

YMCA TRINITY GROUP



ANNUAL REPORT AND STATEMENT 2020-21

*‘Inspiring communities,
transforming young lives’*



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**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

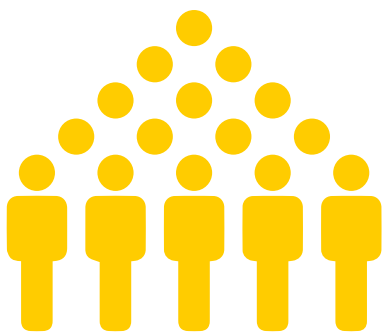
future with a new Corporate Strategy for the whole organisation. This lays out bold plans for extending the current work we do, as well as looking to add new work. Our vision is to do **More Work, with More Young People, in More Places.**

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

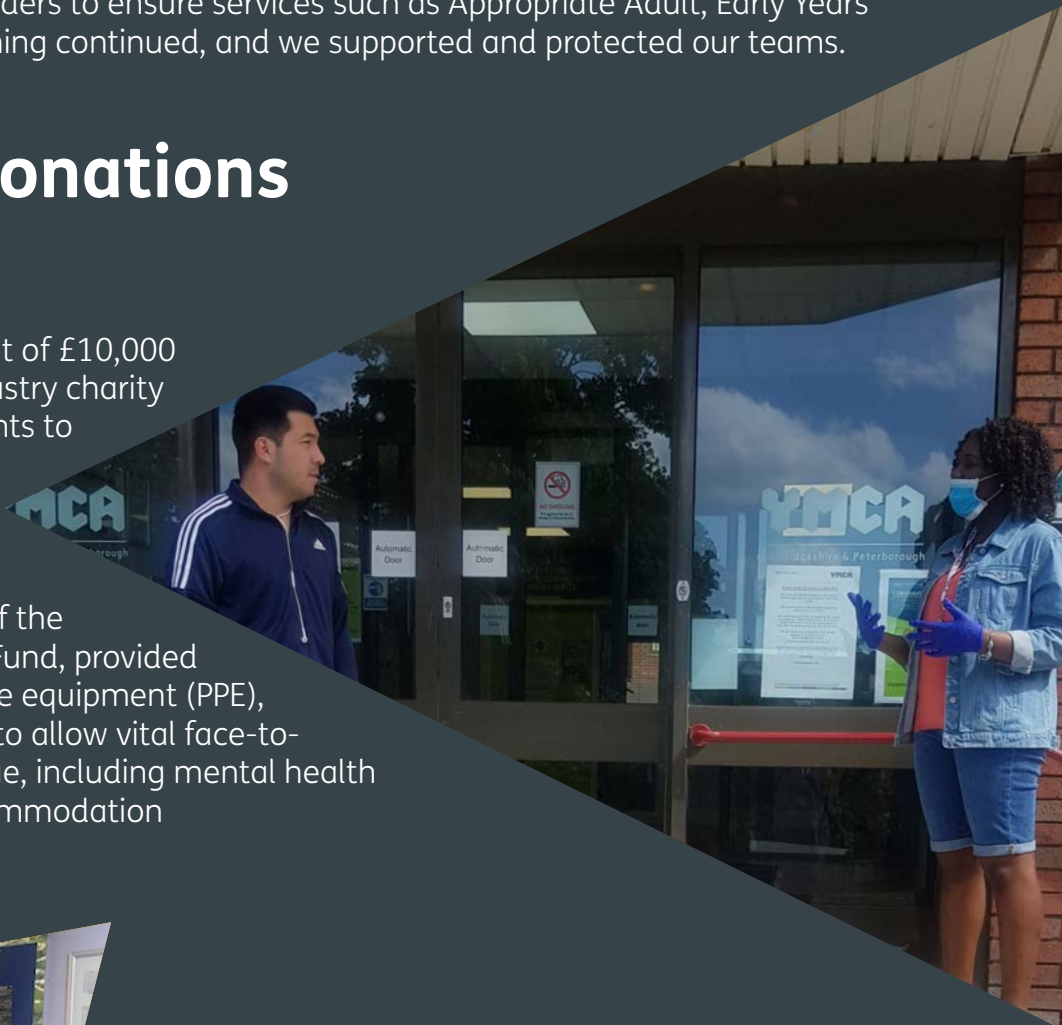
The Covid-19 pandemic affected everyone. Our staff, clients, stakeholders, volunteers and partners were all impacted. For many, this meant adapting their working practice or dealing with the effect of government restrictions. For others who suffered with the illness, who were shielding, or who had family 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

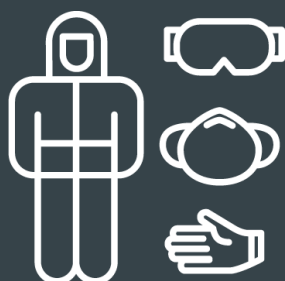
How we supported our staff and volunteers



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."

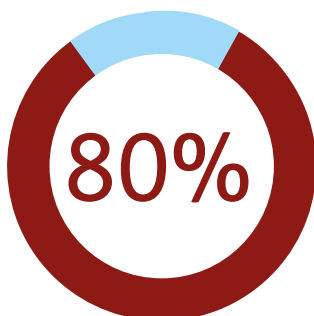
When commenting on his stay with YMCA Ahmed said:

"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."

