2021. Although attendance was lower we were pleased to be able to offer opportunities for young people to engage in positive activities and socialise, bringing back a sense of normality that had been lost. 15 external trips were provided across the school holidays with 62 young people attending.

Additional projects have included supporting children aged 2-4 years old from the nurseries to visit the allotments on a weekly basis and providing sessions at the local sports centre for young people to have the opportunity to experience the climbing wall for 4 weeks.

Heritage Lottery Fund

Our Heritage Lottery Funded project started at the end of the year, this project focuses primarily on the British food timeline, allowing young people the opportunity to gain knowledge and skills about the past in relation to the hunting, gathering and growing of food for survival.

Alongside this they also learn about living conditions, variations in social status in each time period, dress and general daily lives. This sees them able to compare and contrast the lives of people living in those times and begin to develop an awareness of their own cultural history.



"My son has been attending various YMCA sessions for a while now and loves going. He has made new friends, built confidence and tried new things including sessions at their allotment and at their fixed venue in central Lowestoft. He has been invited to trips with the team too. He had so many positive things to say and my daughter couldn't wait to attend when she turned 8"

- Parent



140

allotment sessions



938

drop-in sessions



144

cooking sessions

"I can't praise you guys enough, you do so much for our children. I'm so happy I heard about this club, its given my girl a whole new group of friends and more social skills of being around people. Its not just play and fun it's also learning. From cooking to growing vegetables in the allotment and arts and crafts and, in nice weather, park trips and beach too. You guys go out of your way to teach them new things and have loads of fun, thank you so much for all you do"

- Parent

Strategic Priorities 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
Maintain high levels of support for young people	Maintain high levels of staff satisfaction	Increase number of beneficiaries	Increase opportunities for disabled participants
	Increase volunteers at the allotment sites		Provide opportunities to a wider age range

HEALTH & WELLBEING



Gyms, sport and recreation for fitness, and community hubs for classes, social connection and collaborations.

The year began with our gyms having seen a 87% reduction in memberships during the pandemic. While gyms opened in April, and classes resumed in May, it was July before social distancing restrictions were lifted and we were able to resume full operations. In Cambridge we saw a slower increase in memberships, as people continued to work from home rather than travelling into the city, but across both Peterborough and Cambridge memberships grew steadily throughout the year.

As memberships grow, so does the class programme and our focus has been on not only increasing the number of classes offered, but on offering a wider range, with new classes and instructors selected to suit our membership and responding to member feedback. Across the year, class attendance was 1,356 in Cambridge and a brilliant 9,110 in Peterborough. As this started from zero at the beginning of the year and includes reduced capacity covid-safe classes we anticipate a positive increase on these totals in the coming year.

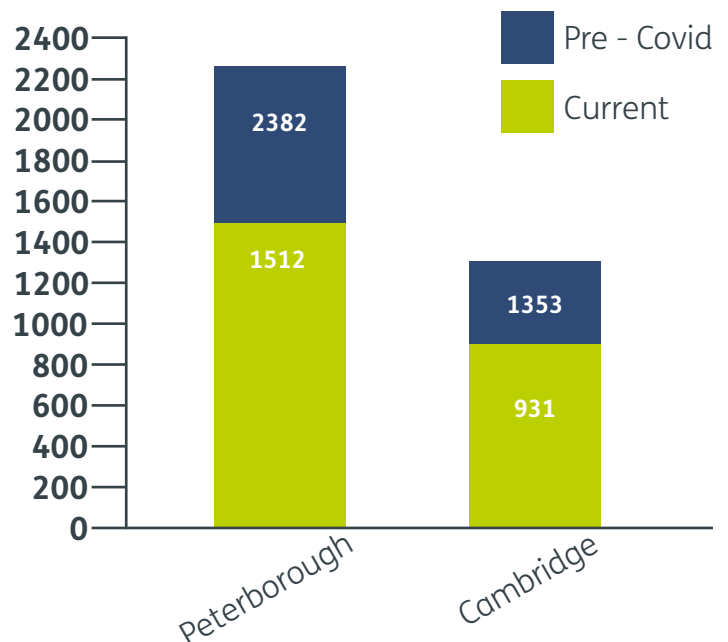
Amazing value gym. Excellent classes run by wonderfully positive friendly staff
- VanVic Rider on Google

Sadly, the Iswich gym was not able to rebuild memberships, and the decision was taken to close the gym in Spring 2022. We will now look to see what alternative opportunities can be created in the space.

"Lovely people. I suffer with very high anxiety but they are so patient and caring. 10/10"
- Natasha on Google



Membership Numbers



Achievements 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
Diversify class programmes with new classes and instructors to meet demand and attract new members.	Resume and increase marketing activity in all areas to reinforce brand awareness across our region.	Maximise new opportunities in Ipswich to develop membership and increase our offer.	Rebuild membership using new marketing strategies to target new members.
New classes in Peterborough include junior boxing, adult toning, stretch & relaxation. Peterborough has 22 classes, of 13 different types.	Marketing has increased, although we have continued to utilise digital channels rather than the more costly and less agile print campaigns.	While new opportunities were explored, the decision was taken to close the gym and new uses for the sports hall are now being discussed.	Memberships have increased steadily in both Peterborough and Cambridge, meeting most quarterly targets.
Cambridge has 15 classes, with new classes including Zumba Gold, Body tone and dance aerobics to appeal to the senior members.	We continue to work on developing new marketing initiatives.		Ipswich continues to struggle to attract new members. Social media advertising has helped to increase memberships and promote classes.



2443
memberships
in total

Annual class numbers
were as follows
Cambridge: **1356**
Peterborough: **9110**



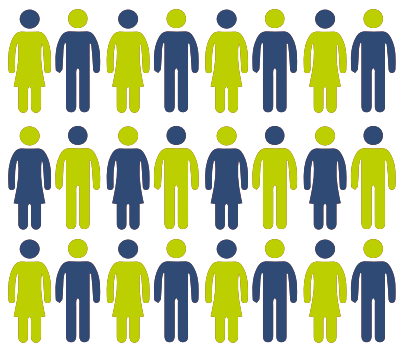
Strategic Priorities 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Develop robust processes for gathering and evaluating customer feedback.	Provide training on internal systems for staff - develop a more comprehensive onboarding and induction process for those in customer-facing roles.	Utilise customer feedback to refine the offering of equipment and classes.	Review processes for handling enquiries and measuring conversions while ensuring high levels of customer care.
		Increase customer engagement through challenges and fundraising initiatives.	Continue to rebuild memberships to within 25% of pre-covid levels (Cambridge 1,533, Peterborough 2,383).



Mental Health Services - Rising to the challenge

It has been an extremely challenging time for staff and clients, but our mental health team have risen to the challenge. The last year has seen a 71% rise in referrals for clinical services as communities struggle to deal with the impact of the pandemic, and statutory services reaching out to help cope with increased demand. Data shows we provided the equivalent of 15 hours of therapy for every day of last year, and over 1,300 adults received training!



711 clients supported
this was an increase of 2.5%

What was already an established service and encompassing a range of preventative and clinical programmes, has seen widespread growth in both reach and capacity. Not only have schools benefited from timely counselling support and confidence building training to address needs; but the team have adapted seamlessly to support wider communities and statutory services. Counselling sessions were taken on site to residents who were isolated and unable to access external services. A series of parent webinars were developed to support struggling parents, and clinical supervision offered to staff to help them cope with the new challenges they have been facing.

The impact of these programmes has been significant. 92% of delegates said they improved their confidence through training and 75% of clinical referrals despite their challenges.

It's been remarkable how the team have not only maintained the service during lockdown when many expected it to close, but expanded provision in order to meet the needs of a whole range of communities. As well as direct services, the team has been instrumental in influencing both the local crisis response; as well as taking on a co-ordinating function to support the wider children's mental health offer in collaboration with a range of statutory services. All of this work has taken place without significant commissioning, but through effective planning, marketing and funding applications.



5,592 support sessions
delivered - an increase of 49%

"Very interesting,
informative but calming as
well! Thank you!"
– **Parent Webinar**

"I felt heard and seen. It's helped me
hearing another view and that my
feelings and thoughts are not just in
my head."
– **Student**

Achievements 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
Maintain high satisfaction levels. 93% enjoyed our training and 94% learned more.	Increase staff sessional workers. Our target was to increase our team by 10%, but due to demand this rose by 36%.	Provide more support for existing partners. 79% of settings renewed their provision with us, which is up from 76% last year.	Increase programmes offered. 11 new services were offered this year as a result of responding to needs; including staff supervision, new parent workshops and staff training.
Improve Client Outcomes. 75% of clinical referrals showed positive outcomes when compared to our target of 70%.	Maintain high levels of practitioner feedback. 99% of delegates thought trainers were knowledgeable and 98% of clients felt our counsellors and therapists were professional.	Increase number of beneficiaries and settings. We worked with 22% more settings this year compared to a target of 10% and referrals rose by 71%.	Increase opportunities to share good practice. We have grown the number of strategic networks we are part to raise awareness of needs and influence decision making.



We work in
126 settings, seeing an
increase of 22%



44%
increase in clinical
support for CYP



295
courses delivered

Strategic Priorities 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Develop needs led provision for other departments.	Increase opportunities for Staff Development to maintain quality.	Ensure provision is needs-led.	Develop new programmes to meet wider needs.
To continue to improve the quality of provision through effective monitoring, evaluation and outcome measurement.	Maintain high levels of practitioner feedback.	Provide existing programmes to other audiences.	Increase opportunities to share good practice by developing new partnerships.

Mental Health Services - Student B Case Study



Student B was referred because has struggled with his anger for some time, in particular exhibiting quite significant anger at home. He is easily frustrated at home and school and quick to give up if he is struggling with the work. His younger sibling is a particular trigger, and he can experience a strong sense of injustice.

Our focus has been on his anger, recognizing his patterns and exploring techniques to manage his anger before it gets out of control. We have explored safe ways to manage his frustrations without escalating the situation and we have done quite a lot of work on choices and consequences. In more recent weeks we have also been exploring Resilience and Self Esteem which are linked to his frustration.

We have explored the physical sensations that he experiences when becoming angry and diffusing techniques to manage the anger in addition to understanding why we might get angry. We practice Mindfulness and Visualization together; this is an area he appears to enjoy. I have been using fun CBT worksheets on Anger especially for this age group. We work through case studies together and explore choices and consequences. He feeds back how his week has been and we explore how he has managed his anger when provoked by his sibling for example. I use a lot of explorative Socratic questioning. We recap on the strategies he can use to manage his anger. I set him a weekly challenge which we explore at the next session. He is experiencing being listened to in a calm and non-judgemental manner.

Student B is managing his anger a lot more effectively at home and school. Parents and professionals have noticed a significant difference in his manner and ability to manage his emotions. He is honest about any outbursts and engages very well in the sessions. After becoming frustrated with his Maths and refusing to finish the exercise I witnessed him going back to complete the work after taking some time to calm down. He also recently spoke with confidence to Ofsted Inspectors. His sibling continues to provoke him, but he is managing the situation a lot more skillfully.

Schools Observation – impact of therapy

Much more confident in lessons. Hands up and have a go. Confident to speak to Ofsted and other adults and was positive about things. More smiley.





**Opportunities
to gain
qualifications,
skills and
employment.**





Opportunities to gain qualifications, skills and employment.

Building Better Opportunities (BBO)

Building Better Opportunities is a project funded by the National Lottery Community Fund and European Social Fund but we are actually commissioned by Peterborough Council for Voluntary Services. The project supports projects in England that tackle poverty and promote social inclusion across Peterborough, Fenland and West Norfolk. Employability offers an innovative programme design based on a personalised approach with a tailored package of barrier-busting and support interventions which are designed and commissioned with participants

Strategic Priorities 2022-23

As this funded project comes to an end, the current team priorities are to ensure a managed closure, with the following aims and considerations:

- ▶ Improve exits
- ▶ Sign-post existing clients
- ▶ Quality check all documentation
- ▶ GDPR checks
- ▶ Create a specific time frame action plan for all existing clients
- ▶ Remove barriers to work for some
- ▶ Produce a 'lessons learned' report.



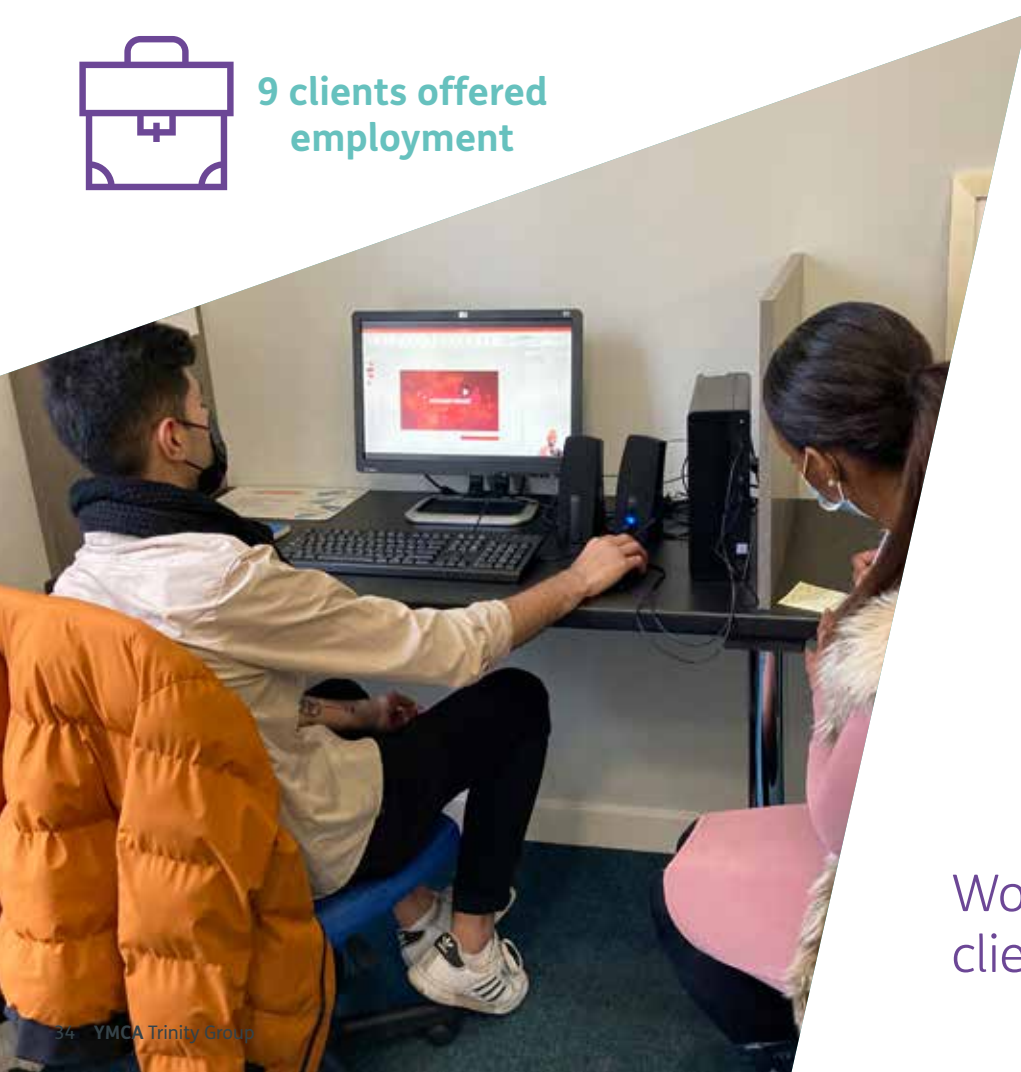
9 clients offered employment



90%
of clients feel more positive about their future



Worked with **21** clients



Building Better Opportunities - Jodie Case Study



Jodie (not her real name) first joined the project in September 2020 after being referred from the rape crisis team. Her previous traumatic experiences had left her suffering with PTSD and addiction to both alcohol and other drugs.

Our journey together has been a slow journey as Jodie has been concerned about rushing into too much and becoming overwhelmed and facing a relapse. Our sessions have largely taken an advice and guidance format with Jodie being able to talk about ideas she has that she would like to do and going through any potential triggers.

Our first action was to enrol Jodie onto an online course to introduce a small amount of routine into her weekly schedule to see how she would cope. She completed a level 2 Awareness of Mental Health course over a period of 3 months. At the beginning of our time Jodie also started taking part in the Mindset programme at Jobsmart which she has also found useful.

Jodie was concerned about going back to jobs she has had in the past due to associating that time with her struggles with addiction and she therefore wants a fresh start. However she was not sure what path she wanted to follow or what jobs she wanted to consider.

In early 2022 Jodie had a bad relapse which has left her with a potentially terminal long term health prognosis. However she chose not to let this force her to spiral and instead has taken great steps to move forward on her employability journey. She has decided that she would like to help young people who suffer with mental illness and would potentially like to look at becoming a TA. We have supported Jodie in putting together an email that she can send around to local schools to enquire about volunteering ready to have a placement for starting her teaching assistant qualification.

Jodie has also spoken about her passion for football. We encouraged her to consider volunteer coaching as this would give her experience working with children as well as doing something she loves. In June 2022 Jodie was successful in securing a volunteer placement and now coaches her own under 14s girls team. She is hoping to start applying for qualifications after the summer.





An inclusive, supportive community hub where people can connect, celebrate, and play a part.

The challenges

The Cresset continues to be impacted by the pandemic throughout 2021-22. Activity areas such as the Theatre, the Pub, Conference & Banqueting and performing arts all experienced periods of closure and / or ongoing restrictions on activity and capacity. From compulsory face coverings to social distancing and table service, it all made for another incredibly challenging year.

All these changes meant a lot of work was undertaken by our teams on customer communications, rescheduling events, working with customers to understand and adapt to restrictions, and of course understanding the frequent changes in guidance and legislation from the government. As we move into 2022-23 we are beginning to see a return to normality, although we face significant industry-wide challenges in our trading areas. Recruitment and retention of front line staff, rising costs, supplier chain issues and customer confidence are all impacting us as we begin the new year.



8 socially distanced theatre shows

“The wedding planning team were amazing for our big day so organised and helpful with any uncertainties. Special shout out to Alison and Karen for making everything perfect for us”
- **Natasha, Bride**

We will continue to monitor these challenges, and adapt our operations as best we can to keep The Cresset moving forward in a positive and sustainable way.



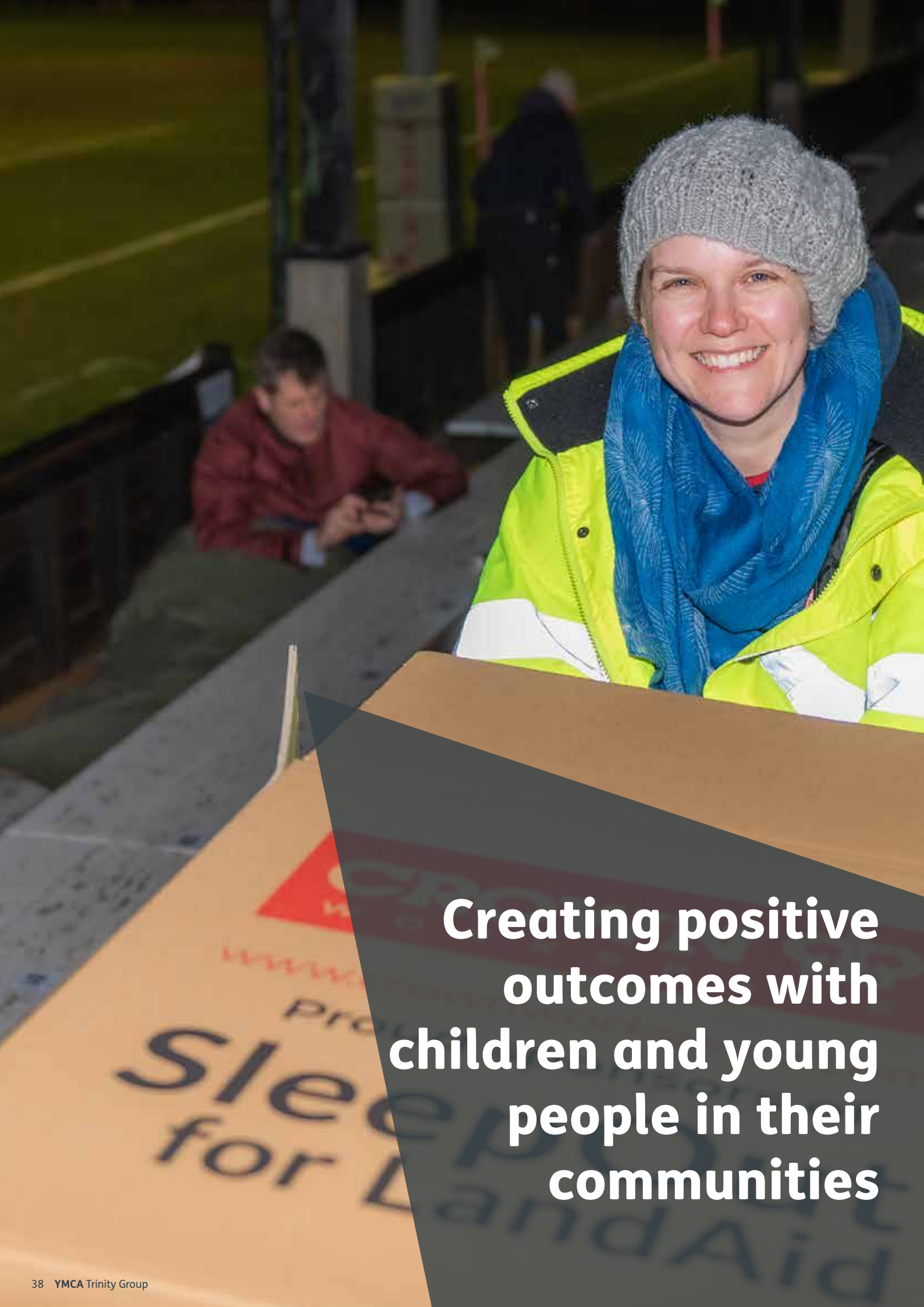
Achievements 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
Developed a strategy for growing our performing arts provision and increasing our impact on young people.	Continued to support our teams through furlough and returning to work.	Grew our social media following to over 12,000 customers.	Began a review of our company strategy including vision and mission.
Returned to full capacity pantomime with 30 local young dancers joining the professional cast.	Supported team members in appropriate job roles to utilise hybrid working.	Used CRF funding to support Goldhay Arts in staging an anniversary show.	



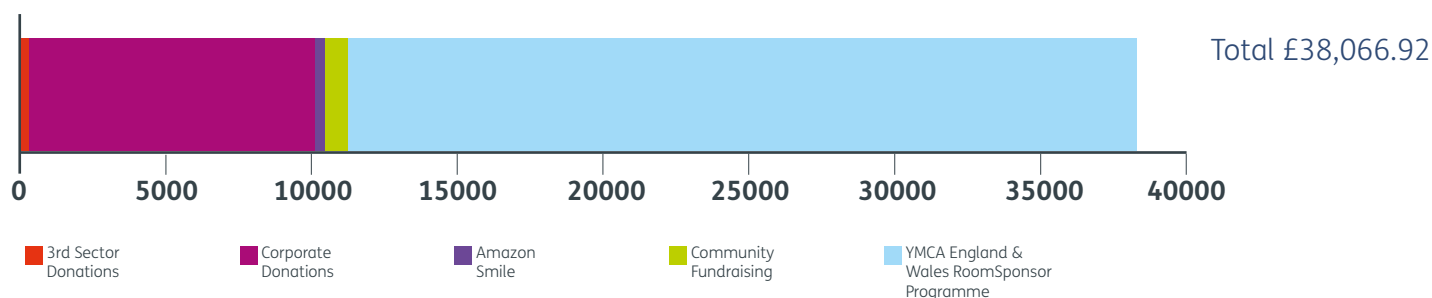
Strategic Priorities 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Review the pub offer with a view to increasing footfall and revenue.	Recruit, train and develop our casual team members to support the increase in business post-covid.	Review marketing processes focusing on customer communications and experience.	Continue to seek out funding opportunities for capital and project work.
Begin implementing the new performing arts strategy starting with summer school.	Recruit kitchen team members to bring us back to full capacity.	Increase collaboration opportunities through networking and research.	Increase spend per head in all hospitality operations through product and pricing reviews.



**Creating positive
outcomes with
children and young
people in their
communities**

FUNDRAISING



This year we have continued in our partnership with Cambridge Building Society and their Making The Difference programme. Through the partnership Cambridge Building Society has helped us with practical projects like creating outdoor furniture for our residents from wood pallets to supporting our staff teams with wellbeing sessions. They have supported us on our journey to move to more digital platforms which included training for our staff and helping us explore internal intranet solutions. Their donation is directly funding our Access to Employment programme which supports young people into employment, education and training which is vital to develop skills for independent living.

Amanda Butterworth, Accommodation Director, said “We are incredibly grateful to The Cambridge Building Society for the support it gives in funding this work. We know it makes a tremendous difference to the lives of young people. They truly want to help and support us in any way they can”



On 10th March 2022 we were pleased to work with LandAid on a fantastic fundraising event in Cambridge. The big SleepOut follows the same format as the YMCA’s SleepEasy events, with participants spending a night under the stars to raise awareness and money. We are grateful to all those who participated, our sponsors Morgan Sindall, and the Cambridge University Rugby Club for providing such an excellent venue. Funds from this event are not included in the above total, as they were received in the next financial year and so will be reported in the annual report for 2022-23.

We have also been signed up to and receiving donations through Amazon Smile - <http://bit.ly/2YbEXOy>

Throughout the year we have continued to look at ways we can better engage, support and develop our teams. From onboarding to training to communications we continue to strive to make YMCA Trinity Group a great place to work.

Recruitment

We have started using an Applicant Tracking System which supports our recruitment and onboarding journey for new staff and volunteers.

It is a system which streamlines our recruitment with an engaging careers website to increase direct hires. It has a bespoke and automated candidate journey, to increase candidate engagement level and candidate journey.

Staff Engagement

We are pleased to be working with 'Hive' as a tool to improve our employee engagement. We've started with 'Hive Fives' these are a way to recognise a colleague's contribution in line with our values. Next year, we'll have our first engagement survey and then begin planning our improvements. In the first three weeks, since launching Hive on 8th March staff have given each other 248 Hive Fives!



Development

We began to offer Coaching to staff following our deputy CEO achieving her level 7 Coaching and Mentoring qualification. Staff have a safe space to explore areas and ideas they want to discuss. Coaching provides the challenge and support that they need to explore their potential.



3 young people
supported on the
Kickstart Scheme

We supported the government Kickstart initiative, offering entry level employment to young people under 25. The roles were based in Lowestoft and Ipswich in our catering, facilities and childcare departments. Three young people worked with us for a maximum of 6 months; developing employability skills, getting support with CV writing and building their confidence.

Apprenticeships

22 apprenticeships supported across the year – an increase on the 21 undertaken last year. 5 different apprenticeship areas: Early Years, Business Administration, Marketing, Youth Work and Team Leading.

Training

The HR team ran 9 internal training sessions for line managers on HR processes. These help new managers learn about our policies and procedures or are a refresher for longer serving supervisors. Topics: Recruitment, Onboarding and Probation Process, Supervision and One to One training, Managing Absence, How to set OKR targets, Emergency first Aid at Work.



67 Staff Members
attended internal HR
training sessions

Internally ran 3 Emergency First Aid at Work training sessions, qualifying 30 staff. Four managers have taken part in a YMCA leadership programme, visiting 4 other YMCAs and hosting leaders at our Peterborough site. Managers involved have built professional networks, learnt and been inspired by other YMCAs as well as participating in CEO-lead sessions. These have included managing change, personal management styles, team building and professional development.

YMCA Youth Matters Awards 2021

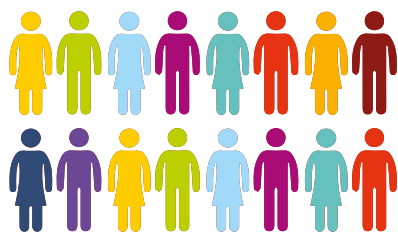
Staff at our UASC (Unaccompanied Asylum Seeking Children) accommodation provision celebrated taking home the Diversity Award at the highly anticipated return of YMCA's Youth Matters Awards in November.

Youth Matters is YMCA's national awards programme marking an integral part of the charity's calendar since 2009, celebrating the outstanding skills and achievements of young people from across the country and recognising the vital work that YMCAs deliver every day.

At the prestigious ceremony, the UASC team triumphed over strong competition from other projects across England and Wales during shortlisting, a public vote and a final decision by judges.

Danielle Parodi, Deputy Accommodation Manager, said; "It was a brilliant night at the Youth Matters awards and I'm so proud of the UASC team for winning the Diversity Award. Being recognised and winning this award really has built our confidence to aspire in our roles here and push ourselves to our full potential in supporting the residents."

Congratulations also go to our Shine team who were finalists at the ceremony for the Family Work Project of the Year award. However, despite fantastic work with their Allotment Project in the past year which involves children growing flowers, fruits and vegetables, they just missed out to YMCA Norfolk for the award.



531 staff & volunteers

Trusted Charity

Continual improvement is a priority for us across the organisation. To ensure we're working to best practice and to identify ways in which we can improve we're looking to achieve our Trusted Charity Award at level 2. This is a quality award for charities and is a tool for us to benchmark against and identify where we can make improvements. At the moment, we're completing a comprehensive self-assessment against the 11 quality indicators. From this, we'll generate an action plan to make sure all indicators are 'fully met' and best practice is embedded in our processes.



For an organisation of our size, the assessment method will take 4 or 5 days. We'll have to submit documentary evidence of our work as well as interviews with a range of staff about how these work in practice. Once we achieve the Trusted Charity Award we'll be able to demonstrate to stakeholders that we have good governance, are a user-centred service, manage staff and resources well, monitor outcomes and impact and much more! We look forward to reporting on our progress in next year's report.





Paul Cage, our Caretaker in Cambridge receiving his 40 year recognition award

Performance and Value for Money

Value for Money Statement 2021/22

YMCA Trinity Group is committed to achieving Value for Money across all aspects of the business. Through reviewing systems, the Association has sought to reduce costs and achieve economies of scale. Combined with a tight budgetary control process and clear understanding of cost drivers within the business overall savings have been achieved.

The Finance Department has undertaken a review of central costs to review and minimise expenditure where possible and look at the allocation methods across the cost centres to reflect a fair & equitable apportionment to YMCA services.

Continuous procurement of overheads is applied which has resulted in costs for services like telecoms and photocopier contracts being significantly reduced. Utility costs have been minimised through better efficiency from ongoing investment in new lighting and heating systems across main sites and the use of a broker facility for group purchasing of supplies.

Following the publication in June 2019 of the Value for Money metrics from the Regulator of Social Housing, we will be considering ways in which we can further measure performance against our peers. We are now able to report purposeful data & include the resulting performance measures in our 2021-22 report.

Good value combined with excellent service delivery is central to YMCA Trinity Group's business approach. The Group, through its delivery of contracts for grants and services combined with housing provision, seeks to make a surplus to support more young people and services such as Access to Employment that require additional financial resource. As a charity we also fundraise to support projects that require resource that helps YMCA achieve the mission and deliver valuable work in the community.

We have summarised our performance below against key metrics published by the regulator:

Value for Money Metrics:	21/22	20/21
1 Reinvestment % Investment in housing properties in the year as a percentage of the gross book value at the year end	1.9%	0.5%
2A New supply delivered (social housing units) Total social housing units acquired in the year as a percentage of total social housing units owned at the year end	0.0%	1.0%
3 Gearing % Total net debt (loans – cash- short term liquid investments) as a percentage of housing properties at cost	-2.95%	-3.81%
4 Earnings before interest, tax, depreciation, and amortisation (EBITDA, major repairs included) interest cover % Surplus generated compared to interest payable	1,063%	883%
5 Headline social housing cost per unit	£15,282	£15,019
6A Operating margin (social housing lettings only) %	12.4%	13.1%
6B Operating margin (overall) %	2.7%	2.1%
7 Return on capital employed	1.9%	1.2%

Financial Review 2021/22

Summary statements reflect that consolidated income increased by £819,379 (8.0%). For the charity itself, income increased by £384,821 (4.0%) to £9,994,282, including a gain on disposal of social housing property of £48,487.

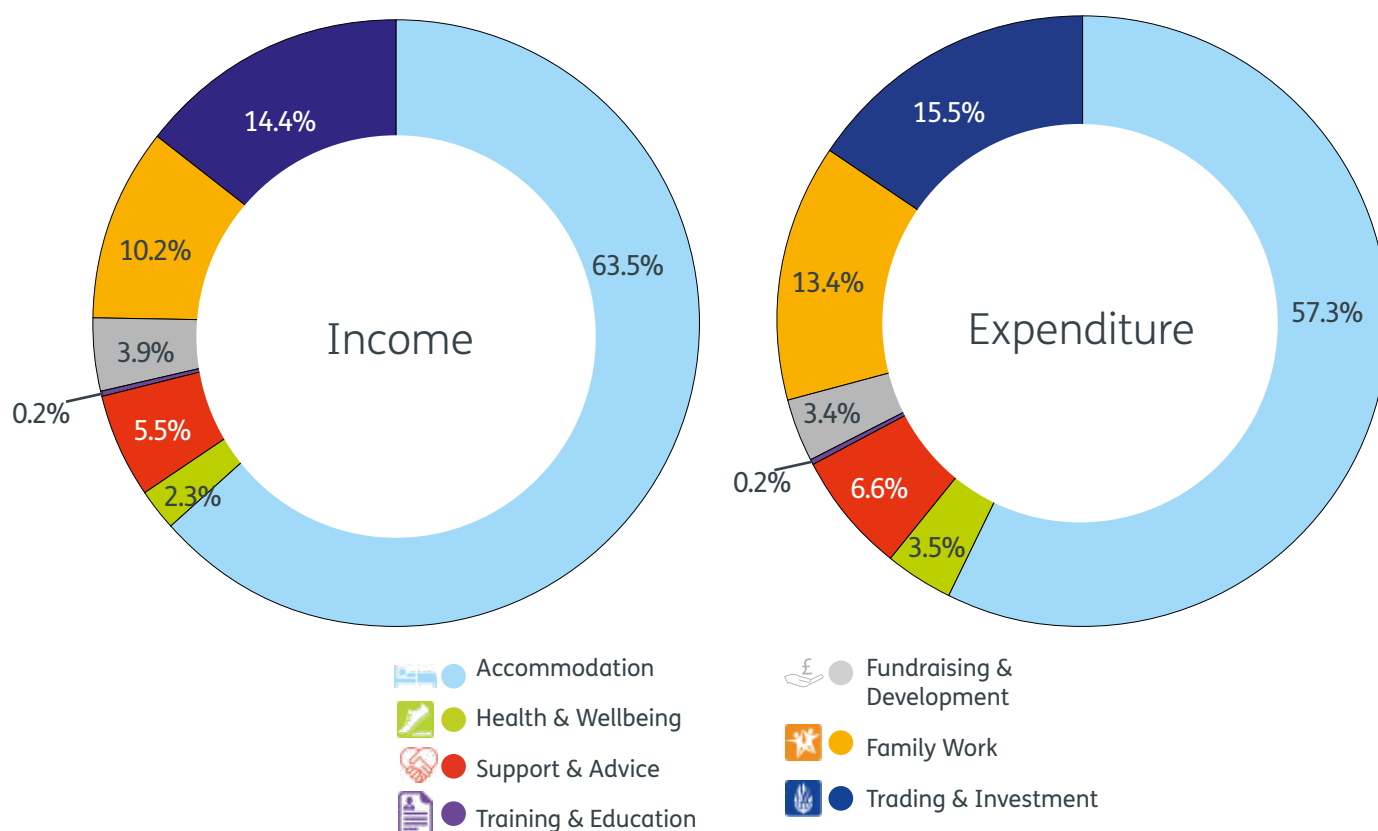
Income from Supporting People remained consistent to 2020/21 contributing to the group total of £976,142 in the year.

Activity	2021/22	2020/21
CHARITABLE:	£	£
Accommodation	6,996,792	6,906,305
Health & Wellbeing	257,727	321,528
Support & Advice	600,461	554,880
Training & Education	17,609	23,235
Fundraising & Development	426,634	232,799
Family Work - Children's Nurseries	1,125,219	975,910
TRADING: Trading & Investment	1,589,770	1,180,176
TOTAL INCOME	11,014,212	10,194,833

The charity received £151,010 of restricted funding from the Big Lottery Grant to deliver community projects compared to £50,606 in 2020/21.

The unspent balance is held as a restricted reserve on the balance sheet and is stated as £10,094 (2021: £13,398) at the year end March 2022.

YMCA Trinity Group Income and Expenditure 2021/22 by Activity



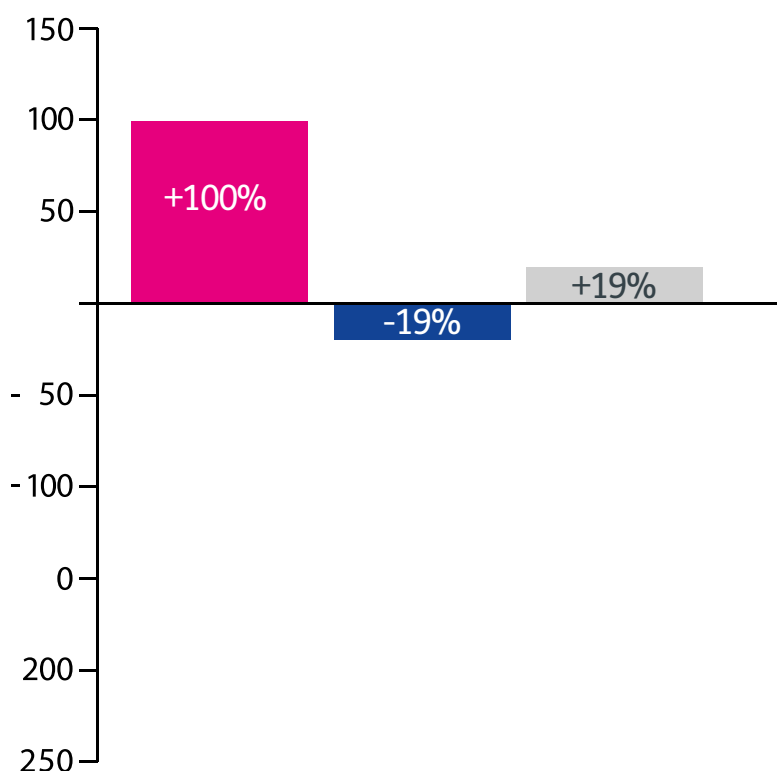
Total operating costs for the year equated to £10,686,561 (2021: £9,989,128). This demonstrates that the charity's investment in support & advice activities and childcare as part of its strategy to diversify its work in the community.

Total expenditure is analysed as follows:

YMCA Operating Costs	2021/22	2020/21
	£	£
Charitable	8,669,939	8,459,493
Trading	1,652,474	1,226,998
Fundraising	364,148	302,637
TOTAL COSTS	10,686,561	9,989,128

This resulted in a net contribution as follows:

YMCA Net Contribution/Loss 2021/22 by Activity



- Charitable
- Trading & Investment
- Fundraising & Development

Our trading and investment income generates a contribution on a consolidated basis which allows the charity to undertake its charitable activities which do not generate a positive return.

The return from investment and trading, which predominately is represented by the trading activity undertaken by the Cresset, can fluctuate depending on the level of bookings and success of the performances during the year.

The trading operation made considerable efforts to minimise expenditure, including making use of the Government furlough scheme where possible. On this basis the charity continues to support the recovery and future sustainability of the trading operations.

YMCA Net Contribution/(loss)	2021/22	2020/21
	£	£
Charitable	327,869	322,365
Trading & Investment	(62,704)	(46,822)
Fundraising	62,486	(69,838)
YMCA Net contribution/(loss)	327,651	205,705

Future Financial Implications

The group participates in a closed contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCA's.

Reserves

The total consolidated reserves of the group are £11,831,627 (2021: £11,443,395). The charity has restricted funds relating to the Big Lottery grant which amounted to £10,094 (2021: £13,398).

The Trustees have determined that monies should be set aside for uninterrupted provision of high quality services to young people; this includes keeping their homes in a good state of repair. The charity owns other investment properties including Haywood House which was re-developed to flats in 2016/17. It has also purchased a number of houses for client use.

The amount invested in the various buildings at the year-end amounted to £13,967,313 (2020: £14,015,354) and these reserves are tied up in buildings and functional assets as such are not available for the use of the charity. These assets are used by the charity to achieve the charitable objects which is

Under FRS 102 the pension agreement plan liability is disclosed on the Balance Sheet, further details are given in note 24 to the financial statements.

predominately housing focused. The organisation is reviewing its 30 year Asset Management strategy in 2022/23.

The balance of free reserves is managed by the Charity/Group for working capital to support the operational activities and revenue funding to deliver services.

The Charity/Group calculates that it depends on the cash flow requirement of at least £500,000 in reserves to meet the demands and fluctuations in the current account each year. Therefore, the level of free reserves is seen as adequate for the charity. The strategic plan is to increase this level of reserve by increasing revenue streams from development of services and fundraising opportunities, which then allow the charity to consider future developments and investments.

Legal and Administrative Information

Officers, Professional advisers and association information for the year ended 31 March 2022

President

Vacancy

Vice Presidents

D Jones, O.B.E.

R Mills, J.P., M.B.E.

The Board of Directors

Mr Steve Mallinson
(Chairman)

Mr Alric Blake
(Resigned 01/07/22)

Mr Dominic W Bowles
(Resigned 06/12/21)

Reverend Anthony Chandler
(Resigned (25/05/22)

Mrs Pauline Donovan

Mr Ian Dow
(Resigned (31/12/21)

Mrs Marlini Finney
(Appointed 5/7/21)

Mrs Julie Horne

Mrs Samantha Loveday
(Appointed (01/06/22)

Mr Andrew Lucas

Mrs Antonia MacLean

Miss Lianne Pemberton

Mrs Ann Radmore

Mrs Mary Sanders MBE
(Resigned (25/07/22)

Mrs Tracy Simpson

Mrs Chris Wilkinson

Chief Executive

Mr Jonathan Martin

Company Secretary

Mrs Davina Lee

Registered Office

Queen Anne House
Gonville Place
Cambridge
CB1 1ND

Bankers

Lloyds TSB plc
Gonville Place Branch
95 Regent Street
Cambridge CB2 1BQ

Solicitors

VWV
45 Clarendon Road
Watford
WD17 1SZ

Auditors

Stephenson Smart & Co
36 Tyndall Court Commerce Road
Lynchwood Peterborough
PE2 6LR

Registered Social Housing Provider Number

H4179

Registered Charity Number

1069810

Company Registration Number

3561613

Governance

YMCA Trinity Group is a Company limited by guarantee (incorporated on 6 May 1998) and a Registered Charity (1069810) and a Registered Provider of Social Housing (H4179).

