

A photograph of two women in conversation. On the left, a white woman with long brown hair, wearing a green patterned top, is smiling and looking towards the right. On the right, a Black woman wearing a colorful patterned headwrap and a dark jacket is looking down, possibly at a document. The background is slightly blurred, showing a blue bulletin board with several white papers pinned to it. A dark grey diagonal overlay covers the bottom half of the image, where the title and tagline are located.

ANNUAL REPORT AND STATEMENT 2021-22

'Inspiring communities, transforming young lives'

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



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Report of the Chief Executive



Jonathan Martin
CEO

Welcome to YMCA Trinity Group's Annual Report for 2021/22. We will lay out for you the work we have done, the impact we have had and share with you some of the stories of the people we're so proud to work with.

"Our greatest glory is not in never falling, but in rising every time we fall" - Confucius

Our year started as the previous year had finished, with a Covid-19 lockdown. This meant that just as we were getting all our work back on track, we were asked to stop some of it again. This was tremendously frustrating for our clients, staff and volunteers alike. We arose again and, when able, got back to work with renewed vigour. However, Covid-19 has, as for many others, continued to affect our funding, income streams, our staff, our clients, and those other agencies we work with.

Over our 170-year history we've shown that we can adapt and this is what we've done. We have looked at our delivery to clients, changed how some of our staff work and engaged with technology to allow us to meet virtually.

We have also focused on the future. Through the year we have worked on a few new **Housing** developments, including one in Kirkgate Street, Wisbech where we started work on site. These developments are complex and challenging, but really exciting. Housing for young people is a huge issue across our area, both in terms of availability and affordability. We will continue to look at providing move-on accommodation to support our clients' journeys to independent living. We have

also reduced our reliance on rented houses by purchasing them ourselves. This helps us reduce costs, but also helps us to maintain quality in the homes we provide. As with last year, Mental Health remains a key issue across all our client groups.

The **Mental Health Team** have increased their work externally and helped provide more support internally for the people we already work with. We have seen increased reporting of anxiety, depression and stress, plus more young people considering harm to themselves. Whilst this trend was already increasing, the Covid-19 pandemic has accelerated this increase. It's important, therefore, that we continue to support more people in this area.

Our **Family Respect** work has been continued and makes a real difference to those who are the victims, and perpetrators, of domestic violence. This can be a difficult area to discuss, but the team have not just worked hands-on with young people, but also raised this important issue more widely.

Our Youth Justice projects, **Appropriate Adult** and **Reparation**, have also worked uninterrupted having found different ways to make sure we delivered to clients. In **Youth Work** we have extended our allotment work in Lowestoft and moved into a new base in the town. We've also been part of a national programme of the RAF Benevolent Fund to run youth work provision on three RAF bases on our patch, RAF Honington, RAF Wittering and RAF Wyton. We are incredibly pleased to be part of this.

Peterborough

Cambridge

Ipswich

Benefiting Individuals and the Community

In some areas it has been a year of recovery to a greater extent.

The Cresset, our trading subsidiary, was severely affected by lockdowns, but we've seen steady increases back towards 2019 levels across the year. This is more challenging in some areas, like the theatre, than others, where customer confidence was very low. We needed to show that we were a safe venue and encourage people back to use us.

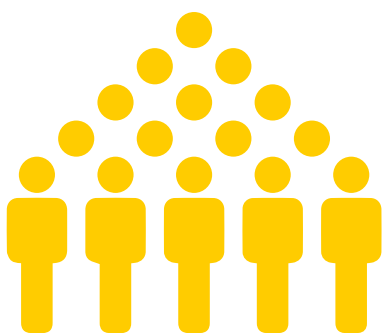
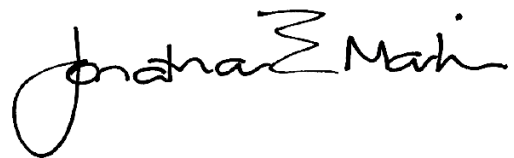
Health & Fitness was also shut down for a long period at the start of the year. It has been good to see members returning but we continue to do more work in this area.

Childcare worked throughout the lockdown period, making sure that children still got excellent early years development, preparing them for school. Recruitment of staff in this area has been very tough, as it has across the sector, so we will keep working to make sure we add to our great team.

As always, this work is only possible through the hard work and commitment of our staff and volunteers. I am always inspired and in awe of their innovation, resilience and professionalism even in the most trying of circumstances. You are incredible and have my greatest thanks. To support staff communications we've begun using HIVE. This enables us to acknowledge one another, give feedback, communicate more effectively and survey our staff on issues.

Also thanks to our Board of Trustees. They have continued to support our work and plan for growth in the future, giving freely of the time, energy and skills.

We are driven to rise again, after falling, by our mission to do **More work, with more young people, in more places**. This is the mission that keeps us focused on growth for the future.



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



451
bed spaces



311
Childcare spaces
across 6 settings

Report of the Chair of Trustees



Steve Mallison
Chair of the Board
of Trustees

This has been yet another extraordinary year, with plenty of opportunities for falling and rising, and yet, despite the changing and uncertain circumstances, the charity has continued to deliver its mission to communities, families, and young people.

It's right that we recognise the resilience and cheerful hard work of our amazing team of employees and volunteers, and I want to thank them on behalf of our trustees.

Trustees have been described as “guardians of purpose”, working with the executives to ensure that decisions put the needs of beneficiaries first, along with safeguarding assets, and establishing a strategy for the charity to follow. The tenure of a trustee is necessarily a temporary one, and this year, as we said goodbye to Ian Dow (my predecessor chair), Jordan Bambridge and Dominic Bowles, we welcomed Ann Radmore and Marlini Finney to the team. Thank you to all our trustees, past and present, for their service to the organisation. It is a privilege to lead such a group of talented people, who freely give of their time, skills and knowledge, and whose work and ideas never fail to inspire.

I write this at a time of escalating problems, both globally and locally, and the work of our charity must continue to respond to, and meet, the complex spectrum of developing need in our region – something we've been doing for decades. Whether you're a client, an employee, volunteer or a supporter, thank you for your involvement with us; please continue to lend us your support as we face the difficult challenges ahead.

A handwritten signature in dark ink, appearing to read 'Mallison', with a long horizontal flourish extending to the right.

Public Benefit

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

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

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

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

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

Strategic Direction

YMCA Trinity Group is part of a federation of over 101 YMCAs across England and Wales. Our vision is to help create supportive, inclusive and transforming communities where young people can truly belong, contribute and thrive. At the heart of how we work in communities, and with each other, are strong and committed relationships rooted in our inclusive values, approach and heritage.

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

SUPPORT & ADVICE:



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



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

HOUSING:



YMCA is the largest provider of safe, supported accommodation for young people in England and Wales. In YMCA Trinity Group we have 451 units across our region, with sites in Peterborough, Cambridge, Huntingdon, Bury St Edmunds and Ipswich. These units offer supported and emergency housing for young people, including care leavers, homeless young people, unaccompanied asylum seeker children, and young people with special needs. Additionally, we offer parent and child supported housing, as well as student accommodation.

Our philosophy of supporting young people holistically means that we provide not only a bed, but we also help a young person transition from dependence to independence by giving support, training, life skills and building resilience in order to lead to independent living.

FAMILY & YOUTH WORK:



Being part of a healthy, stable family gives a young person the best start in life. Across YMCA Trinity Group we offer a range of support to families including six fully operational childcare settings providing Ofsted registered places for 311 children on a daily basis.



Our youth work offer has continued to expand across YMCA Trinity Group, operating in both community venues and schools. Pre-pandemic we were able to offer youth support in 33 schools and five venues, with a mobile van providing additional support to families and young people where it is most needed, particularly during school holidays. We are now returning to work in schools and communities where the need is greater than ever.

HEALTH & WELLBEING:



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

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



Through our mental health intervention work, we recognise the serious issues facing so many young children in our schools. Our School Teacher Training Programme helps teachers understand the complex mental health problems that young people face, and trains them to spot the signs at an early stage. The Mental Health team have built a comprehensive new strategy and continue to adapt and develop our offer to support teachers and students as they navigate the after effects of the pandemic.