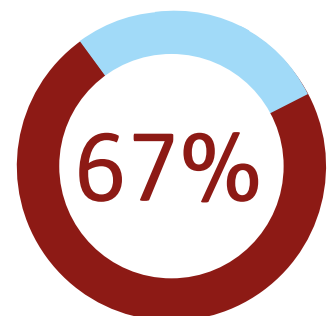


80% of residents leaving YMCA moved on in a planned / positive way

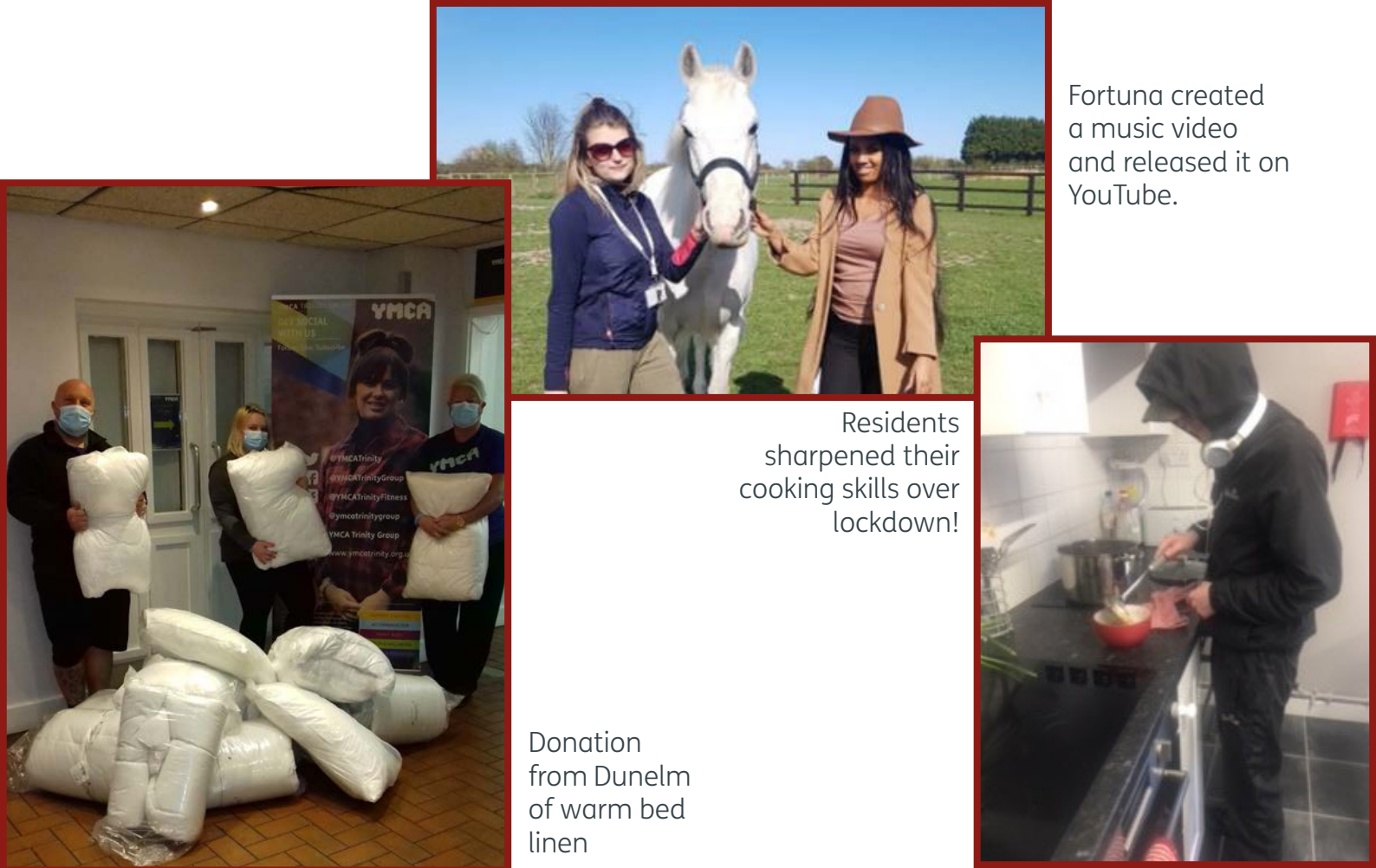


95,000

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

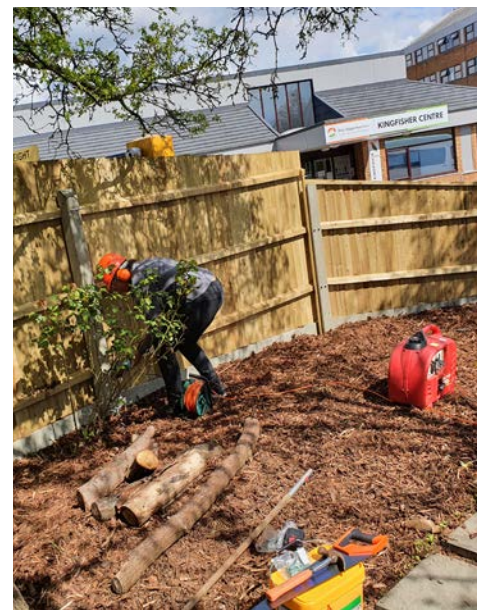
Reparations in the community

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

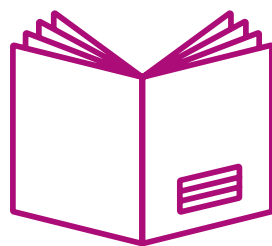
This year our Lowestoft childcare settings have worked closely with our Lowestoft youth team, Shine. With the use of EYPP funding we were able to visit the Shine allotment weekly and this has now increased to 4 sessions per week due to funding gratefully received from YMCA England & Wales. During these 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!