Trustee Board

The Trustees are legally responsible for directing the affairs and strategy of the Charity. All Trustees are volunteers and receive no remuneration. Trustees can only serve for a maximum of two 4-year terms. Trustees are also Directors of the Company. The Board meets at least four times each year to regularly review the YMCA’s strategy, budget and performance. They also hear directly from project staff and participants on their services. The Board delegate day-to-day management of the Charity to the Chief Executive and their Executive Team, as well as to other senior managers. Trustees also delegate specific responsibilities to some sub-committees:

Finance, Risk & Compliance Committee (FRAC)	Quality & Client Services Committee (QACS)	Remuneration Committee	The Cresset Limited
Meets four times a year to review compliance and financial performance (including the Audited Accounts feedback), Risk, Health & Safety, IT, Cyber Security, GDPR, and Safeguarding issues.	Meets quarterly to ensure compliance with regulators and ensure the association maintains the highest quality in terms of HR and the overall quality, impact and effectiveness of its client-facing programmes.	Oversees the staff benefits package, including recommendation to the Board of any annual salary increase, and it monitors the performance of the Chief Executive.	The Board oversees the financial and outcome performance of the Cresset subsidiary. It meets quarterly and includes direct representation from the Board by a Trustee.

The Trustees are always looking at ways to increase our Mission impact and provide long-term sustainability.

Retired Trustees

During the year Mr Dominic W Bowles and Mr Ian Dow and stepped down from the Board.

New Trustees

A small working party of three Trustees and the Chief Executive review our annual Board skills audit and seek to recruit new Trustees into areas where we might lack expertise. During this year, the focus has been on recruiting Trustees with Housing knowledge and skills, fundraising and people with a background in Early Years or Pre-School Education. An induction is given to all new Trustees. We were pleased to appoint Marlini Finney and Sam Loveday to the Board this year.

The Association is a federated member of the Young Men’s Christian Association movement in England and Wales, in accordance with its Christian values and its Corporate Values of Belief in Potential, Integrity, a Holistic Approach and Respect, the Association exists to provide support to persons of all religions and of none, and accordingly the Objects of the Association are:

- ▶ To advance the Christian faith for the benefit of the public
 - ▶ To promote social inclusion for the benefit of the public by preventing people from becoming socially excluded, and assisting those who have been socially excluded to integrate into society. (For the purpose of this clause ‘socially excluded’ means persons being excluded from society or parts of society by reason of their social, physical or economic circumstances).
- ▶ To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life.
 - ▶ To provide or assist in the provision of education for persons of all ages with the object of developing their physical, mental or spiritual capacities.
 - ▶ To relieve or assist in the relief of persons of all ages who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.
 - ▶ And to provide, improve and manage houses and hostels, flats and residential accommodation for young people, men and women, who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

Executive Pay

The Trustees have an established Remuneration Committee made up of at least three Trustees. Their role is to look at the pay, benefits and conditions for all employed staff; to conduct and review the CEO's annual appraisal; and to review and set the pay for the Executive Team. They are aided in this last role by Total Reward Solutions, who conduct benchmarking and comparison work using data from the Statutory, Voluntary and Commercial sectors.

Principal Risks and Uncertainties

The Charity has a Risk Management policy and procedure covering our current day-to-day operations as well as any new business development programmes. Risks are reviewed by the Executive team and the Finance, Risk & Compliance Committee, according to the potential impact and /or likelihood of occurrence. All risk is RAG-rated and reviewed on a regular basis.

Key Risks Areas:

Risk Area	Management
Funding: YMCA projects may be impacted by changes in policy at both Local and Central Government level, plus outside factors	▶ Funding challenges in the wake of Covid-19. ▶ Making allowances for Inflationary pressures ▶ Supporting YMCA England & Wales to engage with Central Government. ▶ Diversification of funding to include greater generated income. ▶ Reviewing cost-effectiveness. ▶ Development of new services. ▶ Investment in Fundraising capacity.
Safeguarding: YMCA clients may be at risk from abuse.	▶ Robust Safeguarding Policy & Procedure, reviewed annually. ▶ A staff Committee from across the organisation to ensure high quality implementation of the policy and procedures. ▶ Using MyConcern as a safeguarding IT platform ▶ A safeguarding dashboard presented to the Oversight Committee. ▶ An outside agency to support our safeguarding and keep us up to date with developments and learning.
Pension: YMCA Defined Benefit Scheme's deficit increases and impacts costs dramatically.	▶ Working with YMCA Pension Scheme on ETV process ▶ Engagement with the Pension Scheme on issues and actions to maintain or reduce the pension liability. ▶ Triennial consideration of S75 buy-out.
Reputation: An incident or occurrence may damage or have a negative impact on how people perceive the organisation.	▶ Pro-active management of projects. ▶ Strong policies and procedures. ▶ Positive relationships with media. ▶ Professional PR support in place. ▶ Monitoring of complaints. ▶ Review of incidents, including near-misses.
Data Security: Loss of personal data or an outside agency attempting to access information nefariously.	▶ Robust information husbandry of policies and procedures. ▶ Professional IT support. ▶ Pro-active approach to data safety. ▶ Staff training. ▶ GDPR Compliance.
Health & Safety	▶ The Group's safety manager undertakes management of all safety matters for the Group. ▶ The Health & Safety policy is agreed and signed off by the Board, once it has been to the Oversight Committee for comment. ▶ An H&S report (covering every aspect of safety that is noted within the groups Health & Safety policy) is submitted to the Board on an annual basis, in September. ▶ Fire, asbestos, Legionella, COSHH compliance checks are undertaken throughout the Group on a 3-monthly basis by the Group Safety Manager. ▶ All risk assessments for staff are developed and personally issued to staff and volunteers, and accident and near miss and fire reporting is collated by the H&S Manager. ▶ The Health & Safety Committee meets 3-monthly to discuss any safety matters that need resolution or further action, has 16 members of staff, nominally 1 person from each area of the business, and includes the Support Services Director in its number.
Staff and Volunteers: Failure to recruit or retain staff or volunteers.	▶ Regular 1-2-1s and support meetings. ▶ Investors in People accreditation. ▶ Training and development opportunities. ▶ Staff and Volunteer welfare. ▶ Staff benefits. ▶ HR Dashboard set up to monitor key trends.

Governance and Financial Viability Standard and Code of Governance

The Board has taken reasonable steps to ensure that it meets the requirements of the Governance and Financial Viability Standards, and is satisfied that there have been no material breaches of the Standard.

Public Benefit

The Board has taken account of the Charity Commission's general guidance on public benefit when reviewing the Charity's aims, objectives and planning.

Statement of Directors' Responsibilities

Company Law and Registered Social Housing Provider legislation require the Directors to prepare financial statements for each Financial Year, which give a true and fair view of the state of affairs of YMCA as at the end of the Financial Year and of the surplus or deficit of the organisation for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies, apply them consistently and state them in the financial statements;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that YMCA will continue in business.

The Directors are responsible for ensuring that arrangements are made for keeping proper books of account with respect to YMCA's transactions and its assets and liabilities such as to enable every statement of comprehensive income of YMCA Trinity Group to give a true and fair view of the income and expenditure of the period and every statement of financial position of the state of affairs of YMCA and to ensure that the financial statements comply 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 in England 2019.

The Directors are also responsible for establishing and maintaining a satisfactory system of control over YMCA's books of account, its cash holdings, and all its receipts and remittances, and hence for taking steps for the prevention and detection of fraud and other irregularities.

Internal Controls

The Directors have considered their responsibilities and systems of internal control and agreed that no significant weaknesses or breaches are considered to exist. The Charity operates a comprehensive annual financial planning and budgeting process, which is approved by the Board. Performance is monitored through the use of activity and financial targets.

An independent Internal Controls Audit took place in early 2022. Recommendations from the Internal Controls Audit were adopted following a report to the Finance, Risk and Compliance Committee in April 2022 and an action plan is being acted upon.

The Board of Directors, through its sub-committees, receives reports and develops action plans to implement the continuous improvement and development process, which includes risk assessment and mapping. Significant risks are highlighted and monitored by the Executive Team, which is led by the Chief Executive.

All major risks to which YMCA is exposed and identified from these procedures have been reviewed by the Board of Directors. Mitigation of risk is continually being developed or enhanced.

Statement of Disclosure of Information to Auditors

We, the Directors of YMCA Trinity Group who held office at the date of approval of these financial statements as set out from page 50 each confirm, so far as we are aware, that:

- there is no relevant audit information of which YMCA's auditors are unaware; and
- we have taken all the steps we ought to have taken as Directors in order to make ourselves aware of any relevant audit information and to establish that YMCA's auditors are aware of that information.



By **Steve Mallinson**

Chairman of the Board

Approved by the Board on 26 September 2022



Independent auditors report 2021-22

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES OF YMCA TRINITY GROUP AND ITS SUBSIDIARIES FOR THE YEAR ENDED 31 MARCH 2022

Opinion

We have audited the financial statements of YMCA Trinity Group for the year ended 31 March 2022 which comprise the group and parent (YMCA) statement of comprehensive income, the group and YMCA statement of financial position, the group and YMCA statement of cash flows, the consolidated statement of changes in reserves and the related notes including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice) .

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and YMCA's affairs as at 31 March 2022 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 requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

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 group 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 doubt on the group'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.

**INDEPENDENT AUDITORS REPORT (continued)
TO THE TRUSTEES OF YMCA TRINITY GROUP AND ITS SUBSIDIARIES
FOR THE YEAR ENDED 31 MARCH 2022**

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.

Opinion 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 Strategic Report (incorporating the Board report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report (incorporating the Board report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report (incorporating the Board report). We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

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.

**INDEPENDENT AUDITORS REPORT (continued)
TO THE TRUSTEES OF YMCA TRINITY GROUP AND ITS SUBSIDIARIES
FOR THE YEAR ENDED 31 MARCH 2022**

Responsibilities of the board

As explained more fully in the Board's responsibilities statement set out on page 49, the Board members (who are also the directors of YMCA Trinity Group for the purposes of company law) are 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 determine is necessary to enable the preparation of the 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 group's and the parent'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 group or to cease operations, or has no realistic alternative but to do so.

Auditors 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments;
- Assessing whether the judgements made in accounting estimates are indicative of a potential basis;
- Evaluating the rationale of any significant transactions that are unusual or outside the normal course of business;
- Analytical procedures are performed as well as substantive testing to identify any potential misstatement due to fraud; and
- The audit procedures would also involve being aware of any such items from reviewing minutes and third party communications and reports and discussions held with staff and management to obtain an understanding.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

**INDEPENDENT AUDITORS REPORT (continued)
TO THE TRUSTEES OF YMCA TRINITY GROUP AND ITS SUBSIDIARIES
FOR THE YEAR ENDED 31 MARCH 2022**

Auditors responsibilities for the audit of the financial statements (continued)

A further description of our responsibilities is available on the Financial Reporting Council's website at <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor-s-responsibilities-for>. This description forms part of our auditor's report.

Use of our report

This report is made solely to YMCA Trinity Group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to YMCA Trinity Group'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 YMCA Trinity Group and YMCA Trinity Group's members as a body, for our audit work, for this report, or for the opinions we have formed.



Kerry Hilliard ACA FCCA CTA - Senior Statutory Auditor

for and on behalf of Stephenson Smart & Co

Statutory Auditor

36 Tyndall Court

Commerce Road

Lynchwood

Peterborough

PE2 6LR

Date: 26/09/2022

YMCA TRINITY GROUP

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2022

		Group		YMCA	
		2022	2021	2022	2021
	Note	£	£	£	£
Turnover	2	10,795,418	9,275,364	9,902,020	9,012,487
Cost of sales	2	(827,196)	(647,178)	-	-
Gross surplus		9,968,222	8,628,186	9,902,020	9,012,487
Other operating income	2	170,307	919,469	92,262	596,974
Operating costs	2	(9,859,365)	(9,341,950)	(9,721,362)	(9,273,989)
Gain on disposal of fixed assets	2	48,487	-	48,487	-
Operating surplus		327,651	205,705	321,407	335,472
Interest receivable	3	1,843	11,896	1,839	11,868
Interest and financing costs	4	(74,841)	(71,683)	(74,841)	(71,683)
Surplus before taxation		254,653	145,918	248,405	275,657
Taxation	15	-	14,536	-	-
Surplus for the year		254,653	160,454	248,405	275,657
Other recognised gains/(losses);					
Increase in valuation of investment property	13	133,579	-	133,579	-
Actuarial loss in respect of pension scheme	24	-	(126,179)	-	(126,179)
Surplus and total comprehensive income for the year		388,232	34,275	381,984	149,478

All of the above amounts relate wholly to continuing operations. The accompanying notes form part of these financial statements.

The financial statements were approved by the Board of Directors on ...26/09/2022.....



S Mallinson
Chair



C Wilkinson
Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 MARCH 2022

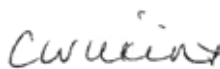
		Group		YMCA	
		2022	2021	2022	2021
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	8 & 12	13,967,313	14,015,354	13,909,734	13,946,480
Investment property	13	2,700,000	2,566,421	2,700,000	2,566,421
Investment in subsidiaries	14	-	-	19,874	19,874
Investment in joint venture	14	40,050	-	50	-
		16,707,363	16,581,775	16,629,658	16,532,775
Current assets					
Stock		30,149	11,737	-	-
Trade and other debtors	16	1,017,100	556,063	1,028,546	519,244
Investments	17	1,003,080	1,000,130	1,003,080	1,000,130
Cash and cash equivalents		753,581	779,926	600,359	676,673
		2,803,910	2,347,856	2,631,985	2,196,047
Less creditors: Amounts falling due within one year	18	(2,059,872)	(1,939,871)	(1,803,109)	(1,753,086)
Net current assets		744,038	407,985	828,876	442,961
Total assets less current liabilities		17,451,401	16,989,760	17,458,534	16,975,736
Less creditors: Amounts falling due after more than one year	19	(5,619,774)	(5,546,365)	(5,619,774)	(5,518,960)
Total net assets		11,831,627	11,443,395	11,838,760	11,456,776
Capital and reserves					
Income & expenditure reserve	20	11,821,533	11,413,492	11,828,666	11,426,873
Restricted reserves	20	10,094	29,903	10,094	29,903
		11,831,627	11,443,395	11,838,760	11,456,776

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the board on 26/09/2022.....



S Mallinson
Chair



C Wilkinson
Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2022

Group	General reserve £	Restricted Reserve £	Total £
Balance as at 1 April 2020	11,384,258	24,862	11,409,120
Total comprehensive income for the year	34,275	-	34,275
Transfers of restricted income and expenditure to/from general reserve	(5,041)	5,041	-
Balance as at 31 March 2021	11,413,492	29,903	11,443,395
Total comprehensive income for the year	388,232	-	388,232
Transfers of restricted income and expenditure to/from general reserve	19,809	(19,809)	-
Balance at 31 March 2022	11,821,533	10,094	11,831,627
YMCA	General reserve £	Restricted Reserve £	Total £
Balance as at 1 April 2020	11,282,436	24,862	11,307,298
Total comprehensive income for the year	149,478	-	149,478
Transfers of restricted income and expenditure to/from general reserve	(5,041)	5,041	-
Balance as at 31 March 2021	11,426,873	29,903	11,456,776
Total comprehensive income for the year	381,984	-	381,984
Transfers of restricted income and expenditure to/from general reserve	19,809	(19,809)	-
Balance at 31 March 2022	11,828,666	10,094	11,838,760

YMCA TRINITY GROUP

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

		Group		YMCA	
		2022	2021	2022	2021
	Note	£	£	£	£
Net cash generated from operating activities	28	512,996	890,554	452,440	831,649
Cash flow from investing activities					
Purchase of tangible fixed assets		(643,530)	(1,184,966)	(637,210)	(1,181,736)
Proceeds from sale of tangible fixed assets		192,376	-	192,376	-
Interest received		1,843	11,896	1,839	11,868
Increase in loans		(40,000)	-	(80,000)	-
Investment in joint venture		(40,050)	-	(50)	-
Cash flow from financing activities					
Interest paid		(74,841)	(71,683)	(74,841)	(71,683)
New secured loans		146,400	129,200	146,400	129,200
Repayment of borrowings		(78,589)	(35,739)	(74,318)	(34,274)
Net change in cash and cash equivalents		(23,395)	(260,738)	(73,364)	(314,976)
Cash and cash equivalents at beginning of the year		1,780,056	2,040,794	1,676,803	1,991,779
Cash and cash equivalents at end of the year		1,756,661	1,780,056	1,603,439	1,676,803
Represented by:					
Investments		1,003,080	1,000,130	1,003,080	1,000,130
Cash and cash equivalents		753,581	779,926	600,359	676,673
		1,756,661	1,780,056	1,603,439	1,676,803

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

LEGAL STATUS

YMCA Trinity Group is registered under the Companies Act 2006 and is a registered provider of social housing and is a registered charity. The registered office is Queen Anne House, Gonville Place, Cambridge, CB1 1ND.

The YMCA has one subsidiary, The Cresset Limited. The Cresset Limited is registered under the Companies Act 2006.

1. ACCOUNTING POLICIES

1.1 Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. As a public benefit entity, the Group has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102.

The financial statements comply with the Companies Act 2006, the Housing Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019. The accounts are prepared on the historical cost basis of accounting as modified by the revaluation of investment property and are presented in sterling.

Parent Company Disclosure Exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

1.2 Basis of consolidation

The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertaking, The Cresset Ltd as at 31 March 2022 using the acquisition method of accounting as required. Where the acquisition method is used, the results of the subsidiary undertakings are included from the date of acquisition, being the date the group obtains control. Joint ventures are accounted for in accordance with note 1.19.

All intra-group transactions, balances, income and expenses are eliminated in full prior to consolidation.

1.3 Going concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future. The board have considered a period of at least 12 months from the date of approval of these financial statements and have raised no significant concerns. On this basis the board consider it appropriate that the accounts are prepared on a going concern basis.

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

1.4 Significant judgements and estimates

Significant management judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Categorisation of housing properties

The group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the group has considered if the asset is held for social benefit or to earn commercial rentals. On this basis, certain properties held by the group have been categorised as investment properties.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities and expenses is provided below. Actual results may be substantially different.

Useful lives of depreciable assets

Tangible fixed assets are depreciated over their useful lives taking into account estimated residual values, where appropriate. Management reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account.

Valuation of investment properties

The group carries its investment properties at fair value, with changes in fair value being recognised in the statement of comprehensive income.

1.5 Turnover

Turnover represents rental income and service charges receivable, programme activities income, donations and revenue grants receivable from local authorities, fees receivable for childcare services, income from commercial operations in the trading subsidiaries and other operating income. Rental income is recognised when the property is available to let, net of voids. Service charge income and costs are recognised on an accruals basis. Supporting People income is recognised as it falls due under the contractual arrangement with the administering authorities.

All charitable income recognised by the group is credited to the income and expenditure account. If specific restrictions are placed on its use by the donors the relevant income is transferred to restricted reserves.

1.6 Gift Aid income

Donations received under the Gift Aid scheme to the parent association from its subsidiary are recognised as turnover upon receipt as it relates to the principle activities of the association and is eliminated on consolidation.

1.7 Housing properties

Housing properties are those held for the provision of social housing or to otherwise provide social benefit. Housing properties are stated at cost less accumulated depreciation and impairment losses. The cost of properties is their purchase price together with incidental costs of acquisitions. Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

1.8 Investment properties

Investment properties consist of those properties not held for social benefit or for use in the business. Investment properties are initially measured at cost and are subsequently measured at fair value, with changes in fair value recognised in the Statement of Comprehensive Income.

1.9 Other tangible fixed assets

Other tangible fixed assets are stated at cost less accumulated depreciation. Depreciation has been provided on a straight line basis to write off over the following periods:

Leasehold property	over the period of the lease
Plant and machinery	20-33% pa on cost
Furniture, fixtures and fittings	5-33% pa on cost
Computer equipment	20-33% pa on cost
Motor vehicles	33% pa on cost

1.10 Depreciation of housing properties

Major components of housing properties are identified and treated as separable assets and are depreciated on a straight line basis over their expected economic useful lives at the following rates:

Property structure	80 years
Kitchens	20 years
Bathrooms, doors and windows	30 years
Roof	70 years
Lifts	20 years
Electrical systems	40 years
Gas boiler/fires	15 years
Mechanical systems	30 years
Refurbishment costs	15 years

The estimated lives of the different property components are based on the National Matrix of Property Components issued by the National Housing Federation in collaboration with property surveyors Savills. Freehold land is not depreciated.

1.11 Investment in subsidiaries

The consolidated financial statements incorporate the results of YMCA and its subsidiary, The Cresset Limited. Investments in subsidiaries are stated at cost less impairment in the parent company's individual financial statements.

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022**

1. ACCOUNTING POLICIES (continued)**1.12 Social Housing and other government grants**

Where developments have been financed wholly or partly by SHG, the amount of the grant received is recognised in turnover over the useful life of the property structure and components using the accruals model. SHG must be recycled by the group under certain conditions, if the property is sold, or if another relevant event takes place. In these cases the SHG may have to be repaid if certain conditions are not met. If the grant is not required to be recycled or repaid, any unamortised grant is recognised as turnover. In certain circumstances, SHG may be repayable and in that event is a subordinated unsecured repayable debt. Grants relating to revenue are recognised in the statement of comprehensive income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that the performance conditions will be met.

1.13 Other grants

Government grants relating to revenue are recognised as income over the periods when the related costs are incurred. This includes the Government Coronavirus Job Retention Scheme grant which is included as 'other income'.

Grants received from non-government sources are recognised under the performance model. Where there are no specific performance requirements the grants are recognised in the statement of comprehensive income when the proceeds are received or receivable. Where grant is received with specific performance requirements attached, it is recognised as a liability until the performance conditions are met and then it is recognised as turnover.

1.14 Taxation - value added tax

The group is partially exempt in relation to Value Added Tax (VAT), and accordingly is able to recover from HM Revenue & Customs part of the VAT incurred on expenditure. At the year end, VAT recoverable or payable is included in the statement of financial position. Irrecoverable VAT is accounted for in the statement of comprehensive income.

1.15 Operating leases

Rentals applicable to operating leases where subsequently all the benefits and risks of ownership remain with the lessor are charged to the statement of comprehensive income.

1.16 Stock

Stock is valued at the lower of cost and net realisable value.

1.17 Pension scheme

The group 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 YMCA Trinity Group. As described in note 24, YMCA Trinity Group has a contractual obligation to make pension deficit payments over a period to April 2029, accordingly this is shown as a liability in these accounts. In addition, YMCA Trinity Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the statement of comprehensive income.

The group also operates a defined contribution pension scheme for eligible employees and a further defined contribution scheme to comply with auto-enrolment regulations. The pension cost charged to the statement of comprehensive income is the amount of annual contributions payable to this scheme.

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

1.18 Business combinations

Acquisitions of other entities in the social housing sector that are in substance a gift to YMCA Trinity Group are treated as non-reciprocal transfers where the substance of the transaction is gifting control of one entity to another. These are also known as non-exchange transfers. In this case the fair value of the gifted assets and liabilities are recognised as a gain or loss in the Statement of Comprehensive Income in the year of the transaction.

1.19 Joint ventures

An entity is treated as a joint venture where the group is party to a contractual agreement with one or more parties from outside the group to undertake an economic activity that is subject to joint control.

In the consolidated accounts, interests in joint ventures are accounted for using the equity method of accounting. Under this method an equity investment is initially recognised at the transaction price (including transaction costs) and is subsequently adjusted to reflect the investor's share of the profit or loss, other comprehensive income and equity of the joint venture. The consolidated statement of comprehensive income includes the group's share of the operating results, interest, pre-tax results and attributable taxation of such undertakings applying accounting policies consistent with those of the group. Any share of losses are only recognised to the extent that they do not reduce the investment balance below zero as the group has no obligations to make payments on behalf of the joint venture, and any share of subsequent profits shall be accounted for once the unrecognised profits are equal to the unrecognised losses. In the consolidated balance sheet, the interests in joint ventures are shown as the group's share of the identifiable net assets, including any unamortised premium paid on acquisition. Any unrealised profits and losses from transactions between the Group and the joint venture are eliminated to the extent of the Group's interest in the joint venture.

Any premium on acquisition is included within the equity method accounted figure in the financial statements as goodwill. This goodwill is amortised over 5 years. Where there are indicators of impairment, the investment as a whole is tested for impairment.

1.20 Financial instruments

The group only has financial instruments which meet the criteria of a basic financial instrument as defined by section 11 of FRS 102.

Short term debtors are measured at transaction price less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method, less any impairment.

Short term creditors are measured at the transaction price. Other financial liabilities including bank loans are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method.

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022**

1. ACCOUNTING POLICIES (continued)

1.21 Impairment

Reviews for impairment of housing properties are carried out when a trigger event 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.

Following a trigger event for impairment, an impairment test is performed based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential as the existing property.

1.22 Reserves

Restricted reserves represent income received where the funder or other source of the income have imposed restrictions as to how the reserves shall be used. The nature and purpose of restricted reserves is set out in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

2a. TURNOVER, COST OF SALES, OPERATING COSTS AND OPERATING SURPLUS

Year ended 31 March 2022	Turnover	Operating cost	Other operating income (furlough grant)	Operating surplus/ (deficit)
	£	£	£	£
Income from regulated social housing				
Social housing lettings (note 2b)	6,805,428	5,990,386	30,266	845,308
	6,805,428	5,990,386	30,266	845,308
Income from non-regulated activities				
Student and other housing	159,515	138,234	1,583	22,864
Health and wellbeing	235,791	377,662	21,936	(119,935)
Support and advice	574,618	706,449	25,843	(105,988)
Fundraising and development	426,559	364,148	75	62,486
Training and education	13,112	25,778	4,497	(8,169)
Childcare and family work	1,120,243	1,431,430	4,976	(306,211)
Cresset activities:				
The Cresset Ltd trading activities	989,089	965,199	78,045	101,935
Cresset community activities (note 2c)	369,181	677,865	3,086	(305,598)
Haywood House	150,369	9,410	-	140,959
	4,038,477	4,696,175	140,041	(517,657)
Total for YMCA Trinity Group	10,843,905	10,686,561	170,307	327,651

Year ended 31 March 2021	Turnover	Operating cost	Other operating income (furlough grant)	Operating surplus/ (deficit)
	£	£	£	£
Income from regulated social housing				
Social housing lettings (note 2b)	6,668,964	5,902,612	109,541	875,893
	6,668,964	5,902,612	109,541	875,893
Income from non-regulated activities				
Student and other housing	123,747	146,960	4,053	(19,160)
Health and wellbeing	202,795	401,052	118,733	(79,524)
Support and advice	370,837	730,036	184,043	(175,156)
Fundraising and development	227,261	302,637	5,538	(69,838)
Training and education	19,804	39,556	3,431	(16,321)
Childcare and family work	813,069	1,239,277	162,841	(263,367)
Cresset activities:				
The Cresset Ltd trading activities	322,386	715,139	322,495	(70,258)
Cresset community activities (note 2c)	379,366	507,360	8,794	(119,200)
Haywood House	147,135	4,499	-	142,636
	2,606,400	4,086,516	809,928	(670,188)
	9,275,364	9,989,128	919,469	205,705

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

2b. PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

Group and YMCA

	2022	2021
	£	£
Particulars of lettings of hostel accommodation		
Rents receivable	2,023,688	2,194,508
Service charge income	3,572,678	3,319,636
Net rental receivable	5,596,366	5,514,144
Supporting people contract income	976,142	975,681
Amortised social housing grant	63,432	68,910
Other government grants	35,413	40,520
Other income	85,588	69,709
Gain on disposal of housing property	48,487	-
Turnover from social housing lettings	6,805,428	6,668,964
Other operating income (furlough grant)	30,266	109,541
Operating expenditure on social housing lettings	5,990,386	5,902,612
Operating surplus on social housing lettings	845,308	875,893
Rent losses from voids	774,733	524,062

The number of units of hostel accommodation managed was 393 at the beginning of the year and 392 at the end of the year.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

2c. PARTICULARS OF INCOME AND EXPENDITURE FROM CRESSET COMMUNITY ACTIVITIES

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Income from charitable activities				
Rents receivable	78,706	75,879	78,706	75,879
Service charges	129,330	108,132	129,330	108,132
Recharged expenditure	102,189	105,924	102,189	105,924
Other income	58,956	89,431	58,956	89,431
	369,181	379,366	369,181	379,366
Other operating income (furlough grant)	3,086	8,794	3,086	8,794
Expenditure on charitable activities				
Provision of premises - staff costs and other	672,956	503,475	672,956	503,475
Governance costs	4,909	3,885	4,909	3,885
	677,865	507,360	677,865	507,360
Operating deficit on charitable activities	(305,598)	(119,200)	(305,598)	(119,200)

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

3. INTEREST RECEIVABLE

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Interest receivable	1,843	11,896	1,839	11,868
	1,843	11,896	1,839	11,868

4. INTEREST PAYABLE AND FINANCING COSTS

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Bank loans and overdrafts	28,221	30,985	28,221	30,985
Other loans	31,239	27,530	31,239	27,530
Deferred benefit pension charge	15,381	13,168	15,381	13,168
	74,841	71,683	74,841	71,683

5. KEY MANAGEMENT PERSONNEL

For the purpose of this disclosure the definition of a director includes YMCA's Chief Executive Officer (CEO). The remuneration paid to the CEO and other key management personnel is set out below:

	2022 £	2021 £
Chief Executive gross salary	94,844	86,956
Chief Executive employer pension contributions	5,659	5,217
Key management personnel gross salary	220,212	207,081
Key management personnel employer pension contributions	14,480	13,631

The Board in accordance with a national and independent grading scheme determines the remuneration of the CEO. None of the other directors received any remuneration. The CEO does not have any enhanced pension arrangements in the group.

Aggregate number of full time equivalent staff including the chief executive whose remuneration exceeded £60,000 in the period:

	2022 no	2021 no
£60,000 - £70,000	1	1
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1

Members of the Board are not permitted by the Articles to receive remuneration.

Total expenses reimbursed to the Board and senior executives not chargeable to United Kingdom income tax was £3,290 (2021: £1,193).

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

6. EMPLOYEE COSTS

	Group 2022	2021	YMCA 2022	2021
	£	£	£	£
Wages and salaries	5,897,473	5,698,958	5,441,362	5,234,056
Social security costs	406,151	379,946	379,421	358,598
Pension costs	196,844	189,713	190,039	183,075
	6,500,468	6,268,617	6,010,822	5,775,729

The average number of employees expressed as a full time equivalent (based on 40 hours per week) was:

	Group 2022	2021	YMCA 2022	2021
Average number of employees	235	246	205	209

The group employed 111 sessional workers during the year who are not accounted for in the above staff numbers (2021: 137).

The group also benefits from the work of 92 (2021: 93) volunteers, whose contribution it acknowledges to be a major asset.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

7. OPERATING RESULTS

The operating surplus is stated after charging:

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Depreciation on housing properties	212,672	210,403	212,672	210,403
Depreciation on other assets	320,292	303,428	302,677	283,124
Operating lease agreements	363,670	404,338	363,670	403,160
Auditors remuneration (including under provision):				
Audit of parent and group financial statements	15,389	17,165	15,389	17,165
Audit of the accounts of subsidiaries	4,320	3,900	-	-
Other non-audit services provided	6,560	7,020	5,130	5,720

8. TANGIBLE FIXED ASSETS - HOUSING PROPERTIES - Group and YMCA

	Freehold housing properties £	Long leasehold housing properties £	Property development £	Total £
Cost				
As at 1 April 2021	10,630,592	1,025,000	-	11,655,592
Additions	188,003	-	32,788	220,791
Works to existing properties	220,935	-	-	220,935
Disposals	(160,868)	-	-	(160,868)
As at 31 March 2022	10,878,662	1,025,000	32,788	11,936,450
Depreciation				
As at 1 April 2021	2,202,173	98,231	-	2,300,404
Charge for the year	197,990	14,682	-	212,672
Eliminated on disposals	(16,979)	-	-	(16,979)
As at 31 March 2022	2,383,184	112,913	-	2,496,097
Net Book Value				
As at 31 March 2022	8,495,478	912,087	32,788	9,440,353
As at 31 March 2021	8,428,419	926,769	-	9,355,188

Housing Property assets held with a carrying value of £3,124,570 (2021: £2,862,693) have been pledged as security for housing loans.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

9. SOCIAL HOUSING ASSISTANCE

	Group		YMCA	
	2022	2021	2022	2021
	£	£	£	£
Total accumulated housing grant at 31 March 2022	5,132,019	5,132,019	5,132,019	5,132,019
Recognised in statement of comprehensive income	1,386,058	1,322,626	1,386,058	1,322,626
Held as deferred income	3,745,961	3,809,393	3,745,961	3,809,393
	5,132,019	5,132,019	5,132,019	5,132,019

10. DEFERRED CAPITAL GRANT

	Group		YMCA	
	2022	2021	2022	2021
	£	£	£	£
At 1 April 2021	4,053,035	4,151,666	4,053,035	4,151,666
Released to income in the year	(66,597)	(98,631)	(66,597)	(98,631)
At 31 March 2022	3,986,438	4,053,035	3,986,438	4,053,035
Amounts to be released within one year	64,725	72,074	64,725	72,074
Amounts to be released in more than one year	3,921,713	3,980,961	3,921,713	3,980,961
	3,986,438	4,053,035	3,986,438	4,053,035

11. EXPENDITURE ON WORKS TO EXISTING PROPERTIES

	Group		YMCA	
	2022	2021	2022	2021
	£	£	£	£
Refurbishments costs in year - Amounts capitalised	220,935	53,468	220,935	53,468
	220,935	53,468	220,935	53,468

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

12. OTHER FIXED ASSETS - Group	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2021	2,530,327	3,684,024	394,352	56,390	6,665,093
Additions	180,565	-	-	21,239	201,804
Disposals	(403,147)	-	-	-	(403,147)
As at 31 March 2022	2,307,745	3,684,024	394,352	77,629	6,463,750
Depreciation					
As at 1 April 2021	1,574,928	325,427	56,732	47,840	2,004,927
Charge for the year	246,456	57,036	5,247	11,553	320,292
Eliminated on disposals	(388,429)	-	-	-	(388,429)
As at 31 March 2022	1,432,955	382,463	61,979	59,393	1,936,790
Net Book Value					
As at 31 March 2022	874,790	3,301,561	332,373	18,236	4,526,960
As at 31 March 2021	955,399	3,358,597	337,620	8,550	4,660,166
OTHER FIXED ASSETS - YMCA					
	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2021	2,228,549	3,684,024	394,352	56,390	6,363,315
Additions	174,245	-	-	21,239	195,484
Disposals	(403,147)	-	-	-	(403,147)
As at 31 March 2022	1,999,647	3,684,024	394,352	77,629	6,155,652
Depreciation					
As at 1 April 2021	1,342,024	325,427	56,732	47,840	1,772,023
Charge for the year	228,841	57,036	5,247	11,553	302,677
Eliminated on disposals	(388,429)	-	-	-	(388,429)
As at 31 March 2022	1,182,436	382,463	61,979	59,393	1,686,271
Net Book Value					
As at 31 March 2022	817,211	3,301,561	332,373	18,236	4,469,381
As at 31 March 2021	886,525	3,358,597	337,620	8,550	4,591,292

The freehold land and buildings represent the Timestop drop in centre and the Providence nursery (within the Wellington Street premises). The long leasehold land and buildings represent The Cresset (excluding the YMCA accommodation which is shown as housing properties within note 8 of the accounts).

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

13. INVESTMENT PROPERTIES - Group and YMCA

	2022 £	2021 £
As at 1 April 2021	2,566,421	2,566,421
Increase / (Decrease) in value	133,579	-
As at 31 March 2022	<u>2,700,000</u>	<u>2,566,421</u>

Investment properties were valued by professionally qualified external valuers, Eddisons in accordance with the Royal Institute of Chartered Surveyors valuation standards. The valuation was undertaken as at 13 December 2021 and is considered by the directors to continue to reflect the fair value of the investment properties at 31 March 2022.

Investment Property assets held with a carrying value of £2,700,000 (2021: £2,566,421) have been pledged as security for bank loans.

14. FIXED ASSET INVESTMENTS

Group	Joint Ventures £
Cost or valuation	
As at 1 April 2021	-
Additions	40,050
As at 31 March 2022	<u>40,050</u>
Share of retained profits	
At 1 April 2021	-
Profit for the year	-
As at 31 March 2022	<u>-</u>
Net Book Value	
As at 31 March 2022	<u>40,050</u>
As at 31 March 2021	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

14. FIXED ASSET INVESTMENTS (continued)

YMCA	Group Undertakings £	Joint Ventures £	Total £
Cost			
At 1 April 2021	19,874	-	19,874
Additions	-	50	50
Disposals	-	-	-
Movement in fair value	-	-	-
At 31 March 2022	19,874	50	19,924

Kirkgate Street Ltd is a joint venture in which the group has joint control and a 50% ownership interest. The objective of the joint venture is to work together on the longlease and development of housing property. The registered office for Kirkgate Street Ltd is Marine House, 151 Western Road, Haywards Heath, RH16 3LH.

As required by FRS 102 and the Housing SORP, the financial statements consolidate the results of The Cresset Limited which is a wholly owned subsidiary of YMCA at the end of the year.

YMCA holds 100% of the ordinary share capital of The Cresset Limited (incorporated in England and Wales). The principal activity of the company is the operation of the theatre, pub and other commercial trading operations. The registered office for The Cresset Limited is the same as YMCA. YMCA is the ultimate parent undertaking.

During the year YMCA charged a management fee of £95,691 (2021: £21,324) to its subsidiary, The Cresset Limited. A gift aid donation of £nil (2021: £38,185) was paid to the YMCA by The Cresset Limited during the year. The amount owed by The Cresset Limited is disclosed in note 18 of £337,398 (2021: £266,852).

15. TAXATION

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Deferred tax:				
Origination and reversal of timing differences	-	(14,536)	-	-

YMCA has a charitable status and it is therefore exempt from corporation tax on income arising from exempt sources to the extent that it is applied to the organisation's charitable purpose.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

16. DEBTORS	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Rent and service charges receivable	486,728	200,860	486,728	200,860
Less: Bad debt provision	(64,539)	(36,600)	(64,539)	(36,600)
Trade debtors	185,820	117,743	167,217	108,594
Other debtors	28,636	133,487	28,636	110,453
Amounts owed by joint ventures	40,000	-	80,000	-
Prepayments and accrued income	340,455	140,573	330,504	135,937
	1,017,100	556,063	1,028,546	519,244

All amounts shown under debtors fall due for payment within one year, except:

Group:

Amounts owed by joint ventures: £40,000 (2021: £nil).

Company:

Amounts owed by joint ventures: £80,000 (2021: £nil).

17. INVESTMENTS HELD AS CURRENT ASSETS	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Bank deposit accounts	1,002,950	1,000,000	1,002,950	1,000,000
Shares in Santander	130	130	130	130
	1,003,080	1,000,130	1,003,080	1,000,130

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

18. CREDITORS FALLING DUE WITHIN ONE YEAR	Group 2022	2021	YMCA 2022	2021
	£	£	£	£
Trade creditors	442,767	218,395	392,768	205,207
Rents and service charges received in advance	162,622	188,558	162,622	188,558
Housing loans	16,223	13,490	16,223	13,490
Business loans	97,971	219,682	68,237	213,082
YMCA pension agreement plan	54,132	50,633	54,132	50,633
Deferred capital grant	64,725	72,074	64,725	72,074
Other taxation and social security	129,120	110,733	92,823	98,784
Other creditors	107,134	69,664	106,097	69,664
Amounts due to group undertakings	-	-	337,398	266,852
Accruals and deferred income	955,144	981,644	508,084	574,742
Payments received on account	30,034	14,998	-	-
	2,059,872	1,939,871	1,803,109	1,753,086

19. CREDITORS FALLING DUE AFTER ONE YEAR	Group 2022	2021	YMCA 2022	2021
	£	£	£	£
Housing loans	624,176	490,371	624,176	490,371
Business loans	665,912	612,928	665,912	585,523
YMCA pension agreement plan	407,973	462,105	407,973	462,105
Deferred capital grant	3,921,713	3,980,961	3,921,713	3,980,961
	5,619,774	5,546,365	5,619,774	5,518,960

Amounts included above which fall due after five years are as follows:

After five years by instalments	841,541	687,966	841,541	687,966

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

19. CREDITORS FALLING DUE AFTER ONE YEAR (continued)

The four housing loans are repayable by instalments, the last instalments falling due in 2053, 2054, 2036 and 2047 respectively. The interest rates in force for the year ended 31 March 2022 were 9.5%, 6.625%, 2.93% and 6.2% respectively.

The bank loans are payable in monthly instalments, over 10-15 years, at a mixture of fixed and variable rates of interest ranging from 3.27%-4.48%.

The housing loans are secured by fixed charges on the individual properties. Bank loans are secured on the investment property, Haywood House.

20. RESERVES - Group

	As at 1 April 2021 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2022 £
Income & expenditure reserves	11,413,492	388,232	19,809	11,821,533
Restricted reserves				
Respect	13,398	-	(3,304)	10,094
Arts Council	16,505	-	(16,505)	-
Total Reserves	11,443,395	388,232	-	11,831,627

RESERVES - YMCA

	As at 1 April 2021 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2022 £
Income & expenditure reserves	11,426,873	381,984	19,809	11,828,666
Restricted reserves				
Respect	13,398	-	(3,304)	10,094
Arts Council	16,505	-	(16,505)	-
Total Reserves	11,456,776	381,984	-	11,838,760

Respect - A 3 year project which supports young people to have an improved understanding of what makes a healthy relationship and what constitutes domestic violence.

Arts Council - A £218,000 grant received through the Cultural Recovery Fund for the period from October 2020 to March 2021 to assist with the closure of the theatre and the Cresset building due to COVID-19 lockdown.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

21. SHARE CAPITAL

The directors are the only members of YMCA. The company is limited by guarantee, having no share capital and, in accordance with the Memorandum of Association every member is liable to contribute a sum of £1 in the event of the company being wound up.