TRAINING & EDUCATION:



Helping young people gain the confidence to make decisions about their own lives is an important part of our work. Education is more than formal schooling. That's why we provide a range of education, skills-based training and school support services. Our Access 2 Employment (A2E) service works with a range of supported family schemes offering work-ready support, careers advice and job opportunities.

Our Vision

‘Inspiring communities, transforming young lives’

Our Values

We believe in potential – yours!

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

We respect – everyone’s personal journey.

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

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

IMPACT REPORT 2021-22



COVID - 19

The pandemic continued to impact our work throughout 2021-22. However, as this report demonstrates, our teams worked incredibly hard and with commitment and adaptability to continue to support hundreds of young people. Services such as accommodation, finance, maintenance, appropriate adult, childcare and mental health continued throughout, adapting to continually changing landscapes and embracing new technologies and ways of working. Elsewhere our support services teams kept our organisation running smoothly, and we are pleased to be able to continue to offer hybrid and home working in some areas for those who feel it is of benefit to them in terms of flexibility and wellbeing.

The impact on our income streams was significant, most notably with our Gyms and The Cresset, our trading subsidiary, seeing the effects of ongoing restrictions. We also saw an impact in staff absence, as our teams took responsibility for self-testing to ensure the safety of others; and in our supply chains and collaborative work as the impact of this global pandemic left no one unaffected.

As we write this report we continue to ensure the safety of our client groups and our staff teams, and to ensure our buildings and services are managed safely and responsibly.



100%

of staff returned
from furlough



Environmental Sustainability



As a global movement, YMCA is committed to advancing global conservation and responsibility to reduce the effects of climate change through youth-led education programmes and initiatives that improve environmental awareness.

The UK Government is a signatory to the United Nations Sustainable Development Goals (SDGs 2030) and the Paris Climate Agreement. In 2019, the UK committed to be net carbon zero by 2050, and at the end of 2021 the UK hosted the international climate talks that focused on how countries will meet the commitment of the Paris Agreement and keep global temperature rise to no more than 2°C.

In this global and national context, YMCA Trinity Group is now developing a holistic sustainability and net zero strategy, which will commit to improving the lives of the local communities it services, especially young people. Young people will feel the impacts of climate change most prominently throughout their lives, and as an organisation working closely with youth, YMCA Trinity Group can improve the planet they will inherit while equipping them with the knowledge and skills they need to pursue their passions and make a difference in the world.

YMCA Trinity Group's commitment to the people it supports will be strengthened by including four of the Sustainable Development Goals in the strategy – Affordable and Clean Air, Sustainable Cities and Communities, Responsible Consumption and Production and Climate Action.

The strategy will focus on these areas:

▶ **Policy** - Develop a standard environmental policy aligned to the mission and values of the charity. Develop a carbon reduction strategy (e.g. carbon targets and roadmap to achieve net zero).

▶ **Responsibilities** – Provide training to key staff best placed to develop the sustainability strategy – e.g. the Sustainability Working Group and building/facility managers.

▶ **Action planning** – Develop a standard environmental action plan framework.

▶ **Communication and engagement** – Providing climate literacy information for staff and our client groups.

▶ **Data intelligence** – Develop energy and environmental intelligence (energy, carbon, water, waste, transport, procurement etc.), building energy saving audits and carbon foot-printing.

Safeguarding



Over the last three years, YMCA Trinity Group has completely overhauled the safeguarding taking place in the organisation. Protecting people and safeguarding responsibilities are high governance priorities for YMCA Trinity Group. It is a fundamental part of operating as a charity for the public benefit. We take all reasonable steps to protect from harm people, including those who benefit from our work, staff, volunteers and other people who come into contact with our charity through its work.

YMCA Trinity Group’s policies and procedures for protecting people and safeguarding are put into practice, responsive to change, reviewed as necessary (always following a serious incident and at least once a year), available to the public and compliant with all relevant legislation. All staff, volunteers and Trustees receive regular safeguarding training.

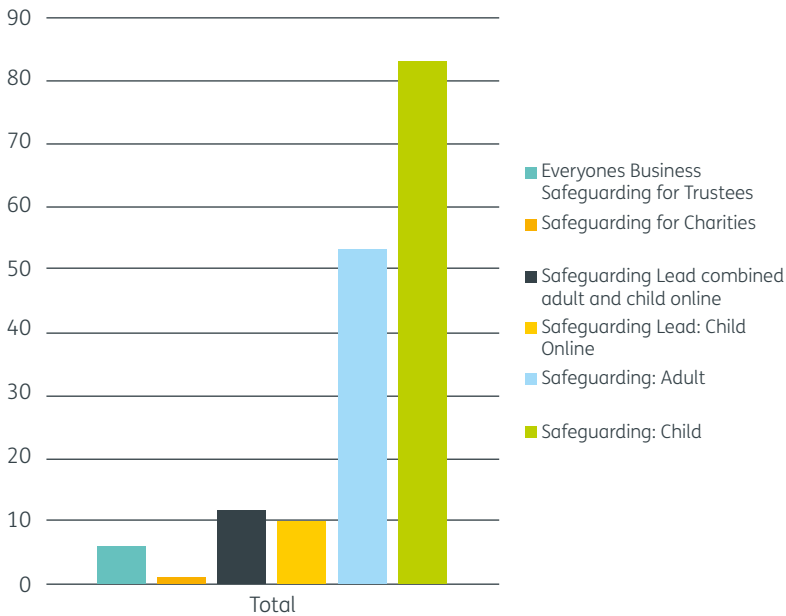


We use software called MyConcern to log all concerns and referrals. This offers a confidential, real time platform where all concerns are kept and archived. No concern can be amended – all entries are on a chronological timeline.

The reporting from MyConcern shows that during the year 2021-2022, we have logged 462 concerns. We have started recording much lower levels of concerns now so are expecting this number to rise significantly in the coming year. This level of recording is so that we can identify patterns of safeguarding in a child or young person and thus protect them at an earlier stage. The main concerns logged this year have been around self-harm, suicidal thoughts, mental health, domestic and physical abuse.

As part of our safeguarding work, we predict what may be coming using external research and trends to prepare our organisation for what may come. Thankfully, despite mental health concerns rising during Covid, they seem to have stabilised now in our client group although suicidal ideation and self-harm are seen more regularly in a small group. Our childcare settings are concerned about growing child poverty which may contribute more to safeguarding concerns in the coming months. We also have noted that eating disorders are rising nationally and this will be something we are watching for over the coming year.

Training is always crucial, and this graph from 2021/22 shows our commitment to training our staff and volunteers throughout the organisation.



Equality, Diversity & Inclusion

While we continue to ensure EDI is embedded into our day to day work, we understand that we can always develop, to learn and to do better. We have continued to make positive progress in several areas this year:

- ▶ The Inclusion Group continue to monitor employment processes, carefully considering whether we are reflective of our communities and that our policies and practices make us welcoming and enable people of all heritages to reach their potential.
- ▶ We carried out a Diversity Survey to better understand staff experiences working for YMCA Trinity Group. The results from this were positive, the main area highlighted was gender. Across the group we employ a lot of female staff and do have a published [gender pay gap](#).
- ▶ Staff are now able to request their pronouns to be added on email footers, allowing everyone to be able to feel recognised. All of our policies are already written in a gender neutral tone.
- ▶ We continued to work as a level 1 Disability Confident 'Committed' employer and began work towards the level 2 standard.
- ▶ We developed and launched new Menopause and Transgender policies.
- ▶ We built a new Diversity & Equality page on our website to publicly demonstrate our commitment to inclusion and our work towards making people feel welcome and valued in our organisation.



38%

of employees would recommend working for YMCA Trinity Group





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

A nurturing and supportive environment

It has been another busy yet productive year in the Accommodation team. Whilst still responding to the challenges of Covid-19, our whole staff team have continued to deliver a nurturing and supportive environment with a complete wrap around service for those in our care.

During the year we have seen several of our support services come up for re-tender and we are delighted to have been successful so we can continue to support those that need both housing and support.