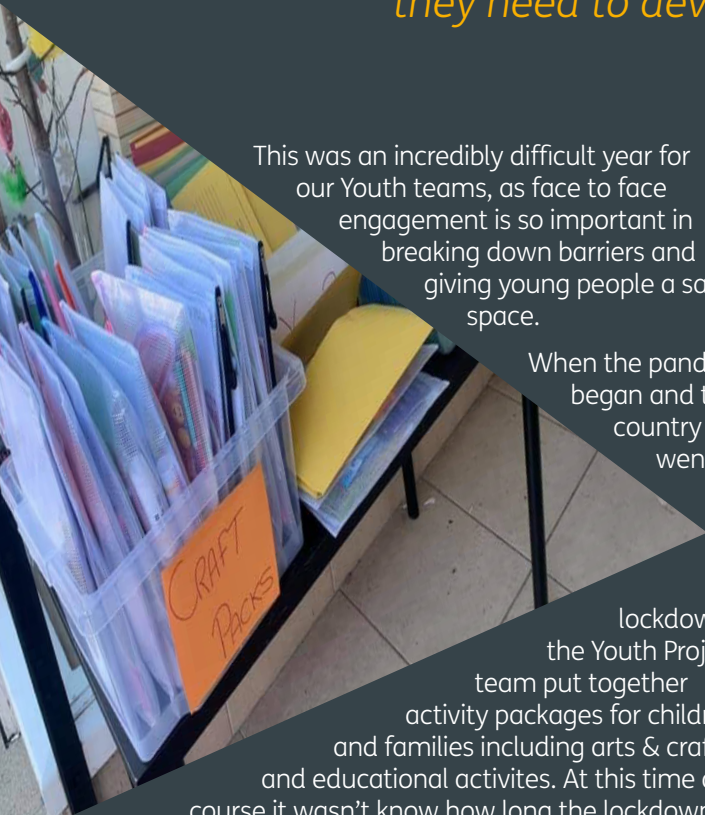
Strategic Targets	Achievements
Quality - To achieve a minimum of Good Ofsted grading, striving for outstanding in all settings	Due to the pandemic Ofsted inspections were suspended, resulting in no new inspections across our 6 childcare settings.
Quality - To develop early intervention programmes and workshops for parents and children.	<p>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.</p> <p>Home learning resources were created for children and parents online, via our website during the first lockdown. We received 465 page views.</p> <p>During the second lockdown weekly activity packs were emailed out to parents to support with early learning experiences at home.</p> <p>59 home learning resource bags were created and delivered to children with the support of Early Years Pupil Premium funding.</p> <p>Children from our Lowestoft settings were able to undertake allotment visits which has enhanced their knowledge and understanding of the world.</p>
Teams - To continue to invest in staff CPD and training	<p>Practitioners have undertaken 238 CPD courses through Noodle Now.</p> <p>311 iHasco courses have been completed.</p> <p>50 NDNA bite size courses have been completed.</p>
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.	<p>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.</p> <p>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.</p> <p>6 parents undertook online paediatric first aid training.</p>
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!

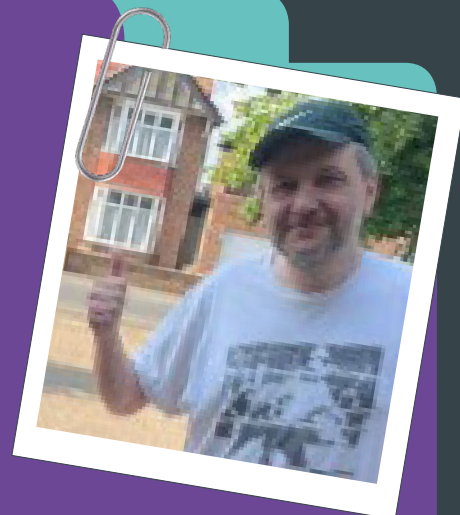
Nick accessed vouchers to help him on his first few weeks back at work with packed lunches and groceries to keep him going until his first pay. After successfully completing his induction he began his full-time role.

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



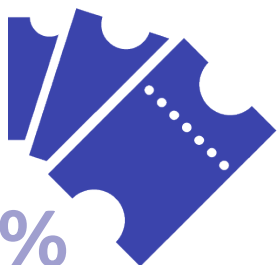
Our achievements

- ▶ 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



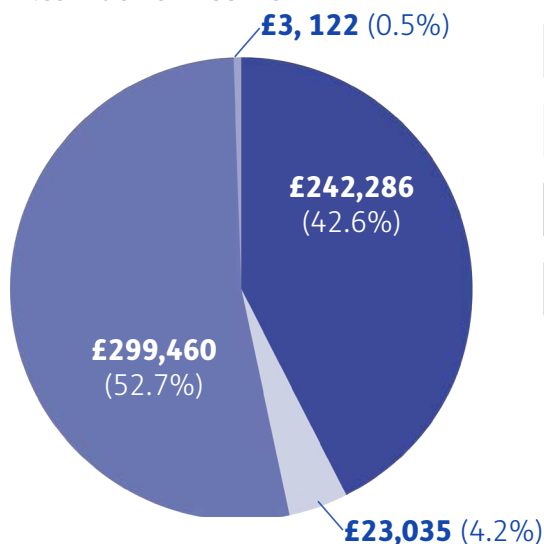
70%

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



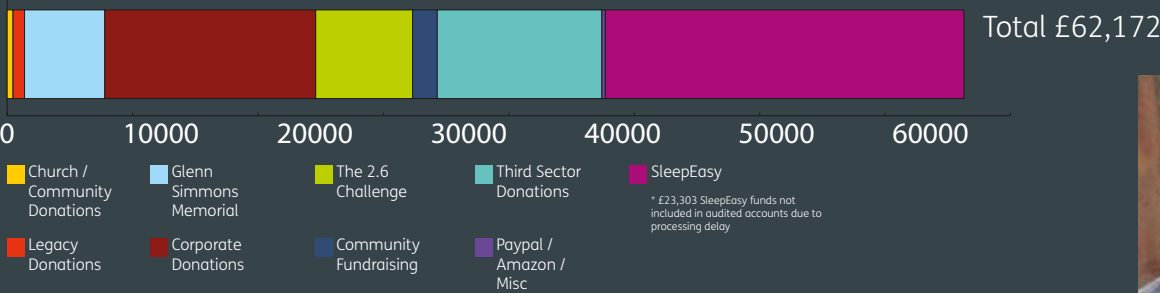


“The Cresset clearly worked hard to keep everyone safe and the show was great!