	2022 Number	2021 Number
Number of members:		
At 1 April 2021	15	11
Joining during the year	2	5
Leaving during the year	(3)	(1)
As at 31 March 2022	14	15

22. ACCOMMODATION IN MANAGEMENT

Accommodation owned/rented and managed by YMCA is as follows:

	2022 Number	2021 Number
Supported housing:		
Short stay move on accommodation (3 months)	22	22
Medium stay supported housing (2 years)	370	371
Total	392	393

In addition to supported housing accommodation numbers above, 33 units (2021: 33 units) for student accommodation and 26 units (2021: 27 units) for non-social housing were also owned and managed.

Overall there was an decrease of 1 unit for social housing during the year.

23. OPERATING LEASES

The future minimum operating lease payments are as follows:

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Within one year	138,880	182,737	145,249	181,559
Between two and five years	159,871	164,998	280,617	164,998
After five years	409,450	72,540	711,315	72,540
	708,201	420,275	1,137,181	419,097

In addition to the above, The YMCA's share of commitments entered into by the joint venture company, Kirkgate Street Limited, are £2,535 per annum (increased annually by CPI) for a term of 125 years ending in March 2147.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

24. PENSION COSTS

The group operates a defined contribution scheme, the assets of which are held separately from those of the group. The charge for the year to the income and expenditure account in relation to this scheme was £196,844 (2021: £189,713). Contributions for employees were a minimum of 3% of salary and the employer contributions were 6%. YMCA also operates a pension scheme through Peoples Pension where the employer and employee contribute 2.5% and NEST where the employer contributes 2% and the employee contributes 3%.

YMCA also 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 the group and at the year end these were invested in the Mercer Dynamic De-risking Solution, 40% matched portfolio and 60% in the growth portfolio and Schroder (property units only). The charge for the year to the statement of comprehensive income in relation to the plan expenses for this scheme is £15,524 (2021: £13,731).

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 £146.1 million which 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 £36 million. YMCA Trinity has been advised that it would need to make monthly contributions of £5,687 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. The latest triennial valuation effective for contributions from 1 May 2021 resulted in showing that the recovery period needed to be extended by two years, therefore the current recovery period is 8 years commencing 1 May 2021. The increase in the discounted future payments at the new rate was shown in the Statement of Comprehensive Income as an actuarial loss amounting to £126,179 in the year ended 31 March 2021.

	Within one year	One to two years	Two to five years	After five years	TOTAL 2022	TOTAL 2021
	£	£	£	£	£	£
As at 31 March 2022	54,132	57,796	197,118	153,059	462,105	512,738
As at 31 March 2021	50,633	54,132	185,071	222,902		

In addition, the group 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 the group may be called upon to pay in the future.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

25. CAPITAL COMMITMENTS

The aggregate amount of capital commitments at 31 March 2022 relating to joint ventures was £166,500. There are no other capital commitments at the year end.

26. RELATED PARTIES

The Cresset is a wholly owned subsidiary of The YMCA. The cresset limited is a non-regulated company registered under the Companies Act 2006. Details in relation to transactions with and investment in the subsidiary are provided in note 14.

Group transactions with joint ventures

The following transactions took place between the group and its joint venture company during the year:

	2022 £	2021 £
Capital investment	50	-
Loans advanced	80,000	-
	<u>80,050</u>	<u>-</u>

The following receivable balances relating to joint ventures was included in the consolidated balance sheet:

	2022 £	2021 £
Loans	<u>40,000</u>	<u>-</u>

The YMCA granted Kirkgate Street Limited a secured loan facility of a total principal amount of £390,000 during the year. Of this, £80,000 was advanced during the year and a further £185,000 has been advanced since the year end. Interest is charged on the loan at a rate of 8% per annum.

27. FINANCIAL INSTRUMENTS

The Group's financial instruments may be analysed as follows:

	2022 £	2021 £
Financial assets:		
Financial assets that are debt instruments measure at amortised cost	<u>753,581</u>	<u>779,926</u>
Financial liabilities:		
Financial liabilities measured at amortised cost	<u>2,245,925</u>	<u>1,923,821</u>

Financial assets measured at amortised cost comprise cash at bank and in hand, investments, trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, taxation and social security, other creditors, housing and bank loans.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

28. CASH FLOW FROM OPERATING ACTIVITIES

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Surplus/(deficit) for the year	388,232	34,275	381,984	149,478
Adjustments for non cash items:				
Depreciation of housing properties	212,672	210,403	212,672	210,403
Depreciation of other fixed assets	320,292	303,428	302,677	283,124
Decrease/(increase) in stocks	(18,412)	15,166	-	-
Decrease/(increase) in trade and other debtors	(421,037)	130,025	(429,302)	131,359
Increase/(decrease) in trade and other creditors	125,599	141,611	78,755	(12,925)
Adjustments for investing or financing activities:				
Increase in valuation of investment property	(133,579)	-	(133,579)	-
(Profit)/Loss on disposal of tangible fixed assets	(33,769)	10,395	(33,769)	10,395
Interest payable	74,841	71,683	74,841	71,683
Interest received	(1,843)	(11,896)	(1,839)	(11,868)
Taxation	-	(14,536)	-	-
Net cash inflow from operating activities	512,996	890,554	452,440	831,649

29. ANALYSIS OF CHANGES IN NET DEBT

	As at 1 April 2021	Cash flows	Other non- cash movements	As at 31 March 2022
Cash	779,926	(26,345)	-	753,581
Loans due within one year	(233,172)	118,978	-	(114,194)
Loans due after one year	(1,103,299)	(186,789)	-	(1,290,088)
Total	(556,545)	(94,156)	-	(650,701)

YMCA Trinity Group

Cambridge:
Queen Anne House
Gonville Place
Cambridge
CB1 1ND

Ipswich:
2 Wellington St
Ipswich
IP1 2NU

Peterborough:
The Cresset
Rightwell East
Bretton
Peterborough
PE3 8DX

Company Registration No: 3561613 (England and Wales)
Charity Registration No: 1069810
HCA No: H4179

YMCA

**Here for young people
Here for communities
Here for you**

YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.

Accounts

YMCA TRINITY GROUP



ANNUAL REPORT AND STATEMENT 2020-21

*‘Inspiring communities,
transforming young lives’*



**YMCA is the trusted
local charity for
young people.**

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Report of the Chief Executive



Jonathan Martin
CEO

Welcome to the Annual Report for YMCA Trinity Group 2020/21.

There's only one place to start this year's Annual Report! Covid-19. Everyone has been affected by this global pandemic, in many different ways, over an extended period of time. This was mirrored at YMCA.

My reflection is that everyone's Covid-19 experience was individual to them. While lockdowns presented some unique challenges, the work of our **Accommodation** teams, **Childcare** settings, **Mental Health** teams, **Facilities** staff and some of our **Youth Justice** staff and volunteers continued much the same as before. Staff had to adapt to new rules, new ways of working, PPE, hand sanitiser, Lateral Flow Tests and all the other trappings of the pandemic.

Clients in these continuing projects also had to adapt, learn and follow new guidance. These projects and staff were supported by management and back office teams including **Finance**, **HR** and **Health & Safety**, working with them, and often based from home instead of an office.

For other staff, their work was halted abruptly and they were placed on furlough. None of these experiences were easy for our staff or our clients.

However, the worst of times also tends to see the best come out in people. We received gifts from the public, surprise grocery deliveries from local supermarkets, PPE deliveries from the Local Authority, kind messages from all over our communities and offers of help from many.

At a time when it was easy to retract and hide, people came forward to offer help.

A prime example of this came from our **Health & Wellbeing** Gym members. Many members chose to continue paying their membership fees even through the lockdowns when our facilities were shut. For this we are ever grateful!

Some of our staff and clients, thankfully relatively few, were directly affected by Covid-19 either having it themselves, or having family & loved ones with it. Some lost people close to them, others are watching people deal with the long-term effects still.

We've also seen a real impact on the mental health of our clients and staff. Anxiety, worry, stress and depression have all been a growing factor. Requests for our mental health interventions are climbing, especially in schools, and we have seen staff accessing our Employee Assistance Programme more often. This isn't something that will go away quickly.

I've been tremendously proud of our staff. They've coped remarkably in all the changing circumstances during the year, acted with resilience and professionalism, adapted to an ever-changing landscape and, above all, kept our clients front and centre of our focus.

But we've also made sure that whilst we cope with the immediate challenges, we haven't forgotten the longer-term responsibility we have to our communities. We've continued to innovate and develop new programmes, as well as look to our

Peterborough

Cambridge

Ipswich

Benefiting Individuals and the Community

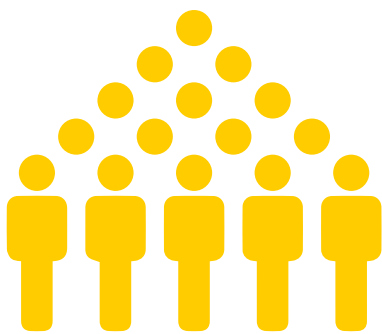
future with a new Corporate Strategy for the whole organisation. This lays out bold plans for extending the current work we do, as well as looking to add new work. Our vision is to do **More Work, with More Young People, in More Places.**

The Strategy describes the areas of work we want to grow in; the new communities we want to serve; and how we'll work to ensure our reach is as wide as it can be.

During 2020 we, along with the rest of the world, reflected on how we attract, work with and advocate for a diverse and rich ethnic and cultural population. YMCA is not comfortable with simply saying it's not racist. It must work to a higher standard and ensure the absence of all discrimination. This starts by looking at what we do as an organisation. For this, my thanks to the **Diversity Group** of staff helping us through this.

As always, my huge thanks to our Board of Trustees. In a challenging and fast-moving year, with unprecedented problems, they have been supportive, knowledgeable and wise. Even through the lockdown periods we've recruited new Trustees, who have added to the wealth of skill and experience we already had.

Vivian Greene said "*Life isn't about waiting for the storm to pass. It's about learning to dance in the rain*". The storm of Covid-19 will continue to effect our lives and work for some time to come. YMCA Trinity Group strives to work harder, with more people across our area, to support more communities and to take up the challenge of learning to dance in the rain.



We now support
communities across
7,100 km²
with a population of over
1.4 million
people



453
bed spaces



311
Childcare spaces
across 6 settings

Strategic Direction

YMCA Trinity Group is part of a federation of over 101 YMCAs across England and Wales. Our vision is to help create supportive, inclusive and transforming communities where young people can truly belong, contribute and thrive. At the heart of how we work in communities, and with each other, are strong and committed relationships rooted in our inclusive values, approach and heritage.

As a federation, YMCA England and Wales has developed a strategic plan, covering five core areas of work which all YMCAs follow. Our approach is based on having a national presence with local relevance, and is achieved by YMCA Trinity Group in a variety of ways across the five core areas of work as follows.

SUPPORT & ADVICE:

"We believe every young person should have someone they can trust."



We are there for every young person in the community, supporting them and their families through difficult times with a wide range of programmes and services.



Our main aim is to enable every young person to grow and develop in every aspect of their life and we have developed support and advice schemes, including youth engagement programmes, youth offending projects, mental health interventions, domestic violence and crisis support.

ACCOMMODATION:

"We believe every young person should have a safe place to stay."



YMCA is the largest provider of safe, supported accommodation for young people in England and Wales. In YMCA Trinity Group we have 453 units across our region, with sites in Peterborough, Cambridge, Huntingdon, Bury St Edmunds and Ipswich. These units offer supported and emergency housing for young people, including care leavers, homeless young people, unaccompanied asylum seeker children, and young people with special needs. Additionally, we offer parent and child supported housing, as well as student accommodation.

Our philosophy of supporting young people holistically means that we provide not only a bed, but we also help a young person transition from dependence to independence by giving support, training, life skills and building resilience in order to lead to independent living.

FAMILY WORK:

"We believe every family should have the support they need to develop and lead fulfilling lives."



Being part of a healthy, stable family gives a young person the best start in life. Across YMCA Trinity Group we offer a range of support to families including six fully operational childcare settings providing Ofsted registered places for 311 children on a daily basis.



Our youth work offer has continued to expand across YMCA Trinity Group, operating in both community venues and schools. Pre-pandemic we were able to offer youth support in 33 schools and five venues, with a mobile van providing additional support to families and young people where it is most needed, particularly during school holidays. We are now returning to work in schools and communities where the need is greater than ever.

HEALTH & WELLBEING:

"We believe everyone should enjoy the benefits of good health and wellbeing."



As a youth charity we recognise that health and wellbeing is a contributing factor to people developing other areas of their lives, from education and employment to relationships and social networks.

We currently own three state-of-the-art gyms in Peterborough, Cambridge and Ipswich, which are open to the communities we serve at affordable prices.

We provide sessions for people with long-term conditions and disabilities, and we work closely with local GPs, NHS stroke teams and community nurses who refer their patients to us.

We also offer a range of physical activity programmes for all ages including young person-led health education projects.

TRAINING & EDUCATION:

"We believe every young person should be able to fulfil their potential."



Helping young people gain the confidence to make decisions about their own lives is an important part of our work. Education is more than formal schooling. That's why we provide a range of education, skills-based training and school support services. Our Access 2 Employment (A2E) service works with a range of supported family schemes offering work-ready support, careers advice and job opportunities.



Through our mental health intervention work, we recognise the serious issues facing so many young children in our schools. Our School Teacher Training Programme helps teachers understand the complex mental health problems that young people face, and trains them to spot the signs at an early stage. The Mental Health team have built a comprehensive new strategy and continue to adapt and develop our offer to support teachers and students as they navigate the after effects of the pandemic.

Strategic Targets and Impact Report

Our Vision

More work, with more Young People, in more places

Our Values

We believe in potential – yours!

We inspire – you to have a vision for your life

We respect – everyone's personal journey

We empathise – with your individual life choices and support you to take action

We act with integrity – we are honest and have strong moral principles

The work of YMCA always strives to be relevant to the needs of society, with the aim of transforming the way young people are viewed as part of the community. We provide innovative solutions to problems facing young people through the delivery of a range of quality services and projects.

Each year we deliver relevant and impactful work to ensure we are meeting the needs of both our young people and the communities in which we work. Our new Corporate Plan and updated Vision and Values help us to set a course and remain true to our mission.

Over the coming pages we will outline some of the challenges faced by our teams, our organisation and our clients in the past year, and celebrate our achievements and impact. We will also consider the year to come, and how the pandemic and it's after-effects will impact our work and our clients.

Public Benefit

All our work is for public benefit. YMCA Trinity Group has distinct objectives, which are set for public benefit and the organisation continually assesses that it is directly or indirectly meeting these objectives. All new work is considered against the objectives, age range and geographic scope that have been agreed by the Board and Executive Team. Existing work is reviewed regularly to ensure that the organisation is meeting its objectives and targeting client groups' needs.

Throughout this report you will be able to read more about the many varied and successful projects and services we have put in place to support our young people and families across the region and, more importantly, evidence the social impact we have achieved during this financial year, and the ambitious targets we have set ourselves for the future.



COVID - 19

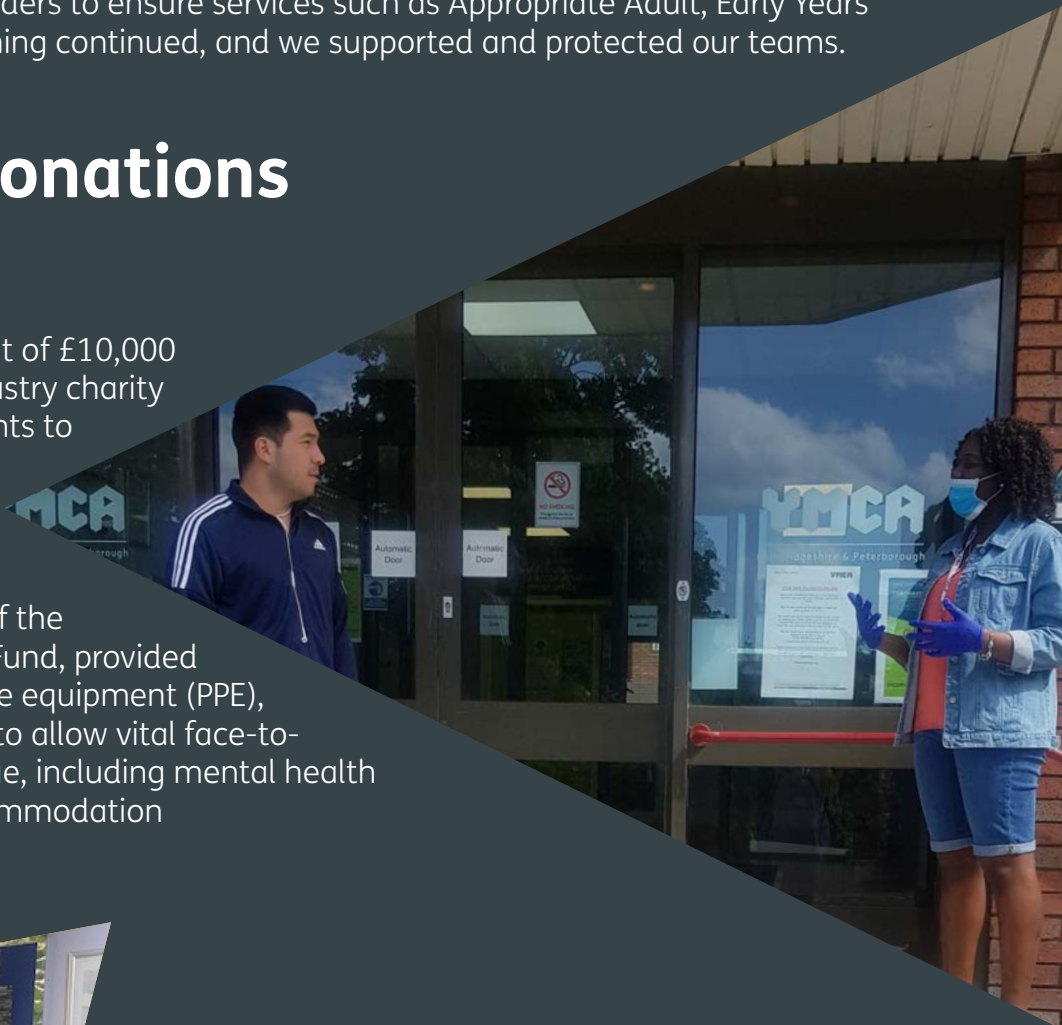
The Covid-19 pandemic affected everyone. Our staff, clients, stakeholders, volunteers and partners were all impacted. For many, this meant adapting their working practice or dealing with the effect of government restrictions. For others who suffered with the illness, who were shielding, or who had family members who were ill or, in some cases lost their lives, the impact has been devastating.

Throughout the pandemic our work continued. We supported our clients and residents, we worked with other agencies and stakeholders to ensure services such as Appropriate Adult, Early Years Childcare and Mental Health training continued, and we supported and protected our teams.

Community Donations & Support

In July 2020 we received a grant of £10,000 from LandAid, the property industry charity which provides £2million in grants to charities and projects that aim to end youth homelessness each year.

The donation, which was part of the LandAid COVID-19 Emergency Fund, provided the essential personal protective equipment (PPE), such as face masks and visors, to allow vital face-to-face support services to continue, including mental health counselling, childcare and accommodation



During the lockdowns, we were thankful to receive donations at some of our accommodation sites. Local businesses were incredibly generous in supporting our residents during times when shopping and preparing health food was a real challenge. We are very grateful to:

- ▶ Sainsbury's on Hadleigh Road, Ipswich
- ▶ Asda in Stoke Park, Ipswich
- ▶ Tesco in Martlesham, Ipswich
- ▶ B.E.F.A (Buckingham emergency food appeal)
- ▶ Morrisons in Cambourne, Cambridge
- ▶ Waitrose & Partners on Fitzroy Street in Cambridge
- ▶ Marks & Spencers, Peterborough.

Staff Impact - HR Report

Since the beginning of the pandemic, our staff have worked on sites with Covid restrictions in place, worked remotely or have been furloughed. Managers have done a great job supporting their teams and the staff have also all pulled together and supported each other. This year we have seen first hand that it is not only our clients that YMCA Trinity Group staff care for, but also each other.



With our teams spending more time apart than ever before, a number of things were put in place to keep in touch, including virtual team meetings, virtual coffee morning/afternoon with non-work related chat, Managers who were furloughed taking the time to speak to each of their staff members who were also furloughed, and throughout constant communication from our CEO to keep everyone up to date with information from an organisational perspective. Additional support including access to the Employee Assistance programme, early access to vaccines, PPE, and 100% salaries paid to staff on furlough has been greatly appreciated by our teams.

Despite the difficult time we continued to recruit staff, volunteers and Apprentices during this period, and also participated in the Kickstart scheme, which provided funding to employers to create jobs for 16-24 year olds on Universal credit and our retention of staff has increased.

Our staff have been exceptional during this period and have continued to demonstrate that our values are held throughout the organisation

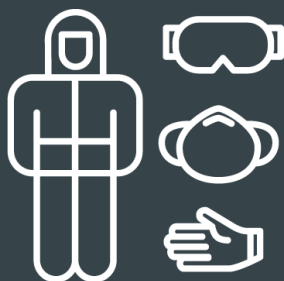
How we supported our staff and volunteers



Early access to vaccine for front-line staff



100%
furlough
top-up



PPE provided throughout the company



Virtual meetings and support



“We seek to educate our service users from pre-school children in our child care settings to residents in our accommodation on environmental sustainability and practice.”

Global Issues, Local Impact

Climate Change

Climate Change is the biggest challenge facing society today, impacting the lives, health and future of everyone on the planet. And it is a crisis that is most urgent to young people who will feel the longer term effects of our actions now.

On a worldwide scale, YMCA is committed to advancing global conservation and responsibility to reduce the effects of climate change through youth-led education programmes and advocacy initiatives that improve environmental awareness.

Every young person has the ability to contribute to reducing environmental degradation and its consequences. Through YMCA programmes, young people coordinate sustainable practices and advocating on issues relating to the environment and climate change.

- ▶ 70 National YMCAs worldwide are working on environment related issues
- ▶ YMCA worldwide runs 2,400 programmes on environment related issues, involving and reaching some 232,000 people (Data: 2018)

Our Commitment



The mission and values of YMCA Trinity Group are directly aligned with our Environmental Sustainability approach. We will inspire young people to play their part in reducing the impacts of climate change in our communities.

Each service delivery site will have a site-specific action plan to deliver this policy at a local level.

Local environmental actions are based on our evaluation of the environmental aspects and effects generated by our services and activities. These are identified as:

- ▶ Air Emissions
- ▶ Water consumption
- ▶ Waste generation
- ▶ Noise Generation
- ▶ Light generation
- ▶ Consumption of resources
- ▶ Consumption of food

Each local action plan will seek to:

- ▶ Reduce utilities costs and consumption at each site
- ▶ Reporting office/commercial/residential buildings utilities usage and carbon emissions
- ▶ Measure business mileage costs and emissions and report them in the annual policy review
- ▶ Set clear actions for reducing business travel costs and emissions
- ▶ Buy electricity from renewable sources if it is available at the same price as non-renewable electricity
- ▶ Develop options for cost effective energy efficiency investment in buildings where energy consumption is high.
- ▶ Identify actions to improve waste management and recycling.

Global Issues, Local Impact

Black Lives Matter

The murder of George Floyd by a police officer in Minneapolis in June 2020 shocked the world. The images that streamed on every news channel and across the internet were horrifying and tragic. And what followed was outrage on an international scale. Protests across the world supported the Black Lives Matter movement, calling for acknowledgement and condemnation of systemic racism, and the liberation of all black people across the world.

In October 2020, YMCA England produced the *Young and Black* report, which revealed that 95% of young Black people have heard and witnessed racist language at school, and 78% have heard and witnessed racist language in the workplace. Worryingly, young Black people in the UK said that they now grow up expecting to experience racism because of the colour of their skin.

In our client groups, we discussed the issues raised with young people, and allowed them the opportunity to discuss their views and feelings. We discussed racism and xenophobia in our Youth groups and continue to discuss social issues.

What our young people are saying

- ▶ “I love Britain but Britain doesn’t love me”
- ▶ Having an accent draws negative attention in public.
- ▶ Many young people feel they would be more welcome in mainland Europe.
- ▶ Young people see only one race - the human race.
- ▶ Representation in the media is important, if they don’t see themselves why should they feel it applies to them?
- ▶ Reporting of crimes against white people differs greatly from that about crimes committed against people of colour - young people notice this and are hurt by it.
- ▶ They feel there is tokenism and talk in the media which contradicts the reality of their own real-life experiences.
- ▶ Grenfell, Brexit, Windrush and the George Floyd murder in recent years have caused young people to question if things have changed at all. Many feel things haven’t changed since the murder of Stephen Lawrence.
- ▶ Progress is too slow.

Our Commitment

We created an Anti-Racism Strategy which has Board and Executive representation but is led by a range of colleagues from across the organisation.

We want to reflect the communities we serve – we are both part of the community and an organisation which can make a positive impact. We are excited to be able to report more directly on the positive impact YMCA Trinity Group can have on people’s lives in the next annual report.

We celebrated Black History Month in October, and were proud that one of the people celebrated is YMCA England & Wales Patron The Rt. Rev & Rt. Hon The Lord John Sentamu.

YMCA Trinity Group continues to strive to improve in our understanding and advocacy for all young people.



‘Stop Hate’ display board created by residents in Bury St Edmunds

Global Issues, Local Impact

Inclusivity

The last 12 months included watershed moments for issues which affect how people can reach their potential, specifically the Black Lives Matter Movement and the raising of awareness of LGBTQ+ lives.

Our historical foundations are built on providing a welcoming community and a safe place to be, this still resonates today. Our values ensure we listen to others lived experiences, respecting their personal journey, empathising with their choices whilst believing in their potential. We support our colleagues and clients who are affected by these issues, but we recognise the need to do more.

This year was the first time we have had to submit a public gender pay report, although we have completed these internally since our merger. We do have a small pay gap, but are proud of the high number of female staff in all quartiles of our organisation. We continue to offer a range of contract types and discounted YMCA childcare to help our working parents to balance work and family life.

Mean Gender Pay Gap 8.4%



We celebrated Pride month in June, and discussed the symbolism of the new Progressive Pride flag in our teams, which includes representation for not only LGBTQ+ people, but trans individuals, people of colour and those whose lives have been lost to HIV / AIDS.

YMCA is proud to support diversity and inclusion, from the colleagues we work alongside to the young people we support in the communities we serve.



Our Commitment

For our teams we will ensure our policies and procedures are truly inclusive and work to ensure our environment is a place where everyone can thrive. We have improved data collation and reporting and are using this to inform our recruitment, development and celebration activities.

We will be more vocal in our advocacy for marginalised communities, ensuring they are not just welcomed but invited, and that our public messaging reflects this.

We will foster a culture of accountability, calling out exclusion and discrimination, and ensure safety and protection for all those we work with and whom we serve.

We will continue to talk openly about issues of gender, sexuality, race, diversity with our young people. We will allow a safe space and promote a culture of acceptance and community, encouraging critical thinking and open conversations that young people may not feel able to have at home.





"I lived at YMCA for two years before and after having my son, Isaac. My mental health was really poor at the time and I required a lot of support from the engagement officers whilst I was there. They were always around for me and helped me through some of my darkest periods.

I've never felt so productive in my life and I wouldn't be here if I hadn't lived at YMCA. Their support was invaluable to me."



“We believe every young person should have a safe place to stay”

A challenging year

During the pandemic we continued to provide accommodation and support services to our residents. Our staff teams and residents showed remarkable resilience throughout. Our staff tell us it was an incredibly worrying and fearful time, trying to manage their own emotions whilst also supporting the emotional needs of our residents. We worked closely with the Mental Health team to offer additional support to our teams during this time.

Our residents told us that the pandemic had a significant impact on their mental health and our data supports this. To comply with government regulations our residents were not able to have visitors to their home and not being able to see their friends and family made them feel lonely and isolated.

The pandemic has impacted the delivery of our Asset Management strategy, but we have continued to invest in our accommodation at all our sites, including the refurbishment of our Time Stop building in Peterborough and delivering new properties in Ipswich.

At the time of writing this report the pandemic is not yet over. We know that the pandemic will continue to impact our residents including around education and employment for a long time to come. We are committed to supporting our residents and staff to weather these challenges in the coming year.



Our Achievements



We supported
689 residents



installed wi-fi
across most of our
accommodation sites



39% of our residents
told us they have a
mental health concern



Dedicated A2E worker
to help residents into
education, employment or
training

In response to the increasing Mental Health concerns of our residents, in 2020 we implemented a new wellbeing programme with qualified mental health counsellors to provide free on-site therapy at all accommodation sites.

We have also received funding and donations to support a dedicated Access to Employment worker in Queen Anne House in Cambridge, allowing us to provide specific and targeted support to help our young people into education, employment and training.

Impact Report

Accommodation



Case Study - Accommodation Service **Ahmed**

Ahmed has been a resident with YMCA Trinity Group since April 2019 and originally lived in one of our community houses before moving into our flats in June 2019.

Michaela Williams, Ahmed's Accommodation Project Worker, explains, "During his time at YMCA, Ahmed engaged with the support really well and has also studied really hard for his educational courses in order to achieve his grades.

He has since moved out into his own flat and has been offered a place at University in the upcoming educational year. We are all extremely proud of Ahmed and want to wish him all the best for the future."

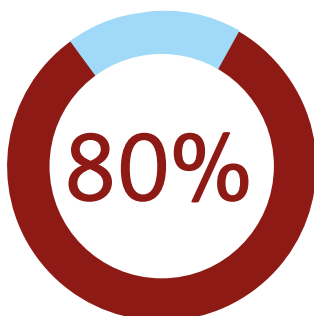
When commenting on his stay with YMCA Ahmed said:

"I always wanted to become a pharmacist, since I was young. I didn't have access to any primary education when I was young. When I moved to the UK in 2017 I couldn't speak any English, then I went to Suffolk New College and I studied ESOL Entry Level 3.

I then went on to study Level 1 Health and Social Care in the second year. I then moved on to study Level 2 Forensic Science and at level 3 I am doing Higher Education Access to Science and I'm doing really great at it. In January I applied for 5 universities, I had interview with two of them and I have received an offer from my first option of university, which is University of East Anglia.

Many people said to me this is going to be hard for you, but I wasn't listening to any negative comments, I also had so much support from many people.

I'm so happy to share this with you. Anyone can do anything they want by working hard and never giving up we can achieve our goals."

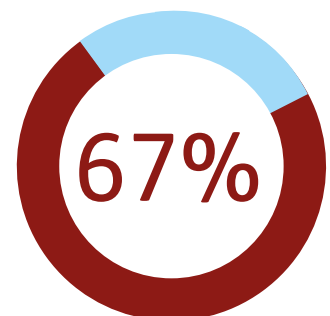


80% of residents leaving YMCA moved on in a planned / positive way

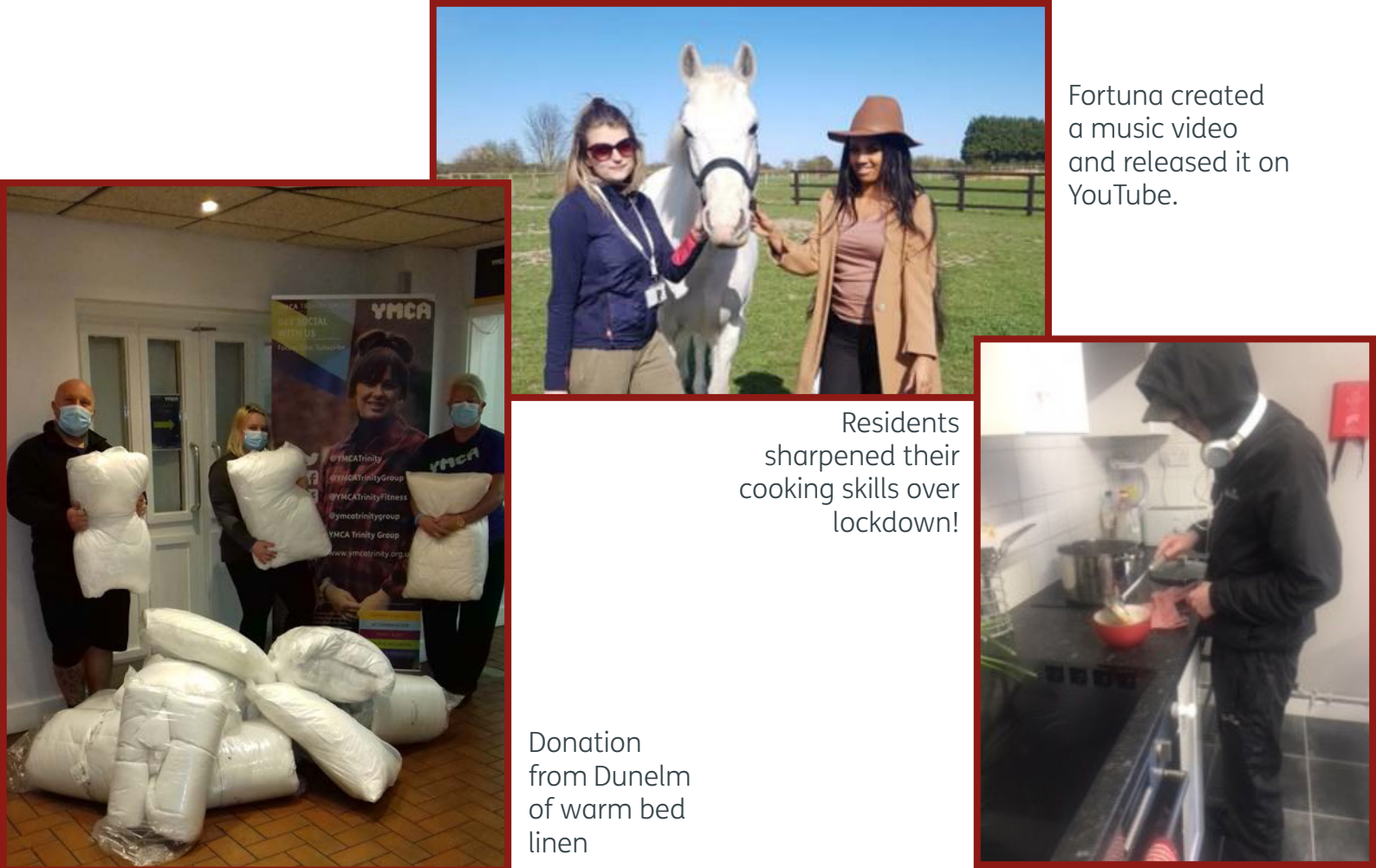


95,000

hours of support provided to our residents



67% of residents are engaged in education, employment or training



Fortuna created a music video and released it on YouTube.

Residents sharpened their cooking skills over lockdown!

Donation from Dunelm of warm bed linen

Future Strategic Targets 2021-2022

2021 will be the final year of our current accommodation strategy. Keeping with the 4 key pillars we will be focusing on the following:

Buildings – Improving our accommodation stock

- ▶ Update our asset management strategy to continue investment in our buildings.
- ▶ Complete installation of Wi-fi at all services.
- ▶ Review our housing management software.
- ▶ Increase capacity for mobile devices within services.

Teams – ensuring our staff teams have the right resources, training and skills to deliver safe and effective services

- ▶ Continued safe practices for Covid-19.
- ▶ Updating our recruitment, induction and probation programmes
- ▶ Expansion of reflective practice support to build resilience and promote learning
- ▶ Engaging with teams in setting priorities for the next accommodation strategy

Clients – Implement a psychologically informed environment approach that focuses on the strengths, wellbeing and aspirations of our clients.

- ▶ Boosting skills and wellbeing as we emerge from the pandemic
- ▶ Continue our journey for a trauma informed approach.
- ▶ Secure funding for Access to Employment services at more locations
- ▶ Work with our residents to co-produce the next accommodation strategy
- ▶ Implement the Skills Builder pilot

Growth – increasing the number of people we can support

- ▶ Work in partnership with local authorities to deliver new move-on accommodation
- ▶ Explore partnerships with stakeholders to implement new collaborations to improve and expand our work.

Impact Report

Support & Advice



“We believe every young person should have someone they can trust.”

Appropriate Adult

During 2020-21 the Appropriate Adult (AA) service continued to support young people and adults, providing frontline services to the most vulnerable with no break in service during the lockdowns, despite a considerable reduction in volunteers. The AA team have continued to work directly with our clients in police custody suites across our region, and maintained this frontline support even when other services withdrew due to the increased risk to volunteers during the pandemic. Their role in ensuring a safe, supportive and informed service cannot be underestimated, particularly in the absence of a solicitor providing face to face support.



Supported over
2,000 people

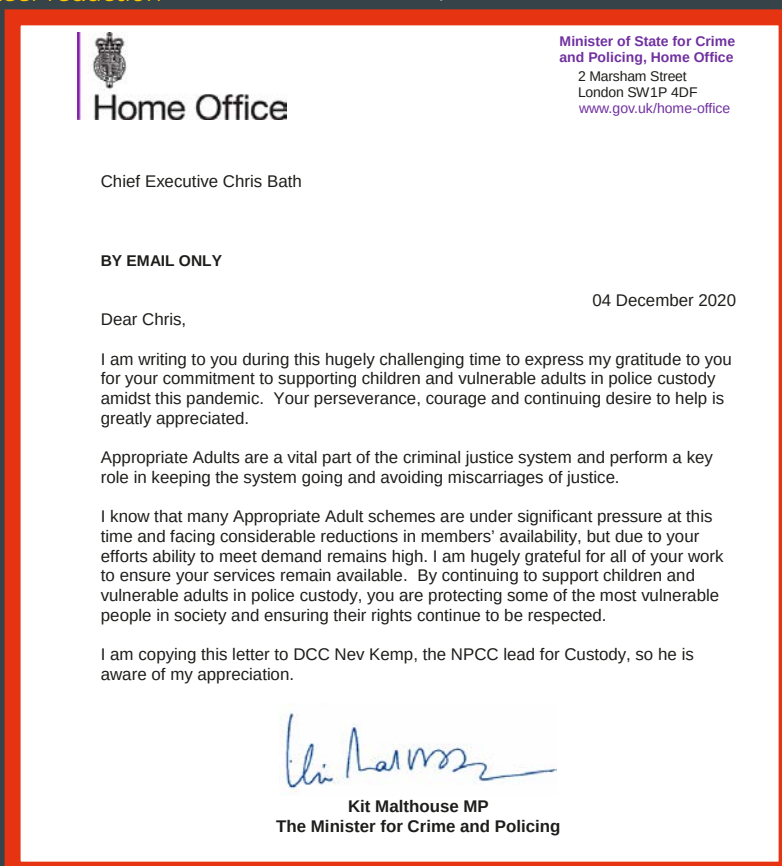
The challenges faced by the AA team have been considerable, and we are incredibly proud of their team work, effort and commitment to providing this essential service and support to vulnerable people when they need it most.



The volume of call-outs continue to fluctuate, but numbers are gradually returning to usual expected levels. We have supported over 2,000 Young people and Adults over the last year, an incredible achievement considering the stress the service has been under.

Continued with our
service with a 80%
volunteer reduction

As we move into 2021-22 we are increasing our volunteer numbers, which are now approaching pre-pandemic levels. This will enable us to continue to maintain and expand the service in the coming year.



Received a
commendation from
MP Kit Malthouse

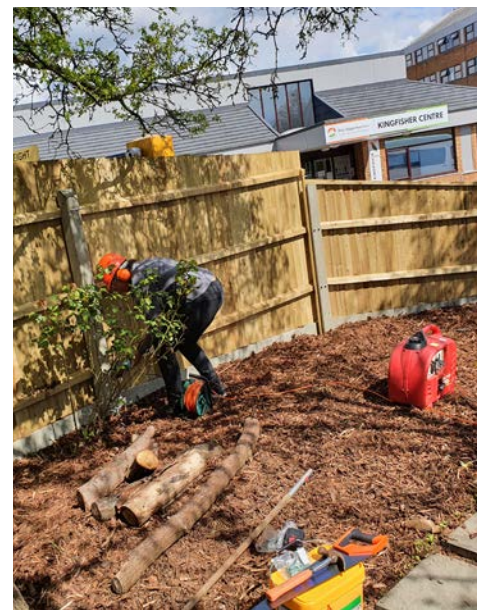
Reparations in the community

The pandemic meant a considerable reduction in the work of the reparations team this year. However as we moved into 2021 projects began to develop and we were delighted to be able to develop our work at the Cambridge allotment. The focus of the reparations team is to get young people actively taking part in growing and harvesting food.

We continue to develop our community and corporate relationships, including infrastructure support provider Amey who donated 10 tonnes of soil conditioner to enable us to improve our allotments in Cambridge and Huntingdon. Produce grown on the Cambridge allotment by the young people will be used to support other charities such as; Jimmy's Homeless Shelter, NCCP (North Cambridge Community Partnership) where some of the produce grown will be donated for teaching families to cook; and The Edge Café who are working with Fareshare to cut down waste.



Soil improver
donated by
Amey



Cresset Wedding Garden

The Reparations Team undertook an exciting project in the spring, redesigning the garden at The Cresset used for wedding photographs. Alison Kinch, Events Manager at The Cresset said:

"I Just want to say a big thank you to the reparations team who worked on the wedding garden while completing their reparation hours. When on site the group of young people worked well together and were supervised at all time in a very professional way by the managers."

The whole project from start to finish has been amazing, a lot of planning, hard work, time and money has been put into this and what can I say it just unbelievable. When we first discussed this, and you offered to take on the project I was just excited that the garden was going to get a makeover. Some makeover!

We had our first two weddings in July, and had really good comments from the brides, grooms and guests attending the weddings. We have done several show rounds recently to brides that are looking to book their weddings and they have all made good comments on how stunning the garden looks. This is going to help us greatly to sell our weddings and hopefully increase our bookings.

We cannot thank you enough for all your hard work to get the garden complete through such a hard time for everyone."

Impact Report

Family Work - Childcare



“We believe every family should have the support they need to develop and lead fulfilling lives.”

Our Covid-19 experience

YMCA Childcare continued to operate during the covid-19 pandemic. Government restrictions and guidance had a huge impact on the operation of our childcare services, however we are proud to say during the first lockdown that **4 out of 6** of our settings remained open, offering high quality support, care and education to keyworker families and vulnerable children.

Due to restrictions the first lockdown saw a significant decline in the number of children attending. Our out of school provision was temporarily suspended and ‘bubbles’ were put into place to protect children and staff. When settings were able to re-open to all children in June 2020 there was still a decline in attendance across all our provision which ultimately has had an impact on our childcare finances. This was partly off-set through strategic use of the CJRS or Furlough scheme, and £34k of recovery funding from Suffolk County Council to support our settings going forward.

Big Challenges

Within our childcare services a lot of time and consideration was spent on how to operate in a covid-secure way, whilst still providing high quality care and education and supporting our families and staff during a difficult period.