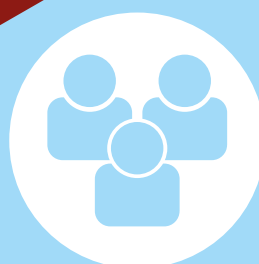
We are part of an exciting new partnership in Cambridge called the Young Futures Partnership that will help co-ordinate supported accommodation for young people in Cambridge.

We have exciting plans for developing our services further in 2022/23 including developing our next accommodation plan for 2023-2026.



9%

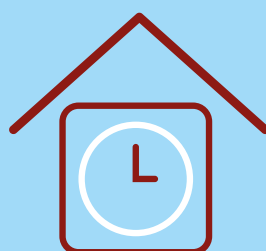
decrease in residents with mental health issues



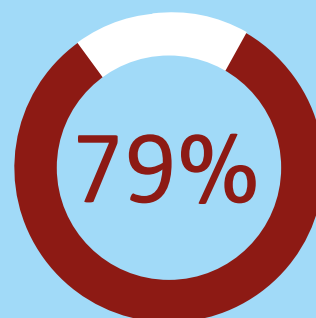
779 residents supported
- 13% increase



347 residents
taking part in education, employment or training



305,317 hours, a 221%
year on year increase in hours of support provided to our residents



79% of residents leaving YMCA moved on in a planned / positive way this is a 1% decrease

Achievements 2021-22

Buildings – Improving our accommodation stock

- ▶ Completed a number of key refurbishment and upgrade projects across Cambridge, Peterborough, Bury St Edmunds and Ipswich as part of our ongoing improvement plans.
- ▶ Continued our commitment to reduce the amount of leased accommodation in Ipswich - this has seen us purchase and redevelop 3 new properties.
- ▶ We have installed Wi-Fi at our large site in Cambridge and the last remaining site in Peterborough will be completed in 22/23.
- ▶ New Housing Management software has been implemented and this will expand to property and maintenance functions in 22/23.

Teams – ensuring our staff teams have the right resources, training and skills to deliver safe and effective services

- ▶ We have updated our induction and probation programme to include a range of training in essential principles for working with and safeguarding young people.
- ▶ Funded by Public Health England we have worked with our Mental Health team to deliver reflective practice sessions for our staff teams.

Clients – Implement a psychologically informed environment approach that focuses on the strengths, wellbeing and aspirations of our clients

- ▶ We have developed a model of delivery where the resident is at the centre of everything we do. From providing high quality accommodation and a nurturing and supportive environment, to highly trained staff teams with creative approaches to delivering interventions, we create a complete wrap around service. Our work is based upon a strength-based approach which is designed to recognise strengths, identify barriers and set SMART goals which are tailored to each young person.
- ▶ Working with therapists in our Mental Health team we have developed a year-round programme of support, delivering 1-1 sessions, group sessions and using tools such as art therapy to support the wellbeing of those in our care.
- ▶ Working in partnership with Cambridge Building Society we have delivered Access to Employment service in Cambridge. In a 6 month period 42 young people have engaged with the service. With 17 CV's completed, 26 interviews attended and 19 job offers made to young people.

Growth – increasing the number of people we can support

- ▶ Our total number of units reduced by two in 21/22 due to returning several leased units. We have in that time purchased and refurbished three new properties to provide directly owned accommodation. We have further plans to increase our accommodation in 22/23.
- ▶ We started work, in partnership with Fenland District Council, to repurpose an existing empty building for move on accommodation. The property should be completed by Autumn 2022.
- ▶ We entered a new partnership with a registered social enterprise Cornerstone Place who are helping us identify new accommodation provision.
- ▶ We are part of a new partnership in Cambridge – 'Young Futures Partnership' which joins up all supporting housing for young people in Cambridge.

HOUSING



Strategic Priorities 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Working with our residents, develop a new Accommodation Plan for 2023-26 setting out our priorities for the next 3 years.	Develop and implement a Client Involvement Plan, that will pave the way for a co-production structure that is ambitious and inclusive.	Implement a new Asset Management Plan and carry out new Stock Condition Surveys to inform a new 30-year investment plan.	Identify new move-on accommodation units.
Establishing our new Quality Assurance Team and Quality Framework.	Implementing In-Form for all housing management functions.	Continue our focus on reflective practice to build resilience within our teams.	

Andy's Case Study

Andy moved to YMCA Trinity Group as a care leaver. He had a history of childhood trauma; from a very negative birth experience, being adopted at 13 months, losing his mother at age 14 and a series of neglectful placements after he left home. He was violent towards staff and residents, caused criminal damage, had poor personal health, refused to engage and was constantly missing. His behaviour led to the placement breaking down and he was involved in a near fatal car accident when he was 17.

Andy was offered a second chance with YMCA Trinity Group and joined a placement with two other young people and high staff supervision. His situation had deteriorated. His behaviour was highly reactive and he showed a significant level of distress. He was now using drugs and struggling financially. We needed a plan. The dedicated and skilled staff team created a bespoke plan of intervention techniques and progression pathways. They began slowly. Working with Andy to help to identify triggers and create coping mechanisms to manage behaviours. Gradually these helped to support more positive behaviours and learning to take himself out of potentially volatile situations. He was taking control of himself.

Together, we implemented a routine. Working with him to understand the importance of hygiene, sleep and healthy eating. His drug intake reduced and step by step Andy was taking control of himself. He wasn't told what to do, he was nurtured and encouraged. Staff identified challenges around language and patterns with negative behaviours. They simplified things, worked with him to understand paperwork. They implemented a budgeting system to help him manage money and make decisions about his life.

He now has full control of his life – his progress has been outstanding. His Dad writes, *"Staff were determined and gradually began to really engage with Andy to allow him to show himself again. They found workers who could get through the barriers of his behaviour and really engage with him. They have supported him through a series of delayed court appearances where their determination has been the difference in avoiding a custodial sentence. Andy is a much more difficult young person than the average but they have managed him and I know from my conversations with him that he, as well as I, are so grateful for that!"*

Andy continues to live with us and has made huge strides in his journey towards independence; *"I've learnt a lot of things about independence and how to deal with certain situations....living on your own isn't as easy as it seems....I've made new friends here and I've done new activities....it's just a nice place to live"*.



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

Appropriate Adult

Appropriate Adult continued to provide services throughout the pandemic, working closely with the Youth Offending Service and the Police to ensure all young people and vulnerable adults were supported safely.

Across the year our AA volunteers worked with 1,340 people in Cambridge, Peterborough, Huntingdon, March and Kings Lynn with 83.6% of calls achieving a response time of under 60 minutes, well within the required 90 minute expectation.

We were also pleased to see volunteer numbers return to pre-covid levels.



Supported
1340 people

Reparation

Since the lifting of covid restrictions, the reparation service has resumed its activities working with young people and offering a wide range of opportunities to complete their reparations including:

- ▶ Wood skills: Young people are making community window boxes for Cambridge community, raised planter boxes and even a beehive hotel.
- ▶ The Church of the Good Shephard: General gardening work, church grounds and car park area maintenance. Activity is undertaken 1-2-1 and alongside community groups and adult volunteers.
- ▶ Burnesfield Allotment: Shared project with Cambridgeshire youth offending services. Young people working there have helped repair the polytunnel, plant fruit trees, make raised beds, help clear and lay topsoil, and this is an on-going project that has further scope for reparation activity.

"Your work is really appreciated, particularly over these difficult times. Thanks for your commitment and your unswerving commitment and passion for young people"



Worked with **203** young people, compared to just **96** in 2020-21

- ▶ Hitchingbrook Park: Young people help with litter picking, on-site checks, working with park rangers cutting back willow, clearing paths of brambles, and clearing small ditches. Young people are around a lot of families and dog walkers, and it is a brilliant and positive place for a young person to feel part of community, especially when they do get to work with a park ranger.



121 young people were sorry for their crime vs **28** who were not

Strategic Priorities 2022-23

QUALITY	PEOPLE	GROWTH
Get feedback from 100% of supported people.	Increase network of partners to increase placement opportunities.	Increase locations of delivery projects to widen community impact.
Manage feedback from partners and referrers to ensure quality of delivery.	Diversify placements to accommodate a wider range of referral circumstances.	