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.

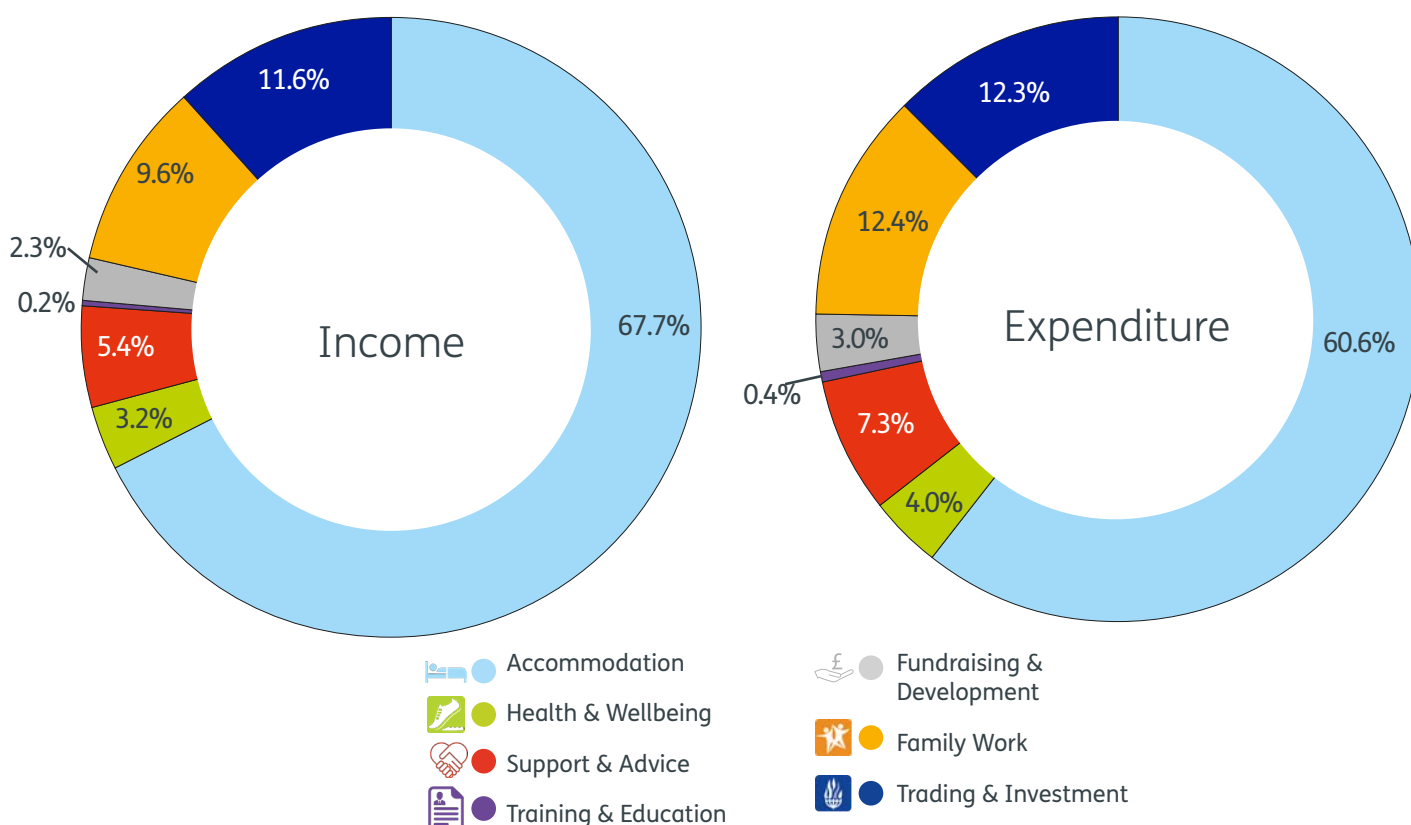
Income from Supporting People remained consistent to 2019/20 contributing to the group total of £975,681 in the year.

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



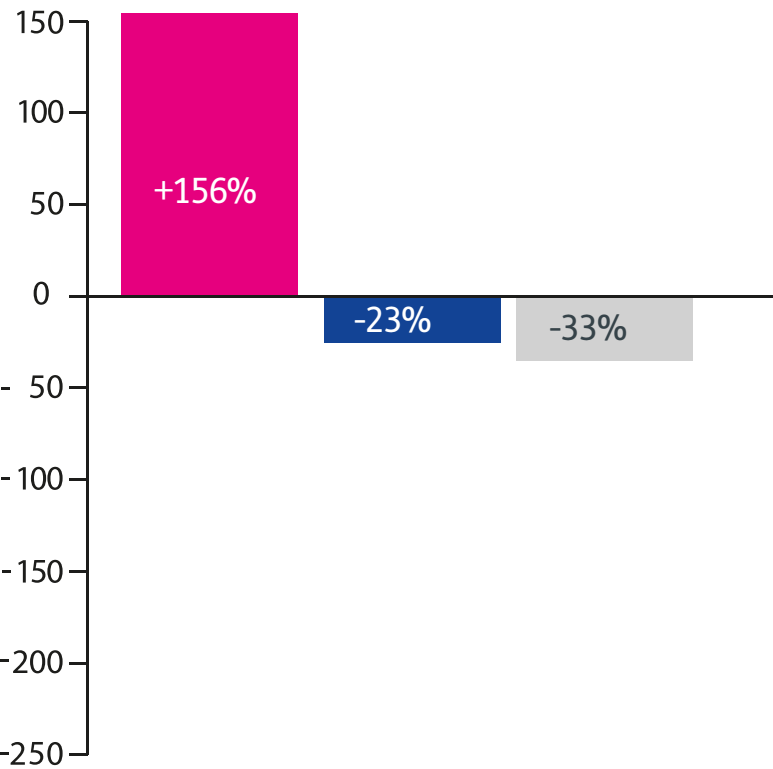
Total operating costs for the year equated to £9,989,128 (2020: £10,232,255). This demonstrates that the charity's investment in support & advice activities and childcare as part of its strategy to diversify its work in the community.