Keeping up to date with new Government guidance was a top priority but was also challenging due to last minute publications that needed to be implemented within a short space of time. Managers worked together cohesively in order to implement changes effectively, delegating tasks and coming together as a team to share information, ideas and give support.

During the pandemic staff wellbeing was a key focus, many of our teams were anxious about working on the front line. Managers had regular online meetings with staff, both those in settings and those on furlough, keeping them up to date with guidance changes and giving advice and support where needed. The employee assistance programme has been a great support.

Parents also had anxieties about their children returning to settings after the first lockdown. We ensured regular weekly contact was kept with parents of children not in attendance and created a ‘welcome back’ booklet to explain all of the preventive steps we had put into place.

Our brand-new setting YMCA Childcare Blinco Grove in Cambridge opened just before the pandemic in March 2020. This had a considerable impact on recruitment and the intake of new children. In fact recruitment has been one of our biggest challenges this year, as the pandemic led people to focus on job security. As we enter the new year we continue to look for new ways to promote our services and employment opportunities working closely with HR and marketing.



YMCA Childcare has
engaged with
353 children



Learning opportunities through collaboration

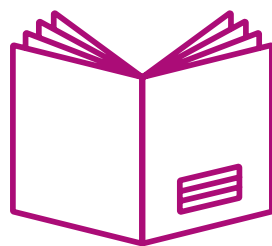
This year our Lowestoft childcare settings have worked closely with our Lowestoft youth team, Shine. With the use of EYPP funding we were able to visit the Shine allotment weekly and this has now increased to 4 sessions per week due to funding gratefully received from YMCA England & Wales. During these visits our children have had many experiences exploring the great outdoors and benefited from various learning opportunities around the growth of fruit and vegetables.

The children have enjoyed learning about where things come from and how they grow. The allotment visits were really appreciated after a year where so many children have had to stay inside. It has been a pleasure to watch the children grow in confidence, and to hear their excitement when they talk about what they have done during their allotment visits.

[Read more about Shine on page 25](#)



100% of children
have had positive outcomes
through progress shown in
learning journeys



5 Staff Members
increased their level of
qualification



99 children
transitioned from YMCA
Childcare to school



Case Study - Childcare St Margaret's Road

YMCA Childcare St Margaret's Road in Lowestoft supports many children and families who live in high-rise buildings in the town and have no access to outdoor spaces. During the pandemic this was very challenging for these families. When told about this problem, local businesses jumped at the chance to get involved in creating a specially designed garden space at the setting.

Kind-hearted support came from local companies Apec Groundworks Ltd, Taydal Surfacing and Cullum Line. The businesses worked with staff to design a roadway complete with a roundabout, road markings and car parking spaces for the children's ride on toys. The area also features raised flower beds and even a pretend car wash. Several other local companies such as Mark Botwright Tree Services, Lound Garden Centre and AW Removals Lowestoft also helped on the project, with support ranging from donating bark, clearing the garden waste and supplying and planting the sensory area.

Jason Jeffery, Managing Director at Apec Groundworks Ltd, said: *"When Kim made contact with me about the project, I knew straight away that I wanted to get involved. I grew up in Lowestoft and really felt I could give something back to the children of the town. My own children are lucky enough to have a garden space to play in, and it really hit home to me that I could make a difference."*

This new garden space allowed the children attending during the pandemic to get much needed fresh air and the freedom to spend time outdoors whilst in our care. This supported their mental, and physical wellbeing, and allowed them to have a lot of fun!



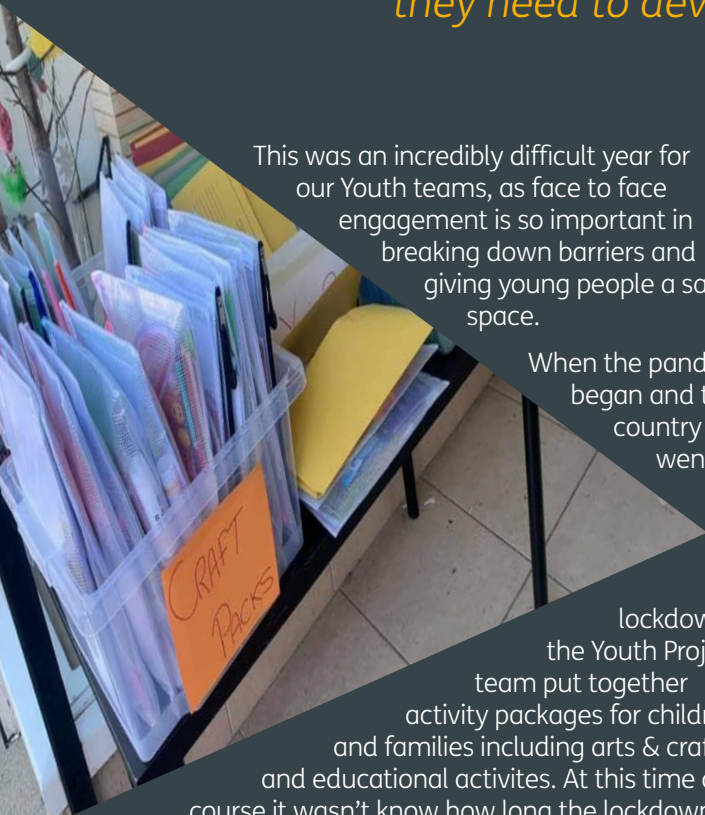
Strategic Targets	Achievements
Quality - To achieve a minimum of Good Ofsted grading, striving for outstanding in all settings	Due to the pandemic Ofsted inspections were suspended, resulting in no new inspections across our 6 childcare settings.
Quality - To develop early intervention programmes and workshops for parents and children.	Due to the early restrictions of the pandemic, many children were unable to attend our childcare services. We therefore had to adapt the initiatives we already had in place. Home learning resources were created for children and parents online, via our website during the first lockdown. We received 465 page views. During the second lockdown weekly activity packs were emailed out to parents to support with early learning experiences at home. 59 home learning resource bags were created and delivered to children with the support of Early Years Pupil Premium funding. Children from our Lowestoft settings were able to undertake allotment visits which has enhanced their knowledge and understanding of the world.
Teams - To continue to invest in staff CPD and training	Practitioners have undertaken 238 CPD courses through Noodle Now. 311 iHasco courses have been completed. 50 NDNA bite size courses have been completed.
Teams - To work with the Mental Health team to undertake training in Mental Health Awareness for all staff	25 practitioners undertook online early years mental health training, through our mental health team.
People - To ensure parent partnerships are demonstrated through a number of activities.	Practitioners had weekly contact with families that were unable to attend their setting during the pandemic. Home learning resources were created to support children and families at home. Our settings teamed up with local foodbank projects to help support families with food packages and affordable healthy recipes. 150 food bags were distributed across our Lowestoft and Newmarket settings. 6 parents undertook online paediatric first aid training.
Growth - To actively seek new opportunities to expand YMCA Childcare Services into more communities	We showed an expression of interest for one tender opportunity for a new childcare site in Cambridge, however we decided not to take the tender further due to the terms and conditions.
Growth - To promote YMCA Childcare brand in all our communities to increase attendances and strengthen our reputation as a provider	We have had an increase in social media posts from our childcare settings during the pandemic. Facebook has enabled us to share information with families quickly, but also to share the fantastic work we do!

Impact Report

Family Work - Youth Projects



“We believe every family should have the support they need to develop and lead fulfilling lives.”



This was an incredibly difficult year for our Youth teams, as face to face engagement is so important in breaking down barriers and giving young people a safe space.

When the pandemic began and the country went into

lockdown, the Youth Projects team put together activity packages for children and families including arts & crafts and educational activities. At this time of course it wasn't known how long the lockdown would last.

We also worked with some families in need to provide emergency food packages. Through use of our existing resources and donations we were able to help to support families who were struggling to keep food on the table.

Shortly after this all our Youth Projects team were placed on furlough. Activity was not able to continue and so it was not possible to keep funding the projects.

This posed its own challenges of course, not only can prolonged furlough be difficult for many people, but all the staff were concerned about the young people we work with, and how the removal of that positive engagement and escape from their daily lives might impact them. We were conscious that not all young people live in a safe environment, not all have positive role models in their lives, and many struggle with mental health issues so our teams were worried about how they would be coping with the lockdown.

Through social media we were able to see how some of our young people were getting on, and we are aware that many have struggled. In some cases we are aware of a return to criminal activity, such as in the case of one young person who, prior to the pandemic, had been making really good progress.

As we return to face to face sessions we are conscious of the impact that the lack of stability and consistency will have had on the young people, and while we foresee considerable challenges we are pleased to be able to resume our work.



93 Activity Packs
given to young people



Supporting Schools LOWESTOFT

With prolonged periods of closure, endless changes to guidance and with the seemingly impossible task of providing an education to young people during such an unprecedented time, schools had a really difficult year.

Many young people were struggling with the impact of the pandemic, the challenges of home learning and the disruption to their education.

Our Youth Projects team in Lowestoft continued to work with schools to support the young people throughout this difficult time.

We offered one to one support via telephone, with our staff providing this directly to young people at home when the schools were shut.



9 Schools
provided with
one to one support



290
young people
supported



The SafeZone Initiative

A new partnership

Some of our team used their furlough time in incredible ways. Fiona Radnor, our Programmes Manager for the East, volunteered her time to work with Community Youth London, using her knowledge of Youth services to support them in the development of a brand new charity initiative. As YMCA Trinity Group's Youth Projects resume, we are already developing a partnership agreement with CYL to bring the SafeZone project to our region.

The SafeZone initiative was developed by community members who wanted to challenge the perception of young people, and particularly the violent images seen on social media which perpetuate the negative stereotypes and glorify violence.

As the project develops it will have three main arms:

- ▶ **Training** - offering courses to the police and other statutory / professional organisations. Courses will include Youth Engagement, Gang Awareness, Child Sexual Exploitation and Stop & Search.
- ▶ **Personal Development** - Working directly with young people to carry out assessments, look for training and job opportunities including life skills and first aid.

▶ **Businesses**

- Community based businesses and organisations can sign up to become a SafeZone, and get training and support on how to interact with young people and deal with antisocial behaviour and violence within their community.

Working to combat youth violence and support victims, the SafeZone initiative is being developed by people with lived experiences including perpetrators, victims, professionals and young people to give a unique perspective on the challenges faced by our communities.

The initiative aims to build community, working with individuals and organisations to increase understanding, improve youth engagement and address unconscious bias.



During the 2020 lockdown, our dedicated volunteers maintained the Shine allotment, so when the young people were able to return it was flourishing.



Impact Report

Health & Wellbeing



“We believe everyone should enjoy the benefits of good health and wellbeing.”

A third of a year

The national restrictions imposed by the government as part of the pandemic response meant that all gyms were closed for long periods throughout the year. The indefinite timelines of the closures of course meant that many members cancelled or suspended their memberships, and income was greatly reduced. Overall, the gyms were open for a total of 118 days, just under a third of the year.



337

members
continued to pay
their membership
throughout lockdowns

As the profits generated by the gyms support the charitable work of YMCA Trinity Group, members were encouraged to keep paying their monthly fees, and we are incredibly grateful to those who did, with over £75,000 income generated during the periods of closure.

During the periods of closure our teams were furloughed, however we were able to facilitate some online classes for our members and used social media

to keep in touch. Feedback from members was positive and Peterborough in particular was very successful at keeping a sense of community going throughout the lockdowns.

During the open periods we saw returning and new memberships in all areas, and the return of our older members in Peterborough was a huge success. Working with The Cresset to relocate classes into bigger spaces including the main auditorium allowed classes to return full force and this was well received by members. In Cambridge the uptake was much slower, and so classes are being monitored for viability as social distancing significantly reduced the capacity. In Ipswich the permanent closure of some other local gyms has helped the recovery as we continue to attract new members.

We faced challenges in Cambridge as the continuing work from home order reduced the potential membership in the city centre, and the reduction in in-person learning at the university impacted student memberships. This will be a focus area for the coming year.



“ Had my first gym session and I was thoroughly impressed by the measures they have in place... Well done to the YMCA team in Peterborough!”
- Alexander

Gym Opening 2020-21										
		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9
Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20
Week 21	Week 22	Week 23	Week 24	Week 25	Week 26	Week 27	Week 28	Week 29	Week 30	Week 31
Week 32	Week 33	Week 34	Week 35	Week 36	Week 37	Week 38	Week 39	Week 40	Week 41	Week 42
Week 43	Week 44	Week 45	Week 46	Week 47	Week 48	Week 49	Week 50	Week 51	Week 52	



78
new members

KEY

■ Total days closed = 247 (67.7%)

■ Total days open = 118 (32.3%)

"Lovely people. I suffer with very high anxiety but they are so patient and caring. 10/10."

- Anon

"2 days in and 2 classes done; YMCA you rock. After a sedentary 7 months I ache all over but I am so very happy to be back and you've done a wonderful job. I was a little nervous but feel totally safe in your organisation. A huge THANK YOU"

- Glenda

"Felt nice and safe this morning, in the gym for the first time since March. Already booked in for tomorrow! Glad to be back, a lot of fitness to catch up though"

- Mark



Priorities for 2021-22

- ▶ Rebuild membership using new marketing strategies to target new members
- ▶ Diversify class programmes with new classes and instructors to meet demand and attract new members
- ▶ Resume and increase marketing activity in all areas to reinforce brand awareness across our region
- ▶ Maximise new opportunities in Ipswich to develop membership and increase our offer.

Impact Report

Training & Education - A2E



"We believe every young person should be able to fulfil their potential."

eMploY-ABILITY Peterborough, King's Lynn, West Norfolk

- ▶ Received 57 clients
- ▶ Supported 7 people to find employment



25
job search
sessions



133
one-to-ones with
clients

Success in Wisbech

We have been delivering our employment services in Wisbech since September 2020 whilst facing challenges around Covid 19 and the restrictions this caused us. As this is a brand-new area of delivery from us, we were able to use the time to network and learn about the area whilst forming relationships with other agencies in the area.

Part of the contract was to secure in-kind funding with which we were able to partner with other professionals in the area. We received free support and sessions to help clients bring down their barriers and get closer to the labour market. We are delighted to be working with hypnotherapists, counsellors, childcare providers and hairdressers who all work in unison to support clients to be their best selves.



Case Study - A2E Ben's Story *



* not his real name

Ben lives in Wisbech and had been looking for employment for over ten years. He has previous experience of working in security but after the loss of his mother, which hit him hard, he began to suffer with anxiety and depression and working took a back seat for him.

Unfortunately, Ben then found himself homeless and with no support network to help him, he was referred to the Ferry Project. They provided him support and into permanent accommodation with his own flat. After settling in, Ben was still not ready to take on employment but did want to do something for the local community and thus started volunteering at Vision – 50 Backpacks, a local community group which supports people in Wisbech who are living on the streets.

Ben was then introduced to Access to Employment. The team supported Ben and helped him create a new CV and begin his job search. Ben was able to apply for various support and care work in the area and allowed him to create an Indeed account where he could make his CV public.

Ben was approached by Genesis Housing and was offered an interview for a permanent, full time role working with 16-25 year olds at a supported accommodation site. After the interview he was told that the job was his. We worked with Ben to provide him with interview clothes and helping him with his transport to work".

Ben said: *"Not only is this a job but a career and something that I have wanted to do for a long time. Thank you so much!"*



Case Study - A2E

Nick's Story

The A2E team first met Nick whilst working in partnership with Seetec in Wisbech. Nick was on a course for self confidence and wanted support in writing a CV and looking for work. He had only been out of work a few months and was really keen to get back to work as soon as he could.

After signing up to the project Nick worked with the A2E team to create a new CV using information from a CV guide and his old CV. After writing this, A2E worked with Seetec to help him apply for a vacancy at Nestle Purina in Wisbech.

Nick was offered an interview at Nestle as a production worker which went very well, and he was offered the position!

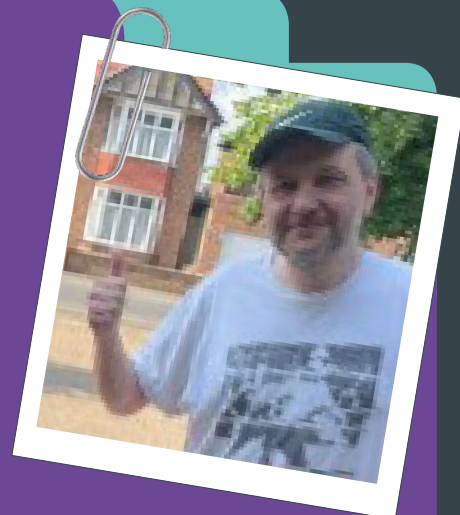
Nick accessed vouchers to help him on his first few weeks back at work with packed lunches and groceries to keep him going until his first pay. After successfully completing his induction he began his full-time role.

Nick said:

"Firstly being out of work is difficult and sometimes the normal things like updating CV and applying for jobs can be more difficult for one person than another , especially when you suffer from depression and anxiety.

You updated my CV within 24 hours and did a great job, you was pleasant, nice, very warming and helpful. From this I got advice about vacancies and sent new CV off for jobs and got interview straight away. I can confirm that with your professional help and support I've managed to get a full time job and bring some happiness into my life. I start Tomorrow at 6pm at Nestle Purina.

Thanks for all your support and help , sometimes we all need it."



Access 2 Employment Peterborough

► We worked with 31 individuals



30 CVs
written and
updated



We enabled our clients to apply for
120 job opportunities



**8 clients offered
employment**

"I have thoroughly enjoyed supporting A2E clients over the last few months, seeing them overcome their barriers and move into jobs has been inspiring.

- Nicky Elmer Hypnotherapy

NICKY ELMER
HYPNOTHERAPY

Impact Report

Training & Education

Mental Health and Teacher Training



"We believe every young person should be able to fulfil their potential."

Working with schools during Covid-19



We worked with
42 Schools and 6
Accommodation projects

with us to prioritise other areas of their work, and 'bank' hours to use later on, and we quickly adapted our policies and procedures to allow us

The Mental Health team provide clinical support to young people in schools and education settings, as well as offering a full training programme to school staff. In March 2020, at the beginning of the Coronavirus pandemic, UK schools closed overnight. Schools, teachers and pupils we were working with were suddenly at home, and unable to access the support of our clinical teams.

Our first priority was to establish ways to maintain that connection. We knew of many vulnerable young people in crisis who would be in greater need of our services than ever. We adopted a flexible approach with schools, allowing them to pause their contracts to continue with online delivery.



3742 support
sessions delivered



694 clients supported

Over the summer of 2020 we ran a series of fully booked online courses. School staff were using the time to prepare and upskill. When schools resumed in-person learning in autumn 2020, we saw an immediate increase in need and while our training services slowed down as school staff focused on their internal delivery, there was a significant increase in demand on our therapeutic services dealing with the impact of the pandemic and the lockdown on young people.



We delivered
38 online courses to
almost **700** delegates

"I just wanted to thank you for the staff training. Everybody commented on how uplifted and motivated they felt following your training. It's not often that we have training in school which receives such positive feedback from all members of staff"

– Head Teacher

Expanding and developing

During the pandemic we were able to develop new relationships and opportunities as we were approached by statutory services in the area for help and support. We are seeing increased collaboration across the public and charity sector services to address rising needs for mental health support, and our increased profile in this area has already led to more commissioned work to be undertaken in 2021-22.

We are continuing our work with the Opportunity Area programme, which funds opportunities for settings in Fenland and East Cambs to access training. The programme has been extended a number of times and we have been able to add new courses to the offer. In 21-22 the programme will extend to the Peterborough area.

We will also be doing more work with adults, including staff wellbeing for internal and corporate organisations, and working more with parents and school staff.

Strategic Priorities 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
Maintain high satisfaction levels	Increase staff sessional workers	Provide more support for existing partners	Increase programmes offered
Improve Client Outcomes	Maintain high levels of practitioner feedback	Increase number of beneficiaries and settings	Increase opportunities to share good practice

"I am delighted that so many staff from schools and early years settings have already accessed and positively responded to the training that the YMCA Trinity Group has delivered."

– The Chair of the Fenland and East Cambridgeshire Opportunity Area Partnership Board

"When I was angry, you (therapist) helped me. I don't stomp out of the classroom so much anymore. I liked coming because it helped me. I'm a bit better than I was before, like I'm not running out of the classroom anymore." – **Child**



Impact Report

The Cresset



“An inclusive, supportive community hub where people can connect, celebrate, and play a part.”

The challenges

From 16th March 2020, theatres and events venues were ordered to close by the Prime Minister. Thus began a year of cancellations, reschedules, dark days and troubled times. The three main incomes streams for The Cresset – the theatre, pub and conference & banqueting facilities – were no longer permitted to trade. Our response was swift, customer communication was the main priority, ensuring that events and shows were rescheduled wherever possible to minimise the financial impact, and to reassure customers that we had everything under control. However, the challenges were significant, and remain so well into 2021.

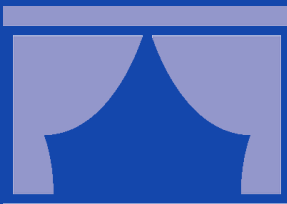
These include:

- ▶ Maintaining customer communication to ensure efficient rescheduling / cancellation of events
- ▶ Managing teams to ensure adequate staffing levels while minimising financial impact
- ▶ Keeping the building compliant and operational for the essential services which continued through lockdowns including accommodation and the nursery



37 Contracted staff
furloughed

- ▶ Understanding, interpreting and implementing ever-changing government guidelines for all areas including retail, hospitality, visitor economy and performing arts
- ▶ Implementing new rigorous cleaning and safety protocols and developing new event management plans to protect staff and customers
- ▶ Managing cash flow to protect the business and identifying funding opportunities
- ▶ Reassuring customers and visitors that it is safe to return and reinvigorating advance sales to aid the recovery.



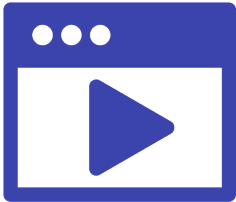
Over 80 live performances
rescheduled



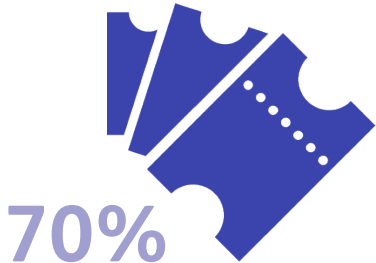
Our achievements

- ▶ Securing grant income from the Culture Recovery Fund, our first funding from Arts Council England, allowed us to invest in equipment and events in the theatre, as well as bringing staff back to work to support the recovery
- ▶ Against all odds, staging several socially distanced live events, including one of only a handful of live pantomimes taking place nationwide
- ▶ Producing and distributing a digital recording of the pantomime to schools across the region free of charge
- ▶ Outstanding media coverage raising our public profile including BBC Look East, ITN National news, BBC Radio Cambs, Star Radio, PCR, and print / digital media outlets across Cambridgeshire, Lincolnshire and East Anglia
- ▶ Excellent feedback from PHE, HSE and PCC on our operational plans for opening, and a 5-star Environmental Health inspection in the pub during the opening period in Summer 2020.

901



digital streams of the pantomime watched

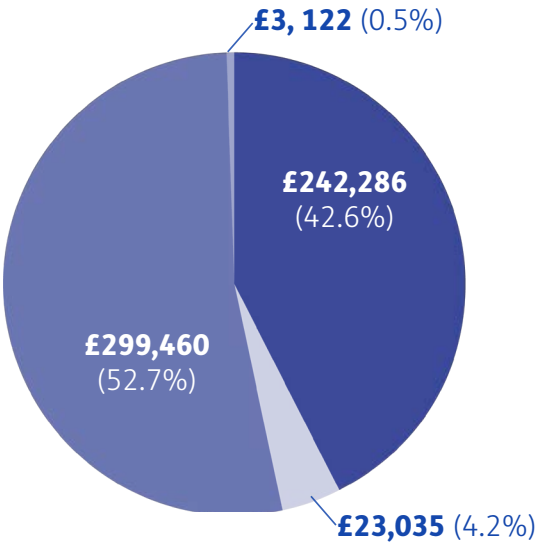


70% of booked ticket income retained through rescheduling



81% of wedding bookings retained and rescheduled

Alternative Income



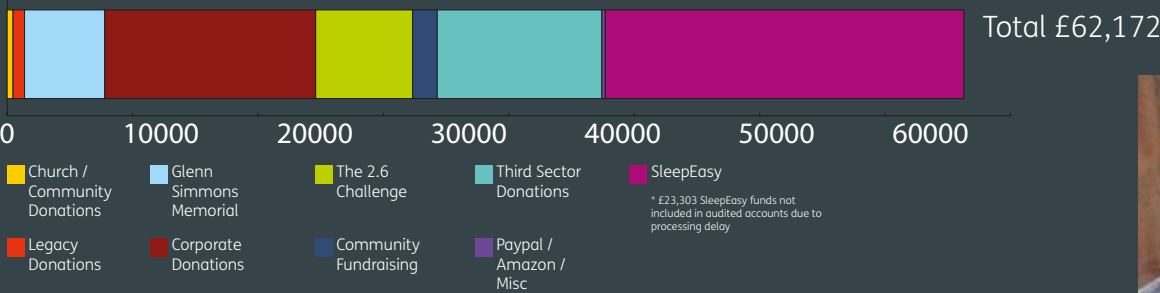


“The Cresset clearly worked hard to keep everyone safe and the show was great!

Thank you again for keeping all of us safe at this difficult time”

- Tina, via Facebook Reviews

Focus Area - Fundraising



Glenn Simmons Memorial Fund

In January 2020 our Senior Accommodation Manager, Glenn Simmons, sadly passed away. Glenn had been with us for 19 years and had an extraordinary impact on the delivery of our services. He is very much missed both by our staff teams and by residents. Later in 2020 we recruited two new management positions, Bridie Carson as Head of Accommodation and Lizzy Woods as Area Manager in Suffolk.



Glenn was an important part of the start-up and success of Access to Employment back in 2011. Since his passing in 2020 we have been honoured to start up the memorial fund in partnership with his son, Brad, who has been fundraising to create a fund that can be accessed by A2E clients to enhance their journey with specific qualifications or items to help them into work and also sustain their position. Brad and his friends undertook a huge challenge, to run 1200 miles to raise money for this cause which was so important to Glenn, and raised well over £5,000!

Virtual SleepEasy

In March 2021 we hosted a virtual sleep easy fundraising event in partnership with LandAid and sponsored by Urban & Civic, The Howard Group and Morgan Sindall. The event which saw participants from across the region ‘sleeping out at home’ in gardens, on doorsteps and on balconies, raised over £23,000 to support the Access to Employment Programme in Cambridge.



Nicolas Bewes
Howard Group CEO



**THE
CAMBRIDGE**
Building Society



We are delighted to be a charity partner with Cambridge Building Society as part of their ‘Making The Difference’ campaign. This is a 3-year partnership that includes a variety of initiatives and programmes to support our work. So far, the partnership has included helping to fund our Access to Employment work at Queen Anne House, Cambridge staff volunteering at resident football practice, providing wellbeing sessions for our staff and much more. We are looking forward to more exciting programmes in the next two years.



Focus Area - Belief in Potential

'Inspiring communities, transforming young lives'

"No matter which role you play
within the team there is always
encouragement to share new ideas"

- Apprentice

549 staff & volunteers

inspiring communities and transforming young lives.



210 New starters

recruited including contracted staff, sessional workers and volunteers.

Apprenticeships

From March 20 – April 2021 we supported 18 staff working towards 21 apprenticeships

- ▶ 3 were people who had completed a level 2 and moved on to level 3.
- ▶ 9 were childcare apprenticeships at level 2 & 3
- ▶ 3 were youth work apprenticeships at level 2
- ▶ 4 were Team Leader level 3

One of our Apprentices, Joshua Gallon, was nominated for the National Apprenticeship Awards 2020 for his hard work and efforts during this challenging year.

As part of the nomination, Childcare Manager Kim Streater said the following about Joshua:

“As part of his duties as an Apprentice Early Years Assistant, Joshua was required to work with children whose parents were essential workers during the pandemic. He was part of a small team who provided a safe, nurturing environment for those children – some of whom were not seeing their parents as often as usual due to the long working hours through the height of Covid-19.

Joshua was supporting children with their emotional and physical needs by providing high quality, stimulating, fun activities.

Joshua was required to work with children whose parents were keyworkers ie NHS, Care home or retail staff. This meant Joshua had to take on more responsibilities than our apprentices would normally have to, supporting the more experienced staff in offering activities that continued to challenge and excite the children who were attending, whilst also supporting the children’s mental wellbeing at a difficult time.”



18

Apprentices supported towards a qualification



We were delighted to be shortlisted for ‘Employer of the Year: Silver’ for organisations with 250+ staff in the Investors in People Awards 2020.

Only seven other organisations were shortlisted, and while we didn’t win this time, we are proud the hard work of our team has been recognised.

We retained our silver award after inspection in October 2019, we increased our scores in all areas, our annual review is booked for October. Recommendations from the report are embedded in strategic plans so that they influence all areas of the organisation.

Lucy Watling (Organisational Quality & Development Manager) said “Being finalists is fantastic. It shows how we have come together as a team in the last two years and how we are looking to the future, we want to do more work with more young people in more places.”

THE
**INVESTORS
IN PEOPLE**
AWARDS 2020



"Not only do we work hard to support our clients and give them the best service we can, we also support each other continuously."

Accommodation Team Member

Performance and Value for Money

Value for Money Statement 2020/21

YMCA Trinity Group is committed to achieving Value for Money across all aspects of the business. Through reviewing systems, the Association has sought to reduce costs and achieve economies of scale. Combined with a tight budgetary control process and clear understanding of cost drivers within the business overall savings have been achieved.

The Finance Department has undertaken a review of central costs to review and minimise expenditure where possible and look at the allocation methods across the cost centres to reflect a fair & equitable apportionment to YMCA services.

Continuous procurement of overheads is applied which has resulted in costs for services like telecoms and photocopier contracts being significantly reduced. Utility costs have been minimised through better efficiency from ongoing investment in new lighting and heating systems across main sites and the use of a broker facility for group purchasing of supplies.

Following the publication in June 2019 of the Value for Money metrics from the Regulator of Social Housing, we will be considering ways in which we can further measure performance against our peers. We are now able to report purposeful data & include the resulting performance measures in our 2020-21 report.

Good value combined with excellent service delivery is central to YMCA Trinity Group's business approach. The Group, through its delivery of contracts for grants and services combined with housing provision, seeks to make a surplus to support more young people and services such as Access to Employment that require additional financial resource. As a charity we also fundraise to support projects that require resource that helps YMCA achieve the mission and deliver valuable work in the community.

We have summarised our performance below against key metrics published by the regulator:

Value for Money Metrics:	2021	2020
1 Reinvestment % Investment in housing properties in the year as a percentage of the gross book value at the year end	0.5%	3.4%
2A New supply delivered (social housing units) Total social housing units acquired in the year as a percentage of total social housing units owned at the year end	1.0%	4.9%
3 Gearing % Total net debt (loans – cash- short term liquid investments) as a percentage of housing properties at cost	-3.81%	-7.49%
4 Earnings before interest, tax, depreciation, and amortisation (EBITDA, major repairs included) interest cover % Surplus generated compared to interest payable	883%	718%
5 Headline social housing cost per unit	£15,019	£14,149
6A Operating margin (social housing lettings only) %	13.1%	9.7%
6B Operating margin (overall) %	2.1%	1.3%
7 Return on capital employed	1.2%	0.8%

Financial Review 2020/21

Summary statements reflect that consolidated income decreased by £170,036 (1.64%) For the charity itself, income increased by £361,786 (3.9%) to £9,609,461.

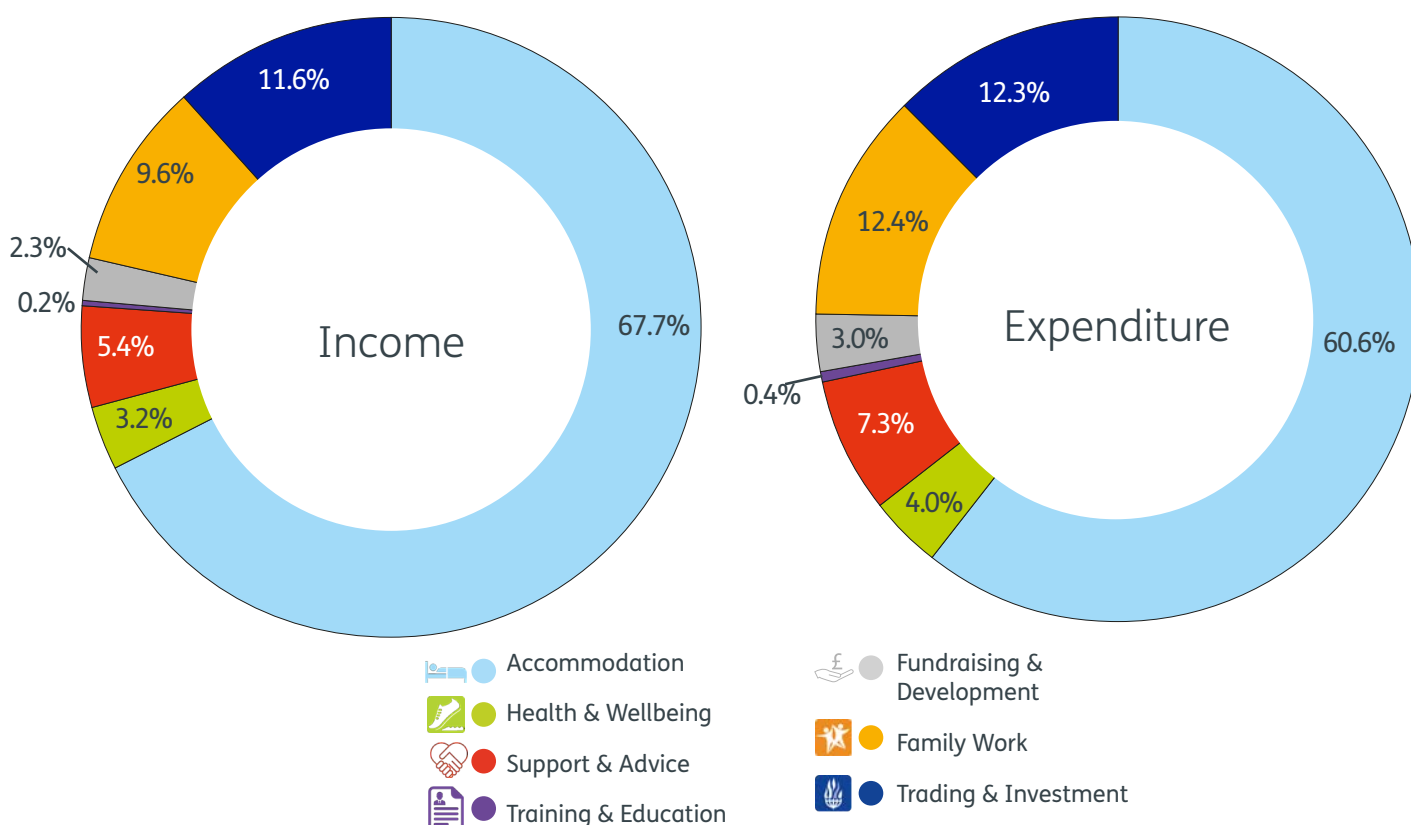
Income from Supporting People remained consistent to 2019/20 contributing to the group total of £975,681 in the year.

Activity	2020/21	2019/20
CHARITABLE:	£	£
Accommodation	6,906,305	6,249,120
Health & Wellbeing	321,528	436,774
Support & Advice	554,880	878,732
Training & Education	23,235	38,994
Fundraising & Development	232,799	284,012
Family Work - Children's Nurseries	975,910	760,718
TRADING: Trading & Investment	1,180,176	1,716,569
TOTAL INCOME	10,194,833	10,364,869

The charity received £50,606 of restricted funding from the Big Lottery Grant to deliver community projects compared to £401,526 in 2019/20.

The unspent balance is held as a restricted reserve on the balance sheet and is stated as £13,398 (2020: £24,862) at the year end March 2021.

YMCA Trinity Group Income and Expenditure 2020/21 by Activity



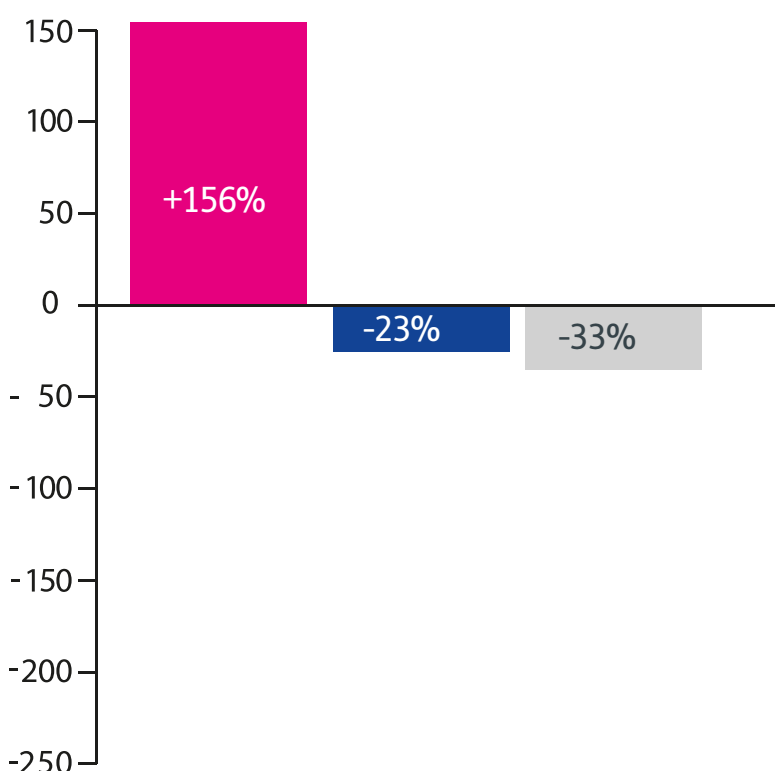
Total operating costs for the year equated to £9,989,128 (2020: £10,232,255). This demonstrates that the charity's investment in support & advice activities and childcare as part of its strategy to diversify its work in the community.

Total expenditure is analysed as follows:

YMCA Operating Costs	2020/21	2019/20
	£	£
Charitable	8,459,493	8,066,997
Trading	1,226,998	1,902,161
Fundraising	302,637	263,097
TOTAL COSTS	9,989,128	10,232,255

This resulted in a net contribution as follows:

YMCA Net Contribution/Loss 2020/21 by Activity



-  Charitable
-  Trading & Investment
-  Fundraising & Development

Our trading and investment income generates a contribution on a consolidated basis which allows the charity to undertake its charitable activities which do not generate a positive return.

The return from investment and trading, which predominately is represented by the trading activity undertaken by the Cresset, can fluctuate depending on the level of bookings and success of the performances during the year.

In 2020/21 the pandemic had a significant impact on the contribution made by the trading activity, however as seen on pages 32-33 this was supported by £265,321 of government grant funding. The trading operation also made considerable efforts to minimise expenditure, including making use of the Government furlough scheme where possible. On this basis the charity continues to support the recovery and future sustainability of the trading operations.

YMCA Net Contribution/(loss)	2020/21	2019/20
	£	£
Charitable	322,365	297,291
Trading & Investment	(46,822)	(185,592)
Fundraising	(69,838)	20,915
YMCA Net contribution/(loss)	205,705	132,614

Future Financial Implications

The group participates in a closed contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCA's.

Reserves

The total consolidated reserves of the group are £11,443,395 (2020: £11,409,120). The charity has restricted funds relating to the Big Lottery grant which amounted to £13,398 (2020: £24,862). Restricted reserves were created for Arts Council Recovery Fund of £16,505 in the year.

The Trustees have determined that monies should be set aside for uninterrupted provision of high quality services to young people; this includes keeping their homes in a good state of repair. The charity owns other investment properties including Haywood House which was re-developed to flats in 2016/17. Taylor House was sold in 2018/19 generating a gain on disposal of £32,592.

The amount invested in the various buildings at the year-end amounted to £14,015,354 (2020: £13,354,614) and these reserves are tied up in buildings and functional assets as such are not available for the use of the charity. These assets are

Under FRS 102 the pension agreement plan liability is disclosed on the Balance Sheet, further details are given in note 25 to the financial statements.

used by the charity to achieve the charitable objects which is predominately housing focused. The organisation has developed its Asset Management strategy during the financial year 2019/20.

The balance of free reserves is managed by the Charity/Group for working capital to support the operational activities & revenue funding to deliver services.

The Charity/Group calculates that it depends on the cash flow requirement of at least £500,000 in reserves to meet the demands and fluctuations in the current account each year. Therefore, the level of free reserves is seen as adequate for the charity. The strategic plan is to increase this level of reserve by increasing revenue streams from development of services and fundraising opportunities, which then allow the charity to consider future developments and investments.

Legal and Administrative Information

Officers, Professional advisers and association information for the year ended 31 March 2021

President

Vacancy

Vice Presidents

D Jones, O.B.E.

R Mills, J.P., M.B.E.

The Board of Directors

Mr Steve Mallinson
(Chairman)

Mr Jordan Bambridge
(Resigned 24/5/21)

Mr Alric Blake
(Appointed 28/10/20)

Mr Dominic W Bowles

Reverend Anthony Chandler

Mrs Pauline Donovan
(Appointed 28/10/20)

Mr Ian Dow

Mrs Julie Horne

Mr Andrew Lucas

Mrs Antonia MacLean

Miss Lianne Pemberton
(Appointed 28/10/20)

Mr Simon Pickering
(Resigned 21/9/20)

Mrs Ann Radmore
(Appointed 24/5/21)

Mrs Mary Sanders MBE

Mrs Tracy Simpson

Mrs Chris Wilkinson

Chief Executive

Mr Jonathan Martin

Company Secretary

Mr Neil Portor

Registered Office

Queen Anne House
Gonville Place
Cambridge CB1 1ND

Bankers

Lloyds TSB plc
Gonville Place Branch
95 Regent Street
Cambridge CB2 1BQ

Solicitors

Hewitsons
Shakespeare House
42 Newmarket Road
Cambridge CB5 8EP

Auditors

Stephenson Smart & Co
36 Tyndall Court Commerce Road
Lynchwood Peterborough PE2 6LR

Registered Social Housing Provider Number

H4179

Registered Charity Number

1069810

Company Registration Number

3561613

Governance

YMCA Trinity Group is a Company limited by guarantee (incorporated on 6 May 1998) and a Registered Charity (1069810) and a Registered Provider of Social Housing (H4179).