Family Respect

Our Family Respect project is part of a larger domestic abuse programme across Peterborough and Cambridgeshire which is being funded by the Home Office. The programme in its entirety has three strands which focus on: stalking and harassment, healthy relationships, and child to parent abuse.



The Family Respect project focuses on working with children and young people who display any abusive behaviours towards their parents and carers and other people in their family. The work is being led by YMCA Trinity Group through collaboration with the Police and Crime Commissioner and Respect UK. The focus is to support families who are experiencing child to parent abuse with a particular focus on working with the child or young person to facilitate change and growth within the family.



206 of support hours given to families

Our Family Respect project works with the child or young person in a face-to-face environment (where this is possible) over several weeks, working with them as part of the solution, rather than viewing them as the problem. Our intention is to rebuild family relationships and create long lasting change for everyone in the family, by providing healthy and sustainable approaches to manage conflict.

The project started in November 2021, and this is when the referral pathway opened. Between November 2021 and March 2022, we received a total of 81 referrals which evidenced that support for parents as victims of child to parent abuse was essential across Peterborough and Cambridgeshire.

In the same time frame, we offered 238 sessions and out of these 180 sessions were attended by either young people, parents/carers or to the whole family.

Families received 206 hours of support from practitioners during the same period which includes initial calls to assess the level of risk and the direct sessions themselves which took place with either young people, parents/carers or to the whole family.

Strategic Targets 2021-22

Our target set by commissioners was to receive 100 referrals. Between November 2021 and March 2022, we received and triaged 81 referrals and to date we have superseded our target and have received 138 referrals. In the same time period, we engaged with 40 families in the full therapeutic intervention which involves different people within each family system. A total of 74 individuals within these families were supported during this period.

Strategic Priorities 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Value feedback from families and partners.	Increase case holding capacity.	Strengthen signposting.	Identify future funding opportunities.
Publicise project outcomes.	Improve case transitions and cases.	Embed partnership working.	Refine referral pathway.



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

Childcare

2021-2022 continued to be a challenging year for our Childcare services due to the continued impact of the Covid-19 pandemic and ongoing recruitment issues within the childcare sector as a whole. However, we are now seeing an increase of attendance across all our childcare settings as we slowly begin to see a new normality.

The year has seen our childcare settings take part in various programmes, including the Emotional Wellbeing Project, of which 2 funding bids secured us £14,570 to deliver staff training, parent workshops and produce home learning resources for 237 families. We worked closely with the Mental Health Team to develop a package of training and webinars.

Our Lowestoft settings have continued to work with the Lowestoft Youth Team to visit and undertake sessions at the Shine allotment. This has supported 98 children to learn about growing and looking after nature, supporting and expanding their knowledge of the world around them.

Increased economical costs has had an impact on our budgets. Due to financial sustainability and ongoing building issues we made the decision in March 2022 to close our YMCA Childcare Exning Road setting at the end of May 2022.

YMCA Childcare is proud to have engaged with 498 children over the year.



YMCA Childcare has
engaged with
498 children
this was an increase of 41%

**237 Home
Learning Packs**

produced and given to families through our
Emotional Wellbeing Project





Childcare - Joey's Case Study



During the period of April 2021 – March 2022 our 6 Childcare settings began delivering an Emotional Wellbeing project to our families. The project was developed with just under £15,000 funding. The project aimed to offer Home Learning, Staff training and Parent Webinars designed to support the Emotional Wellbeing of our children and increase awareness amongst our parents/carers, and staff in our settings.

Each family received a Home Learning Pack which consisted of activities and resources our parents and carers could use to talk about Emotions, introduce calming activities and spend quality time with their children.

One of our children who received a pack was Joey.

Joey's Mum said *"He has loved it, we're still getting through it all. We have had lots to choose from, it's safe to say Joey has had a blast! We've done a lot with the activities, going different places and learning new things. We have been on bug hunts, learnt about some history, built things using natural resources. We have discussed our feelings and followed the step by step guide to make a calming bottle which he was very excited about. He has learnt from emotion cards being able to recognise facial expressions."*

Joey's even moved in different ways rolling down hills with Daddy and sliding down the skate park. And we spent a morning making our own play-dough!"



78 children

transitioned from YMCA Childcare to school, this was a decrease of 21% due to Covid-19



220,078 Hours

of childcare were delivered to families

Achievements 2020 - 21

QUALITY	TEAM	PEOPLE	GROWTH
<p>To achieve a minimum of Good Ofsted grading, striving for outstanding in all settings</p> <p>Ofsted have carried out routine inspections at 3 of our Childcare settings during the year. Two were graded 'Good' and one was graded 'inadequate'. Our other settings still remain 'Good' and 'Outstanding'.</p>	<p>To continue to invest in staff CPD and training</p> <p>203 CPD courses have been completed through iHasco, Noodle Now and NDNA.</p>	<p>To ensure parent partnerships are demonstrated through a number of activities</p> <p>The Emotional Wellbeing Project has supported 237 families with home learning resources to help support and enhance children's learning and development within the home environment.</p>	<p>To actively seek new opportunities to expand YMCA Childcare Services into more communities</p> <p>£14,570 was awarded through 2 separate funding bids to deliver the Emotional Wellbeing Project.</p>
<p>To develop early intervention programmes and workshops for parents and children</p> <p>56% of operating hours were worked at over the legal staffing ratio's. This enables a higher quality of care and gives additional time to further support the needs of individual children.</p>	<p>To work with the Mental Health team to undertake training in Mental Health Awareness for all staff</p> <p>44 staff members took part in training through the Emotional Wellbeing Project.</p> <p>9 staff members have been supported to access the Employee Assist Programme by their line manager.</p>		<p>To promote YMCA Childcare brand in all our communities to increase attendances and strengthen our reputation as a provider</p> <p>217 Social media posts were made across all Childcare Facebook pages. This enables current and prospecting parents to find out more about YMCA Childcare.</p>

Strategic Priorities 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
<p>To ensure quality care and education is offered to children at all times</p>	<p>To actively promote staff wellbeing</p>	<p>To continually improve quality through parent partnerships</p>	<p>To increase the numbers of children attending across all sites</p>
<p>To develop outside provision</p>	<p>To continually improve the quality of staff knowledge to support children's development</p>	<p>Children's wellbeing is encouraged through planned and informal activities</p>	<p>Promote YMCA Childcare brand</p>



Youth Work - Airplay

In January 2022 we were delighted to be selected to become part of a collaboration of YMCAs awarded a 4-year contract to deliver the RAF Benevolent Fund's flagship Airplay programme which offers support to over 11,000 children and young people living in the RAF. At RAF Honington, RAF Wyton and RAF Wittering, YMCA Trinity Group's Airplay youth workers are working in partnership with RAF Community Development staff to deliver a range of activities for children and young people.

The initiative is designed to help relieve some of the pressure on highly stretched RAF families.

Activities provided through the Airplay programme aim to stimulate and nurture children's aspiration, ambition and resilience. We also provide vital support and reassurance to families.

Air Play

A face-to-face youth work programme providing activities and opportunities for young people aged 8 - 18 at 24 RAF Stations across the UK.

Ben Clubs

A face-to-face play work programme providing activities and opportunities for young people aged 5 - 7 at 24 RAF Stations across the UK

Strategic Priorities 2021-22

QUALITY	TEAM	GROWTH
Engage our youth to participate in the The Youth Forum in London organised by One YMCA in partnership with RAF. Aiming to empower young people to participate actively in society to improve their own lives by representing and advocating their needs and interests and those of RAF families.	Providing additional training to our staff to support our SEN children; building their confidence on dealing with challenging young people who have higher needs.	To provide a resource from which youth workers can draw inspiration and confidence to organise adventure activities and residential opportunities for young people.
Improve measuring outcomes from service delivery; qualitative and quantitative measures/ coproduction approach- get young people engaged in service development.		Identify additional sources of funds to support more RAF children and those who have SEN.

Airplay - Case Study



EL has had some issues at school, she suffers with anxiety and it has caused her to have facial ticks. Since EL has been coming to Airplay, staff have worked with her to develop coping mechanisms to help with this. She really enjoys pool and we have been allowed to use the pool table on station, this has helped to build confidence and increase engagement.