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

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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Robust information husbandry of policies and procedures. • Professional IT support. • Pro-active approach to data safety. • Staff training. • GDPR Compliance.
Health & Safety	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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

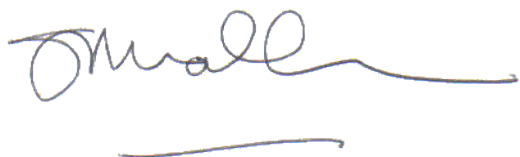
The Directors have considered their responsibilities and systems of internal control and agreed that no significant weaknesses or breaches are considered to exist. The Charity operates a comprehensive annual financial planning and budgeting process, which is approved by the Board. Performance is monitored 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	 <u>875,893</u>	 <u>591,073</u>
 Rent losses from voids	 <u>524,062</u>	 <u>410,127</u>

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 2021 £	2020 £	YMCA 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 2021 £	2020 £	YMCA 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 no	2020 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
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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’*



**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

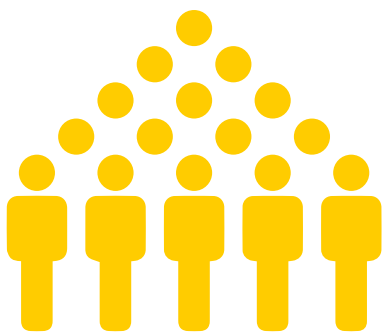
future with a new Corporate Strategy for the whole organisation. This lays out bold plans for extending the current work we do, as well as looking to add new work. Our vision is to do **More Work, with More Young People, in More Places.**

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."

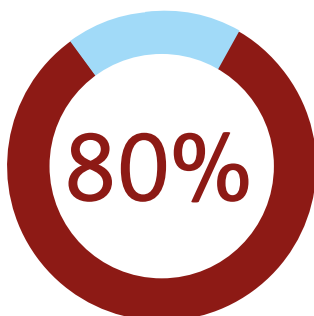
When commenting on his stay with YMCA Ahmed said:

"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.

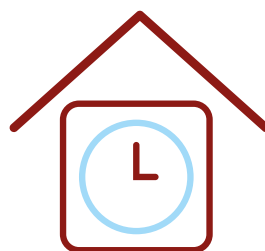
I then went on to study Level 1 Health and Social Care in the second year. I then moved on to study Level 2 Forensic Science and at level 3 I am doing Higher Education Access to Science and I'm doing really great at it. In January I applied for 5 universities, I had interview with two of them and I have 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."