Trustee Board

The Trustees are legally responsible for directing the affairs and strategy of the Charity. All Trustees are volunteers and receive no remuneration. Trustees can only serve for a maximum of two 4-year terms. Trustees are also Directors of the Company. The Board meets at least four times each year to regularly review the YMCA’s strategy, budget and performance. They also hear directly from project staff and participants on their services. The Board delegate day-to-day management of the Charity to the Chief Executive and their Executive Team, as well as to other senior managers. Trustees also delegate specific responsibilities to some sub-committees:

Finance, Risk & Compliance Committee (FRAC)	Quality & Client Services Committee (QACS)	Remuneration Committee	The Cresset Limited
Meets four times a year to review compliance and financial performance (including the Audited Accounts feedback), Risk, Health & Safety, IT, Cyber Security, GDPR, and Safeguarding issues.	Meets quarterly to ensure compliance with regulators and ensure the association maintains the highest quality in terms of HR and the overall quality, impact and effectiveness of its client-facing programmes.	Oversees the staff benefits package, including recommendation to the Board of any annual salary increase, and it monitors the performance of the Chief Executive.	The Board oversees the financial and outcome performance of the Cresset subsidiary. It meets quarterly and includes direct representation from the Board by a Trustee.

The Trustees are always looking at ways to increase our Mission impact and provide long-term sustainability.

Retired Trustees

During the year Jordan Bambridge and Simon Pickering stepped down from the Board.

New Trustees

A small working party of three Trustees and the Chief Executive review our annual Board skills audit and seek to recruit new Trustees into areas where we might lack expertise. During this year, the focus has been on recruiting Trustees with skills in finance/business planning, spiritual guidance and people with a background in Early Years or Pre-School Education. An induction is given to all new Trustees. We were pleased to appoint Alric Blake, Pauline Donovan, Lianne Pemberton and Ann Radmore to the Board this year.

Objects

The Association is a federated member of the Young Men’s Christian Association movement in England and Wales, in accordance with its Christian values and its Corporate Values of Belief in Potential, Integrity, a Holistic Approach and Respect, the Association exists to provide support to persons of all religions and of none, and accordingly the Objects of the Association are:

- ▶ To advance the Christian faith for the benefit of the public
 - ▶ To promote social inclusion for the benefit of the public by preventing people from becoming socially excluded, and assisting those who have been socially excluded to integrate into society. (For the purpose of this clause ‘socially excluded’ means persons being excluded from society or parts of society by reason of their social, physical or economic circumstances).
- ▶ To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life.
 - ▶ To provide or assist in the provision of education for persons of all ages with the object of developing their physical, mental or spiritual capacities.
 - ▶ To relieve or assist in the relief of persons of all ages who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.
 - ▶ And to provide, improve and manage houses and hostels, flats and residential accommodation for young people, men and women, who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

Executive Pay

The Trustees have an established Remuneration Committee made up of at least three Trustees. Their role is to look at the pay, benefits and conditions for all employed staff; to conduct and review the CEO's annual appraisal; and to review and set the pay for the Executive Team. They are aided in this last role by Total Reward Solutions, who conduct benchmarking and comparison work using data from the Statutory, Voluntary and Commercial sectors.

Principal Risks and Uncertainties

The Charity has a Risk Management policy and procedure covering our current day-to-day operations as well as any new business development programmes. Risks are reviewed by the Executive team and the Finance, Risk & Compliance Committee, according to the potential impact and /or likelihood of occurrence. All risk is RAG-rated and reviewed on a regular basis.

Key Risks Areas:

Risk Area	Management
Funding: YMCA projects may be impacted by changes in policy at both Local and Central Government level.	• Funding challenges in the wake of Covid-19. • Supporting YMCA England & Wales to engage with Central Government. • Diversification of funding to include greater generated income. • Reviewing cost-effectiveness. • Development of new services. • Investment in Fundraising capacity.
Safeguarding: YMCA clients may be at risk from abuse.	• Robust Safeguarding Policy & Procedure, reviewed annually. • A staff Committee from across the organisation to ensure high quality implementation of the policy and procedures. • A safeguarding dashboard presented to the Oversight Committee. • An outside agency to support our safeguarding and keep us up to date with developments and learning.
Pension: YMCA Defined Benefit Scheme's deficit increases and impacts costs dramatically.	• Biennial independent actuarial advice requested by Trustees. • Engagement with the Pension Scheme on issues and actions to maintain or reduce the pension liability. • Biennial consideration of S75 buy-out.
Reputation: An incident or occurrence may damage or have a negative impact on how people perceive the organisation.	• Pro-active management of projects. • Strong policies and procedures. • Positive relationships with media. • Professional PR support in place. • Monitoring of complaints. • Review of incidents, including near-misses.
Data Security: Loss of personal data or an outside agency attempting to access information nefariously.	• Robust information husbandry of policies and procedures. • Professional IT support. • Pro-active approach to data safety. • Staff training. • GDPR Compliance.
Health & Safety	• The Group's safety manager undertakes management of all safety matters for the Group. • The Health & Safety policy is agreed and signed off by the Board, once it has been to the Oversight Committee for comment. • An H&S report (covering every aspect of safety that is noted within the groups Health & Safety policy) is submitted to the Board on an annual basis, in September. • Fire, asbestos, Legionella, COSHH compliance checks are undertaken throughout the Group on a 3-monthly basis by the Group Safety Manager. • All risk assessments for staff are developed and personally issued to staff and volunteers, and accident and near miss and fire reporting is collated by the H&S Manager. • The Health & Safety Committee meets 3-monthly to discuss any safety matters that need resolution or further action, has 16 members of staff, nominally 1 person from each area of the business, and includes the Support Services Director in its number.
Staff and Volunteers: Failure to recruit or retain staff or volunteers.	• Regular 1-2-1s and support meetings. • Investors in People accreditation. • Training and development opportunities. • Staff and Volunteer welfare. • Staff benefits. • HR Dashboard set up to monitor key trends.

Governance and Financial Viability Standard and Code of Governance

The Board has taken reasonable steps to ensure that it meets the requirements of the Governance and Financial Viability Standards, and is satisfied that there have been no material breaches of the Standard.

Public Benefit

The Board has taken account of the Charity Commission's general guidance on public benefit when reviewing the Charity's aims, objectives and planning.

Statement of Directors' Responsibilities

Company Law and Registered Social Housing Provider legislation require the Directors to prepare financial statements for each Financial Year, which give a true and fair view of the state of affairs of YMCA as at the end of the Financial Year and of the surplus or deficit of the organisation for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies, apply them consistently and state them in the financial statements;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that YMCA will continue in business.

The Directors are responsible for ensuring that arrangements are made for keeping proper books of account with respect to YMCA's transactions and its assets and liabilities such as to enable every statement of comprehensive income of YMCA Trinity Group to give a true and fair view of the income and expenditure of the period and every statement of financial position of the state of affairs of YMCA and to ensure that the financial statements comply 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 2015.

The Directors are also responsible for establishing and maintaining a satisfactory system of control over YMCA's books of account, its cash holdings, and all its receipts and remittances, and hence for taking steps for the prevention and detection of fraud and other irregularities.

Internal Controls

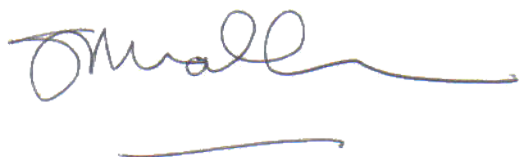
The Directors have considered their responsibilities and systems of internal control and agreed that no significant weaknesses or breaches are considered to exist. The Charity operates a comprehensive annual financial planning and budgeting process, which is approved by the Board. Performance is monitored through the use of activity and financial targets.

Recommendations from the Internal Controls Audit were adopted following a report to the Finance, Risk and Compliance Committee in May. The Board of Directors, through its sub-committees, receives reports and develops action plans to implement the continuous improvement and development process, which includes risk assessment and mapping. Significant risks are highlighted and monitored by the Executive Team, which is led by the Chief Executive. All major risks to which YMCA is exposed and identified from these procedures have been reviewed by the Board of Directors. Mitigation of risk is continually being developed or enhanced.

Statement of Disclosure of Information to Auditors

We, the Directors of YMCA Trinity Group who held office at the date of approval of these financial statements as set out from page 42 each confirm, so far as we are aware, that:

- there is no relevant audit information of which YMCA's auditors are unaware; and
- we have taken all the steps we ought to have taken as Directors in order to make ourselves aware of any relevant audit information and to establish that YMCA's auditors are aware of that information.



By **Steve Mallinson**
Chairman of the Board
Approved by the Board on 27 September 2021

**INDEPENDENT AUDITORS REPORT
FOR THE YEAR ENDED 31 MARCH 2021**

Opinion

We have audited the financial statements of YMCA Trinity Group for the year ended 31 March 2021 which comprise the group and parent (YMCA) statement of comprehensive income, the group and YMCA statement of financial position, the group and YMCA statement of cash flows, the consolidated statement of changes in reserves and the related notes including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice) .

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and YMCA's affairs as at 31 March 2021 and of its incoming resources and application of resources, including 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 requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

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 group 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 doubt on the group'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.

**INDEPENDENT AUDITORS REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021**

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.

Opinion 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 Strategic Report (incorporating the Board report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report (incorporating the Board report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report (incorporating the Board report). We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

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.

**INDEPENDENT AUDITORS REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021**

Responsibilities of the board

As explained more fully in the Board's responsibilities statement set out on page 45, the Board members (who are also the directors of YMCA Trinity Group for the purposes of company law) are 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 determine is necessary to enable the preparation of the 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 group's and the parent'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 group or to cease operations, or has no realistic alternative but to do so.

Auditors 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments;
- Assessing whether the judgements made in accounting estimates are indicative of a potential basis;
- Evaluating the rationale of any significant transactions that are unusual or outside the normal course of business;
- Analytical procedures are performed as well as substantive testing to identify any potential misstatement due to fraud; and
- The audit procedures would also involve being aware of any such items from reviewing minutes and third party communications and reports and discussions held with staff and management to obtain an understanding.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

**INDEPENDENT AUDITORS REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021**

Auditors responsibilities for the audit of the financial statements (continued)

A further description of our responsibilities is available on the Financial Reporting Council's website at <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to YMCA Trinity Group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to YMCA Trinity Group'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 YMCA Trinity Group and YMCA Trinity Group's members as a body, for our audit work, for this report, or for the opinions we have formed.



Kerry Hilliard ACA FCCA CTA - Senior Statutory Auditor

for and on behalf of Stephenson Smart & Co

Statutory Auditor

36 Tyndall Court

Commerce Road

Lynchwood

Peterborough

PE2 6LR

Date: 29 September 2021

YMCA TRINITY GROUP

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2021

		Group		YMCA	
		2021	2020	2021	2020
	Note	£	£	£	£
Turnover	2	9,275,364	10,364,869	9,012,487	9,247,675
Cost of sales	2	(647,178)	(991,727)	-	-
Gross surplus		8,628,186	9,373,142	9,012,487	9,247,675
Other operating income		919,469	-	596,974	-
Operating costs	2	(9,341,950)	(9,240,528)	(9,273,989)	(9,086,133)
Operating surplus/(deficit)		205,705	132,614	335,472	161,542
Interest receivable	3	11,896	20,826	11,868	20,689
Interest and financing costs	4	(71,683)	(75,784)	(71,683)	(75,784)
Surplus/(deficit) before taxation		145,918	77,656	275,657	106,447
Taxation	15	14,536	(857)	-	-
Surplus/(deficit) for the year		160,454	76,799	275,657	106,447
Other recognised gains/(losses);					
Actuarial loss in respect of pension scheme	25	(126,179)	-	(126,179)	-
Surplus/(deficit) and total comprehensive income for the year		34,275	76,799	149,478	106,447

All of the above amounts relate wholly to continuing operations. The accompanying notes form part of these financial statements.

The financial statements were approved by the Board of Directors on 27 September 2021.



S Mallinson

Chair



J Horne

Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 MARCH 2021

		Group		YMCA	
		2021	2020	2021	2020
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	8 & 12	14,015,354	13,354,614	13,946,480	13,268,666
Investment property	13	2,566,421	2,566,421	2,566,421	2,566,421
Investment in subsidiaries	14	-	-	19,874	19,874
		16,581,775	15,921,035	16,532,775	15,854,961
Current assets					
Stock		11,737	26,903	-	-
Trade and other debtors	16	556,063	686,088	519,244	650,603
Investments	17	1,000,130	1,002,658	1,000,130	1,002,658
Cash and cash equivalents		779,926	1,038,136	676,673	989,121
		2,347,856	2,753,785	2,196,047	2,642,382
Less creditors:					
Amounts falling due within one year	18	(1,939,871)	(1,778,695)	(1,753,086)	(1,746,446)
Net current assets		407,985	975,090	442,961	895,936
Total assets less current liabilities		16,989,760	16,896,125	16,975,736	16,750,897
Less creditors:					
Amounts falling due after more than one year	19	(5,546,365)	(5,472,469)	(5,518,960)	(5,443,599)
Provision for liabilities	20	-	(14,536)	-	-
Total net assets		11,443,395	11,409,120	11,456,776	11,307,298
Capital and reserves					
General reserves	21	11,413,492	11,384,258	11,426,873	11,282,436
Restricted reserves	21	29,903	24,862	29,903	24,862
		11,443,395	11,409,120	11,456,776	11,307,298

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the board on 27 September 2021



S Mallinson

Chair



J Horne

Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2021

Group	General reserve £	Restricted Reserve £	Total £
Balance as at 1 April 2019	11,268,565	63,756	11,332,321
Total comprehensive income for the year	76,799	-	76,799
Transfers of restricted income and expenditure to/from general reserve	38,894	(38,894)	-
Balance as at 31 March 2020	11,384,258	24,862	11,409,120
Total comprehensive income for the year	34,275	-	34,275
Transfers of restricted income and expenditure to/from general reserve	(5,041)	5,041	-
Balance at 31 March 2021	11,413,492	29,903	11,443,395

YMCA	General reserve £	Restricted Reserve £	Total £
Balance as at 1 April 2019	11,137,095	63,756	11,200,851
Total comprehensive income for the year	106,447	-	106,447
Transfers of restricted income and expenditure to/from general reserve	38,894	(38,894)	-
Balance as at 31 March 2020	11,282,436	24,862	11,307,298
Total comprehensive income for the year	149,478	-	149,478
Transfers of restricted income and expenditure to/from general reserve	(5,041)	5,041	-
Balance at 31 March 2021	11,426,873	29,903	11,456,776

YMCA TRINITY GROUP

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

		Group		YMCA	
		2021	2020	2021	2020
	Note	£	£	£	£
Net cash generated from operating activities	28	890,554	562,423	831,649	652,584
Cash flow from investing activities					
Purchase of tangible fixed assets		(1,184,966)	(797,697)	(1,181,736)	(772,225)
Proceeds from sale of tangible fixed assets		-	1,500	-	1,500
Interest received		11,896	20,826	11,868	20,689
Cash flow from financing activities					
Interest paid		(71,683)	(75,784)	(71,683)	(75,784)
New secured loans		129,200	-	129,200	-
Repayment of borrowings		(35,739)	(70,147)	(34,274)	(63,515)
Net change in cash and cash equivalents		(260,738)	(358,879)	(314,976)	(236,751)
Cash and cash equivalents at beginning of the year		2,040,794	2,399,673	1,991,779	2,228,530
Cash and cash equivalents at end of the year		1,780,056	2,040,794	1,676,803	1,991,779
Represented by:					
Investments		1,000,130	1,002,658	1,000,130	1,002,658
Cash and cash equivalents		779,926	1,038,136	676,673	989,121
		1,780,056	2,040,794	1,676,803	1,991,779

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

LEGAL STATUS

YMCA Trinity Group is incorporated in England under the Companies Act 2006, is registered with the Homes and Communities Agency as a private registered provider of social housing and is a registered charity. The registered office is Queen Anne House, Gonville Place, Cambridge, CB1 1ND.

The group comprises YMCA and its subsidiary undertaking, The Cresset Limited. The subsidiary undertaking is incorporated in England under the Companies Act 2006 and is not individually registered with the Homes and Communities Agency.

1. ACCOUNTING POLICIES

1.1 Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. As a public benefit entity, the Group has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102.

The financial statements comply with the Companies Act 2006, the Housing Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019. The accounts are prepared on the historical cost basis of accounting as modified by the revaluation of investment property and are presented in sterling.

Parent Company Disclosure Exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

1.2 Basis of consolidation

The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertaking, The Cresset Ltd as at 31 March 2021 using the acquisition method of accounting as required. Where the acquisition method is used, the results of the subsidiary undertakings are included from the date of acquisition, being the date the group obtains control.

All intra-group transactions, balances, income and expenses are eliminated in full prior to consolidation.

1.3 Going concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future. The board have considered a period of at least 12 months from the date of approval of these financial statements and have raised no significant concerns. On this basis the board consider it appropriate that the accounts are prepared on a going concern basis.

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

1.4 Significant judgements and estimates

Significant management judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Categorisation of housing properties

The group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the group has considered if the asset is held for social benefit or to earn commercial rentals. On this basis, certain properties held by the group have been categorised as investment properties.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities and expenses is provided below. Actual results may be substantially different.

a) Tangible fixed assets

Tangible fixed assets are depreciated over their useful lives taking into account estimated residual values, where appropriate. Management reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account.

b) Valuation of investment properties

The group carries its investment properties at fair value, with changes in fair value being recognised in the statement of comprehensive income.

1.5 Turnover

Turnover represents rental income and service charges receivable, programme activities income, donations and revenue grants receivable from local authorities, fees receivable for childcare services, income from commercial operations in the trading subsidiaries and other operating income. Rental income is recognised when the property is let, net of voids. Service charge income and costs are recognised on an accruals basis. Supporting People income is recognised as it falls due under the contractual arrangement with the administering authorities.

All charitable income recognised by the group is credited to the income and expenditure account. If specific restrictions are placed on its use by the donors the relevant income is transferred to restricted reserves.

1.6 Gift Aid income

Donations received under the Gift Aid scheme to the parent association from its subsidiary are recognised as turnover upon receipt as it relates to the principle activities of the association and is eliminated on consolidation.

1.7 Housing properties

Housing properties are those held for the provision of social housing or to otherwise provide social benefit. Housing properties are stated at cost less accumulated depreciation and impairment losses. The cost of properties is their purchase price together with incidental costs of acquisitions. Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements. Depreciation is calculated as shown in note 1.10.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

1.8 Investment properties

Investment properties consist of those properties not held for social benefit or for use in the business. Investment properties are initially measured at cost and are subsequently measured at fair value, with changes in fair value recognised in the Statement of Comprehensive Income.

1.9 Other tangible fixed assets and depreciation

Other tangible fixed assets are stated at cost less accumulated depreciation. Depreciation has been provided on a straight line basis to write off over the following periods:

Leasehold property	over the period of the lease
Plant and machinery	20-33% pa on cost
Furniture, fixtures and fittings	5-33% pa on cost
Computer equipment	20-33% pa on cost
Motor vehicles	33% pa on cost

1.10 Depreciation of housing properties

Major components of housing properties are identified and treated as separable assets and are depreciated on a straight line basis over their expected economic useful lives at the following rates:

Property structure	80 years
Kitchens	20 years
Bathrooms, doors and windows	30 years
Roof	70 years
Lifts	20 years
Electrical systems	40 years
Gas boiler/fires	15 years
Mechanical systems	30 years
Refurbishment costs	15 years

The estimated lives of the different property components are based on the National Matrix of Property Components issued by the National Housing Federation in collaboration with property surveyors Savills. Freehold land is not depreciated.

1.11 Investment in subsidiaries

The consolidated financial statements incorporate the results of YMCA and its subsidiary, The Cresset Limited. Investments in subsidiaries are stated at cost less impairment in the parent company's individual financial statements.

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021**

1. ACCOUNTING POLICIES (continued)**1.12 Social Housing and other government grants**

Where developments have been financed wholly or partly by SHG, the amount of the grant received is recognised in turnover over the useful life of the property structure and components using the accruals model. SHG must be recycled by the group under certain conditions, if the property is sold, or if another relevant event takes place. In these cases the SHG may have to be repaid if certain conditions are not met. If the grant is not required to be recycled or repaid, any unamortised grant is recognised as turnover. In certain circumstances, SHG may be repayable and in that event is a subordinated unsecured repayable debt. Grants relating to revenue are recognised in the statement of comprehensive income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that the performance conditions will be met.

1.13 Other grants

Government grants relating to revenue are recognised as income over the periods when the related costs are incurred. This includes the Government Coronavirus Job Retention Scheme grant which is included as 'other income'.

Grants received from non-government sources are recognised under the performance model. Where there are no specific performance requirements the grants are recognised in the statement of comprehensive income when the proceeds are received or receivable. Where grant is received with specific performance requirements attached, it is recognised as a liability until the performance conditions are met and then it is recognised as turnover.

1.14 Taxation - value added tax

The group is partially exempt in relation to Value Added Tax (VAT), and accordingly is able to recover from HM Revenue & Customs part of the VAT incurred on expenditure. At the year end, VAT recoverable or payable is included in the statement of financial position. Irrecoverable VAT is accounted for in the statement of comprehensive income.

1.15 Operating leases

Rentals applicable to operating leases where subsequently all the benefits and risks of ownership remain with the lessor are charged to the statement of comprehensive income.

1.16 Stock

Stock is valued at the lower of cost and net realisable value.

1.17 Pension scheme

The group 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 YMCA Trinity Group. As described in note 25, YMCA Trinity Group has a contractual obligation to make pension deficit payments over a period to April 2029, accordingly this is shown as a liability in these accounts. In addition, YMCA Trinity Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the statement of comprehensive income.

The group also operates a defined contribution pension scheme for eligible employees and a further defined contribution scheme to comply with auto-enrolment regulations. The pension cost charged to the statement of comprehensive income is the amount of annual contributions payable to this scheme.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

1.18 Business combinations

Acquisitions of other entities in the social housing sector that are in substance a gift to YMCA Trinity Group are treated as non-reciprocal transfers where the substance of the transaction is gifting control of one entity to another. These are also known as non-exchange transfers. In this case the fair value of the gifted assets and liabilities are recognised as a gain or loss in the Statement of Comprehensive Income in the year of the transaction.

1.19 Financial instruments

The group only has financial instruments which meet the criteria of a basic financial instrument as defined by section 11 of FRS 102.

Short term debtors are measured at transaction price less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method, less any impairment.

Short term creditors are measured at the transaction price. Other financial liabilities including bank loans are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method.

1.20 Impairment

Reviews for impairment of housing properties are carried out when a trigger event 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.

Following a trigger event for impairment, an impairment test is performed based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential as the existing property.

1.21 Reserves

Restricted reserves represent income received where the funder or other source of the income have imposed restrictions as to how the reserves shall be used. The nature and purpose of restricted reserves is set out in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

2a. TURNOVER, EXPENDITURE, OPERATING COSTS AND OPERATING SURPLUS

	2021				2020		
	Turnover	Operating cost	Other operating income (furlough grant)	Operating surplus/ (deficit)	Turnover	Operating cost	Operating surplus/ (deficit)
	£	£	£	£	£	£	£
Income from regulated social housing							
Social housing lettings (note 2b)	6,668,964	5,902,612	109,541	875,893	6,066,642	5,475,569	591,073
	6,668,964	5,902,612	109,541	875,893	6,066,642	5,475,569	591,073
Income from non-regulated activities							
Student and other housing	123,747	146,960	4,053	(19,160)	182,478	178,782	3,696
Health and wellbeing	202,795	401,052	118,733	(79,524)	436,774	525,375	(88,601)
Support and advice	370,837	730,036	184,043	(175,156)	878,732	849,381	29,351
Fundraising and development	227,261	302,637	5,538	(69,838)	284,012	263,097	20,915
Training and education	19,804	39,556	3,431	(16,321)	38,944	51,693	(12,749)
Childcare and family work	813,069	1,239,277	162,841	(263,367)	760,718	986,197	(225,479)
Cresset activities:							
The Cresset Ltd trading activities	322,386	715,139	322,495	(70,258)	1,287,302	1,147,622	139,680
Cresset community activities (note 2c)	379,366	507,360	8,794	(119,200)	284,824	747,324	(462,500)
Haywood House	147,135	4,499	-	142,636	144,443	7,215	137,228
	2,606,400	4,086,516	809,928	(670,188)	4,298,227	4,756,686	(458,459)
Total for YMCA Trinity Group	9,275,364	9,989,128	919,469	205,705	10,364,869	10,232,255	132,614

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

2b. PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

Group and YMCA

	2021	2020
	£	£
Particulars of lettings of hostel accommodation		
Rents receivable	2,194,508	2,300,394
Service charges receivable	3,319,636	2,662,870
Net rental receivable	5,514,144	4,963,264
Supporting people contract income	975,681	975,681
Amortised social housing grant	68,910	68,910
Other government grants	40,520	-
Other income	68,287	57,036
Laundry	1,422	1,751
Turnover from social housing lettings	6,668,964	6,066,642
Other operating income (furlough grant)	109,541	-
Operating expenditure on social housing lettings	5,902,612	5,475,569
Operating surplus on social housing lettings	875,893	591,073
Rent losses from voids	524,062	410,127

The number of units of hostel accommodation managed was 389 at the beginning of the year and 393 at the end of the year.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

2c. PARTICULARS OF INCOME AND EXPENDITURE FROM CRESSET COMMUNITY ACTIVITIES

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Income from charitable activities				
Rents receivable	75,879	80,916	75,879	80,916
Service charges	108,132	105,127	108,132	105,127
Recharged expenditure	105,924	98,781	105,924	98,781
Other income	89,431	-	89,431	-
	379,366	284,824	379,366	284,824
Other operating income (furlough grant)	8,794	-	8,794	-
Expenditure on charitable activities				
Provision of premises - staff costs and other	503,475	742,299	503,475	742,299
Governance costs	3,885	5,025	3,885	5,025
	507,360	747,324	507,360	747,324
Operating deficit on charitable activities	(119,200)	(462,500)	(119,200)	(462,500)

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

3. INTEREST RECEIVABLE

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Interest receivable	11,896	20,826	11,868	20,689
	11,896	20,826	11,868	20,689

4. INTEREST PAYABLE AND FINANCING COSTS

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Bank loans and overdrafts	30,985	33,732	30,985	33,732
Other loans	27,530	27,716	27,530	27,716
Deferred benefit pension charge	13,168	14,336	13,168	14,336
	71,683	75,784	71,683	75,784

5. KEY MANAGEMENT PERSONNEL

For the purpose of this disclosure the definition of a director includes YMCA's Chief Executive Officer (CEO). The remuneration paid to the CEO and other key management personnel is set out below:

	2021	2020
	£	£
Chief Executive gross salary	86,956	83,785
Chief Executive employer pension contributions	5,217	5,027
Key management personnel gross salary	207,081	200,714
Key management personnel employer pension contributions	13,631	13,259

The Board in accordance with a national and independent grading scheme determines the remuneration of the CEO. None of the other directors received any remuneration. The CEO does not have any enhanced pension arrangements in the group.

Aggregate number of full time equivalent staff including the chief executive whose remuneration exceeded £60,000 in the period:

	2021	2020
	no	no
£60,000 - £70,000	1	1
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1

Members of the Board are not permitted by the Articles to receive remuneration.

Total expenses reimbursed to the Board and senior executives not chargeable to United Kingdom income tax was £1,193 (2020: £6,745).

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

6. EMPLOYEE COSTS

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Wages and salaries	5,698,958	5,254,839	5,234,056	4,774,913
Social security costs	379,946	350,499	358,598	327,172
Pension costs	189,713	182,475	183,075	175,734
	6,268,617	5,787,813	5,775,729	5,277,819

The average number of employees expressed as a full time equivalent (based on 40 hours per week) was:

	Group		YMCA	
	2021	2020	2021	2020
Average number of employees	246	213	209	173

The group employed 137 sessional workers during the year who are not accounted for in the above staff numbers (2020: 115).

The group also benefits from the work of 93 (2020: 103) volunteers, whose contribution it acknowledges to be a major asset.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021
7. OPERATING RESULTS

The operating surplus/(deficit) is stated after charging:

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Depreciation on housing properties	210,403	189,234	210,403	189,234
Depreciation on other assets	303,428	283,353	283,124	260,316
Operating lease agreements	404,338	254,529	403,160	247,077
Auditors remuneration (including under provision):				
Audit of parent and group financial statements	22,885	22,874	22,885	22,874
Audit of the accounts of subsidiaries	5,200	4,990	-	-

8. TANGIBLE FIXED ASSETS - HOUSING PROPERTIES - Group and YMCA

	Freehold housing properties	Long leasehold housing properties	Total
	£	£	£
Cost			
As at 1 April 2020	9,631,496	1,025,000	10,656,496
Additions	957,961	-	957,961
Works to existing properties	53,468	-	53,468
Disposals	(12,333)	-	(12,333)
As at 31 March 2021	10,630,592	1,025,000	11,655,592
Depreciation			
As at 1 April 2020	2,008,360	83,579	2,091,939
Charge for the year	195,751	14,652	210,403
Eliminated on disposals	(1,938)	-	(1,938)
As at 31 March 2021	2,202,173	98,231	2,300,404
Net Book Value			
As at 31 March 2021	8,428,419	926,769	9,355,188
As at 31 March 2020	7,623,136	941,421	8,564,557

Housing Property assets held with a carrying value of £2,862,693 (2020: £2,806,597) have been pledged as security for housing loans.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

9. SOCIAL HOUSING ASSISTANCE

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Total accumulated housing grant at 31 March 2021	5,132,019	5,132,019	5,132,019	5,132,019
Recognised in statement of comprehensive income	1,322,626	1,253,716	1,322,626	1,253,716
Held as deferred income	3,809,393	3,878,303	3,809,393	3,878,303
	5,132,019	5,132,019	5,132,019	5,132,019

10. DEFERRED CAPITAL GRANT

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
At 1 April 2020	4,151,666	4,232,690	4,151,666	4,232,690
Acquisition through business combinations	-	-	-	-
Youth in Focus capital grant received	-	750	-	750
Early Years capital grant received	-	-	-	-
Released to income in the year	(98,631)	(81,774)	(98,631)	(81,774)
At 31 March 2021	4,053,035	4,151,666	4,053,035	4,151,666
Amounts to be released within one year	72,074	81,774	72,074	81,774
Amounts to be released in more than one year	3,980,961	4,069,892	3,980,961	4,069,892
	4,053,035	4,151,666	4,053,035	4,151,666

11. EXPENDITURE ON WORKS TO EXISTING PROPERTIES

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Refurbishments costs in year - Amounts capitalised	53,468	359,476	53,468	359,476
	53,468	359,476	53,468	359,476

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

12. OTHER FIXED ASSETS - Group					
	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2020	2,364,312	3,677,561	393,293	56,390	6,491,556
Additions	166,015	6,463	1,059	-	173,537
Disposals	-	-	-	-	-
As at 31 March 2021	2,530,327	3,684,024	394,352	56,390	6,665,093
Depreciation					
As at 1 April 2020	1,353,658	268,451	51,669	27,721	1,701,499
Charge for the year	221,270	56,976	5,063	20,119	303,428
Eliminated on disposals	-	-	-	-	-
As at 31 March 2021	1,574,928	325,427	56,732	47,840	2,004,927
Net Book Value					
As at 31 March 2021	955,399	3,358,597	337,620	8,550	4,660,166
As at 31 March 2020	1,010,654	3,409,110	341,624	28,669	4,790,057
OTHER FIXED ASSETS - YMCA					
	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2020	2,065,764	3,677,561	393,293	56,390	6,193,008
Additions	162,785	6,463	1,059	-	170,307
Disposals	-	-	-	-	-
As at 31 March 2021	2,228,549	3,684,024	394,352	56,390	6,363,315
Depreciation					
As at 1 April 2020	1,141,058	268,451	51,669	27,721	1,488,899
Charge for the year	200,966	56,976	5,063	20,119	283,124
Eliminated on disposals	-	-	-	-	-
As at 31 March 2021	1,342,024	325,427	56,732	47,840	1,772,023
Net Book Value					
As at 31 March 2021	886,525	3,358,597	337,620	8,550	4,591,292
As at 31 March 2020	924,706	3,409,110	341,624	28,669	4,704,109

The freehold land and buildings represent the Timestop drop in centre and the Providence nursery (within the Wellington Street premises). The long leasehold land and buildings represent The Cresset (excluding the YMCA accommodation which is shown as housing properties within note 8 of the accounts).

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

13. INVESTMENT PROPERTIES - Group and YMCA

	2021 £	2020 £
As at 1 April 2020	2,566,421	2,566,421
Additions	-	-
Disposals	-	-
Increase / (Decrease) in value	-	-
As at 31 March 2021	<u>2,566,421</u>	<u>2,566,421</u>

Investment properties were valued by professionally qualified external valuers, Lambert Smith Hampton in accordance with the Royal Institution of Chartered Surveyors valuation standards. The valuation was undertaken as at 1 March 2021 and is considered by the directors to continue to reflect the fair value of the investment properties at 31 March 2021.

Investment Property assets held with a carrying value of £2,566,421 (2020: £2,566,421) have been pledged as security for bank loans.

14. INVESTMENT IN SUBSIDIARIES - YMCA

As required by FRS 102 and the Housing SORP, the financial statements consolidate the results of The Cresset Limited which is a wholly owned subsidiary of YMCA at the end of the year.

YMCA holds 100% of the ordinary share capital of The Cresset Limited (incorporated in England and Wales). The principal activity of the company is the operation of the theatre, pub and other commercial trading operations. The registered office is the same as YMCA. YMCA is the ultimate parent undertaking.

	2021 £	2020 £
Cost		
As at 31 March 2020 and 31 March 2021	<u>19,874</u>	<u>19,874</u>

During the year YMCA charged a management fee of £21,324 (2020: £97,125) to its subsidiary, The Cresset Limited. A gift aid donation of £38,185 (2020: £71,483) was paid to the YMCA by The Cresset Limited during the year. The amount owed by The Cresset Limited is disclosed in note 18 of £266,852 (2020: £449,604).

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

15. TAXATION

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Deferred tax:				
Origination and reversal of timing differences	(14,536)	857	-	-

YMCA has a charitable status and it is therefore exempt from corporation tax on income arising from exempt sources to the extent that it is applied to the organisation's charitable purpose.

16. DEBTORS

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Rent and service charges receivable	200,860	360,469	200,860	360,469
Less: Bad debt provision	(36,600)	(20,000)	(36,600)	(20,000)
Trade debtors	117,743	143,619	108,594	125,739
Other debtors	133,487	68,600	110,453	60,108
Amounts owed from group undertakings	-	-	-	-
Prepayments and accrued income	140,573	133,400	135,937	124,287
	556,063	686,088	519,244	650,603

17. INVESTMENTS HELD AS CURRENT ASSETS

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Bank deposit accounts	1,000,000	1,002,528	1,000,000	1,002,528
Shares in Santander	130	130	130	130
	1,000,130	1,002,658	1,000,130	1,002,658

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

18. CREDITORS FALLING DUE WITHIN ONE YEAR	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	218,395	227,305	205,207	213,605
Rents and service charges received in advance	188,558	178,225	188,558	178,225
Housing loans	13,490	2,576	13,490	2,576
Business loans	219,682	223,835	213,082	217,235
YMCA pension agreement plan	50,633	51,214	50,633	51,214
Deferred capital grant	72,074	81,774	72,074	81,774
Other taxation and social security	110,733	142,265	98,784	86,922
Other creditors	69,664	77,811	69,664	76,769
Amounts due to group undertakings	-	-	266,852	449,604
Accruals and deferred income	981,644	781,696	574,742	388,522
Payments received on account	14,998	11,994	-	-
	1,939,871	1,778,695	1,753,086	1,746,446

19. CREDITORS FALLING DUE AFTER ONE YEAR	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Housing loans	490,371	374,846	490,371	374,846
Business loans	612,928	641,753	585,523	612,883
YMCA pension agreement plan	462,105	385,978	462,105	385,978
Deferred capital grant	3,980,961	4,069,892	3,980,961	4,069,892
	5,546,365	5,472,469	5,518,960	5,443,599

Amounts included above which fall due after five years are as follows:

After five years by instalments	687,966	642,204	687,966	642,204

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

19. CREDITORS FALLING DUE AFTER ONE YEAR (continued)

The two housing loans are repayable by instalments, the last instalments falling due in 2053, 2054 and 2036 respectively. The interest rates in force for the year ended 31 March 2021 were 9.5%, 6.625% and 2.93% respectively.

The housing loans are secured by fixed charges on the individual properties. Bank loans are secured on the investment property, Haywood House.

The bank loans are payable in monthly instalments, over 10-15 years, at a mixture of fixed and variable rates of interest ranging from 3.27%-4.48%.

20. PROVISIONS FOR LIABILITIES - DEFERRED TAX - Group

	Group 2021 £
Movements in the year:	
At 1 April 2020	14,536
Deferred tax charges to the SoCI in arriving at the surplus for the year	(14,536)
At 31 March 2021	-
Balances:	
Accelerated capital allowance	-

21. RESERVES - Group

	As at 1 April 2020 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2021 £
General reserves	11,384,258	34,275	(5,041)	11,413,492
Restricted reserves				
Youth in Focus project	3,683	-	(3,683)	-
Respect	7,179	-	6,219	13,398
Youth project	14,000	-	(14,000)	-
Arts Council	-	-	16,505	16,505
Total Reserves	11,409,120	34,275	-	11,443,395

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

21. RESERVES - YMCA

	As at 1 April 2020 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2021 £
General reserves	11,282,436	149,478	(5,041)	11,426,873
Restricted reserves				
Youth in Focus	3,683	-	(3,683)	-
Respect	7,179	-	6,219	13,398
Youth project	14,000	-	(14,000)	-
Arts Council	-	-	16,505	16,505
Total Reserves	11,307,298	149,478	-	11,456,776

Youth in Focus project - A 3 year project to prevent young offenders from re-offending through help and support funded by the Big Lottery.

Respect - A 3 year project which supports young people to have an improved understanding of what makes a healthy relationship and what constitutes domestic violence.

Youth project - A donation to be spent on youth projects in our area of Suffolk and Cambridgeshire.

Arts Council - A £218,000 grant received through the Cultural Recovery Fund for the period from October 2020 to March 2021 to assist with the closure of the theatre and the Cresset building due to COVID-19 lockdown.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

22. SHARE CAPITAL

The directors are the only members of YMCA. The company is limited by guarantee, having no share capital and, in accordance with the Memorandum of Association every member is liable to contribute a sum of £1 in the event of the company being wound up.

	2021 Number	2020 Number
Number of members:		
At 1 April 2020	11	11
Joining during the year	5	1
Leaving during the year	(1)	(1)
As at 31 March 2021	15	11

23. ACCOMMODATION IN MANAGEMENT

Accommodation owned/rented and managed by YMCA is as follows:

	2021 Number	2020 Number
Supported housing:		
Short stay move on accommodation (3 months)	22	22
Medium stay supported housing (2 years)	371	367
Total	393	389

In addition to supported housing accommodation numbers above, 33 units (2020: 33 units) for student accommodation and 27 units (2020: 27 units) for non-social housing were also owned and managed.

Overall there was an increase of 4 units for social housing during the year. 4 additional units were placed in Suffolk for UASC as there is a need for additional housing by Suffolk County Council for properties where young people have turned 18 and need to move on to more independent living.

24. OPERATING LEASES

The future minimum operating lease payments are as follows:

Group	2021 £	2020 £
Within one year	182,737	179,989
Between two and five years	164,998	124,399
After five years	72,540	-
	420,275	304,388
YMCA	2021 £	2020 £
Within one year	181,559	178,811
Between two and five years	164,998	124,399
After five years	72,540	-
	419,097	303,210

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

25. PENSION COSTS

The group operates a defined contribution scheme, the assets of which are held separately from those of the group. The charge for the year to the income and expenditure account in relation to this scheme was £135,041 (2020: £182,475). Contributions for employees were a minimum of 3% of salary and the employer contributions were 6%. YMCA also operates a pension scheme through Peoples Pension where the employer and employee contribute 2.5% and NEST where the employer contributes 2% and the employee contributes 3%.

YMCA also 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 the group and at the year end these were invested in the Mercer Dynamic De-risking Solution, 40% matched portfolio and 60% in the growth portfolio and Schroder (property units only). The charge for the year to the statement of comprehensive income in relation to the plan expenses for this scheme is £13,731 (2020: £10,526).

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 £146.1 million which 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 £36 million. YMCA Trinity Group has been advised that it would need to make monthly contributions of £5,515 from 1 May 2021. 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. The latest triennial valuation effective for contributions from 1 May 2021 resulted in showing that the recovery period needs to be extended by two years, therefore the current recovery period is 8 years commencing 1 May 2021. The increase in the discounted future payments at the new rate is shown in the Statement of Comprehensive Income as an actuarial loss amounting to £126,179.

	Within one year	One to two years	Two to five years	After five years	TOTAL 2021	TOTAL 2020
	£	£	£	£	£	£
As at 31 March 2021	50,633	54,132	185,071	222,902	512,738	437,192
As at 31 March 2020	51,214	54,680	186,491	144,807		

In addition, the group 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 the group may be called upon to pay in the future.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

26. CAPITAL COMMITMENTS - Group and YMCA

	2021 £	2020 £
Capital expenditure authorised by the Board but not contracted for at the year end	-	163,981
Capital expenditure contracted for but not provided in the financial statements	-	-
These are expected to be financed with:		
Internal cash funding	-	163,981
	-	163,981

27. FINANCIAL INSTRUMENTS

The Group's financial instruments may be analysed as follows:

	2021 £	2020 £
Financial assets:		
Financial assets that are debt instruments measure at amortised cost	2,195,546	2,593,482
Financial liabilities:		
Financial liabilities measured at amortised cost	1,923,821	1,868,616

Financial assets measured at amortised cost comprise cash at bank and in hand, investments, trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, taxation and social security, other creditors, housing and bank loans.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

28. CASH FLOW FROM OPERATING ACTIVITIES

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Surplus/(deficit) for the year	34,275	76,799	149,478	106,447
Adjustments for non cash items:				
Depreciation of housing properties	210,403	189,234	210,403	189,234
Depreciation of other fixed assets	303,428	283,353	283,124	260,316
Decrease/(increase) in stocks	15,166	1,665	-	6,394
Decrease/(increase) in trade and other debtors	130,025	253,436	131,359	256,426
Increase/(decrease) in trade and other creditors	141,611	(298,470)	(12,925)	(221,919)
Adjustments for investing or financing activities:				
Loss on disposal of tangible fixed assets	10,395	591	10,395	591
Interest payable	71,683	75,784	71,683	75,784
Interest received	(11,896)	(20,826)	(11,868)	(20,689)
Taxation	(14,536)	857	-	-
Net cash inflow from operating activities	890,554	562,423	831,649	652,584

29. ANALYSIS OF CHANGES IN NET DEBT

	As at 1 April 2020	Cash flows	Other non- cash movements	As at 31 March 2021
Cash	1,038,136	(258,210)	-	779,926
Loans due within one year	(226,411)	(6,761)	-	(233,172)
Loans due after one year	(1,016,599)	(86,700)	-	(1,103,299)
Total	(204,874)	(351,671)	-	(556,545)

YMCA Trinity Group

Cambridge:
Queen Anne House
Gonville Place
Cambridge
CB1 1ND

Ipswich:
2 Wellington St
Ipswich
IP1 2NU

Peterborough:
The Cresset
Rightwell East
Bretton
Peterborough
PE3 8DX

Company Registration No: 3561613 (England and Wales)
Charity Registration No: 1069810
HCA No: H4179



YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.