EL is around for all sessions and has encouraged and helped the younger members of the group, even getting involved with a speech for the special project and helping staff to prepare the application.

As EL's engagement and interest has grown, staff have given her some responsibility during sessions which has helped to build confidence. With the special project grant, EL Completed her First Aid at Work certificate which she is delighted about. The Airplay team celebrated EL's success with a certificate presentation ceremony at the youth club. The certificate is now proudly displayed for all to see.

As she continues to spend time at Airplay, it is clear that EL's confidence is building, she really enjoys all sessions and she is learning skills along the way. She has a great moral compass and is very compassionate for her age.

We will continue to support EL and we hope to get her through her volunteering certificate. Staff have enjoyed working with EL and are proud to see how much she has grown in confidence.



Since 31 January 2022 ...

142 Youth Members

across three sites



133.5 Hours

delivered across AirPlay and BenClub



Shine Youth Work - Lowestoft

Following Covid lockdowns, the Shine youth team returned from furlough part time in March 2021 and resumed full time in September 2021. During this time they set up our new building at Imperial House in Lowestoft which has seen us able to increase provision and opportunities to young people across the town. Numbers throughout this time remained lower than usual due to Covid isolation and people remaining cautious, and our one to one support was impacted due to external visitors into schools not returning until October 2021. Although attendance was lower we were pleased to be able to offer opportunities for young people to engage in positive activities and socialise, bringing back a sense of normality that had been lost. 15 external trips were provided across the school holidays with 62 young people attending.

Additional projects have included supporting children aged 2-4 years old from the nurseries to visit the allotments on a weekly basis and providing sessions at the local sports centre for young people to have the opportunity to experience the climbing wall for 4 weeks.

Heritage Lottery Fund

Our Heritage Lottery Funded project started at the end of the year, this project focuses primarily on the British food timeline, allowing young people the opportunity to gain knowledge and skills about the past in relation to the hunting, gathering and growing of food for survival.

Alongside this they also learn about living conditions, variations in social status in each time period, dress and general daily lives. This sees them able to compare and contrast the lives of people living in those times and begin to develop an awareness of their own cultural history.



"My son has been attending various YMCA sessions for a while now and loves going. He has made new friends, built confidence and tried new things including sessions at their allotment and at their fixed venue in central Lowestoft. He has been invited to trips with the team too. He had so many positive things to say and my daughter couldn't wait to attend when she turned 8"

- Parent



140

allotment sessions



938

drop-in sessions



144

cooking sessions

"I can't praise you guys enough, you do so much for our children. I'm so happy I heard about this club, its given my girl a whole new group of friends and more social skills of being around people. Its not just play and fun it's also learning. From cooking to growing vegetables in the allotment and arts and crafts and, in nice weather, park trips and beach too. You guys go out of your way to teach them new things and have loads of fun, thank you so much for all you do"

- Parent

Strategic Priorities 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
Maintain high levels of support for young people	Maintain high levels of staff satisfaction	Increase number of beneficiaries	Increase opportunities for disabled participants
	Increase volunteers at the allotment sites		Provide opportunities to a wider age range

HEALTH & WELLBEING



Gyms, sport and recreation for fitness, and community hubs for classes, social connection and collaborations.

The year began with our gyms having seen a 87% reduction in memberships during the pandemic. While gyms opened in April, and classes resumed in May, it was July before social distancing restrictions were lifted and we were able to resume full operations. In Cambridge we saw a slower increase in memberships, as people continued to work from home rather than travelling into the city, but across both Peterborough and Cambridge memberships grew steadily throughout the year.

As memberships grow, so does the class programme and our focus has been on not only increasing the number of classes offered, but on offering a wider range, with new classes and instructors selected to suit our membership and responding to member feedback. Across the year, class attendance was 1,356 in Cambridge and a brilliant 9,110 in Peterborough. As this started from zero at the beginning of the year and includes reduced capacity covid-safe classes we anticipate a positive increase on these totals in the coming year.

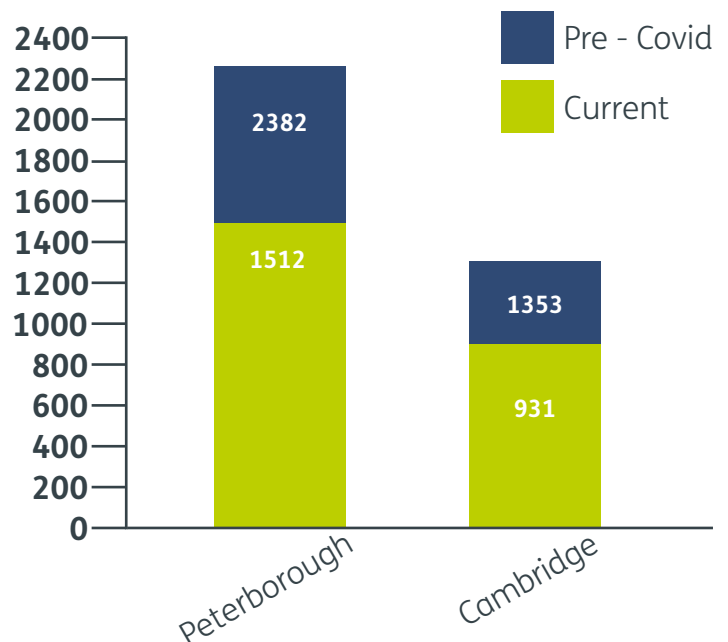
Amazing value gym. Excellent classes run by wonderfully positive friendly staff
- VanVic Rider on Google

Sadly, the Iswich gym was not able to rebuild memberships, and the decision was taken to close the gym in Spring 2022. We will now look to see what alternative opportunities can be created in the space.

"Lovely people. I suffer with very high anxiety but they are so patient and caring. 10/10"
- Natasha on Google



Membership Numbers



Achievements 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
Diversify class programmes with new classes and instructors to meet demand and attract new members.	Resume and increase marketing activity in all areas to reinforce brand awareness across our region.	Maximise new opportunities in Ipswich to develop membership and increase our offer.	Rebuild membership using new marketing strategies to target new members.
New classes in Peterborough include junior boxing, adult toning, stretch & relaxation. Peterborough has 22 classes, of 13 different types.	Marketing has increased, although we have continued to utilise digital channels rather than the more costly and less agile print campaigns.	While new opportunities were explored, the decision was taken to close the gym and new uses for the sports hall are now being discussed.	Memberships have increased steadily in both Peterborough and Cambridge, meeting most quarterly targets.
Cambridge has 15 classes, with new classes including Zumba Gold, Body tone and dance aerobics to appeal to the senior members.	We continue to work on developing new marketing initiatives.		Ipswich continues to struggle to attract new members. Social media advertising has helped to increase memberships and promote classes.



2443
memberships
in total

Annual class numbers
were as follows
Cambridge: **1356**
Peterborough: **9110**



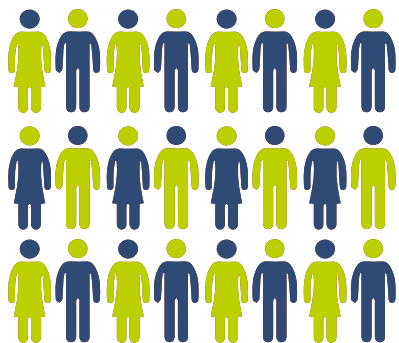
Strategic Priorities 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Develop robust processes for gathering and evaluating customer feedback.	Provide training on internal systems for staff - develop a more comprehensive onboarding and induction process for those in customer-facing roles.	Utilise customer feedback to refine the offering of equipment and classes.	Review processes for handling enquiries and measuring conversions while ensuring high levels of customer care.
		Increase customer engagement through challenges and fundraising initiatives.	Continue to rebuild memberships to within 25% of pre-covid levels (Cambridge 1,533, Peterborough 2,383).



Mental Health Services - Rising to the challenge

It has been an extremely challenging time for staff and clients, but our mental health team have risen to the challenge. The last year has seen a 71% rise in referrals for clinical services as communities struggle to deal with the impact of the pandemic, and statutory services reaching out to help cope with increased demand. Data shows we provided the equivalent of 15 hours of therapy for every day of last year, and over 1,300 adults received training!