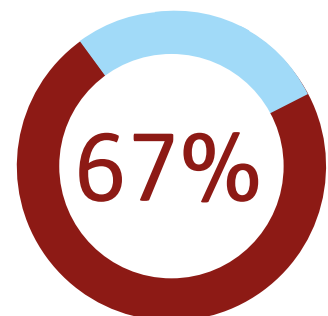


80% of residents leaving YMCA moved on in a planned / positive way

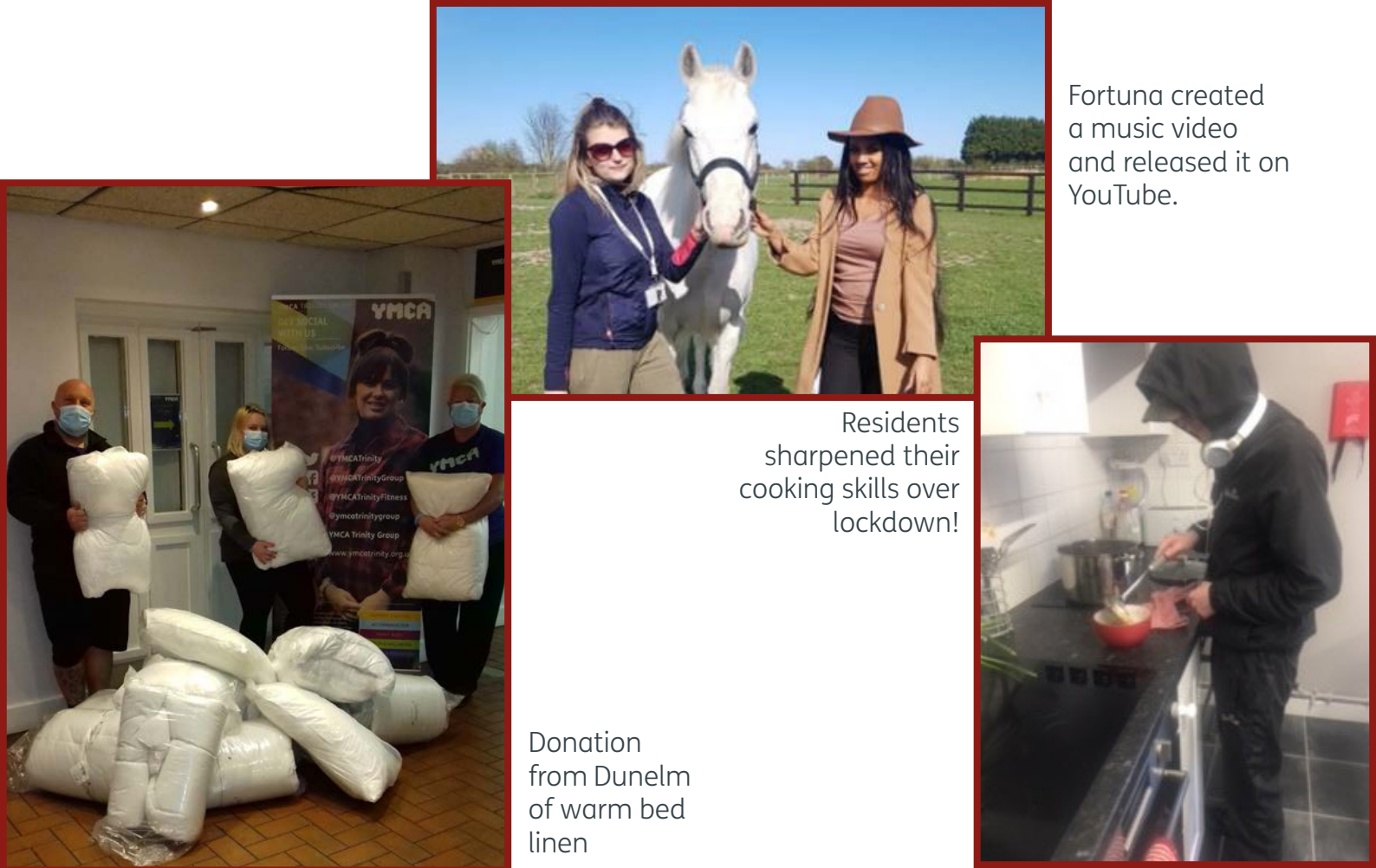


95,000

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

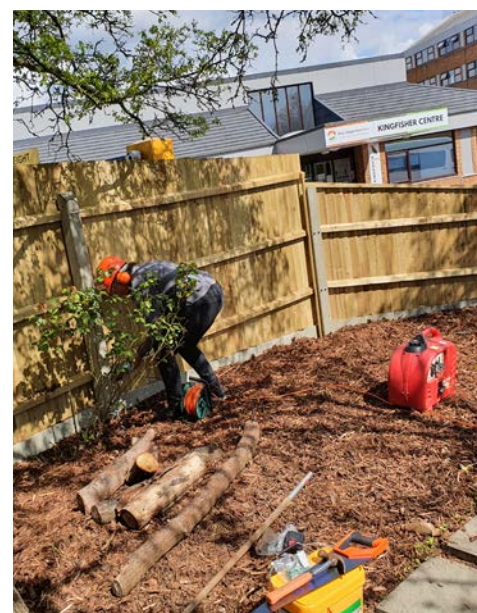
Reparations in the community

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

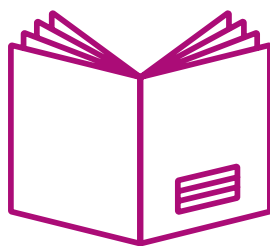
This year our Lowestoft childcare settings have worked closely with our Lowestoft youth team, Shine. With the use of EYPP funding we were able to visit the Shine allotment weekly and this has now increased to 4 sessions per week due to funding gratefully received from YMCA England & Wales. During these 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!



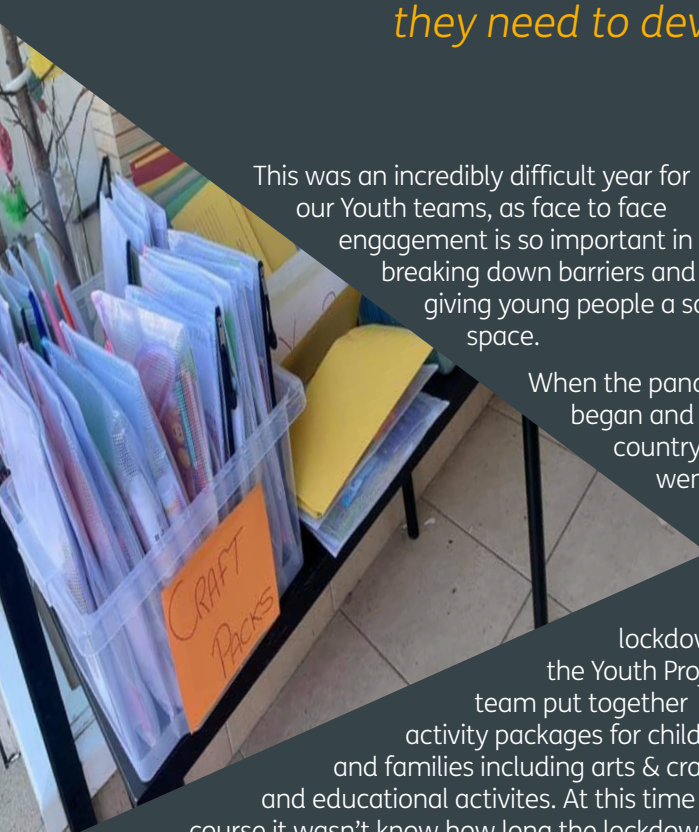
Strategic Targets	Achievements
Quality - To achieve a minimum of Good Ofsted grading, striving for outstanding in all settings	Due to the pandemic Ofsted inspections were suspended, resulting in no new inspections across our 6 childcare settings.
Quality - To develop early intervention programmes and workshops for parents and children.	<p>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.</p> <p>Home learning resources were created for children and parents online, via our website during the first lockdown. We received 465 page views.</p> <p>During the second lockdown weekly activity packs were emailed out to parents to support with early learning experiences at home.</p> <p>59 home learning resource bags were created and delivered to children with the support of Early Years Pupil Premium funding.</p> <p>Children from our Lowestoft settings were able to undertake allotment visits which has enhanced their knowledge and understanding of the world.</p>
Teams - To continue to invest in staff CPD and training	<p>Practitioners have undertaken 238 CPD courses through Noodle Now.</p> <p>311 iHasco courses have been completed.</p> <p>50 NDNA bite size courses have been completed.</p>
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.	<p>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.</p> <p>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.</p> <p>6 parents undertook online paediatric first aid training.</p>
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!