YMCA TRINITY GROUP



ANNUAL REPORT AND STATEMENT 2020-21

*‘Inspiring communities,
transforming young lives’*



WARNING
UNLAWFUL TO STOP, STAND, OR
LOITER IN THIS AREA
WITHOUT THE PERMISSION OF
THE POLICE OFFICER ON DUTY

**YMCA is the trusted
local charity for
young people.**

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Report of the Chief Executive



Jonathan Martin
CEO

Welcome to the Annual Report for YMCA Trinity Group 2020/21.

There's only one place to start this year's Annual Report! Covid-19. Everyone has been affected by this global pandemic, in many different ways, over an extended period of time. This was mirrored at YMCA.

My reflection is that everyone's Covid-19 experience was individual to them. While lockdowns presented some unique challenges, the work of our **Accommodation** teams, **Childcare** settings, **Mental Health** teams, **Facilities** staff and some of our **Youth Justice** staff and volunteers continued much the same as before. Staff had to adapt to new rules, new ways of working, PPE, hand sanitiser, Lateral Flow Tests and all the other trappings of the pandemic.

Clients in these continuing projects also had to adapt, learn and follow new guidance. These projects and staff were supported by management and back office teams including **Finance**, **HR** and **Health & Safety**, working with them, and often based from home instead of an office.

For other staff, their work was halted abruptly and they were placed on furlough. None of these experiences were easy for our staff or our clients.

However, the worst of times also tends to see the best come out in people. We received gifts from the public, surprise grocery deliveries from local supermarkets, PPE deliveries from the Local Authority, kind messages from all over our communities and offers of help from many.

At a time when it was easy to retract and hide, people came forward to offer help.

A prime example of this came from our **Health & Wellbeing** Gym members. Many members chose to continue paying their membership fees even through the lockdowns when our facilities were shut. For this we are ever grateful!

Some of our staff and clients, thankfully relatively few, were directly affected by Covid-19 either having it themselves, or having family & loved ones with it. Some lost people close to them, others are watching people deal with the long-term effects still.

We've also seen a real impact on the mental health of our clients and staff. Anxiety, worry, stress and depression have all been a growing factor. Requests for our mental health interventions are climbing, especially in schools, and we have seen staff accessing our Employee Assistance Programme more often. This isn't something that will go away quickly.

I've been tremendously proud of our staff. They've coped remarkably in all the changing circumstances during the year, acted with resilience and professionalism, adapted to an ever-changing landscape and, above all, kept our clients front and centre of our focus.

But we've also made sure that whilst we cope with the immediate challenges, we haven't forgotten the longer-term responsibility we have to our communities. We've continued to innovate and develop new programmes, as well as look to our

Peterborough

Cambridge

Ipswich

Benefiting Individuals and the Community

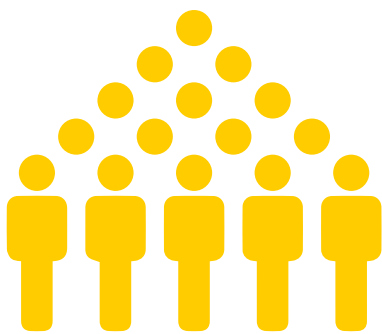
future with a new Corporate Strategy for the whole organisation. This lays out bold plans for extending the current work we do, as well as looking to add new work. Our vision is to do **More Work, with More Young People, in More Places.**

The Strategy describes the areas of work we want to grow in; the new communities we want to serve; and how we'll work to ensure our reach is as wide as it can be.

During 2020 we, along with the rest of the world, reflected on how we attract, work with and advocate for a diverse and rich ethnic and cultural population. YMCA is not comfortable with simply saying it's not racist. It must work to a higher standard and ensure the absence of all discrimination. This starts by looking at what we do as an organisation. For this, my thanks to the **Diversity Group** of staff helping us through this.

As always, my huge thanks to our Board of Trustees. In a challenging and fast-moving year, with unprecedented problems, they have been supportive, knowledgeable and wise. Even through the lockdown periods we've recruited new Trustees, who have added to the wealth of skill and experience we already had.

Vivian Greene said "*Life isn't about waiting for the storm to pass. It's about learning to dance in the rain*". The storm of Covid-19 will continue to effect our lives and work for some time to come. YMCA Trinity Group strives to work harder, with more people across our area, to support more communities and to take up the challenge of learning to dance in the rain.



We now support
communities across
7,100 km²
with a population of over
1.4 million
people



453
bed spaces



311
Childcare spaces
across 6 settings

Strategic Direction

YMCA Trinity Group is part of a federation of over 101 YMCAs across England and Wales. Our vision is to help create supportive, inclusive and transforming communities where young people can truly belong, contribute and thrive. At the heart of how we work in communities, and with each other, are strong and committed relationships rooted in our inclusive values, approach and heritage.

As a federation, YMCA England and Wales has developed a strategic plan, covering five core areas of work which all YMCAs follow. Our approach is based on having a national presence with local relevance, and is achieved by YMCA Trinity Group in a variety of ways across the five core areas of work as follows.

SUPPORT & ADVICE:

"We believe every young person should have someone they can trust."



We are there for every young person in the community, supporting them and their families through difficult times with a wide range of programmes and services.



Our main aim is to enable every young person to grow and develop in every aspect of their life and we have developed support and advice schemes, including youth engagement programmes, youth offending projects, mental health interventions, domestic violence and crisis support.

ACCOMMODATION:

"We believe every young person should have a safe place to stay."



YMCA is the largest provider of safe, supported accommodation for young people in England and Wales. In YMCA Trinity Group we have 453 units across our region, with sites in Peterborough, Cambridge, Huntingdon, Bury St Edmunds and Ipswich. These units offer supported and emergency housing for young people, including care leavers, homeless young people, unaccompanied asylum seeker children, and young people with special needs. Additionally, we offer parent and child supported housing, as well as student accommodation.

Our philosophy of supporting young people holistically means that we provide not only a bed, but we also help a young person transition from dependence to independence by giving support, training, life skills and building resilience in order to lead to independent living.

FAMILY WORK:

"We believe every family should have the support they need to develop and lead fulfilling lives."



Being part of a healthy, stable family gives a young person the best start in life. Across YMCA Trinity Group we offer a range of support to families including six fully operational childcare settings providing Ofsted registered places for 311 children on a daily basis.



Our youth work offer has continued to expand across YMCA Trinity Group, operating in both community venues and schools. Pre-pandemic we were able to offer youth support in 33 schools and five venues, with a mobile van providing additional support to families and young people where it is most needed, particularly during school holidays. We are now returning to work in schools and communities where the need is greater than ever.

HEALTH & WELLBEING:

"We believe everyone should enjoy the benefits of good health and wellbeing."



As a youth charity we recognise that health and wellbeing is a contributing factor to people developing other areas of their lives, from education and employment to relationships and social networks.

We currently own three state-of-the-art gyms in Peterborough, Cambridge and Ipswich, which are open to the communities we serve at affordable prices.

We provide sessions for people with long-term conditions and disabilities, and we work closely with local GPs, NHS stroke teams and community nurses who refer their patients to us.

We also offer a range of physical activity programmes for all ages including young person-led health education projects.

TRAINING & EDUCATION:

"We believe every young person should be able to fulfil their potential."



Helping young people gain the confidence to make decisions about their own lives is an important part of our work. Education is more than formal schooling. That's why we provide a range of education, skills-based training and school support services. Our Access 2 Employment (A2E) service works with a range of supported family schemes offering work-ready support, careers advice and job opportunities.



Through our mental health intervention work, we recognise the serious issues facing so many young children in our schools. Our School Teacher Training Programme helps teachers understand the complex mental health problems that young people face, and trains them to spot the signs at an early stage. The Mental Health team have built a comprehensive new strategy and continue to adapt and develop our offer to support teachers and students as they navigate the after effects of the pandemic.

Strategic Targets and Impact Report

Our Vision

More work, with more Young People, in more places

Our Values

We believe in potential – yours!

We inspire – you to have a vision for your life

We respect – everyone's personal journey

We empathise – with your individual life choices and support you to take action

We act with integrity – we are honest and have strong moral principles

The work of YMCA always strives to be relevant to the needs of society, with the aim of transforming the way young people are viewed as part of the community. We provide innovative solutions to problems facing young people through the delivery of a range of quality services and projects.

Each year we deliver relevant and impactful work to ensure we are meeting the needs of both our young people and the communities in which we work. Our new Corporate Plan and updated Vision and Values help us to set a course and remain true to our mission.

Over the coming pages we will outline some of the challenges faced by our teams, our organisation and our clients in the past year, and celebrate our achievements and impact. We will also consider the year to come, and how the pandemic and it's after-effects will impact our work and our clients.

Public Benefit

All our work is for public benefit. YMCA Trinity Group has distinct objectives, which are set for public benefit and the organisation continually assesses that it is directly or indirectly meeting these objectives. All new work is considered against the objectives, age range and geographic scope that have been agreed by the Board and Executive Team. Existing work is reviewed regularly to ensure that the organisation is meeting its objectives and targeting client groups' needs.

Throughout this report you will be able to read more about the many varied and successful projects and services we have put in place to support our young people and families across the region and, more importantly, evidence the social impact we have achieved during this financial year, and the ambitious targets we have set ourselves for the future.



COVID - 19

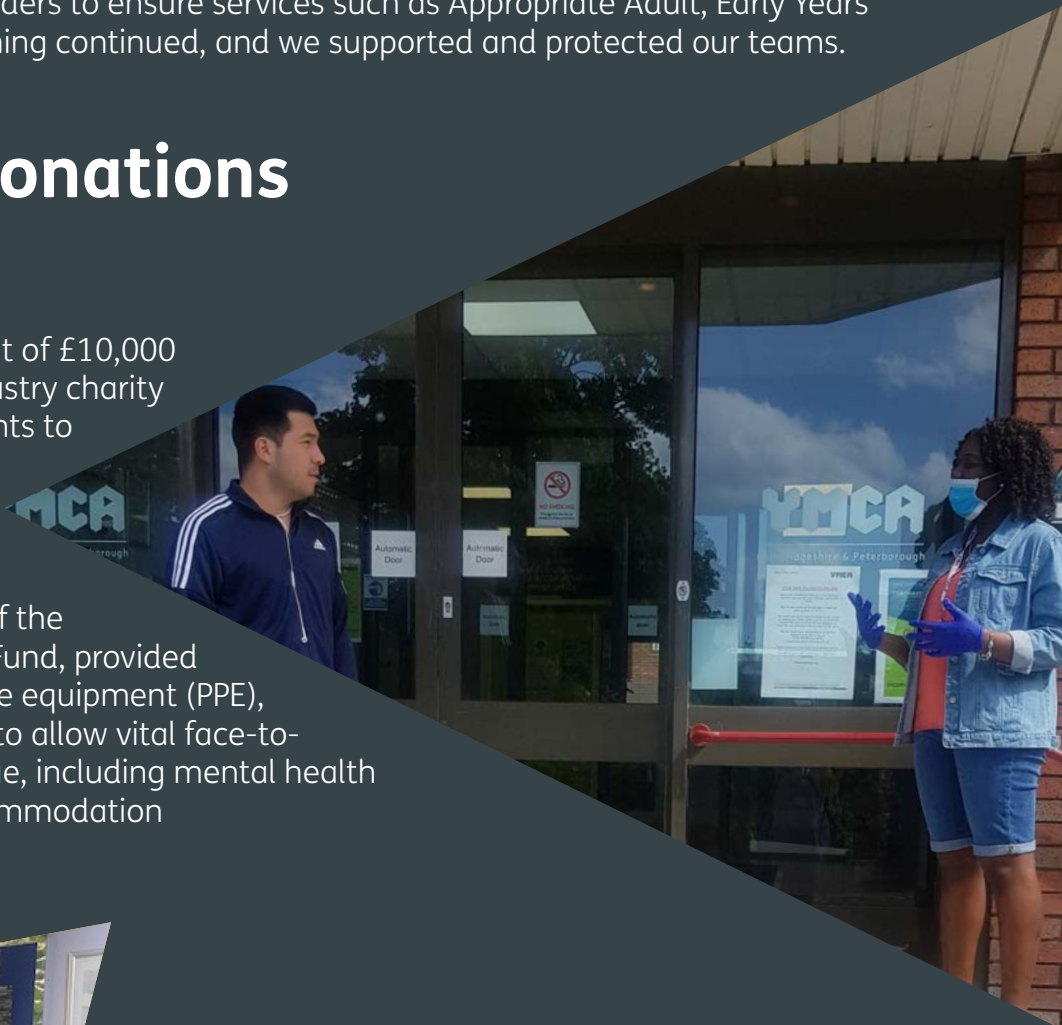
The Covid-19 pandemic affected everyone. Our staff, clients, stakeholders, volunteers and partners were all impacted. For many, this meant adapting their working practice or dealing with the effect of government restrictions. For others who suffered with the illness, who were shielding, or who had family members who were ill or, in some cases lost their lives, the impact has been devastating.

Throughout the pandemic our work continued. We supported our clients and residents, we worked with other agencies and stakeholders to ensure services such as Appropriate Adult, Early Years Childcare and Mental Health training continued, and we supported and protected our teams.

Community Donations & Support

In July 2020 we received a grant of £10,000 from LandAid, the property industry charity which provides £2million in grants to charities and projects that aim to end youth homelessness each year.

The donation, which was part of the LandAid COVID-19 Emergency Fund, provided the essential personal protective equipment (PPE), such as face masks and visors, to allow vital face-to-face support services to continue, including mental health counselling, childcare and accommodation



During the lockdowns, we were thankful to receive donations at some of our accommodation sites. Local businesses were incredibly generous in supporting our residents during times when shopping and preparing health food was a real challenge. We are very grateful to:

- ▶ Sainsbury's on Hadleigh Road, Ipswich
- ▶ Asda in Stoke Park, Ipswich
- ▶ Tesco in Martlesham, Ipswich
- ▶ B.E.F.A (Buckingham emergency food appeal)
- ▶ Morrisons in Cambourne, Cambridge
- ▶ Waitrose & Partners on Fitzroy Street in Cambridge
- ▶ Marks & Spencers, Peterborough.



Staff Impact - HR Report

Since the beginning of the pandemic, our staff have worked on sites with Covid restrictions in place, worked remotely or have been furloughed. Managers have done a great job supporting their teams and the staff have also all pulled together and supported each other. This year we have seen first hand that it is not only our clients that YMCA Trinity Group staff care for, but also each other.



With our teams spending more time apart than ever before, a number of things were put in place to keep in touch, including virtual team meetings, virtual coffee morning/afternoon with non-work related chat, Managers who were furloughed taking the time to speak to each of their staff members who were also furloughed, and throughout constant communication from our CEO to keep everyone up to date with information from an organisational perspective. Additional support including access to the Employee Assistance programme, early access to vaccines, PPE, and 100% salaries paid to staff on furlough has been greatly appreciated by our teams.

Despite the difficult time we continued to recruit staff, volunteers and Apprentices during this period, and also participated in the Kickstart scheme, which provided funding to employers to create jobs for 16-24 year olds on Universal credit and our retention of staff has increased.

Our staff have been exceptional during this period and have continued to demonstrate that our values are held throughout the organisation

How we supported our staff and volunteers



Early access to vaccine for front-line staff



100%
furlough
top-up



PPE provided throughout the company



Virtual meetings and support



“We seek to educate our service users from pre-school children in our child care settings to residents in our accommodation on environmental sustainability and practice.”

Global Issues, Local Impact

Climate Change

Climate Change is the biggest challenge facing society today, impacting the lives, health and future of everyone on the planet. And it is a crisis that is most urgent to young people who will feel the longer term effects of our actions now.

On a worldwide scale, YMCA is committed to advancing global conservation and responsibility to reduce the effects of climate change through youth-led education programmes and advocacy initiatives that improve environmental awareness.

Every young person has the ability to contribute to reducing environmental degradation and its consequences. Through YMCA programmes, young people coordinate sustainable practices and advocating on issues relating to the environment and climate change.

- ▶ 70 National YMCAs worldwide are working on environment related issues
- ▶ YMCA worldwide runs 2,400 programmes on environment related issues, involving and reaching some 232,000 people (Data: 2018)

Our Commitment



The mission and values of YMCA Trinity Group are directly aligned with our Environmental Sustainability approach. We will inspire young people to play their part in reducing the impacts of climate change in our communities.

Each service delivery site will have a site-specific action plan to deliver this policy at a local level.

Local environmental actions are based on our evaluation of the environmental aspects and effects generated by our services and activities. These are identified as:

- ▶ Air Emissions
- ▶ Water consumption
- ▶ Waste generation
- ▶ Noise Generation
- ▶ Light generation
- ▶ Consumption of resources
- ▶ Consumption of food

Each local action plan will seek to:

- ▶ Reduce utilities costs and consumption at each site
- ▶ Reporting office/commercial/residential buildings utilities usage and carbon emissions
- ▶ Measure business mileage costs and emissions and report them in the annual policy review
- ▶ Set clear actions for reducing business travel costs and emissions
- ▶ Buy electricity from renewable sources if it is available at the same price as non-renewable electricity
- ▶ Develop options for cost effective energy efficiency investment in buildings where energy consumption is high.
- ▶ Identify actions to improve waste management and recycling.

Global Issues, Local Impact

Black Lives Matter

The murder of George Floyd by a police officer in Minneapolis in June 2020 shocked the world. The images that streamed on every news channel and across the internet were horrifying and tragic. And what followed was outrage on an international scale. Protests across the world supported the Black Lives Matter movement, calling for acknowledgement and condemnation of systemic racism, and the liberation of all black people across the world.

In October 2020, YMCA England produced the *Young and Black* report, which revealed that 95% of young Black people have heard and witnessed racist language at school, and 78% have heard and witnessed racist language in the workplace. Worryingly, young Black people in the UK said that they now grow up expecting to experience racism because of the colour of their skin.

In our client groups, we discussed the issues raised with young people, and allowed them the opportunity to discuss their views and feelings. We discussed racism and xenophobia in our Youth groups and continue to discuss social issues.

What our young people are saying

- ▶ “I love Britain but Britain doesn’t love me”
- ▶ Having an accent draws negative attention in public.
- ▶ Many young people feel they would be more welcome in mainland Europe.
- ▶ Young people see only one race - the human race.
- ▶ Representation in the media is important, if they don’t see themselves why should they feel it applies to them?
- ▶ Reporting of crimes against white people differs greatly from that about crimes committed against people of colour - young people notice this and are hurt by it.
- ▶ They feel there is tokenism and talk in the media which contradicts the reality of their own real-life experiences.
- ▶ Grenfell, Brexit, Windrush and the George Floyd murder in recent years have caused young people to question if things have changed at all. Many feel things haven’t changed since the murder of Stephen Lawrence.
- ▶ Progress is too slow.

Our Commitment

We created an Anti-Racism Strategy which has Board and Executive representation but is led by a range of colleagues from across the organisation.

We want to reflect the communities we serve – we are both part of the community and an organisation which can make a positive impact. We are excited to be able to report more directly on the positive impact YMCA Trinity Group can have on people’s lives in the next annual report.

We celebrated Black History Month in October, and were proud that one of the people celebrated is YMCA England & Wales Patron The Rt. Rev & Rt. Hon The Lord John Sentamu.

YMCA Trinity Group continues to strive to improve in our understanding and advocacy for all young people.



‘Stop Hate’ display board created by residents in Bury St Edmunds

Global Issues, Local Impact

Inclusivity

The last 12 months included watershed moments for issues which affect how people can reach their potential, specifically the Black Lives Matter Movement and the raising of awareness of LGBTQ+ lives.

Our historical foundations are built on providing a welcoming community and a safe place to be, this still resonates today. Our values ensure we listen to others lived experiences, respecting their personal journey, empathising with their choices whilst believing in their potential. We support our colleagues and clients who are affected by these issues, but we recognise the need to do more.

This year was the first time we have had to submit a public gender pay report, although we have completed these internally since our merger. We do have a small pay gap, but are proud of the high number of female staff in all quartiles of our organisation. We continue to offer a range of contract types and discounted YMCA childcare to help our working parents to balance work and family life.

Mean Gender Pay Gap 8.4%



We celebrated Pride month in June, and discussed the symbolism of the new Progressive Pride flag in our teams, which includes representation for not only LGBTQ+ people, but trans individuals, people of colour and those whose lives have been lost to HIV / AIDS.

YMCA is proud to support diversity and inclusion, from the colleagues we work alongside to the young people we support in the communities we serve.



Our Commitment

For our teams we will ensure our policies and procedures are truly inclusive and work to ensure our environment is a place where everyone can thrive. We have improved data collation and reporting and are using this to inform our recruitment, development and celebration activities.

We will be more vocal in our advocacy for marginalised communities, ensuring they are not just welcomed but invited, and that our public messaging reflects this.

We will foster a culture of accountability, calling out exclusion and discrimination, and ensure safety and protection for all those we work with and whom we serve.

We will continue to talk openly about issues of gender, sexuality, race, diversity with our young people. We will allow a safe space and promote a culture of acceptance and community, encouraging critical thinking and open conversations that young people may not feel able to have at home.





"I lived at YMCA for two years before and after having my son, Isaac. My mental health was really poor at the time and I required a lot of support from the engagement officers whilst I was there. They were always around for me and helped me through some of my darkest periods.

I've never felt so productive in my life and I wouldn't be here if I hadn't lived at YMCA. Their support was invaluable to me."



“We believe every young person should have a safe place to stay”

A challenging year

During the pandemic we continued to provide accommodation and support services to our residents. Our staff teams and residents showed remarkable resilience throughout. Our staff tell us it was an incredibly worrying and fearful time, trying to manage their own emotions whilst also supporting the emotional needs of our residents. We worked closely with the Mental Health team to offer additional support to our teams during this time.

Our residents told us that the pandemic had a significant impact on their mental health and our data supports this. To comply with government regulations our residents were not able to have visitors to their home and not being able to see their friends and family made them feel lonely and isolated.

The pandemic has impacted the delivery of our Asset Management strategy, but we have continued to invest in our accommodation at all our sites, including the refurbishment of our Time Stop building in Peterborough and delivering new properties in Ipswich.

At the time of writing this report the pandemic is not yet over. We know that the pandemic will continue to impact our residents including around education and employment for a long time to come. We are committed to supporting our residents and staff to weather these challenges in the coming year.



Our Achievements



We supported
689 residents



installed wi-fi
across most of our
accommodation sites



39% of our residents
told us they have a
mental health concern



Dedicated A2E worker
to help residents into
education, employment or
training

In response to the increasing Mental Health concerns of our residents, in 2020 we implemented a new wellbeing programme with qualified mental health counsellors to provide free on-site therapy at all accommodation sites.

We have also received funding and donations to support a dedicated Access to Employment worker in Queen Anne House in Cambridge, allowing us to provide specific and targeted support to help our young people into education, employment and training.

Impact Report

Accommodation



Case Study - Accommodation Service **Ahmed**

Ahmed has been a resident with YMCA Trinity Group since April 2019 and originally lived in one of our community houses before moving into our flats in June 2019.

Michaela Williams, Ahmed's Accommodation Project Worker, explains, "During his time at YMCA, Ahmed engaged with the support really well and has also studied really hard for his educational courses in order to achieve his grades.

He has since moved out into his own flat and has been offered a place at University in the upcoming educational year. We are all extremely proud of Ahmed and want to wish him all the best for the future."

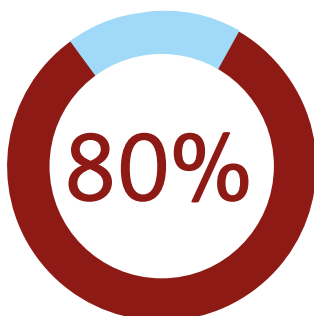
When commenting on his stay with YMCA Ahmed said:

"I always wanted to become a pharmacist, since I was young. I didn't have access to any primary education when I was young. When I moved to the UK in 2017 I couldn't speak any English, then I went to Suffolk New College and I studied ESOL Entry Level 3.

I then went on to study Level 1 Health and Social Care in the second year. I then moved on to study Level 2 Forensic Science and at level 3 I am doing Higher Education Access to Science and I'm doing really great at it. In January I applied for 5 universities, I had interview with two of them and I have received an offer from my first option of university, which is University of East Anglia.

Many people said to me this is going to be hard for you, but I wasn't listening to any negative comments, I also had so much support from many people.

I'm so happy to share this with you. Anyone can do anything they want by working hard and never giving up we can achieve our goals."

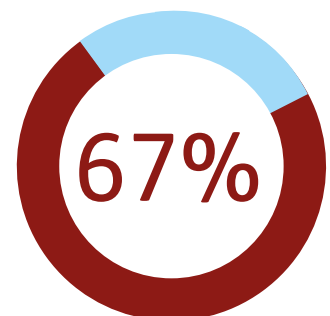


80% of residents leaving YMCA moved on in a planned / positive way

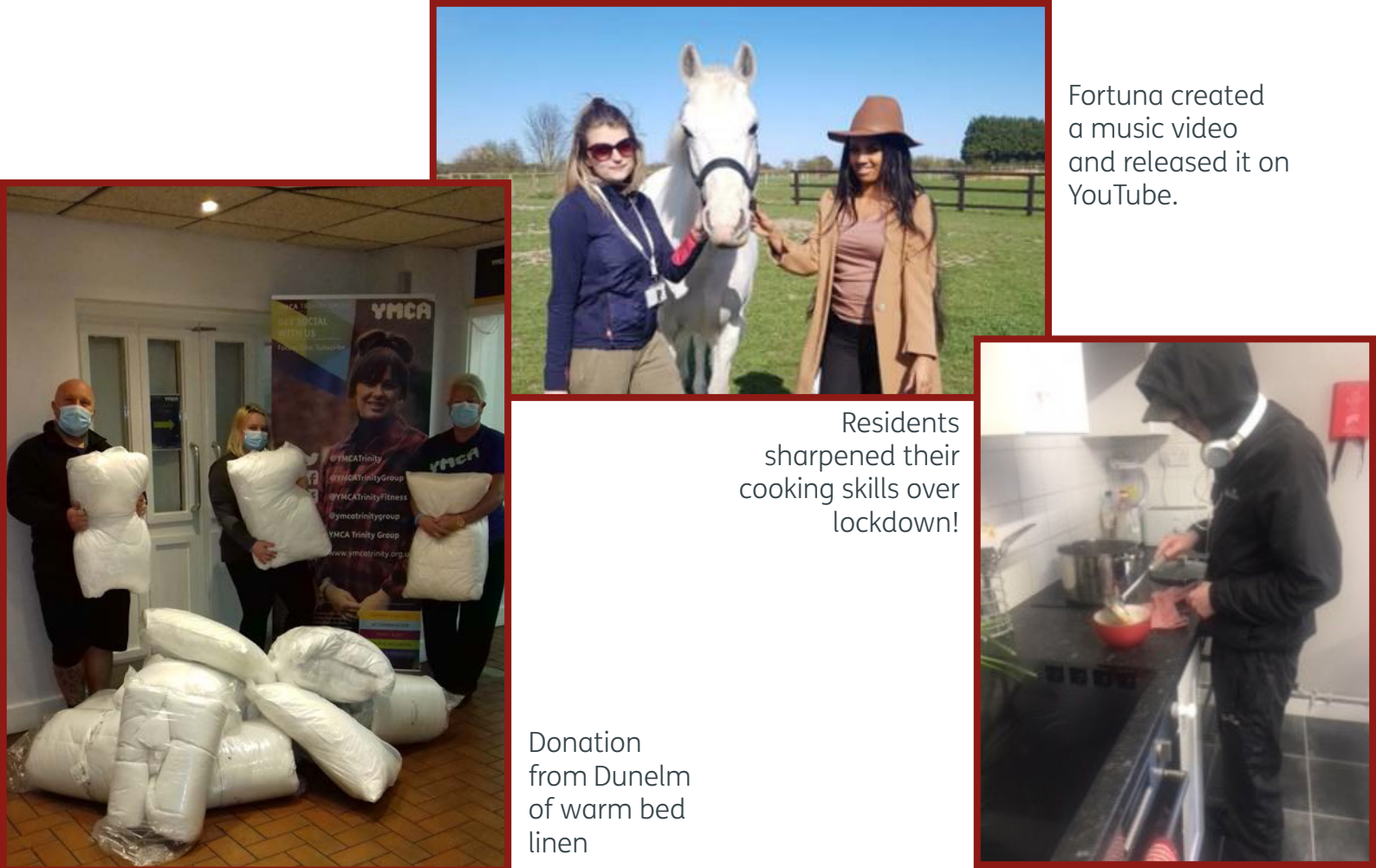


95,000

hours of support provided to our residents



67% of residents are engaged in education, employment or training



Fortuna created a music video and released it on YouTube.

Residents sharpened their cooking skills over lockdown!

Donation from Dunelm of warm bed linen

Future Strategic Targets 2021-2022

2021 will be the final year of our current accommodation strategy. Keeping with the 4 key pillars we will be focusing on the following:

Buildings – Improving our accommodation stock

- ▶ Update our asset management strategy to continue investment in our buildings.
- ▶ Complete installation of Wi-fi at all services.
- ▶ Review our housing management software.
- ▶ Increase capacity for mobile devices within services.

Teams – ensuring our staff teams have the right resources, training and skills to deliver safe and effective services

- ▶ Continued safe practices for Covid-19.
- ▶ Updating our recruitment, induction and probation programmes
- ▶ Expansion of reflective practice support to build resilience and promote learning
- ▶ Engaging with teams in setting priorities for the next accommodation strategy

Clients – Implement a psychologically informed environment approach that focuses on the strengths, wellbeing and aspirations of our clients.

- ▶ Boosting skills and wellbeing as we emerge from the pandemic
- ▶ Continue our journey for a trauma informed approach.
- ▶ Secure funding for Access to Employment services at more locations
- ▶ Work with our residents to co-produce the next accommodation strategy
- ▶ Implement the Skills Builder pilot

Growth – increasing the number of people we can support

- ▶ Work in partnership with local authorities to deliver new move-on accommodation
- ▶ Explore partnerships with stakeholders to implement new collaborations to improve and expand our work.

Impact Report

Support & Advice



"We believe every young person should have someone they can trust."

Appropriate Adult

During 2020-21 the Appropriate Adult (AA) service continued to support young people and adults, providing frontline services to the most vulnerable with no break in service during the lockdowns, despite a considerable reduction in volunteers. The AA team have continued to work directly with our clients in police custody suites across our region, and maintained this frontline support even when other services withdrew due to the increased risk to volunteers during the pandemic. Their role in ensuring a safe, supportive and informed service cannot be underestimated, particularly in the absence of a solicitor providing face to face support.



Supported over
2,000 people

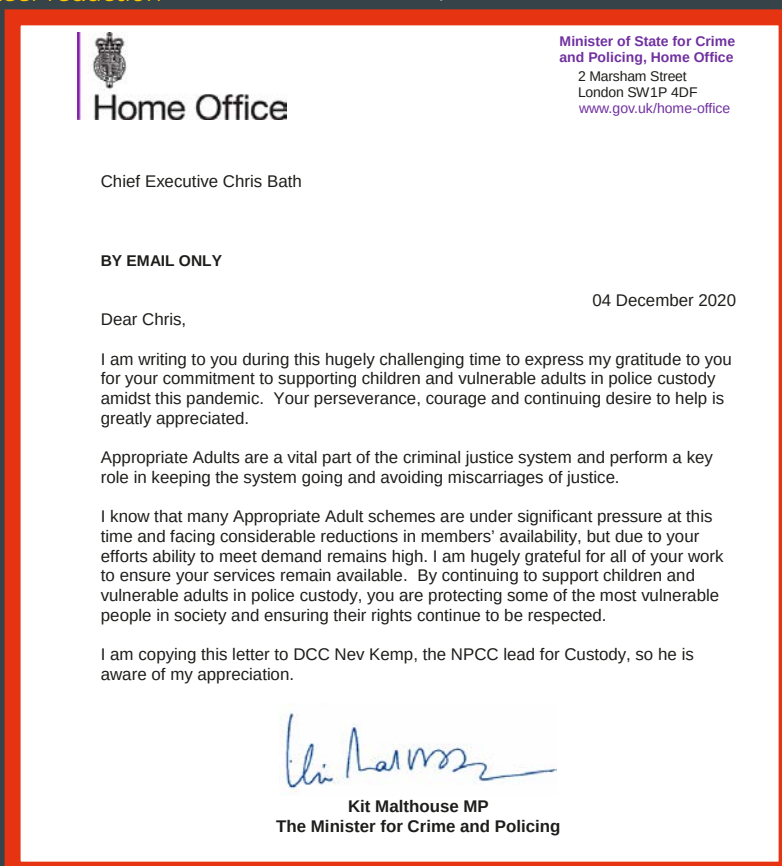
The challenges faced by the AA team have been considerable, and we are incredibly proud of their team work, effort and commitment to providing this essential service and support to vulnerable people when they need it most.



The volume of call-outs continue to fluctuate, but numbers are gradually returning to usual expected levels. We have supported over 2,000 Young people and Adults over the last year, an incredible achievement considering the stress the service has been under.

Continued with our
service with a 80%
volunteer reduction

As we move into 2021-22 we are increasing our volunteer numbers, which are now approaching pre-pandemic levels. This will enable us to continue to maintain and expand the service in the coming year.



Received a
commendation from
MP Kit Malthouse

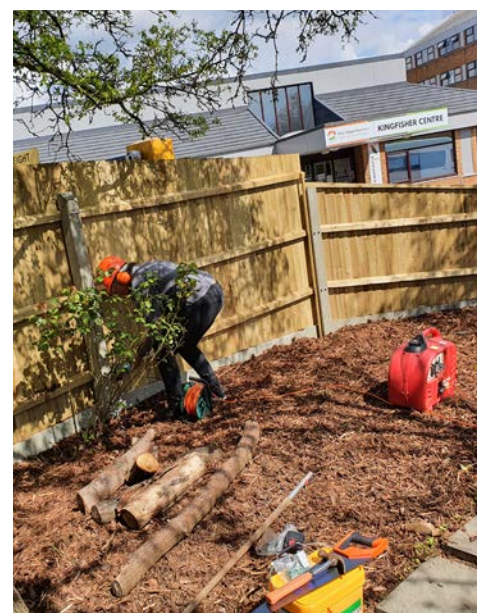
Reparations in the community

The pandemic meant a considerable reduction in the work of the reparations team this year. However as we moved into 2021 projects began to develop and we were delighted to be able to develop our work at the Cambridge allotment. The focus of the reparations team is to get young people actively taking part in growing and harvesting food.

We continue to develop our community and corporate relationships, including infrastructure support provider Amey who donated 10 tonnes of soil conditioner to enable us to improve our allotments in Cambridge and Huntingdon. Produce grown on the Cambridge allotment by the young people will be used to support other charities such as; Jimmy's Homeless Shelter, NCCP (North Cambridge Community Partnership) where some of the produce grown will be donated for teaching families to cook; and The Edge Café who are working with Fareshare to cut down waste.



Soil improver
donated by
Amey



Cresset Wedding Garden

The Reparations Team undertook an exciting project in the spring, redesigning the garden at The Cresset used for wedding photographs. Alison Kinch, Events Manager at The Cresset said:

"I Just want to say a big thank you to the reparations team who worked on the wedding garden while completing their reparation hours. When on site the group of young people worked well together and were supervised at all time in a very professional way by the managers."

The whole project from start to finish has been amazing, a lot of planning, hard work, time and money has been put into this and what can I say it just unbelievable. When we first discussed this, and you offered to take on the project I was just excited that the garden was going to get a makeover. Some makeover!

We had our first two weddings in July, and had really good comments from the brides, grooms and guests attending the weddings. We have done several show rounds recently to brides that are looking to book their weddings and they have all made good comments on how stunning the garden looks. This is going to help us greatly to sell our weddings and hopefully increase our bookings.

We cannot thank you enough for all your hard work to get the garden complete through such a hard time for everyone."

Impact Report

Family Work - Childcare



“We believe every family should have the support they need to develop and lead fulfilling lives.”

Our Covid-19 experience

YMCA Childcare continued to operate during the covid-19 pandemic. Government restrictions and guidance had a huge impact on the operation of our childcare services, however we are proud to say during the first lockdown that **4 out of 6** of our settings remained open, offering high quality support, care and education to keyworker families and vulnerable children.

Due to restrictions the first lockdown saw a significant decline in the number of children attending. Our out of school provision was temporarily suspended and ‘bubbles’ were put into place to protect children and staff. When settings were able to re-open to all children in June 2020 there was still a decline in attendance across all our provision which ultimately has had an impact on our childcare finances. This was partly off-set through strategic use of the CJRS or Furlough scheme, and £34k of recovery funding from Suffolk County Council to support our settings going forward.

Big Challenges

Within our childcare services a lot of time and consideration was spent on how to operate in a covid-secure way, whilst still providing high quality care and education and supporting our families and staff during a difficult period.

Keeping up to date with new Government guidance was a top priority but was also challenging due to last minute publications that needed to be implemented within a short space of time. Managers worked together cohesively in order to implement changes effectively, delegating tasks and coming together as a team to share information, ideas and give support.

During the pandemic staff wellbeing was a key focus, many of our teams were anxious about working on the front line. Managers had regular online meetings with staff, both those in settings and those on furlough, keeping them up to date with guidance changes and giving advice and support where needed. The employee assistance programme has been a great support.

Parents also had anxieties about their children returning to settings after the first lockdown. We ensured regular weekly contact was kept with parents of children not in attendance and created a ‘welcome back’ booklet to explain all of the preventive steps we had put into place.

Our brand-new setting YMCA Childcare Blinco Grove in Cambridge opened just before the pandemic in March 2020. This had a considerable impact on recruitment and the intake of new children. In fact recruitment has been one of our biggest challenges this year, as the pandemic led people to focus on job security. As we enter the new year we continue to look for new ways to promote our services and employment opportunities working closely with HR and marketing.



YMCA Childcare has
engaged with
353 children



Learning opportunities through collaboration

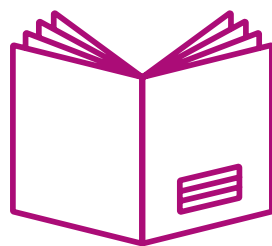
This year our Lowestoft childcare settings have worked closely with our Lowestoft youth team, Shine. With the use of EYPP funding we were able to visit the Shine allotment weekly and this has now increased to 4 sessions per week due to funding gratefully received from YMCA England & Wales. During these visits our children have had many experiences exploring the great outdoors and benefited from various learning opportunities around the growth of fruit and vegetables.

The children have enjoyed learning about where things come from and how they grow. The allotment visits were really appreciated after a year where so many children have had to stay inside. It has been a pleasure to watch the children grow in confidence, and to hear their excitement when they talk about what they have done during their allotment visits.

[Read more about Shine on page 25](#)



100% of children
have had positive outcomes
through progress shown in
learning journeys



5 Staff Members
increased their level of
qualification



99 children
transitioned from YMCA
Childcare to school



Case Study - Childcare St Margaret's Road

YMCA Childcare St Margaret's Road in Lowestoft supports many children and families who live in high-rise buildings in the town and have no access to outdoor spaces. During the pandemic this was very challenging for these families. When told about this problem, local businesses jumped at the chance to get involved in creating a specially designed garden space at the setting.

Kind-hearted support came from local companies Apec Groundworks Ltd, Taydal Surfacing and Cullum Line. The businesses worked with staff to design a roadway complete with a roundabout, road markings and car parking spaces for the children's ride on toys. The area also features raised flower beds and even a pretend car wash. Several other local companies such as Mark Botwright Tree Services, Lound Garden Centre and AW Removals Lowestoft also helped on the project, with support ranging from donating bark, clearing the garden waste and supplying and planting the sensory area.

Jason Jeffery, Managing Director at Apec Groundworks Ltd, said: *"When Kim made contact with me about the project, I knew straight away that I wanted to get involved. I grew up in Lowestoft and really felt I could give something back to the children of the town. My own children are lucky enough to have a garden space to play in, and it really hit home to me that I could make a difference."*

This new garden space allowed the children attending during the pandemic to get much needed fresh air and the freedom to spend time outdoors whilst in our care. This supported their mental, and physical wellbeing, and allowed them to have a lot of fun!