711 clients supported
this was an increase of 2.5%

What was already an established service and encompassing a range of preventative and clinical programmes, has seen widespread growth in both reach and capacity. Not only have schools benefited from timely counselling support and confidence building training to address needs; but the team have adapted seamlessly to support wider communities and statutory services. Counselling sessions were taken on site to residents who were isolated and unable to access external services. A series of parent webinars were developed to support struggling parents, and clinical supervision offered to staff to help them cope with the new challenges they have been facing.

The impact of these programmes has been significant. 92% of delegates said they improved their confidence through training and 75% of clinical referrals despite their challenges.

It's been remarkable how the team have not only maintained the service during lockdown when many expected it to close, but expanded provision in order to meet the needs of a whole range of communities. As well as direct services, the team has been instrumental in influencing both the local crisis response; as well as taking on a co-ordinating function to support the wider children's mental health offer in collaboration with a range of statutory services. All of this work has taken place without significant commissioning, but through effective planning, marketing and funding applications.



5,592 support sessions
delivered - an increase of 49%

"Very interesting,
informative but calming as
well! Thank you!"
– **Parent Webinar**

"I felt heard and seen. It's helped me
hearing another view and that my
feelings and thoughts are not just in
my head."
– **Student**

Achievements 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
<p>Maintain high satisfaction levels.</p> <p>93% enjoyed our training and 94% learned more.</p>	<p>Increase staff sessional workers.</p> <p>Our target was to increase our team by 10%, but due to demand this rose by 36%.</p>	<p>Provide more support for existing partners.</p> <p>79% of settings renewed their provision with us, which is up from 76% last year.</p>	<p>Increase programmes offered.</p> <p>11 new services were offered this year as a result of responding to needs; including staff supervision, new parent workshops and staff training.</p>
<p>Improve Client Outcomes.</p> <p>75% of clinical referrals showed positive outcomes when compared to our target of 70%.</p>	<p>Maintain high levels of practitioner feedback.</p> <p>99% of delegates thought trainers were knowledgeable and 98% of clients felt our counsellors and therapists were professional.</p>	<p>Increase number of beneficiaries and settings.</p> <p>We worked with 22% more settings this year compared to a target of 10% and referrals rose by 71%.</p>	<p>Increase opportunities to share good practice.</p> <p>We have grown the number of strategic networks we are part to raise awareness of needs and influence decision making.</p>



We work in
126 settings, seeing an
increase of 22%



44%
increase in clinical
support for CYP



295
courses delivered

Strategic Priorities 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Develop needs led provision for other departments.	Increase opportunities for Staff Development to maintain quality.	Ensure provision is needs-led.	Develop new programmes to meet wider needs.
To continue to improve the quality of provision through effective monitoring, evaluation and outcome measurement.	Maintain high levels of practitioner feedback.	Provide existing programmes to other audiences.	Increase opportunities to share good practice by developing new partnerships.

Mental Health Services - Student B Case Study



Student B was referred because has struggled with his anger for some time, in particular exhibiting quite significant anger at home. He is easily frustrated at home and school and quick to give up if he is struggling with the work. His younger sibling is a particular trigger, and he can experience a strong sense of injustice.

Our focus has been on his anger, recognizing his patterns and exploring techniques to manage his anger before it gets out of control. We have explored safe ways to manage his frustrations without escalating the situation and we have done quite a lot of work on choices and consequences. In more recent weeks we have also been exploring Resilience and Self Esteem which are linked to his frustration.

We have explored the physical sensations that he experiences when becoming angry and diffusing techniques to manage the anger in addition to understanding why we might get angry. We practice Mindfulness and Visualization together; this is an area he appears to enjoy. I have been using fun CBT worksheets on Anger especially for this age group. We work through case studies together and explore choices and consequences. He feeds back how his week has been and we explore how he has managed his anger when provoked by his sibling for example. I use a lot of explorative Socratic questioning. We recap on the strategies he can use to manage his anger. I set him a weekly challenge which we explore at the next session. He is experiencing being listened to in a calm and non-judgemental manner.

Student B is managing his anger a lot more effectively at home and school. Parents and professionals have noticed a significant difference in his manner and ability to manage his emotions. He is honest about any outbursts and engages very well in the sessions. After becoming frustrated with his Maths and refusing to finish the exercise I witnessed him going back to complete the work after taking some time to calm down. He also recently spoke with confidence to Ofsted Inspectors. His sibling continues to provoke him, but he is managing the situation a lot more skillfully.

Schools Observation – impact of therapy

Much more confident in lessons. Hands up and have a go. Confident to speak to Ofsted and other adults and was positive about things. More smiley.





**Opportunities
to gain
qualifications,
skills and
employment.**



Opportunities to gain qualifications, skills and employment.

Building Better Opportunities (BBO)

Building Better Opportunities is a project funded by the National Lottery Community Fund and European Social Fund but we are actually commissioned by Peterborough Council for Voluntary Services. The project supports projects in England that tackle poverty and promote social inclusion across Peterborough, Fenland and West Norfolk. Employability offers an innovative programme design based on a personalised approach with a tailored package of barrier-busting and support interventions which are designed and commissioned with participants

Strategic Priorities 2022-23

As this funded project comes to an end, the current team priorities are to ensure a managed closure, with the following aims and considerations:

- ▶ Improve exits
- ▶ Sign-post existing clients
- ▶ Quality check all documentation
- ▶ GDPR checks
- ▶ Create a specific time frame action plan for all existing clients
- ▶ Remove barriers to work for some
- ▶ Produce a 'lessons learned' report.