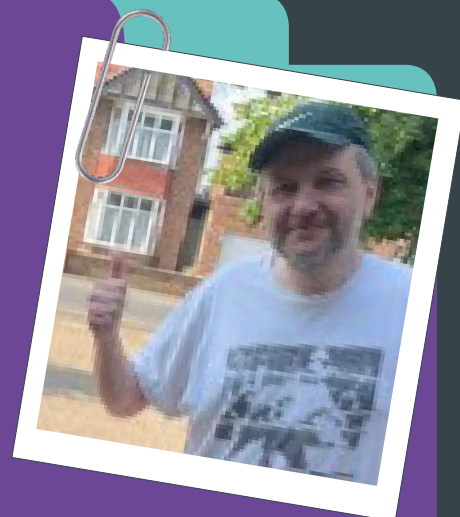
Nick accessed vouchers to help him on his first few weeks back at work with packed lunches and groceries to keep him going until his first pay. After successfully completing his induction he began his full-time role.

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



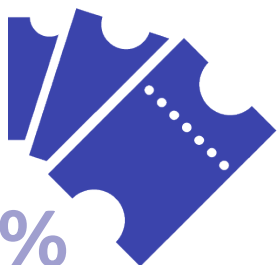
Our achievements

- ▶ 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



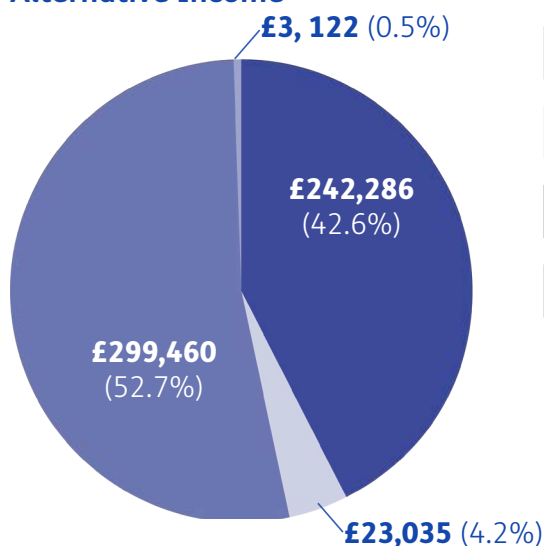
70%

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



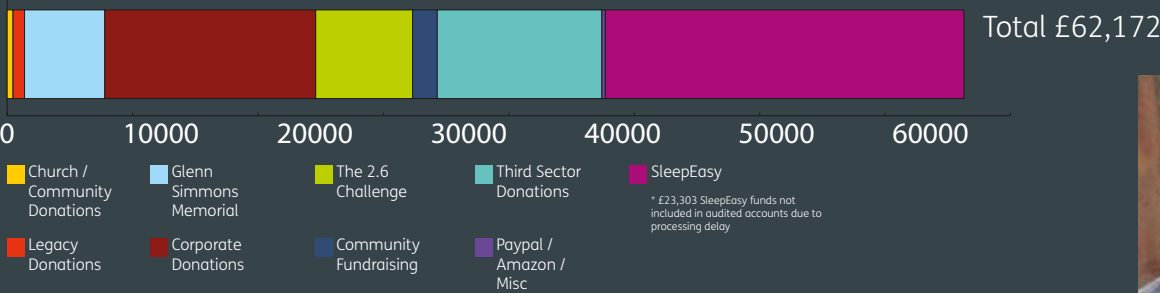


“The Cresset clearly worked hard to keep everyone safe and the show was great!

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.