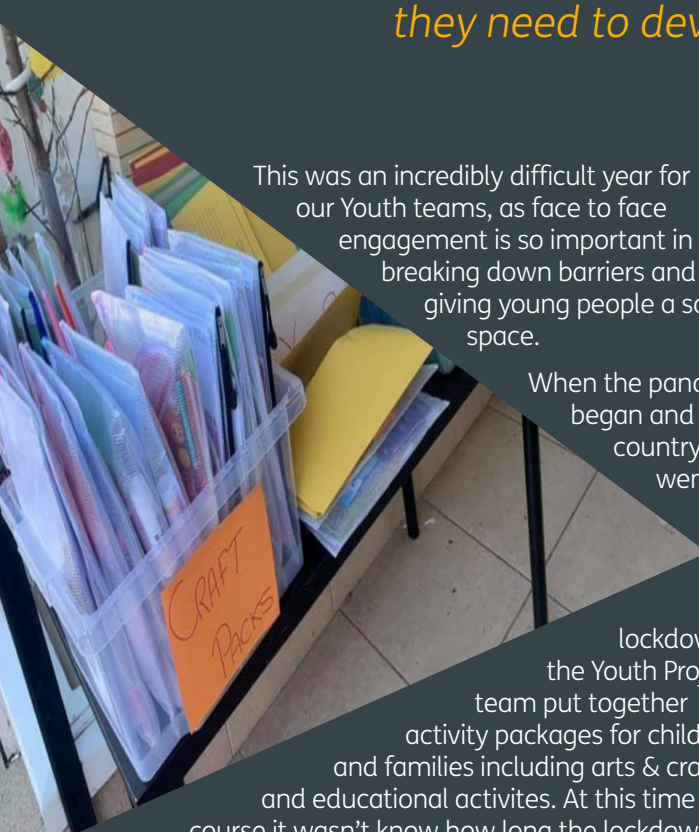
Strategic Targets	Achievements
Quality - To achieve a minimum of Good Ofsted grading, striving for outstanding in all settings	Due to the pandemic Ofsted inspections were suspended, resulting in no new inspections across our 6 childcare settings.
Quality - To develop early intervention programmes and workshops for parents and children.	Due to the early restrictions of the pandemic, many children were unable to attend our childcare services. We therefore had to adapt the initiatives we already had in place. Home learning resources were created for children and parents online, via our website during the first lockdown. We received 465 page views. During the second lockdown weekly activity packs were emailed out to parents to support with early learning experiences at home. 59 home learning resource bags were created and delivered to children with the support of Early Years Pupil Premium funding. Children from our Lowestoft settings were able to undertake allotment visits which has enhanced their knowledge and understanding of the world.
Teams - To continue to invest in staff CPD and training	Practitioners have undertaken 238 CPD courses through Noodle Now. 311 iHasco courses have been completed. 50 NDNA bite size courses have been completed.
Teams - To work with the Mental Health team to undertake training in Mental Health Awareness for all staff	25 practitioners undertook online early years mental health training, through our mental health team.
People - To ensure parent partnerships are demonstrated through a number of activities.	Practitioners had weekly contact with families that were unable to attend their setting during the pandemic. Home learning resources were created to support children and families at home. Our settings teamed up with local foodbank projects to help support families with food packages and affordable healthy recipes. 150 food bags were distributed across our Lowestoft and Newmarket settings. 6 parents undertook online paediatric first aid training.
Growth - To actively seek new opportunities to expand YMCA Childcare Services into more communities	We showed an expression of interest for one tender opportunity for a new childcare site in Cambridge, however we decided not to take the tender further due to the terms and conditions.
Growth - To promote YMCA Childcare brand in all our communities to increase attendances and strengthen our reputation as a provider	We have had an increase in social media posts from our childcare settings during the pandemic. Facebook has enabled us to share information with families quickly, but also to share the fantastic work we do!

Impact Report

Family Work - Youth Projects



"We believe every family should have the support they need to develop and lead fulfilling lives."



This was an incredibly difficult year for our Youth teams, as face to face engagement is so important in breaking down barriers and giving young people a safe space.

When the pandemic began and the country went into

lockdown, the Youth Projects team put together activity packages for children and families including arts & crafts and educational activities. At this time of course it wasn't known how long the lockdown would last.

We also worked with some families in need to provide emergency food packages. Through use of our existing resources and donations we were able to help to support families who were struggling to keep food on the table.

Shortly after this all our Youth Projects team were placed on furlough. Activity was not able to continue and so it was not possible to keep funding the projects.

This posed its own challenges of course, not only can prolonged furlough be difficult for many people, but all the staff were concerned about the young people we work with, and how the removal of that positive engagement and escape from their daily lives might impact them. We were conscious that not all young people live in a safe environment, not all have positive role models in their lives, and many struggle with mental health issues so our teams were worried about how they would be coping with the lockdown.

Through social media we were able to see how some of our young people were getting on, and we are aware that many have struggled. In some cases we are aware of a return to criminal activity, such as in the case of one young person who, prior to the pandemic, had been making really good progress.

As we return to face to face sessions we are conscious of the impact that the lack of stability and consistency will have had on the young people, and while we foresee considerable challenges we are pleased to be able to resume our work.



93 Activity Packs
given to young people



Supporting Schools LOWESTOFT

With prolonged periods of closure, endless changes to guidance and with the seemingly impossible task of providing an education to young people during such an unprecedented time, schools had a really difficult year.

Many young people were struggling with the impact of the pandemic, the challenges of home learning and the disruption to their education.

Our Youth Projects team in Lowestoft continued to work with schools to support the young people throughout this difficult time.

We offered one to one support via telephone, with our staff providing this directly to young people at home when the schools were shut.



9 Schools
provided with
one to one support



290
young people
supported



The SafeZone Initiative

A new partnership

Some of our team used their furlough time in incredible ways. Fiona Radnor, our Programmes Manager for the East, volunteered her time to work with Community Youth London, using her knowledge of Youth services to support them in the development of a brand new charity initiative. As YMCA Trinity Group's Youth Projects resume, we are already developing a partnership agreement with CYL to bring the SafeZone project to our region.

The SafeZone initiative was developed by community members who wanted to challenge the perception of young people, and particularly the violent images seen on social media which perpetuate the negative stereotypes and glorify violence.

As the project develops it will have three main arms:

- ▶ **Training** - offering courses to the police and other statutory / professional organisations. Courses will include Youth Engagement, Gang Awareness, Child Sexual Exploitation and Stop & Search.
- ▶ **Personal Development** - Working directly with young people to carry out assessments, look for training and job opportunities including life skills and first aid.

▶ **Businesses**

- Community based businesses and organisations can sign up to become a SafeZone, and get training and support on how to interact with young people and deal with antisocial behaviour and violence within their community.

Working to combat youth violence and support victims, the SafeZone initiative is being developed by people with lived experiences including perpetrators, victims, professionals and young people to give a unique perspective on the challenges faced by our communities.

The initiative aims to build community, working with individuals and organisations to increase understanding, improve youth engagement and address unconscious bias.



During the 2020 lockdown, our dedicated volunteers maintained the Shine allotment, so when the young people were able to return it was flourishing.



Impact Report

Health & Wellbeing



“We believe everyone should enjoy the benefits of good health and wellbeing.”

A third of a year

The national restrictions imposed by the government as part of the pandemic response meant that all gyms were closed for long periods throughout the year. The indefinite timelines of the closures of course meant that many members cancelled or suspended their memberships, and income was greatly reduced. Overall, the gyms were open for a total of 118 days, just under a third of the year.



337

members
continued to pay
their membership
throughout lockdowns

As the profits generated by the gyms support the charitable work of YMCA Trinity Group, members were encouraged to keep paying their monthly fees, and we are incredibly grateful to those who did, with over £75,000 income generated during the periods of closure.

During the periods of closure our teams were furloughed, however we were able to facilitate some online classes for our members and used social media

to keep in touch. Feedback from members was positive and Peterborough in particular was very successful at keeping a sense of community going throughout the lockdowns.

During the open periods we saw returning and new memberships in all areas, and the return of our older members in Peterborough was a huge success. Working with The Cresset to relocate classes into bigger spaces including the main auditorium allowed classes to return full force and this was well received by members. In Cambridge the uptake was much slower, and so classes are being monitored for viability as social distancing significantly reduced the capacity. In Ipswich the permanent closure of some other local gyms has helped the recovery as we continue to attract new members.

We faced challenges in Cambridge as the continuing work from home order reduced the potential membership in the city centre, and the reduction in in-person learning at the university impacted student memberships. This will be a focus area for the coming year.



“Had my first gym session and I was thoroughly impressed by the measures they have in place... Well done to the YMCA team in Peterborough!”
- **Alexander**

Gym Opening 2020-21										
		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9
Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20
Week 21	Week 22	Week 23	Week 24	Week 25	Week 26	Week 27	Week 28	Week 29	Week 30	Week 31
Week 32	Week 33	Week 34	Week 35	Week 36	Week 37	Week 38	Week 39	Week 40	Week 41	Week 42
Week 43	Week 44	Week 45	Week 46	Week 47	Week 48	Week 49	Week 50	Week 51	Week 52	



78
new members

KEY

■ Total days closed = 247 (67.7%)

■ Total days open = 118 (32.3%)

"Lovely people. I suffer with very high anxiety but they are so patient and caring. 10/10."

- Anon

"2 days in and 2 classes done; YMCA you rock. After a sedentary 7 months I ache all over but I am so very happy to be back and you've done a wonderful job. I was a little nervous but feel totally safe in your organisation. A huge THANK YOU"

- Glenda

"Felt nice and safe this morning, in the gym for the first time since March. Already booked in for tomorrow! Glad to be back, a lot of fitness to catch up though"

- Mark



Priorities for 2021-22

- ▶ Rebuild membership using new marketing strategies to target new members
- ▶ Diversify class programmes with new classes and instructors to meet demand and attract new members
- ▶ Resume and increase marketing activity in all areas to reinforce brand awareness across our region
- ▶ Maximise new opportunities in Ipswich to develop membership and increase our offer.

Impact Report

Training & Education - A2E



"We believe every young person should be able to fulfil their potential."

eMploY-ABILITY Peterborough, King's Lynn, West Norfolk

- ▶ Received 57 clients
- ▶ Supported 7 people to find employment



25
job search
sessions



133
one-to-ones with
clients

Success in Wisbech

We have been delivering our employment services in Wisbech since September 2020 whilst facing challenges around Covid 19 and the restrictions this caused us. As this is a brand-new area of delivery from us, we were able to use the time to network and learn about the area whilst forming relationships with other agencies in the area.

Part of the contract was to secure in-kind funding with which we were able to partner with other professionals in the area. We received free support and sessions to help clients bring down their barriers and get closer to the labour market. We are delighted to be working with hypnotherapists, counsellors, childcare providers and hairdressers who all work in unison to support clients to be their best selves.



Case Study - A2E Ben's Story *



* not his real name

Ben lives in Wisbech and had been looking for employment for over ten years. He has previous experience of working in security but after the loss of his mother, which hit him hard, he began to suffer with anxiety and depression and working took a back seat for him.

Unfortunately, Ben then found himself homeless and with no support network to help him, he was referred to the Ferry Project. They provided him support and into permanent accommodation with his own flat. After settling in, Ben was still not ready to take on employment but did want to do something for the local community and thus started volunteering at Vision – 50 Backpacks, a local community group which supports people in Wisbech who are living on the streets.

Ben was then introduced to Access to Employment. The team supported Ben and helped him create a new CV and begin his job search. Ben was able to apply for various support and care work in the area and allowed him to create an Indeed account where he could make his CV public.

Ben was approached by Genesis Housing and was offered an interview for a permanent, full time role working with 16-25 year olds at a supported accommodation site. After the interview he was told that the job was his. We worked with Ben to provide him with interview clothes and helping him with his transport to work".

Ben said: *"Not only is this a job but a career and something that I have wanted to do for a long time. Thank you so much!"*



Case Study - A2E

Nick's Story

The A2E team first met Nick whilst working in partnership with Seetec in Wisbech. Nick was on a course for self confidence and wanted support in writing a CV and looking for work. He had only been out of work a few months and was really keen to get back to work as soon as he could.

After signing up to the project Nick worked with the A2E team to create a new CV using information from a CV guide and his old CV. After writing this, A2E worked with Seetec to help him apply for a vacancy at Nestle Purina in Wisbech.

Nick was offered an interview at Nestle as a production worker which went very well, and he was offered the position!

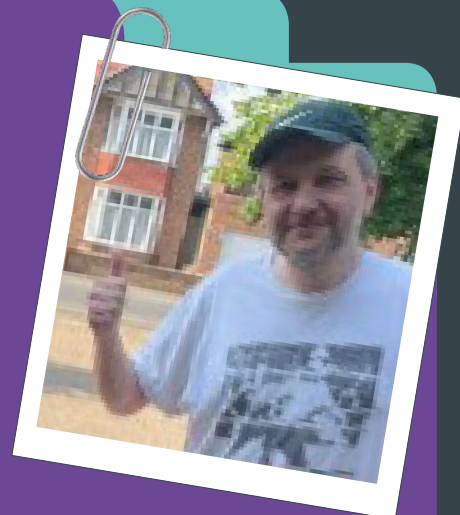
Nick accessed vouchers to help him on his first few weeks back at work with packed lunches and groceries to keep him going until his first pay. After successfully completing his induction he began his full-time role.

Nick said:

"Firstly being out of work is difficult and sometimes the normal things like updating CV and applying for jobs can be more difficult for one person than another , especially when you suffer from depression and anxiety.

You updated my CV within 24 hours and did a great job, you was pleasant, nice, very warming and helpful. From this I got advice about vacancies and sent new CV off for jobs and got interview straight away. I can confirm that with your professional help and support I've managed to get a full time job and bring some happiness into my life. I start Tomorrow at 6pm at Nestle Purina.

Thanks for all your support and help , sometimes we all need it."



Access 2 Employment Peterborough

► We worked with 31 individuals



30 CVs
written and
updated



We enabled our clients to apply for
120 job opportunities



**8 clients offered
employment**

"I have thoroughly enjoyed supporting A2E clients over the last few months, seeing them overcome their barriers and move into jobs has been inspiring.

- Nicky Elmer Hypnotherapy

NICKY ELMER
HYPNOTHERAPY

Impact Report

Training & Education

Mental Health and Teacher Training



"We believe every young person should be able to fulfil their potential."

Working with schools during Covid-19



We worked with
42 Schools and 6
Accommodation projects

with us to prioritise other areas of their work, and 'bank' hours to use later on, and we quickly adapted our policies and procedures to allow us

The Mental Health team provide clinical support to young people in schools and education settings, as well as offering a full training programme to school staff. In March 2020, at the beginning of the Coronavirus pandemic, UK schools closed overnight. Schools, teachers and pupils we were working with were suddenly at home, and unable to access the support of our clinical teams.

Our first priority was to establish ways to maintain that connection. We knew of many vulnerable young people in crisis who would be in greater need of our services than ever. We adopted a flexible approach with schools, allowing them to pause their contracts to continue with online delivery.



3742 support
sessions delivered



694 clients supported

Over the summer of 2020 we ran a series of fully booked online courses. School staff were using the time to prepare and upskill. When schools resumed in-person learning in autumn 2020, we saw an immediate increase in need and while our training services slowed down as school staff focused on their internal delivery, there was a significant increase in demand on our therapeutic services dealing with the impact of the pandemic and the lockdown on young people.



We delivered
38 online courses to
almost **700** delegates

"I just wanted to thank you for the staff training. Everybody commented on how uplifted and motivated they felt following your training. It's not often that we have training in school which receives such positive feedback from all members of staff"

– Head Teacher

Expanding and developing

During the pandemic we were able to develop new relationships and opportunities as we were approached by statutory services in the area for help and support. We are seeing increased collaboration across the public and charity sector services to address rising needs for mental health support, and our increased profile in this area has already led to more commissioned work to be undertaken in 2021-22.

We are continuing our work with the Opportunity Area programme, which funds opportunities for settings in Fenland and East Cambs to access training. The programme has been extended a number of times and we have been able to add new courses to the offer. In 21-22 the programme will extend to the Peterborough area.

We will also be doing more work with adults, including staff wellbeing for internal and corporate organisations, and working more with parents and school staff.

Strategic Priorities 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
Maintain high satisfaction levels	Increase staff sessional workers	Provide more support for existing partners	Increase programmes offered
Improve Client Outcomes	Maintain high levels of practitioner feedback	Increase number of beneficiaries and settings	Increase opportunities to share good practice

"I am delighted that so many staff from schools and early years settings have already accessed and positively responded to the training that the YMCA Trinity Group has delivered."

– The Chair of the Fenland and East Cambridgeshire Opportunity Area Partnership Board

"When I was angry, you (therapist) helped me. I don't stomp out of the classroom so much anymore. I liked coming because it helped me. I'm a bit better than I was before, like I'm not running out of the classroom anymore." – **Child**



Impact Report

The Cresset



“An inclusive, supportive community hub where people can connect, celebrate, and play a part.”

The challenges

From 16th March 2020, theatres and events venues were ordered to close by the Prime Minister. Thus began a year of cancellations, reschedules, dark days and troubled times. The three main incomes streams for The Cresset – the theatre, pub and conference & banqueting facilities – were no longer permitted to trade. Our response was swift, customer communication was the main priority, ensuring that events and shows were rescheduled wherever possible to minimise the financial impact, and to reassure customers that we had everything under control. However, the challenges were significant, and remain so well into 2021.

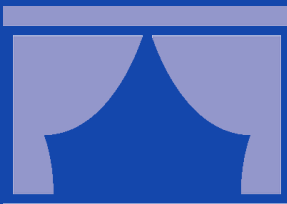
These include:

- ▶ Maintaining customer communication to ensure efficient rescheduling / cancellation of events
- ▶ Managing teams to ensure adequate staffing levels while minimising financial impact
- ▶ Keeping the building compliant and operational for the essential services which continued through lockdowns including accommodation and the nursery



37 Contracted staff furloughed

- ▶ Understanding, interpreting and implementing ever-changing government guidelines for all areas including retail, hospitality, visitor economy and performing arts
- ▶ Implementing new rigorous cleaning and safety protocols and developing new event management plans to protect staff and customers
- ▶ Managing cash flow to protect the business and identifying funding opportunities
- ▶ Reassuring customers and visitors that it is safe to return and reinvigorating advance sales to aid the recovery.



Over 80 live performances rescheduled



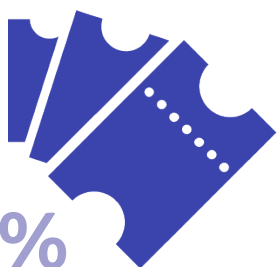
Our achievements

- ▶ Securing grant income from the Culture Recovery Fund, our first funding from Arts Council England, allowed us to invest in equipment and events in the theatre, as well as bringing staff back to work to support the recovery
- ▶ Against all odds, staging several socially distanced live events, including one of only a handful of live pantomimes taking place nationwide
- ▶ Producing and distributing a digital recording of the pantomime to schools across the region free of charge
- ▶ Outstanding media coverage raising our public profile including BBC Look East, ITN National news, BBC Radio Cambs, Star Radio, PCR, and print / digital media outlets across Cambridgeshire, Lincolnshire and East Anglia
- ▶ Excellent feedback from PHE, HSE and PCC on our operational plans for opening, and a 5-star Environmental Health inspection in the pub during the opening period in Summer 2020.

901



digital streams of the pantomime watched

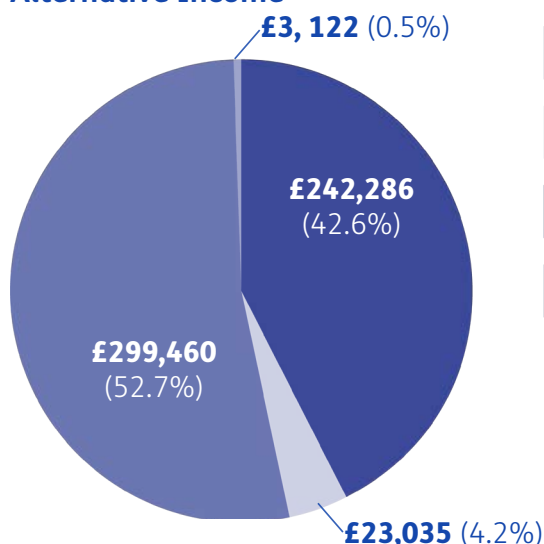


70%
of booked ticket
income retained
through rescheduling



81% of wedding
bookings retained
and rescheduled

Alternative Income



- Donations
- Business Disruption Grant
- Culture Recovery Fund
- CJRS Furlough



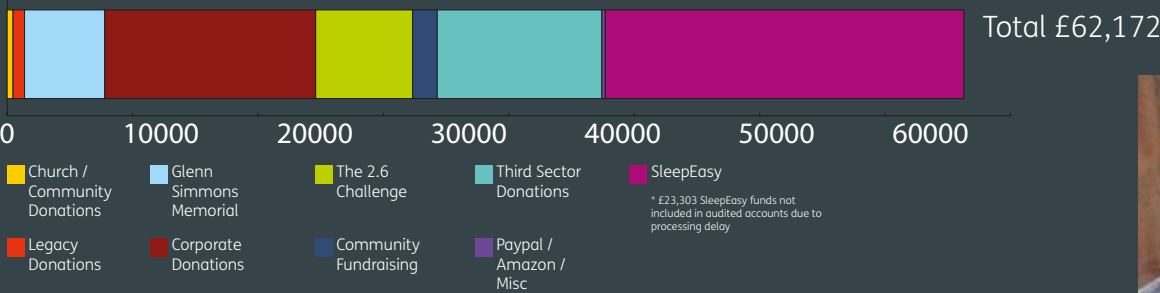


“The Cresset clearly worked hard to keep everyone safe and the show was great!

Thank you again for keeping all of us safe at this difficult time”

- Tina, via Facebook Reviews

Focus Area - Fundraising



Glenn Simmons Memorial Fund

In January 2020 our Senior Accommodation Manager, Glenn Simmons, sadly passed away. Glenn had been with us for 19 years and had an extraordinary impact on the delivery of our services. He is very much missed both by our staff teams and by residents. Later in 2020 we recruited two new management positions, Bridie Carson as Head of Accommodation and Lizzy Woods as Area Manager in Suffolk.



Glenn was an important part of the start-up and success of Access to Employment back in 2011. Since his passing in 2020 we have been honoured to start up the memorial fund in partnership with his son, Brad, who has been fundraising to create a fund that can be accessed by A2E clients to enhance their journey with specific qualifications or items to help them into work and also sustain their position. Brad and his friends undertook a huge challenge, to run 1200 miles to raise money for this cause which was so important to Glenn, and raised well over £5,000!

Virtual SleepEasy

In March 2021 we hosted a virtual sleep easy fundraising event in partnership with LandAid and sponsored by Urban & Civic, The Howard Group and Morgan Sindall. The event which saw participants from across the region ‘sleeping out at home’ in gardens, on doorsteps and on balconies, raised over £23,000 to support the Access to Employment Programme in Cambridge.



Nicolas Bewes
Howard Group CEO



**THE
CAMBRIDGE**
Building Society



We are delighted to be a charity partner with Cambridge Building Society as part of their ‘Making The Difference’ campaign. This is a 3-year partnership that includes a variety of initiatives and programmes to support our work. So far, the partnership has included helping to fund our Access to Employment work at Queen Anne House, Cambridge staff volunteering at resident football practice, providing wellbeing sessions for our staff and much more. We are looking forward to more exciting programmes in the next two years.



Focus Area - Belief in Potential

'Inspiring communities, transforming young lives'

"No matter which role you play
within the team there is always
encouragement to share new ideas"

- Apprentice

549 staff & volunteers

inspiring communities and transforming young lives.



210 New starters

recruited including contracted staff, sessional workers and volunteers.

Apprenticeships

From March 20 – April 2021 we supported 18 staff working towards 21 apprenticeships

- ▶ 3 were people who had completed a level 2 and moved on to level 3.
- ▶ 9 were childcare apprenticeships at level 2 & 3
- ▶ 3 were youth work apprenticeships at level 2
- ▶ 4 were Team Leader level 3

One of our Apprentices, Joshua Gallon, was nominated for the National Apprenticeship Awards 2020 for his hard work and efforts during this challenging year.

As part of the nomination, Childcare Manager Kim Streater said the following about Joshua:

“As part of his duties as an Apprentice Early Years Assistant, Joshua was required to work with children whose parents were essential workers during the pandemic. He was part of a small team who provided a safe, nurturing environment for those children – some of whom were not seeing their parents as often as usual due to the long working hours through the height of Covid-19.

Joshua was supporting children with their emotional and physical needs by providing high quality, stimulating, fun activities.

Joshua was required to work with children whose parents were keyworkers ie NHS, Care home or retail staff. This meant Joshua had to take on more responsibilities than our apprentices would normally have to, supporting the more experienced staff in offering activities that continued to challenge and excite the children who were attending, whilst also supporting the children’s mental wellbeing at a difficult time.”



18

Apprentices supported towards a qualification



We were delighted to be shortlisted for ‘Employer of the Year: Silver’ for organisations with 250+ staff in the Investors in People Awards 2020.

Only seven other organisations were shortlisted, and while we didn’t win this time, we are proud the hard work of our team has been recognised.

We retained our silver award after inspection in October 2019, we increased our scores in all areas, our annual review is booked for October. Recommendations from the report are embedded in strategic plans so that they influence all areas of the organisation.

Lucy Watling (Organisational Quality & Development Manager) said “Being finalists is fantastic. It shows how we have come together as a team in the last two years and how we are looking to the future, we want to do more work with more young people in more places.”

THE
**INVESTORS
IN PEOPLE**
AWARDS 2020



"Not only do we work hard to support our clients and give them the best service we can, we also support each other continuously."

Accommodation Team Member

Performance and Value for Money

Value for Money Statement 2020/21

YMCA Trinity Group is committed to achieving Value for Money across all aspects of the business. Through reviewing systems, the Association has sought to reduce costs and achieve economies of scale. Combined with a tight budgetary control process and clear understanding of cost drivers within the business overall savings have been achieved.

The Finance Department has undertaken a review of central costs to review and minimise expenditure where possible and look at the allocation methods across the cost centres to reflect a fair & equitable apportionment to YMCA services.

Continuous procurement of overheads is applied which has resulted in costs for services like telecoms and photocopier contracts being significantly reduced. Utility costs have been minimised through better efficiency from ongoing investment in new lighting and heating systems across main sites and the use of a broker facility for group purchasing of supplies.

Following the publication in June 2019 of the Value for Money metrics from the Regulator of Social Housing, we will be considering ways in which we can further measure performance against our peers. We are now able to report purposeful data & include the resulting performance measures in our 2020-21 report.

Good value combined with excellent service delivery is central to YMCA Trinity Group's business approach. The Group, through its delivery of contracts for grants and services combined with housing provision, seeks to make a surplus to support more young people and services such as Access to Employment that require additional financial resource. As a charity we also fundraise to support projects that require resource that helps YMCA achieve the mission and deliver valuable work in the community.

We have summarised our performance below against key metrics published by the regulator:

Value for Money Metrics:	2021	2020
1 Reinvestment % Investment in housing properties in the year as a percentage of the gross book value at the year end	0.5%	3.4%
2A New supply delivered (social housing units) Total social housing units acquired in the year as a percentage of total social housing units owned at the year end	1.0%	4.9%
3 Gearing % Total net debt (loans – cash- short term liquid investments) as a percentage of housing properties at cost	-3.81%	-7.49%
4 Earnings before interest, tax, depreciation, and amortisation (EBITDA, major repairs included) interest cover % Surplus generated compared to interest payable	883%	718%
5 Headline social housing cost per unit	£15,019	£14,149
6A Operating margin (social housing lettings only) %	13.1%	9.7%
6B Operating margin (overall) %	2.1%	1.3%
7 Return on capital employed	1.2%	0.8%

Financial Review 2020/21

Summary statements reflect that consolidated income decreased by £170,036 (1.64%) For the charity itself, income increased by £361,786 (3.9%) to £9,609,461.

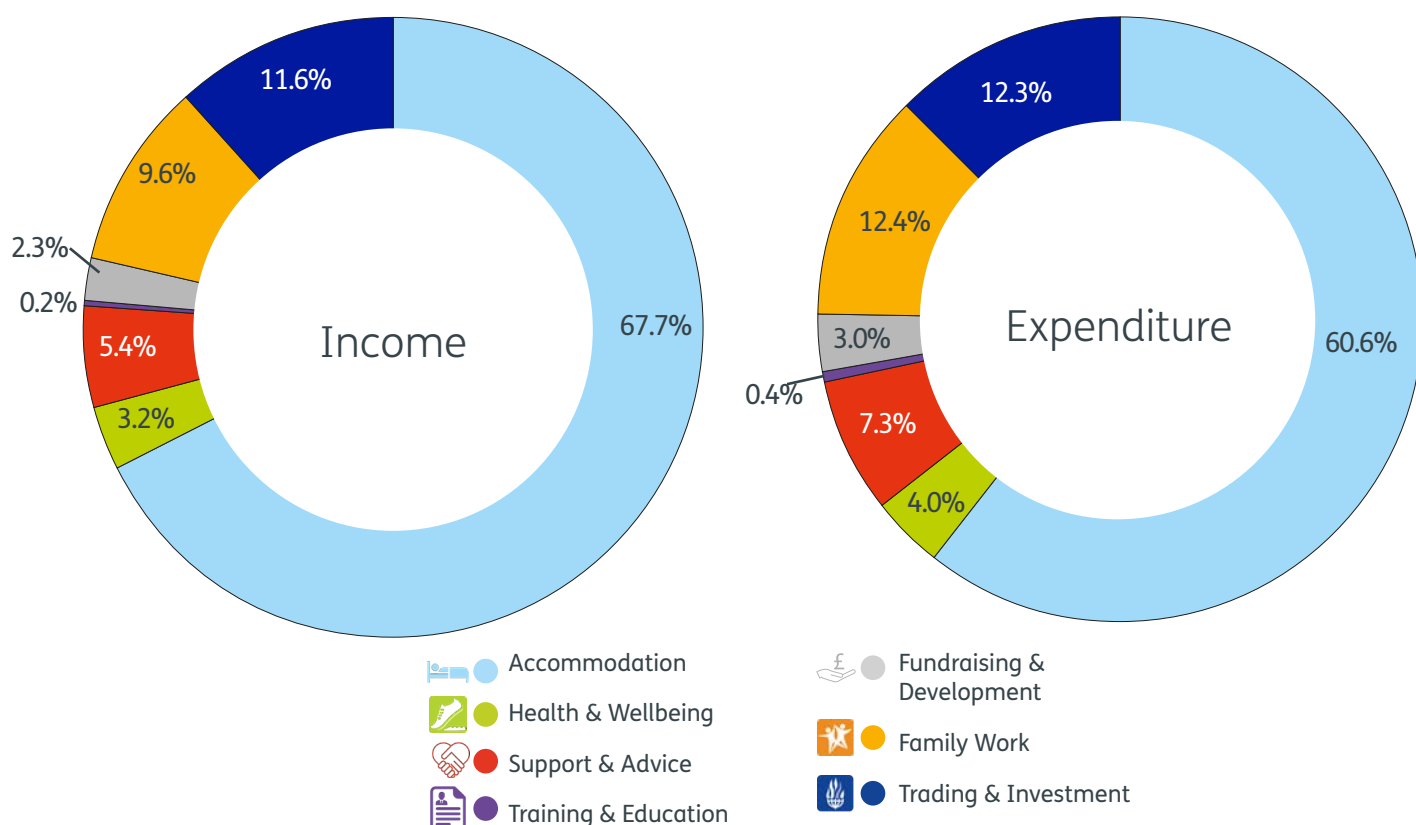
Income from Supporting People remained consistent to 2019/20 contributing to the group total of £975,681 in the year.

Activity	2020/21	2019/20
CHARITABLE:	£	£
Accommodation	6,906,305	6,249,120
Health & Wellbeing	321,528	436,774
Support & Advice	554,880	878,732
Training & Education	23,235	38,994
Fundraising & Development	232,799	284,012
Family Work - Children's Nurseries	975,910	760,718
TRADING: Trading & Investment	1,180,176	1,716,569
TOTAL INCOME	10,194,833	10,364,869

The charity received £50,606 of restricted funding from the Big Lottery Grant to deliver community projects compared to £401,526 in 2019/20.

The unspent balance is held as a restricted reserve on the balance sheet and is stated as £13,398 (2020: £24,862) at the year end March 2021.

YMCA Trinity Group Income and Expenditure 2020/21 by Activity



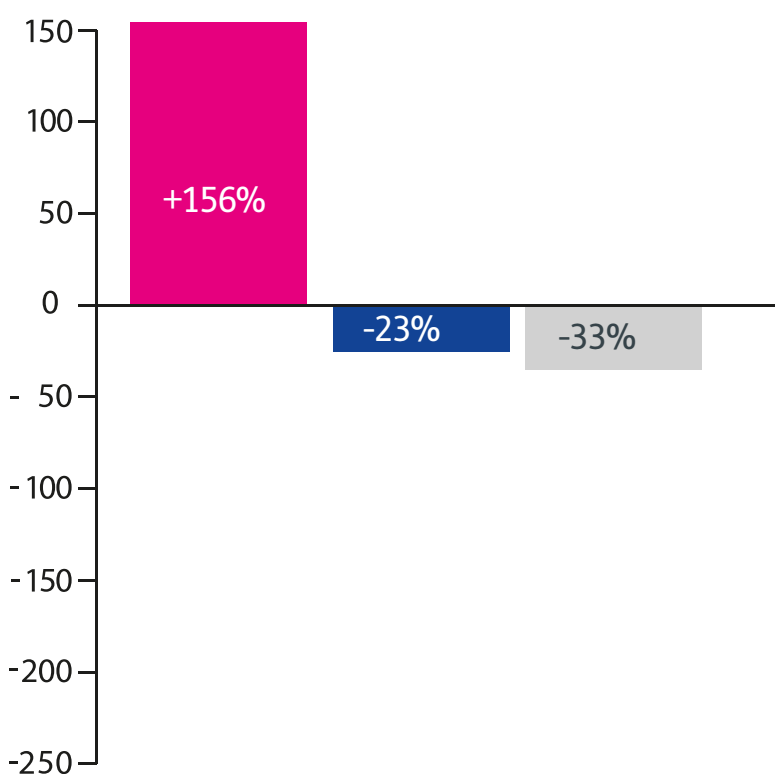
Total operating costs for the year equated to £9,989,128 (2020: £10,232,255). This demonstrates that the charity's investment in support & advice activities and childcare as part of its strategy to diversify its work in the community.

Total expenditure is analysed as follows:

YMCA Operating Costs	2020/21	2019/20
	£	£
Charitable	8,459,493	8,066,997
Trading	1,226,998	1,902,161
Fundraising	302,637	263,097
TOTAL COSTS	9,989,128	10,232,255

This resulted in a net contribution as follows:

YMCA Net Contribution/Loss 2020/21 by Activity



-  Charitable
-  Trading & Investment
-  Fundraising & Development

Our trading and investment income generates a contribution on a consolidated basis which allows the charity to undertake its charitable activities which do not generate a positive return.

The return from investment and trading, which predominately is represented by the trading activity undertaken by the Cresset, can fluctuate depending on the level of bookings and success of the performances during the year.

In 2020/21 the pandemic had a significant impact on the contribution made by the trading activity, however as seen on pages 32-33 this was supported by £265,321 of government grant funding. The trading operation also made considerable efforts to minimise expenditure, including making use of the Government furlough scheme where possible. On this basis the charity continues to support the recovery and future sustainability of the trading operations.

YMCA Net Contribution/(loss)	2020/21	2019/20
	£	£
Charitable	322,365	297,291
Trading & Investment	(46,822)	(185,592)
Fundraising	(69,838)	20,915
YMCA Net contribution/(loss)	205,705	132,614

Future Financial Implications

The group participates in a closed contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCA's.

Reserves

The total consolidated reserves of the group are £11,443,395 (2020: £11,409,120). The charity has restricted funds relating to the Big Lottery grant which amounted to £13,398 (2020: £24,862). Restricted reserves were created for Arts Council Recovery Fund of £16,505 in the year.

The Trustees have determined that monies should be set aside for uninterrupted provision of high quality services to young people; this includes keeping their homes in a good state of repair. The charity owns other investment properties including Haywood House which was re-developed to flats in 2016/17. Taylor House was sold in 2018/19 generating a gain on disposal of £32,592.

The amount invested in the various buildings at the year-end amounted to £14,015,354 (2020: £13,354,614) and these reserves are tied up in buildings and functional assets as such are not available for the use of the charity. These assets are

used by the charity to achieve the charitable objects which is predominately housing focused. The organisation has developed its Asset Management strategy during the financial year 2019/20.

The balance of free reserves is managed by the Charity/Group for working capital to support the operational activities & revenue funding to deliver services.

The Charity/Group calculates that it depends on the cash flow requirement of at least £500,000 in reserves to meet the demands and fluctuations in the current account each year.

Therefore, the level of free reserves is seen as adequate for the charity. The strategic plan is to increase this level of reserve by increasing revenue streams from development of services and fundraising opportunities, which then allow the charity to consider future developments and investments.

Legal and Administrative Information

Officers, Professional advisers and association information for the year ended 31 March 2021

President

Vacancy

Vice Presidents

D Jones, O.B.E.

R Mills, J.P., M.B.E.

The Board of Directors

Mr Steve Mallinson
(Chairman)

Mr Jordan Bambridge
(Resigned 24/5/21)

Mr Alric Blake
(Appointed 28/10/20)

Mr Dominic W Bowles

Reverend Anthony Chandler

Mrs Pauline Donovan
(Appointed 28/10/20)

Mr Ian Dow

Mrs Julie Horne

Mr Andrew Lucas

Mrs Antonia MacLean

Miss Lianne Pemberton
(Appointed 28/10/20)

Mr Simon Pickering
(Resigned 21/9/20)

Mrs Ann Radmore
(Appointed 24/5/21)

Mrs Mary Sanders MBE

Mrs Tracy Simpson

Mrs Chris Wilkinson

Chief Executive

Mr Jonathan Martin

Company Secretary

Mr Neil Portor

Registered Office

Queen Anne House
Gonville Place
Cambridge CB1 1ND

Bankers

Lloyds TSB plc
Gonville Place Branch
95 Regent Street
Cambridge CB2 1BQ

Solicitors

Hewitsons
Shakespeare House
42 Newmarket Road
Cambridge CB5 8EP

Auditors

Stephenson Smart & Co
36 Tyndall Court Commerce Road
Lynchwood Peterborough PE2 6LR

Registered Social Housing Provider Number

H4179

Registered Charity Number

1069810

Company Registration Number

3561613

Governance

YMCA Trinity Group is a Company limited by guarantee (incorporated on 6 May 1998) and a Registered Charity (1069810) and a Registered Provider of Social Housing (H4179).

Trustee Board

The Trustees are legally responsible for directing the affairs and strategy of the Charity. All Trustees are volunteers and receive no remuneration. Trustees can only serve for a maximum of two 4-year terms. Trustees are also Directors of the Company. The Board meets at least four times each year to regularly review the YMCA’s strategy, budget and performance. They also hear directly from project staff and participants on their services. The Board delegate day-to-day management of the Charity to the Chief Executive and their Executive Team, as well as to other senior managers. Trustees also delegate specific responsibilities to some sub-committees:

Finance, Risk & Compliance Committee (FRAC)	Quality & Client Services Committee (QACS)	Remuneration Committee	The Cresset Limited
Meets four times a year to review compliance and financial performance (including the Audited Accounts feedback), Risk, Health & Safety, IT, Cyber Security, GDPR, and Safeguarding issues.	Meets quarterly to ensure compliance with regulators and ensure the association maintains the highest quality in terms of HR and the overall quality, impact and effectiveness of its client-facing programmes.	Oversees the staff benefits package, including recommendation to the Board of any annual salary increase, and it monitors the performance of the Chief Executive.	The Board oversees the financial and outcome performance of the Cresset subsidiary. It meets quarterly and includes direct representation from the Board by a Trustee.

The Trustees are always looking at ways to increase our Mission impact and provide long-term sustainability.

Retired Trustees

During the year Jordan Bambridge and Simon Pickering stepped down from the Board.

New Trustees

A small working party of three Trustees and the Chief Executive review our annual Board skills audit and seek to recruit new Trustees into areas where we might lack expertise. During this year, the focus has been on recruiting Trustees with skills in finance/business planning, spiritual guidance and people with a background in Early Years or Pre-School Education. An induction is given to all new Trustees. We were pleased to appoint Alric Blake, Pauline Donovan, Lianne Pemberton and Ann Radmore to the Board this year.

Objects

The Association is a federated member of the Young Men’s Christian Association movement in England and Wales, in accordance with its Christian values and its Corporate Values of Belief in Potential, Integrity, a Holistic Approach and Respect, the Association exists to provide support to persons of all religions and of none, and accordingly the Objects of the Association are:

- ▶ To advance the Christian faith for the benefit of the public
 - ▶ To promote social inclusion for the benefit of the public by preventing people from becoming socially excluded, and assisting those who have been socially excluded to integrate into society. (For the purpose of this clause ‘socially excluded’ means persons being excluded from society or parts of society by reason of their social, physical or economic circumstances).
- ▶ To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life.
 - ▶ To provide or assist in the provision of education for persons of all ages with the object of developing their physical, mental or spiritual capacities.
 - ▶ To relieve or assist in the relief of persons of all ages who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.
 - ▶ And to provide, improve and manage houses and hostels, flats and residential accommodation for young people, men and women, who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

Executive Pay

The Trustees have an established Remuneration Committee made up of at least three Trustees. Their role is to look at the pay, benefits and conditions for all employed staff; to conduct and review the CEO's annual appraisal; and to review and set the pay for the Executive Team. They are aided in this last role by Total Reward Solutions, who conduct benchmarking and comparison work using data from the Statutory, Voluntary and Commercial sectors.

Principal Risks and Uncertainties

The Charity has a Risk Management policy and procedure covering our current day-to-day operations as well as any new business development programmes. Risks are reviewed by the Executive team and the Finance, Risk & Compliance Committee, according to the potential impact and /or likelihood of occurrence. All risk is RAG-rated and reviewed on a regular basis.

Key Risks Areas:

Risk Area	Management
Funding: YMCA projects may be impacted by changes in policy at both Local and Central Government level.	• Funding challenges in the wake of Covid-19. • Supporting YMCA England & Wales to engage with Central Government. • Diversification of funding to include greater generated income. • Reviewing cost-effectiveness. • Development of new services. • Investment in Fundraising capacity.
Safeguarding: YMCA clients may be at risk from abuse.	• Robust Safeguarding Policy & Procedure, reviewed annually. • A staff Committee from across the organisation to ensure high quality implementation of the policy and procedures. • A safeguarding dashboard presented to the Oversight Committee. • An outside agency to support our safeguarding and keep us up to date with developments and learning.
Pension: YMCA Defined Benefit Scheme's deficit increases and impacts costs dramatically.	• Biennial independent actuarial advice requested by Trustees. • Engagement with the Pension Scheme on issues and actions to maintain or reduce the pension liability. • Biennial consideration of S75 buy-out.
Reputation: An incident or occurrence may damage or have a negative impact on how people perceive the organisation.	• Pro-active management of projects. • Strong policies and procedures. • Positive relationships with media. • Professional PR support in place. • Monitoring of complaints. • Review of incidents, including near-misses.
Data Security: Loss of personal data or an outside agency attempting to access information nefariously.	• Robust information husbandry of policies and procedures. • Professional IT support. • Pro-active approach to data safety. • Staff training. • GDPR Compliance.
Health & Safety	• The Group's safety manager undertakes management of all safety matters for the Group. • The Health & Safety policy is agreed and signed off by the Board, once it has been to the Oversight Committee for comment. • An H&S report (covering every aspect of safety that is noted within the groups Health & Safety policy) is submitted to the Board on an annual basis, in September. • Fire, asbestos, Legionella, COSHH compliance checks are undertaken throughout the Group on a 3-monthly basis by the Group Safety Manager. • All risk assessments for staff are developed and personally issued to staff and volunteers, and accident and near miss and fire reporting is collated by the H&S Manager. • The Health & Safety Committee meets 3-monthly to discuss any safety matters that need resolution or further action, has 16 members of staff, nominally 1 person from each area of the business, and includes the Support Services Director in its number.
Staff and Volunteers: Failure to recruit or retain staff or volunteers.	• Regular 1-2-1s and support meetings. • Investors in People accreditation. • Training and development opportunities. • Staff and Volunteer welfare. • Staff benefits. • HR Dashboard set up to monitor key trends.