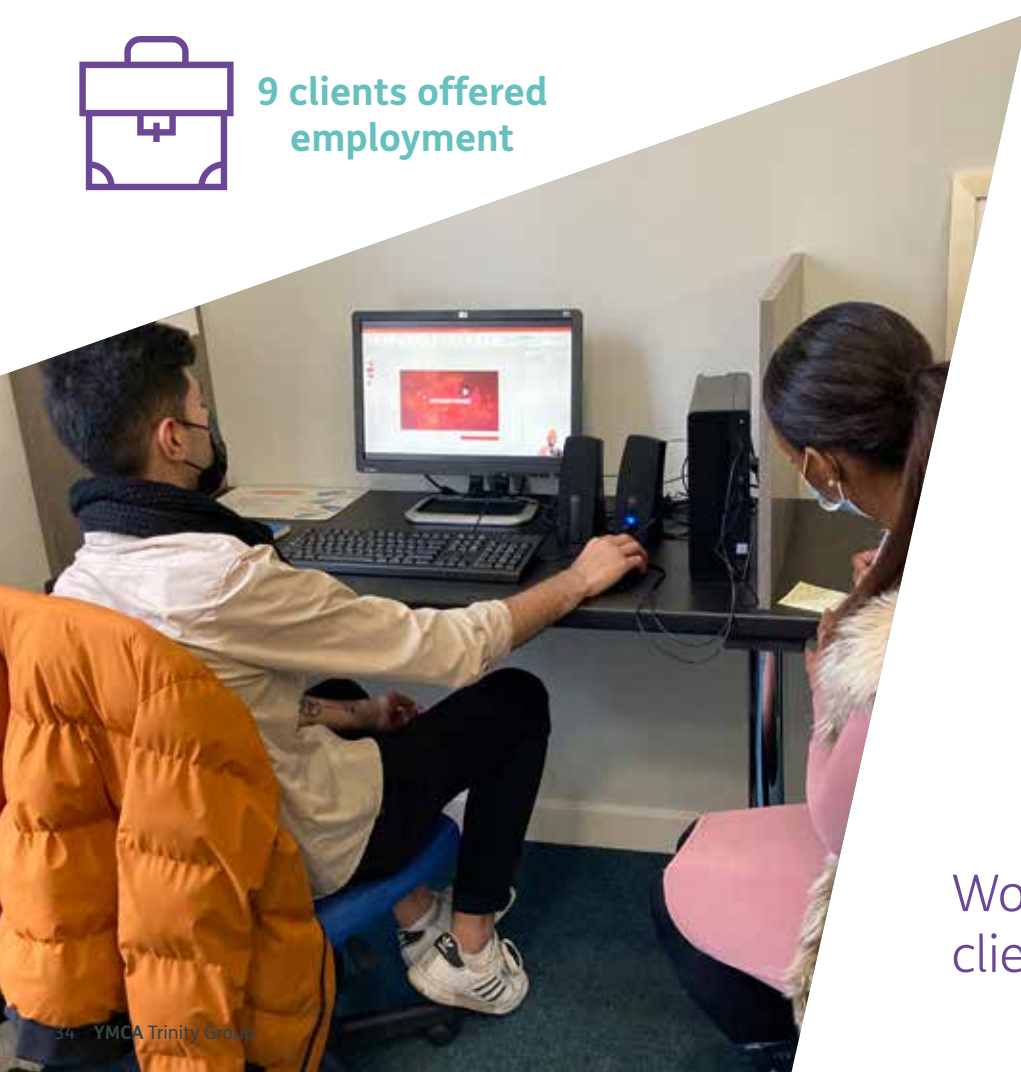
9 clients offered employment



90%
of clients feel more positive about their future



Worked with **21** clients



Building Better Opportunities - Jodie Case Study



Jodie (not her real name) first joined the project in September 2020 after being referred from the rape crisis team. Her previous traumatic experiences had left her suffering with PTSD and addiction to both alcohol and other drugs.

Our journey together has been a slow journey as Jodie has been concerned about rushing into too much and becoming overwhelmed and facing a relapse. Our sessions have largely taken an advice and guidance format with Jodie being able to talk about ideas she has that she would like to do and going through any potential triggers.

Our first action was to enrol Jodie onto an online course to introduce a small amount of routine into her weekly schedule to see how she would cope. She completed a level 2 Awareness of Mental Health course over a period of 3 months. At the beginning of our time Jodie also started taking part in the Mindset programme at Jobsmart which she has also found useful.

Jodie was concerned about going back to jobs she has had in the past due to associating that time with her struggles with addiction and she therefore wants a fresh start. However she was not sure what path she wanted to follow or what jobs she wanted to consider.

In early 2022 Jodie had a bad relapse which has left her with a potentially terminal long term health prognosis. However she chose not to let this force her to spiral and instead has taken great steps to move forward on her employability journey. She has decided that she would like to help young people who suffer with mental illness and would potentially like to look at becoming a TA. We have supported Jodie in putting together an email that she can send around to local schools to enquire about volunteering ready to have a placement for starting her teaching assistant qualification.

Jodie has also spoken about her passion for football. We encouraged her to consider volunteer coaching as this would give her experience working with children as well as doing something she loves. In June 2022 Jodie was successful in securing a volunteer placement and now coaches her own under 14s girls team. She is hoping to start applying for qualifications after the summer.





An inclusive, supportive community hub where people can connect, celebrate, and play a part.

The challenges

The Cresset continues to be impacted by the pandemic throughout 2021-22. Activity areas such as the Theatre, the Pub, Conference & Banqueting and performing arts all experienced periods of closure and / or ongoing restrictions on activity and capacity. From compulsory face coverings to social distancing and table service, it all made for another incredibly challenging year.

All these changes meant a lot of work was undertaken by our teams on customer communications, rescheduling events, working with customers to understand and adapt to restrictions, and of course understanding the frequent changes in guidance and legislation from the government. As we move into 2022-23 we are beginning to see a return to normality, although we face significant industry-wide challenges in our trading areas. Recruitment and retention of front line staff, rising costs, supplier chain issues and customer confidence are all impacting us as we begin the new year.



8 socially distanced theatre shows

“The wedding planning team were amazing for our big day so organised and helpful with any uncertainties. Special shout out to Alison and Karen for making everything perfect for us”
- **Natasha, Bride**

We will continue to monitor these challenges, and adapt our operations as best we can to keep The Cresset moving forward in a positive and sustainable way.



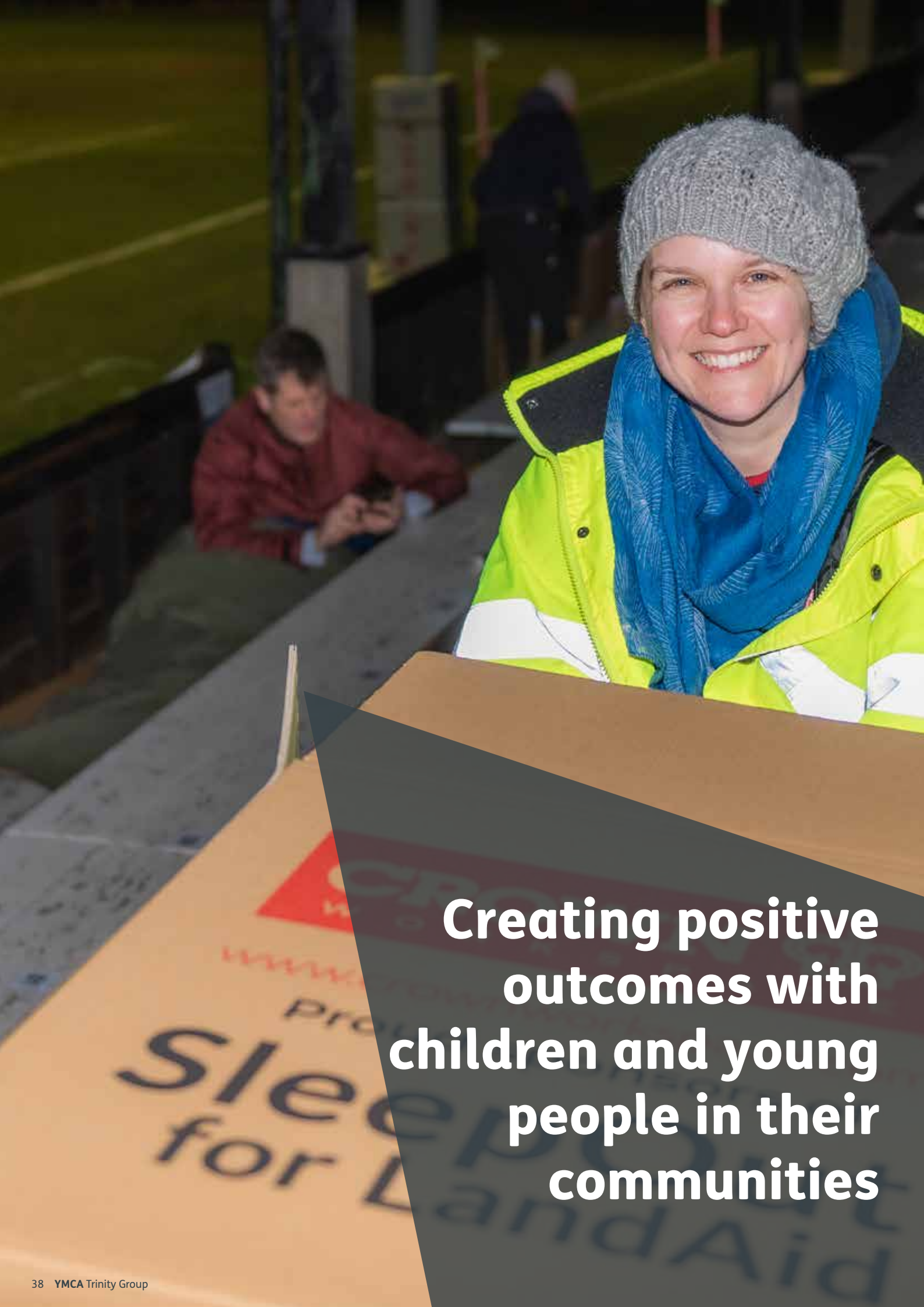
Achievements 2021-22

QUALITY	TEAM	PEOPLE	GROWTH
Developed a strategy for growing our performing arts provision and increasing our impact on young people.	Continued to support our teams through furlough and returning to work.	Grew our social media following to over 12,000 customers.	Began a review of our company strategy including vision and mission.
Returned to full capacity pantomime with 30 local young dancers joining the professional cast.	Supported team members in appropriate job roles to utilise hybrid working.	Used CRF funding to support Goldhay Arts in staging an anniversary show.	