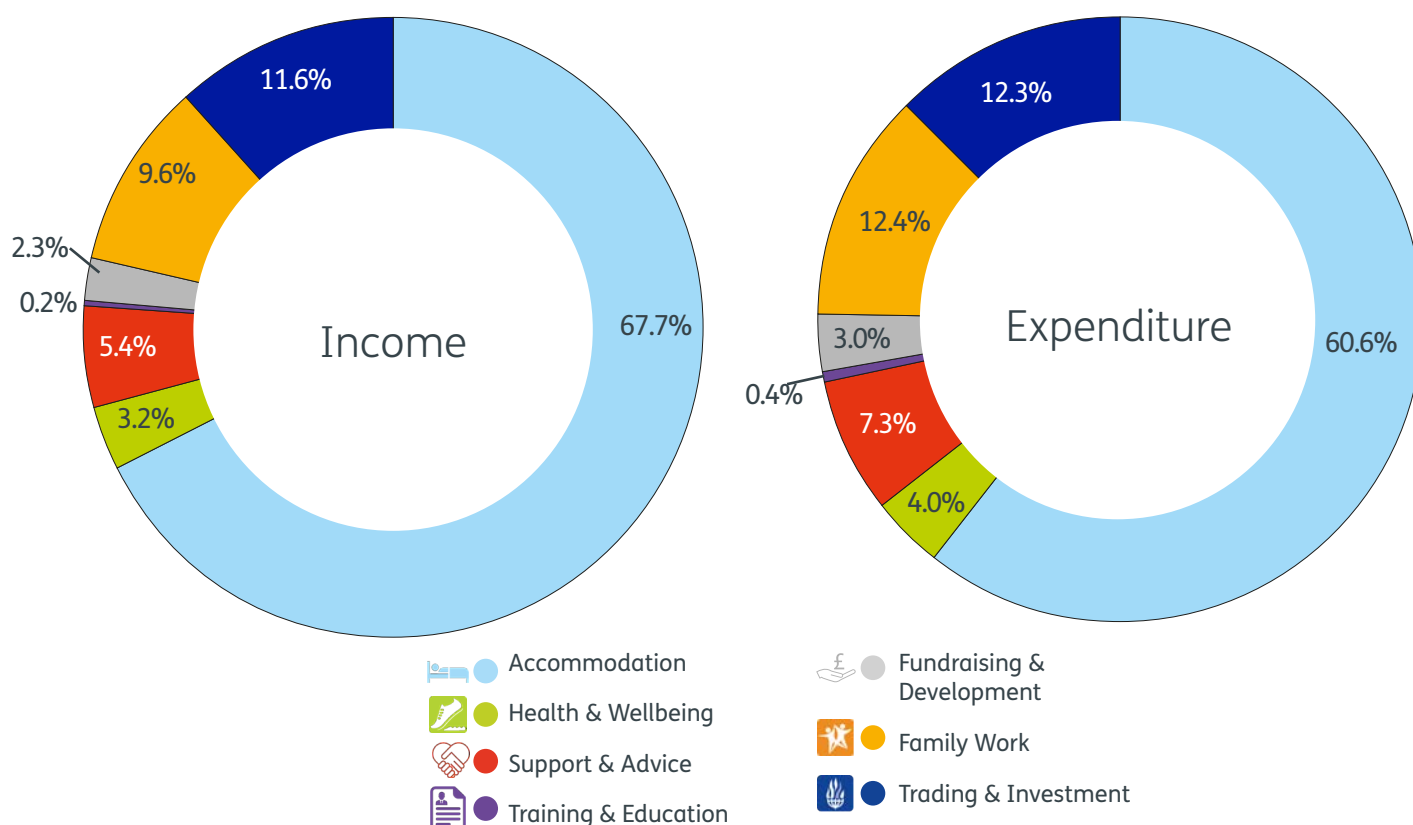
Income from Supporting People remained consistent to 2019/20 contributing to the group total of £975,681 in the year.

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



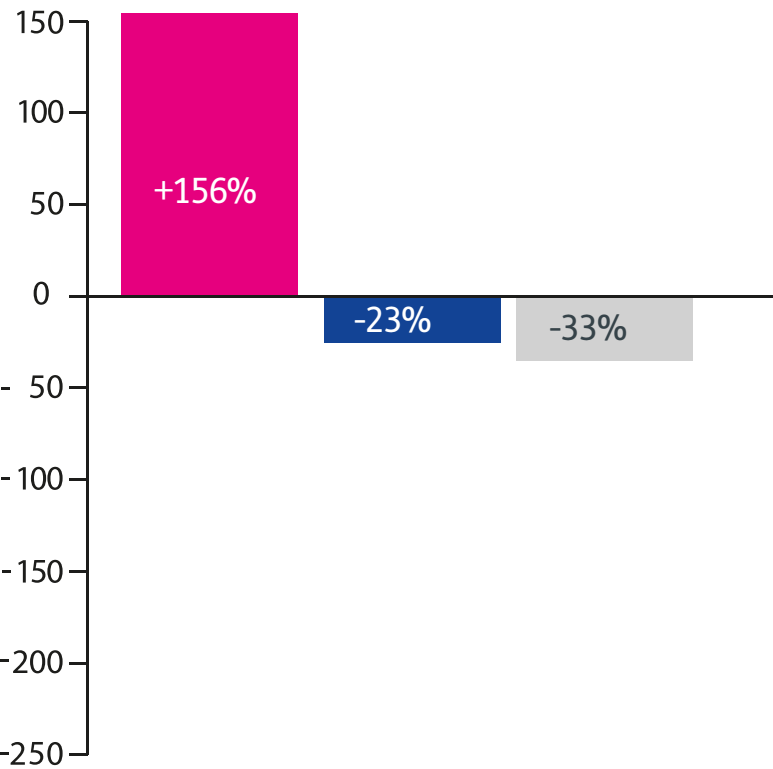
Total operating costs for the year equated to £9,989,128 (2020: £10,232,255). This demonstrates that the charity's investment in support & advice activities and childcare as part of its strategy to diversify its work in the community.

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

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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Robust information husbandry of policies and procedures. • Professional IT support. • Pro-active approach to data safety. • Staff training. • GDPR Compliance.
Health & Safety	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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

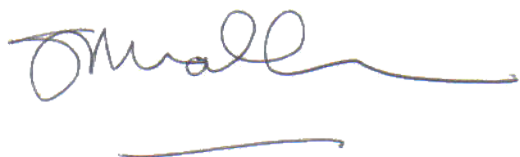
The Directors have considered their responsibilities and systems of internal control and agreed that no significant weaknesses or breaches are considered to exist. The Charity operates a comprehensive annual financial planning and budgeting process, which is approved by the Board. Performance is monitored 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	-
	<u>379,366</u>	<u>284,824</u>	<u>379,366</u>	<u>284,824</u>
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
	<u>507,360</u>	<u>747,324</u>	<u>507,360</u>	<u>747,324</u>
Operating deficit on charitable activities	<u>(119,200)</u>	<u>(462,500)</u>	<u>(119,200)</u>	<u>(462,500)</u>

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		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
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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
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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.