Governance and Financial Viability Standard and Code of Governance

The Board has taken reasonable steps to ensure that it meets the requirements of the Governance and Financial Viability Standards, and is satisfied that there have been no material breaches of the Standard.

Public Benefit

The Board has taken account of the Charity Commission's general guidance on public benefit when reviewing the Charity's aims, objectives and planning.

Statement of Directors' Responsibilities

Company Law and Registered Social Housing Provider legislation require the Directors to prepare financial statements for each Financial Year, which give a true and fair view of the state of affairs of YMCA as at the end of the Financial Year and of the surplus or deficit of the organisation for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies, apply them consistently and state them in the financial statements;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that YMCA will continue in business.

The Directors are responsible for ensuring that arrangements are made for keeping proper books of account with respect to YMCA's transactions and its assets and liabilities such as to enable every statement of comprehensive income of YMCA Trinity Group to give a true and fair view of the income and expenditure of the period and every statement of financial position of the state of affairs of YMCA and to ensure that the financial statements comply 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 2015.

The Directors are also responsible for establishing and maintaining a satisfactory system of control over YMCA's books of account, its cash holdings, and all its receipts and remittances, and hence for taking steps for the prevention and detection of fraud and other irregularities.

Internal Controls

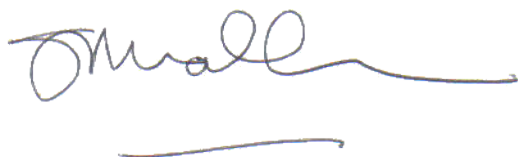
The Directors have considered their responsibilities and systems of internal control and agreed that no significant weaknesses or breaches are considered to exist. The Charity operates a comprehensive annual financial planning and budgeting process, which is approved by the Board. Performance is monitored through the use of activity and financial targets.

Recommendations from the Internal Controls Audit were adopted following a report to the Finance, Risk and Compliance Committee in May. The Board of Directors, through its sub-committees, receives reports and develops action plans to implement the continuous improvement and development process, which includes risk assessment and mapping. Significant risks are highlighted and monitored by the Executive Team, which is led by the Chief Executive. All major risks to which YMCA is exposed and identified from these procedures have been reviewed by the Board of Directors. Mitigation of risk is continually being developed or enhanced.

Statement of Disclosure of Information to Auditors

We, the Directors of YMCA Trinity Group who held office at the date of approval of these financial statements as set out from page 42 each confirm, so far as we are aware, that:

- there is no relevant audit information of which YMCA's auditors are unaware; and
- we have taken all the steps we ought to have taken as Directors in order to make ourselves aware of any relevant audit information and to establish that YMCA's auditors are aware of that information.



By **Steve Mallinson**

Chairman of the Board

Approved by the Board on 27 September 2021

**INDEPENDENT AUDITORS REPORT
FOR THE YEAR ENDED 31 MARCH 2021**

Opinion

We have audited the financial statements of YMCA Trinity Group for the year ended 31 March 2021 which comprise the group and parent (YMCA) statement of comprehensive income, the group and YMCA statement of financial position, the group and YMCA statement of cash flows, the consolidated statement of changes in reserves and the related notes including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice) .

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and YMCA's affairs as at 31 March 2021 and of its incoming resources and application of resources, including 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 requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

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 group 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 doubt on the group'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.

**INDEPENDENT AUDITORS REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021**

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.

Opinion 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 Strategic Report (incorporating the Board report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report (incorporating the Board report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report (incorporating the Board report). We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

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.

**INDEPENDENT AUDITORS REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021**

Responsibilities of the board

As explained more fully in the Board's responsibilities statement set out on page 45, the Board members (who are also the directors of YMCA Trinity Group for the purposes of company law) are 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 determine is necessary to enable the preparation of the 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 group's and the parent'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 group or to cease operations, or has no realistic alternative but to do so.

Auditors 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments;
- Assessing whether the judgements made in accounting estimates are indicative of a potential basis;
- Evaluating the rationale of any significant transactions that are unusual or outside the normal course of business;
- Analytical procedures are performed as well as substantive testing to identify any potential misstatement due to fraud; and
- The audit procedures would also involve being aware of any such items from reviewing minutes and third party communications and reports and discussions held with staff and management to obtain an understanding.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

**INDEPENDENT AUDITORS REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021**

Auditors responsibilities for the audit of the financial statements (continued)

A further description of our responsibilities is available on the Financial Reporting Council's website at <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to YMCA Trinity Group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to YMCA Trinity Group'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 YMCA Trinity Group and YMCA Trinity Group's members as a body, for our audit work, for this report, or for the opinions we have formed.



Kerry Hilliard ACA FCCA CTA - Senior Statutory Auditor

for and on behalf of Stephenson Smart & Co

Statutory Auditor

36 Tyndall Court

Commerce Road

Lynchwood

Peterborough

PE2 6LR

Date: 29 September 2021

YMCA TRINITY GROUP

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2021

		Group		YMCA	
		2021	2020	2021	2020
	Note	£	£	£	£
Turnover	2	9,275,364	10,364,869	9,012,487	9,247,675
Cost of sales	2	(647,178)	(991,727)	-	-
Gross surplus		8,628,186	9,373,142	9,012,487	9,247,675
Other operating income		919,469	-	596,974	-
Operating costs	2	(9,341,950)	(9,240,528)	(9,273,989)	(9,086,133)
Operating surplus/(deficit)		205,705	132,614	335,472	161,542
Interest receivable	3	11,896	20,826	11,868	20,689
Interest and financing costs	4	(71,683)	(75,784)	(71,683)	(75,784)
Surplus/(deficit) before taxation		145,918	77,656	275,657	106,447
Taxation	15	14,536	(857)	-	-
Surplus/(deficit) for the year		160,454	76,799	275,657	106,447
Other recognised gains/(losses);					
Actuarial loss in respect of pension scheme	25	(126,179)	-	(126,179)	-
Surplus/(deficit) and total comprehensive income for the year		34,275	76,799	149,478	106,447

All of the above amounts relate wholly to continuing operations. The accompanying notes form part of these financial statements.

The financial statements were approved by the Board of Directors on 27 September 2021.



S Mallinson

Chair



J Horne

Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 MARCH 2021

		Group		YMCA	
		2021	2020	2021	2020
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	8 & 12	14,015,354	13,354,614	13,946,480	13,268,666
Investment property	13	2,566,421	2,566,421	2,566,421	2,566,421
Investment in subsidiaries	14	-	-	19,874	19,874
		16,581,775	15,921,035	16,532,775	15,854,961
Current assets					
Stock		11,737	26,903	-	-
Trade and other debtors	16	556,063	686,088	519,244	650,603
Investments	17	1,000,130	1,002,658	1,000,130	1,002,658
Cash and cash equivalents		779,926	1,038,136	676,673	989,121
		2,347,856	2,753,785	2,196,047	2,642,382
Less creditors:					
Amounts falling due within one year	18	(1,939,871)	(1,778,695)	(1,753,086)	(1,746,446)
Net current assets		407,985	975,090	442,961	895,936
Total assets less current liabilities		16,989,760	16,896,125	16,975,736	16,750,897
Less creditors:					
Amounts falling due after more than one year	19	(5,546,365)	(5,472,469)	(5,518,960)	(5,443,599)
Provision for liabilities	20	-	(14,536)	-	-
Total net assets		11,443,395	11,409,120	11,456,776	11,307,298
Capital and reserves					
General reserves	21	11,413,492	11,384,258	11,426,873	11,282,436
Restricted reserves	21	29,903	24,862	29,903	24,862
		11,443,395	11,409,120	11,456,776	11,307,298

The accompanying notes form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the board on 27 September 2021



S Mallinson

Chair



J Horne

Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2021

Group	General reserve £	Restricted Reserve £	Total £
Balance as at 1 April 2019	11,268,565	63,756	11,332,321
Total comprehensive income for the year	76,799	-	76,799
Transfers of restricted income and expenditure to/from general reserve	38,894	(38,894)	-
Balance as at 31 March 2020	11,384,258	24,862	11,409,120
Total comprehensive income for the year	34,275	-	34,275
Transfers of restricted income and expenditure to/from general reserve	(5,041)	5,041	-
Balance at 31 March 2021	11,413,492	29,903	11,443,395

YMCA	General reserve £	Restricted Reserve £	Total £
Balance as at 1 April 2019	11,137,095	63,756	11,200,851
Total comprehensive income for the year	106,447	-	106,447
Transfers of restricted income and expenditure to/from general reserve	38,894	(38,894)	-
Balance as at 31 March 2020	11,282,436	24,862	11,307,298
Total comprehensive income for the year	149,478	-	149,478
Transfers of restricted income and expenditure to/from general reserve	(5,041)	5,041	-
Balance at 31 March 2021	11,426,873	29,903	11,456,776

YMCA TRINITY GROUP

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

		Group		YMCA	
		2021	2020	2021	2020
	Note	£	£	£	£
Net cash generated from operating activities	28	890,554	562,423	831,649	652,584
Cash flow from investing activities					
Purchase of tangible fixed assets		(1,184,966)	(797,697)	(1,181,736)	(772,225)
Proceeds from sale of tangible fixed assets		-	1,500	-	1,500
Interest received		11,896	20,826	11,868	20,689
Cash flow from financing activities					
Interest paid		(71,683)	(75,784)	(71,683)	(75,784)
New secured loans		129,200	-	129,200	-
Repayment of borrowings		(35,739)	(70,147)	(34,274)	(63,515)
Net change in cash and cash equivalents		(260,738)	(358,879)	(314,976)	(236,751)
Cash and cash equivalents at beginning of the year		2,040,794	2,399,673	1,991,779	2,228,530
Cash and cash equivalents at end of the year		1,780,056	2,040,794	1,676,803	1,991,779
Represented by:					
Investments		1,000,130	1,002,658	1,000,130	1,002,658
Cash and cash equivalents		779,926	1,038,136	676,673	989,121
		1,780,056	2,040,794	1,676,803	1,991,779

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

LEGAL STATUS

YMCA Trinity Group is incorporated in England under the Companies Act 2006, is registered with the Homes and Communities Agency as a private registered provider of social housing and is a registered charity. The registered office is Queen Anne House, Gonville Place, Cambridge, CB1 1ND.

The group comprises YMCA and its subsidiary undertaking, The Cresset Limited. The subsidiary undertaking is incorporated in England under the Companies Act 2006 and is not individually registered with the Homes and Communities Agency.

1. ACCOUNTING POLICIES

1.1 Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. As a public benefit entity, the Group has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102.

The financial statements comply with the Companies Act 2006, the Housing Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019. The accounts are prepared on the historical cost basis of accounting as modified by the revaluation of investment property and are presented in sterling.

Parent Company Disclosure Exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

1.2 Basis of consolidation

The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertaking, The Cresset Ltd as at 31 March 2021 using the acquisition method of accounting as required. Where the acquisition method is used, the results of the subsidiary undertakings are included from the date of acquisition, being the date the group obtains control.

All intra-group transactions, balances, income and expenses are eliminated in full prior to consolidation.

1.3 Going concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future. The board have considered a period of at least 12 months from the date of approval of these financial statements and have raised no significant concerns. On this basis the board consider it appropriate that the accounts are prepared on a going concern basis.

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

1.4 Significant judgements and estimates

Significant management judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Categorisation of housing properties

The group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the group has considered if the asset is held for social benefit or to earn commercial rentals. On this basis, certain properties held by the group have been categorised as investment properties.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities and expenses is provided below. Actual results may be substantially different.

a) Tangible fixed assets

Tangible fixed assets are depreciated over their useful lives taking into account estimated residual values, where appropriate. Management reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account.

b) Valuation of investment properties

The group carries its investment properties at fair value, with changes in fair value being recognised in the statement of comprehensive income.

1.5 Turnover

Turnover represents rental income and service charges receivable, programme activities income, donations and revenue grants receivable from local authorities, fees receivable for childcare services, income from commercial operations in the trading subsidiaries and other operating income. Rental income is recognised when the property is let, net of voids. Service charge income and costs are recognised on an accruals basis. Supporting People income is recognised as it falls due under the contractual arrangement with the administering authorities.

All charitable income recognised by the group is credited to the income and expenditure account. If specific restrictions are placed on its use by the donors the relevant income is transferred to restricted reserves.

1.6 Gift Aid income

Donations received under the Gift Aid scheme to the parent association from its subsidiary are recognised as turnover upon receipt as it relates to the principle activities of the association and is eliminated on consolidation.

1.7 Housing properties

Housing properties are those held for the provision of social housing or to otherwise provide social benefit. Housing properties are stated at cost less accumulated depreciation and impairment losses. The cost of properties is their purchase price together with incidental costs of acquisitions. Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements. Depreciation is calculated as shown in note 1.10.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

1.8 Investment properties

Investment properties consist of those properties not held for social benefit or for use in the business. Investment properties are initially measured at cost and are subsequently measured at fair value, with changes in fair value recognised in the Statement of Comprehensive Income.

1.9 Other tangible fixed assets and depreciation

Other tangible fixed assets are stated at cost less accumulated depreciation. Depreciation has been provided on a straight line basis to write off over the following periods:

Leasehold property	over the period of the lease
Plant and machinery	20-33% pa on cost
Furniture, fixtures and fittings	5-33% pa on cost
Computer equipment	20-33% pa on cost
Motor vehicles	33% pa on cost

1.10 Depreciation of housing properties

Major components of housing properties are identified and treated as separable assets and are depreciated on a straight line basis over their expected economic useful lives at the following rates:

Property structure	80 years
Kitchens	20 years
Bathrooms, doors and windows	30 years
Roof	70 years
Lifts	20 years
Electrical systems	40 years
Gas boiler/fires	15 years
Mechanical systems	30 years
Refurbishment costs	15 years

The estimated lives of the different property components are based on the National Matrix of Property Components issued by the National Housing Federation in collaboration with property surveyors Savills. Freehold land is not depreciated.

1.11 Investment in subsidiaries

The consolidated financial statements incorporate the results of YMCA and its subsidiary, The Cresset Limited. Investments in subsidiaries are stated at cost less impairment in the parent company's individual financial statements.

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021**

1. ACCOUNTING POLICIES (continued)**1.12 Social Housing and other government grants**

Where developments have been financed wholly or partly by SHG, the amount of the grant received is recognised in turnover over the useful life of the property structure and components using the accruals model. SHG must be recycled by the group under certain conditions, if the property is sold, or if another relevant event takes place. In these cases the SHG may have to be repaid if certain conditions are not met. If the grant is not required to be recycled or repaid, any unamortised grant is recognised as turnover. In certain circumstances, SHG may be repayable and in that event is a subordinated unsecured repayable debt. Grants relating to revenue are recognised in the statement of comprehensive income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that the performance conditions will be met.

1.13 Other grants

Government grants relating to revenue are recognised as income over the periods when the related costs are incurred. This includes the Government Coronavirus Job Retention Scheme grant which is included as 'other income'.

Grants received from non-government sources are recognised under the performance model. Where there are no specific performance requirements the grants are recognised in the statement of comprehensive income when the proceeds are received or receivable. Where grant is received with specific performance requirements attached, it is recognised as a liability until the performance conditions are met and then it is recognised as turnover.

1.14 Taxation - value added tax

The group is partially exempt in relation to Value Added Tax (VAT), and accordingly is able to recover from HM Revenue & Customs part of the VAT incurred on expenditure. At the year end, VAT recoverable or payable is included in the statement of financial position. Irrecoverable VAT is accounted for in the statement of comprehensive income.

1.15 Operating leases

Rentals applicable to operating leases where subsequently all the benefits and risks of ownership remain with the lessor are charged to the statement of comprehensive income.

1.16 Stock

Stock is valued at the lower of cost and net realisable value.

1.17 Pension scheme

The group 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 YMCA Trinity Group. As described in note 25, YMCA Trinity Group has a contractual obligation to make pension deficit payments over a period to April 2029, accordingly this is shown as a liability in these accounts. In addition, YMCA Trinity Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the statement of comprehensive income.

The group also operates a defined contribution pension scheme for eligible employees and a further defined contribution scheme to comply with auto-enrolment regulations. The pension cost charged to the statement of comprehensive income is the amount of annual contributions payable to this scheme.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

1.18 Business combinations

Acquisitions of other entities in the social housing sector that are in substance a gift to YMCA Trinity Group are treated as non-reciprocal transfers where the substance of the transaction is gifting control of one entity to another. These are also known as non-exchange transfers. In this case the fair value of the gifted assets and liabilities are recognised as a gain or loss in the Statement of Comprehensive Income in the year of the transaction.

1.19 Financial instruments

The group only has financial instruments which meet the criteria of a basic financial instrument as defined by section 11 of FRS 102.

Short term debtors are measured at transaction price less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method, less any impairment.

Short term creditors are measured at the transaction price. Other financial liabilities including bank loans are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method.

1.20 Impairment

Reviews for impairment of housing properties are carried out when a trigger event 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.

Following a trigger event for impairment, an impairment test is performed based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential as the existing property.

1.21 Reserves

Restricted reserves represent income received where the funder or other source of the income have imposed restrictions as to how the reserves shall be used. The nature and purpose of restricted reserves is set out in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

2a. TURNOVER, EXPENDITURE, OPERATING COSTS AND OPERATING SURPLUS

	2021				2020		
	Turnover	Operating cost	Other operating income (furlough grant)	Operating surplus/ (deficit)	Turnover	Operating cost	Operating surplus/ (deficit)
	£	£	£	£	£	£	£
Income from regulated social housing							
Social housing lettings (note 2b)	6,668,964	5,902,612	109,541	875,893	6,066,642	5,475,569	591,073
	6,668,964	5,902,612	109,541	875,893	6,066,642	5,475,569	591,073
Income from non-regulated activities							
Student and other housing	123,747	146,960	4,053	(19,160)	182,478	178,782	3,696
Health and wellbeing	202,795	401,052	118,733	(79,524)	436,774	525,375	(88,601)
Support and advice	370,837	730,036	184,043	(175,156)	878,732	849,381	29,351
Fundraising and development	227,261	302,637	5,538	(69,838)	284,012	263,097	20,915
Training and education	19,804	39,556	3,431	(16,321)	38,944	51,693	(12,749)
Childcare and family work	813,069	1,239,277	162,841	(263,367)	760,718	986,197	(225,479)
Cresset activities:							
The Cresset Ltd trading activities	322,386	715,139	322,495	(70,258)	1,287,302	1,147,622	139,680
Cresset community activities (note 2c)	379,366	507,360	8,794	(119,200)	284,824	747,324	(462,500)
Haywood House	147,135	4,499	-	142,636	144,443	7,215	137,228
	2,606,400	4,086,516	809,928	(670,188)	4,298,227	4,756,686	(458,459)
Total for YMCA Trinity Group	9,275,364	9,989,128	919,469	205,705	10,364,869	10,232,255	132,614

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

2b. PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS

Group and YMCA

	2021	2020
	£	£
Particulars of lettings of hostel accommodation		
Rents receivable	2,194,508	2,300,394
Service charges receivable	3,319,636	2,662,870
Net rental receivable	5,514,144	4,963,264
Supporting people contract income	975,681	975,681
Amortised social housing grant	68,910	68,910
Other government grants	40,520	-
Other income	68,287	57,036
Laundry	1,422	1,751
Turnover from social housing lettings	6,668,964	6,066,642
Other operating income (furlough grant)	109,541	-
Operating expenditure on social housing lettings	5,902,612	5,475,569
Operating surplus on social housing lettings	875,893	591,073
Rent losses from voids	524,062	410,127

The number of units of hostel accommodation managed was 389 at the beginning of the year and 393 at the end of the year.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

2c. PARTICULARS OF INCOME AND EXPENDITURE FROM CRESSET COMMUNITY ACTIVITIES

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Income from charitable activities				
Rents receivable	75,879	80,916	75,879	80,916
Service charges	108,132	105,127	108,132	105,127
Recharged expenditure	105,924	98,781	105,924	98,781
Other income	89,431	-	89,431	-
	379,366	284,824	379,366	284,824
Other operating income (furlough grant)	8,794	-	8,794	-
Expenditure on charitable activities				
Provision of premises - staff costs and other	503,475	742,299	503,475	742,299
Governance costs	3,885	5,025	3,885	5,025
	507,360	747,324	507,360	747,324
Operating deficit on charitable activities	(119,200)	(462,500)	(119,200)	(462,500)

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

3. INTEREST RECEIVABLE

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Interest receivable	11,896	20,826	11,868	20,689
	11,896	20,826	11,868	20,689

4. INTEREST PAYABLE AND FINANCING COSTS

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Bank loans and overdrafts	30,985	33,732	30,985	33,732
Other loans	27,530	27,716	27,530	27,716
Deferred benefit pension charge	13,168	14,336	13,168	14,336
	71,683	75,784	71,683	75,784

5. KEY MANAGEMENT PERSONNEL

For the purpose of this disclosure the definition of a director includes YMCA's Chief Executive Officer (CEO). The remuneration paid to the CEO and other key management personnel is set out below:

	2021	2020
	£	£
Chief Executive gross salary	86,956	83,785
Chief Executive employer pension contributions	5,217	5,027
Key management personnel gross salary	207,081	200,714
Key management personnel employer pension contributions	13,631	13,259

The Board in accordance with a national and independent grading scheme determines the remuneration of the CEO. None of the other directors received any remuneration. The CEO does not have any enhanced pension arrangements in the group.

Aggregate number of full time equivalent staff including the chief executive whose remuneration exceeded £60,000 in the period:

	2021	2020
	no	no
£60,000 - £70,000	1	1
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1

Members of the Board are not permitted by the Articles to receive remuneration.

Total expenses reimbursed to the Board and senior executives not chargeable to United Kingdom income tax was £1,193 (2020: £6,745).

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

6. EMPLOYEE COSTS

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Wages and salaries	5,698,958	5,254,839	5,234,056	4,774,913
Social security costs	379,946	350,499	358,598	327,172
Pension costs	189,713	182,475	183,075	175,734
	6,268,617	5,787,813	5,775,729	5,277,819

The average number of employees expressed as a full time equivalent (based on 40 hours per week) was:

	Group		YMCA	
	2021	2020	2021	2020
Average number of employees	246	213	209	173

The group employed 137 sessional workers during the year who are not accounted for in the above staff numbers (2020: 115).

The group also benefits from the work of 93 (2020: 103) volunteers, whose contribution it acknowledges to be a major asset.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

7. OPERATING RESULTS

The operating surplus/(deficit) is stated after charging:

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Depreciation on housing properties	210,403	189,234	210,403	189,234
Depreciation on other assets	303,428	283,353	283,124	260,316
Operating lease agreements	404,338	254,529	403,160	247,077
Auditors remuneration (including under provision):				
Audit of parent and group financial statements	22,885	22,874	22,885	22,874
Audit of the accounts of subsidiaries	5,200	4,990	-	-

8. TANGIBLE FIXED ASSETS - HOUSING PROPERTIES - Group and YMCA

	Freehold housing properties £	Long leasehold housing properties £	Total £
Cost			
As at 1 April 2020	9,631,496	1,025,000	10,656,496
Additions	957,961	-	957,961
Works to existing properties	53,468	-	53,468
Disposals	(12,333)	-	(12,333)
As at 31 March 2021	10,630,592	1,025,000	11,655,592
Depreciation			
As at 1 April 2020	2,008,360	83,579	2,091,939
Charge for the year	195,751	14,652	210,403
Eliminated on disposals	(1,938)	-	(1,938)
As at 31 March 2021	2,202,173	98,231	2,300,404
Net Book Value			
As at 31 March 2021	8,428,419	926,769	9,355,188
As at 31 March 2020	7,623,136	941,421	8,564,557

Housing Property assets held with a carrying value of £2,862,693 (2020: £2,806,597) have been pledged as security for housing loans.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

9. SOCIAL HOUSING ASSISTANCE

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Total accumulated housing grant at 31 March 2021	5,132,019	5,132,019	5,132,019	5,132,019
Recognised in statement of comprehensive income	1,322,626	1,253,716	1,322,626	1,253,716
Held as deferred income	3,809,393	3,878,303	3,809,393	3,878,303
	5,132,019	5,132,019	5,132,019	5,132,019

10. DEFERRED CAPITAL GRANT

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
At 1 April 2020	4,151,666	4,232,690	4,151,666	4,232,690
Acquisition through business combinations	-	-	-	-
Youth in Focus capital grant received	-	750	-	750
Early Years capital grant received	-	-	-	-
Released to income in the year	(98,631)	(81,774)	(98,631)	(81,774)
At 31 March 2021	4,053,035	4,151,666	4,053,035	4,151,666
Amounts to be released within one year	72,074	81,774	72,074	81,774
Amounts to be released in more than one year	3,980,961	4,069,892	3,980,961	4,069,892
	4,053,035	4,151,666	4,053,035	4,151,666

11. EXPENDITURE ON WORKS TO EXISTING PROPERTIES

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Refurbishments costs in year - Amounts capitalised	53,468	359,476	53,468	359,476
	53,468	359,476	53,468	359,476

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

12. OTHER FIXED ASSETS - Group					
	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2020	2,364,312	3,677,561	393,293	56,390	6,491,556
Additions	166,015	6,463	1,059	-	173,537
Disposals	-	-	-	-	-
As at 31 March 2021	2,530,327	3,684,024	394,352	56,390	6,665,093
Depreciation					
As at 1 April 2020	1,353,658	268,451	51,669	27,721	1,701,499
Charge for the year	221,270	56,976	5,063	20,119	303,428
Eliminated on disposals	-	-	-	-	-
As at 31 March 2021	1,574,928	325,427	56,732	47,840	2,004,927
Net Book Value					
As at 31 March 2021	955,399	3,358,597	337,620	8,550	4,660,166
As at 31 March 2020	1,010,654	3,409,110	341,624	28,669	4,790,057
OTHER FIXED ASSETS - YMCA					
	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2020	2,065,764	3,677,561	393,293	56,390	6,193,008
Additions	162,785	6,463	1,059	-	170,307
Disposals	-	-	-	-	-
As at 31 March 2021	2,228,549	3,684,024	394,352	56,390	6,363,315
Depreciation					
As at 1 April 2020	1,141,058	268,451	51,669	27,721	1,488,899
Charge for the year	200,966	56,976	5,063	20,119	283,124
Eliminated on disposals	-	-	-	-	-
As at 31 March 2021	1,342,024	325,427	56,732	47,840	1,772,023
Net Book Value					
As at 31 March 2021	886,525	3,358,597	337,620	8,550	4,591,292
As at 31 March 2020	924,706	3,409,110	341,624	28,669	4,704,109

The freehold land and buildings represent the Timestop drop in centre and the Providence nursery (within the Wellington Street premises). The long leasehold land and buildings represent The Cresset (excluding the YMCA accommodation which is shown as housing properties within note 8 of the accounts).

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

13. INVESTMENT PROPERTIES - Group and YMCA

	2021 £	2020 £
As at 1 April 2020	2,566,421	2,566,421
Additions	-	-
Disposals	-	-
Increase / (Decrease) in value	-	-
As at 31 March 2021	<u>2,566,421</u>	<u>2,566,421</u>

Investment properties were valued by professionally qualified external valuers, Lambert Smith Hampton in accordance with the Royal Institution of Chartered Surveyors valuation standards. The valuation was undertaken as at 1 March 2021 and is considered by the directors to continue to reflect the fair value of the investment properties at 31 March 2021.

Investment Property assets held with a carrying value of £2,566,421 (2020: £2,566,421) have been pledged as security for bank loans.

14. INVESTMENT IN SUBSIDIARIES - YMCA

As required by FRS 102 and the Housing SORP, the financial statements consolidate the results of The Cresset Limited which is a wholly owned subsidiary of YMCA at the end of the year.

YMCA holds 100% of the ordinary share capital of The Cresset Limited (incorporated in England and Wales). The principal activity of the company is the operation of the theatre, pub and other commercial trading operations. The registered office is the same as YMCA. YMCA is the ultimate parent undertaking.

	2021 £	2020 £
Cost		
As at 31 March 2020 and 31 March 2021	<u>19,874</u>	<u>19,874</u>

During the year YMCA charged a management fee of £21,324 (2020: £97,125) to its subsidiary, The Cresset Limited. A gift aid donation of £38,185 (2020: £71,483) was paid to the YMCA by The Cresset Limited during the year. The amount owed by The Cresset Limited is disclosed in note 18 of £266,852 (2020: £449,604).

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

15. TAXATION

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Deferred tax:				
Origination and reversal of timing differences	(14,536)	857	-	-

YMCA has a charitable status and it is therefore exempt from corporation tax on income arising from exempt sources to the extent that it is applied to the organisation's charitable purpose.

16. DEBTORS

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Rent and service charges receivable	200,860	360,469	200,860	360,469
Less: Bad debt provision	(36,600)	(20,000)	(36,600)	(20,000)
Trade debtors	117,743	143,619	108,594	125,739
Other debtors	133,487	68,600	110,453	60,108
Amounts owed from group undertakings	-	-	-	-
Prepayments and accrued income	140,573	133,400	135,937	124,287
	556,063	686,088	519,244	650,603

17. INVESTMENTS HELD AS CURRENT ASSETS

	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Bank deposit accounts	1,000,000	1,002,528	1,000,000	1,002,528
Shares in Santander	130	130	130	130
	1,000,130	1,002,658	1,000,130	1,002,658

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

18. CREDITORS FALLING DUE WITHIN ONE YEAR	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	218,395	227,305	205,207	213,605
Rents and service charges received in advance	188,558	178,225	188,558	178,225
Housing loans	13,490	2,576	13,490	2,576
Business loans	219,682	223,835	213,082	217,235
YMCA pension agreement plan	50,633	51,214	50,633	51,214
Deferred capital grant	72,074	81,774	72,074	81,774
Other taxation and social security	110,733	142,265	98,784	86,922
Other creditors	69,664	77,811	69,664	76,769
Amounts due to group undertakings	-	-	266,852	449,604
Accruals and deferred income	981,644	781,696	574,742	388,522
Payments received on account	14,998	11,994	-	-
	1,939,871	1,778,695	1,753,086	1,746,446

19. CREDITORS FALLING DUE AFTER ONE YEAR	Group		YMCA	
	2021	2020	2021	2020
	£	£	£	£
Housing loans	490,371	374,846	490,371	374,846
Business loans	612,928	641,753	585,523	612,883
YMCA pension agreement plan	462,105	385,978	462,105	385,978
Deferred capital grant	3,980,961	4,069,892	3,980,961	4,069,892
	5,546,365	5,472,469	5,518,960	5,443,599

Amounts included above which fall due after five years are as follows:

After five years by instalments	687,966	642,204	687,966	642,204

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

19. CREDITORS FALLING DUE AFTER ONE YEAR (continued)

The two housing loans are repayable by instalments, the last instalments falling due in 2053, 2054 and 2036 respectively. The interest rates in force for the year ended 31 March 2021 were 9.5%, 6.625% and 2.93% respectively.

The housing loans are secured by fixed charges on the individual properties. Bank loans are secured on the investment property, Haywood House.

The bank loans are payable in monthly instalments, over 10-15 years, at a mixture of fixed and variable rates of interest ranging from 3.27%-4.48%.

20. PROVISIONS FOR LIABILITIES - DEFERRED TAX - Group

	Group 2021 £
Movements in the year:	
At 1 April 2020	14,536
Deferred tax charges to the SoCI in arriving at the surplus for the year	(14,536)
At 31 March 2021	-
Balances:	
Accelerated capital allowance	-

21. RESERVES - Group

	As at 1 April 2020 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2021 £
General reserves	11,384,258	34,275	(5,041)	11,413,492
Restricted reserves				
Youth in Focus project	3,683	-	(3,683)	-
Respect	7,179	-	6,219	13,398
Youth project	14,000	-	(14,000)	-
Arts Council	-	-	16,505	16,505
Total Reserves	11,409,120	34,275	-	11,443,395

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

21. RESERVES - YMCA

	As at 1 April 2020 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2021 £
General reserves	11,282,436	149,478	(5,041)	11,426,873
Restricted reserves				
Youth in Focus	3,683	-	(3,683)	-
Respect	7,179	-	6,219	13,398
Youth project	14,000	-	(14,000)	-
Arts Council	-	-	16,505	16,505
Total Reserves	11,307,298	149,478	-	11,456,776

Youth in Focus project - A 3 year project to prevent young offenders from re-offending through help and support funded by the Big Lottery.

Respect - A 3 year project which supports young people to have an improved understanding of what makes a healthy relationship and what constitutes domestic violence.

Youth project - A donation to be spent on youth projects in our area of Suffolk and Cambridgeshire.

Arts Council - A £218,000 grant received through the Cultural Recovery Fund for the period from October 2020 to March 2021 to assist with the closure of the theatre and the Cresset building due to COVID-19 lockdown.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

22. SHARE CAPITAL

The directors are the only members of YMCA. The company is limited by guarantee, having no share capital and, in accordance with the Memorandum of Association every member is liable to contribute a sum of £1 in the event of the company being wound up.

	2021 Number	2020 Number
Number of members:		
At 1 April 2020	11	11
Joining during the year	5	1
Leaving during the year	(1)	(1)
As at 31 March 2021	15	11

23. ACCOMMODATION IN MANAGEMENT

Accommodation owned/rented and managed by YMCA is as follows:

	2021 Number	2020 Number
Supported housing:		
Short stay move on accommodation (3 months)	22	22
Medium stay supported housing (2 years)	371	367
Total	393	389

In addition to supported housing accommodation numbers above, 33 units (2020: 33 units) for student accommodation and 27 units (2020: 27 units) for non-social housing were also owned and managed.

Overall there was an increase of 4 units for social housing during the year. 4 additional units were placed in Suffolk for UASC as there is a need for additional housing by Suffolk County Council for properties where young people have turned 18 and need to move on to more independent living.

24. OPERATING LEASES

The future minimum operating lease payments are as follows:

Group	2021 £	2020 £
Within one year	182,737	179,989
Between two and five years	164,998	124,399
After five years	72,540	-
	420,275	304,388
YMCA	2021 £	2020 £
Within one year	181,559	178,811
Between two and five years	164,998	124,399
After five years	72,540	-
	419,097	303,210

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

25. PENSION COSTS

The group operates a defined contribution scheme, the assets of which are held separately from those of the group. The charge for the year to the income and expenditure account in relation to this scheme was £135,041 (2020: £182,475). Contributions for employees were a minimum of 3% of salary and the employer contributions were 6%. YMCA also operates a pension scheme through Peoples Pension where the employer and employee contribute 2.5% and NEST where the employer contributes 2% and the employee contributes 3%.

YMCA also 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 the group and at the year end these were invested in the Mercer Dynamic De-risking Solution, 40% matched portfolio and 60% in the growth portfolio and Schroder (property units only). The charge for the year to the statement of comprehensive income in relation to the plan expenses for this scheme is £13,731 (2020: £10,526).

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 £146.1 million which 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 £36 million. YMCA Trinity Group has been advised that it would need to make monthly contributions of £5,515 from 1 May 2021. 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. The latest triennial valuation effective for contributions from 1 May 2021 resulted in showing that the recovery period needs to be extended by two years, therefore the current recovery period is 8 years commencing 1 May 2021. The increase in the discounted future payments at the new rate is shown in the Statement of Comprehensive Income as an actuarial loss amounting to £126,179.

	Within one year	One to two years	Two to five years	After five years	TOTAL 2021	TOTAL 2020
	£	£	£	£	£	£
As at 31 March 2021	50,633	54,132	185,071	222,902	512,738	437,192
As at 31 March 2020	51,214	54,680	186,491	144,807		

In addition, the group 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 the group may be called upon to pay in the future.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2021

26. CAPITAL COMMITMENTS - Group and YMCA

	2021 £	2020 £
Capital expenditure authorised by the Board but not contracted for at the year end	-	163,981
Capital expenditure contracted for but not provided in the financial statements	-	-
These are expected to be financed with:		
Internal cash funding	-	163,981
	-	163,981

27. FINANCIAL INSTRUMENTS

The Group's financial instruments may be analysed as follows:

	2021 £	2020 £
Financial assets:		
Financial assets that are debt instruments measure at amortised cost	2,195,546	2,593,482
Financial liabilities:		
Financial liabilities measured at amortised cost	1,923,821	1,868,616

Financial assets measured at amortised cost comprise cash at bank and in hand, investments, trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, taxation and social security, other creditors, housing and bank loans.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

28. CASH FLOW FROM OPERATING ACTIVITIES

	Group 2021 £	2020 £	YMCA 2021 £	2020 £
Surplus/(deficit) for the year	34,275	76,799	149,478	106,447
Adjustments for non cash items:				
Depreciation of housing properties	210,403	189,234	210,403	189,234
Depreciation of other fixed assets	303,428	283,353	283,124	260,316
Decrease/(increase) in stocks	15,166	1,665	-	6,394
Decrease/(increase) in trade and other debtors	130,025	253,436	131,359	256,426
Increase/(decrease) in trade and other creditors	141,611	(298,470)	(12,925)	(221,919)
Adjustments for investing or financing activities:				
Loss on disposal of tangible fixed assets	10,395	591	10,395	591
Interest payable	71,683	75,784	71,683	75,784
Interest received	(11,896)	(20,826)	(11,868)	(20,689)
Taxation	(14,536)	857	-	-
Net cash inflow from operating activities	890,554	562,423	831,649	652,584

29. ANALYSIS OF CHANGES IN NET DEBT

	As at 1 April 2020	Cash flows	Other non-cash movements	As at 31 March 2021
Cash	1,038,136	(258,210)	-	779,926
Loans due within one year	(226,411)	(6,761)	-	(233,172)
Loans due after one year	(1,016,599)	(86,700)	-	(1,103,299)
Total	(204,874)	(351,671)	-	(556,545)

YMCA Trinity Group

Cambridge:
Queen Anne House
Gonville Place
Cambridge
CB1 1ND

Ipswich:
2 Wellington St
Ipswich
IP1 2NU

Peterborough:
The Cresset
Rightwell East
Bretton
Peterborough
PE3 8DX

Company Registration No: 3561613 (England and Wales)
Charity Registration No: 1069810
HCA No: H4179



YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.



**STEPHENSON
SMART**
"CHARTERED ACCOUNTANTS"

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Dear Sirs

The purpose of this letter is to bring to your attention the findings from our audit of YMCA Trinity Group (YMCAT).

These matters came to light during the course of our normal audit tests which are designed to assist us in forming our opinion on the financial statements. Our tests may not necessarily disclose all errors or irregularities and should not be relied upon to do so. However, if any irregularity did come to our attention during our audit tests, we would, of course, inform you immediately.

We have reviewed our independence and confirm that, in our professional judgement, the firm is independent within the meaning of regulatory and professional requirements and the objectivity of the audit engagement partner, Kerry Hilliard, and the audit staff is not impaired.

In addition to the statutory audit, during 2020/21, Stephenson Smart provided the following services to the group and its subsidiary, The Cresset Ltd (TCL):

- Corporation Tax compliance work;
- Statutory accounts preparation

We do not consider that our independence is compromised by the provision of these additional services. We have implemented the following safeguards to ensure that our independence is not compromised:

- An internal Ethics Review is undertaken by another audit partner within the firm
- Informed management (Neil Portor) to sign copies of all adjustments made together with the profit reconciliation

We welcome effective communication with the FRAC committee as part of the audit process. We would be grateful for any feedback or questions that you may have in connection with the audit.

This report has been prepared for the sole use of the trustees of YMCA Trinity Group and must not be shown to third parties without our prior consent. No responsibilities are accepted by Stephenson Smart towards any party acting or refraining from action as a result of this report.

Finally, we would like to express our thanks to all members of the finance teams who assisted us in carrying out our work.

Yours faithfully

Stephema Orno

STEPHENSON SMART



Audit approach

There were no changes to our audit approach as set out to you.

Summary of significant audit findings

Significant risk area identified at planning

Revenue recognition – a significant risk in any audit which cannot be rebutted. Income is tested to ensure that system controls are being adhered to and that revenue is recorded correctly within the financial statements.

Findings and recommendations

Each income stream within the financial statements was tested on a sample basis. We assessed and tested the controls over material sources of income and over cash and debtors. Our audit did not highlight any material errors.

Management override – mandatory procedures are carried out to ensure that controls in place are not overridden by management.

Material journals posted during the year were reviewed for reasonableness and agreed to supporting documentation where appropriate. We reviewed estimates within the financial statements (such as the bad debts provision) to ensure that the basis for them was reasonable.

Other key areas relevant to the audit

Going Concern

The uncertainties surrounding the COVID-19 pandemic have been considered as part of our overall going concern assessment, including the impact on the current and future operations of the entity. We are aware that you have currently been able to claim some government support and adapted your business model to mitigate the effect on your operations.

Findings and recommendations

The financial statements have prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the group's needs. We will be reviewing any management accounts that have been prepared prior to the date that our report is signed and will have a further discussion with management at this time.

Internal controls

The purpose of the audit was for us to express an opinion on the financial statements. The audit included consideration of internal controls relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control. Our audit is, therefore, not designed to identify all control weaknesses.

No significant weaknesses in internal controls were identified during our audit work.

Accounting Policies

FRS 102 requires that entities should review their accounting policies regularly to ensure that they are appropriate to its particular circumstances for the purposes of giving a true and fair view.

We have reviewed the Group's accounting policies and key judgement areas as stated in the financial statements and confirm that we judge them to be appropriate to provide relevant, reliable, comparable and understandable information.

Accounting Estimates

Key accounting estimates in the financial statements concern housing property depreciation rates, the level of bad and doubtful debt provision against tenant arrears and impairment provisions. We confirm that estimates have been made appropriately in line with our knowledge of the group, and are disclosed satisfactorily in the financial statements.

Summary of audit differences and draft letter of representation

Attached is a schedule of all of the adjusted and unadjusted misstatements noted during our work (except those that are trivial). We would be grateful if you could review these and confirm that you are satisfied that none of the unadjusted misstatements need to be adjusted for in the financial statements.

We have also attached a letter of management representations required in connection with our audit. We obtain written representation from management in accordance with ISA 580.

Outstanding matters

Prior to issuing our audit report we require:

- the signed letter of representation;

Anticipated audit report

We anticipate that we will issue an unqualified audit report for the year, subject to the satisfactory clearance of any outstanding/unresolved the matters outlined in this report.