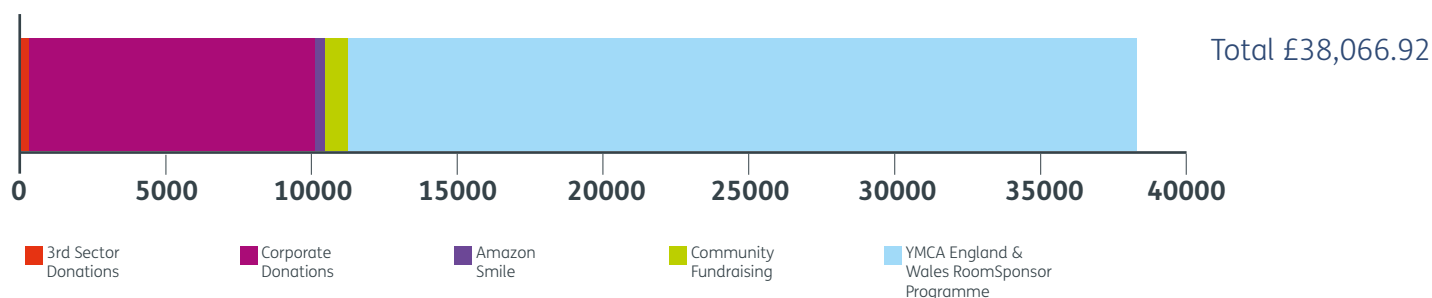
Strategic Priorities 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Review the pub offer with a view to increasing footfall and revenue.	Recruit, train and develop our casual team members to support the increase in business post-covid.	Review marketing processes focusing on customer communications and experience.	Continue to seek out funding opportunities for capital and project work.
Begin implementing the new performing arts strategy starting with summer school.	Recruit kitchen team members to bring us back to full capacity.	Increase collaboration opportunities through networking and research.	Increase spend per head in all hospitality operations through product and pricing reviews.



**Creating positive
outcomes with
children and young
people in their
communities**

FUNDRAISING



This year we have continued in our partnership with Cambridge Building Society and their Making The Difference programme. Through the partnership Cambridge Building Society has helped us with practical projects like creating outdoor furniture for our residents from wood pallets to supporting our staff teams with wellbeing sessions. They have supported us on our journey to move to more digital platforms which included training for our staff and helping us explore internal intranet solutions. Their donation is directly funding our Access to Employment programme which supports young people into employment, education and training which is vital to develop skills for independent living.

Amanda Butterworth, Accommodation Director, said “We are incredibly grateful to The Cambridge Building Society for the support it gives in funding this work. We know it makes a tremendous difference to the lives of young people. They truly want to help and support us in any way they can”



On 10th March 2022 we were pleased to work with LandAid on a fantastic fundraising event in Cambridge. The big SleepOut follows the same format as the YMCA's SleepEasy events, with participants spending a night under the stars to raise awareness and money. We are grateful to all those who participated, our sponsors Morgan Sindall, and the Cambridge University Rugby Club for providing such an excellent venue. Funds from this event are not included in the above total, as they were received in the next financial year and so will be reported in the annual report for 2022-23.

We have also been signed up to and receiving donations through Amazon Smile - <http://bit.ly/2YbEXOy>

Throughout the year we have continued to look at ways we can better engage, support and develop our teams. From onboarding to training to communications we continue to strive to make YMCA Trinity Group a great place to work.

Recruitment

We have started using an Applicant Tracking System which supports our recruitment and onboarding journey for new staff and volunteers.

It is a system which streamlines our recruitment with an engaging careers website to increase direct hires. It has a bespoke and automated candidate journey, to increase candidate engagement level and candidate journey.

Staff Engagement

We are pleased to be working with 'Hive' as a tool to improve our employee engagement. We've started with 'Hive Fives' these are a way to recognise a colleague's contribution in line with our values. Next year, we'll have our first engagement survey and then begin planning our improvements. In the first three weeks, since launching Hive on 8th March staff have given each other 248 Hive Fives!



Development

We began to offer Coaching to staff following our deputy CEO achieving her level 7 Coaching and Mentoring qualification. Staff have a safe space to explore areas and ideas they want to discuss. Coaching provides the challenge and support that they need to explore their potential.



3 young people supported on the Kickstart Scheme

We supported the government Kickstart initiative, offering entry level employment to young people under 25. The roles were based in Lowestoft and Ipswich in our catering, facilities and childcare departments. Three young people worked with us for a maximum of 6 months; developing employability skills, getting support with CV writing and building their confidence.

Apprenticeships

22 apprenticeships supported across the year – an increase on the 21 undertaken last year. 5 different apprenticeship areas: Early Years, Business Administration, Marketing, Youth Work and Team Leading.

Training

The HR team ran 9 internal training sessions for line managers on HR processes. These help new managers learn about our policies and procedures or are a refresher for longer serving supervisors. Topics: Recruitment, Onboarding and Probation Process, Supervision and One to One training, Managing Absence, How to set OKR targets, Emergency first Aid at Work.



67 Staff Members attended internal HR training sessions

Internally ran 3 Emergency First Aid at Work training sessions, qualifying 30 staff. Four managers have taken part in a YMCA leadership programme, visiting 4 other YMCAs and hosting leaders at our Peterborough site. Managers involved have built professional networks, learnt and been inspired by other YMCAs as well as participating in CEO-lead sessions. These have included managing change, personal management styles, team building and professional development.

YMCA Youth Matters Awards 2021

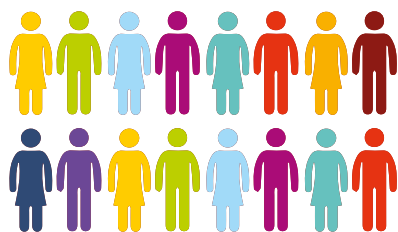
Staff at our UASC (Unaccompanied Asylum Seeking Children) accommodation provision celebrated taking home the Diversity Award at the highly anticipated return of YMCA's Youth Matters Awards in November.

Youth Matters is YMCA's national awards programme marking an integral part of the charity's calendar since 2009, celebrating the outstanding skills and achievements of young people from across the country and recognising the vital work that YMCAs deliver every day.

At the prestigious ceremony, the UASC team triumphed over strong competition from other projects across England and Wales during shortlisting, a public vote and a final decision by judges.

Danielle Parodi, Deputy Accommodation Manager, said; "It was a brilliant night at the Youth Matters awards and I'm so proud of the UASC team for winning the Diversity Award. Being recognised and winning this award really has built our confidence to aspire in our roles here and push ourselves to our full potential in supporting the residents."

Congratulations also go to our Shine team who were finalists at the ceremony for the Family Work Project of the Year award. However, despite fantastic work with their Allotment Project in the past year which involves children growing flowers, fruits and vegetables, they just missed out to YMCA Norfolk for the award.



531 staff & volunteers

Trusted Charity

Continual improvement is a priority for us across the organisation. To ensure we're working to best practice and to identify ways in which we can improve we're looking to achieve our Trusted Charity Award at level 2. This is a quality award for charities and is a tool for us to benchmark against and identify where we can make improvements. At the moment, we're completing a comprehensive self-assessment against the 11 quality indicators. From this, we'll generate an action plan to make sure all indicators are 'fully met' and best practice is embedded in our processes.



For an organisation of our size, the assessment method will take 4 or 5 days. We'll have to submit documentary evidence of our work as well as interviews with a range of staff about how these work in practice. Once we achieve the Trusted Charity Award we'll be able to demonstrate to stakeholders that we have good governance, are a user-centred service, manage staff and resources well, monitor outcomes and impact and much more! We look forward to reporting on our progress in next year's report.





Paul Cage, our Caretaker in Cambridge receiving his 40 year recognition award

Performance and Value for Money

Value for Money Statement 2021/22

YMCA Trinity Group is committed to achieving Value for Money across all aspects of the business. Through reviewing systems, the Association has sought to reduce costs and achieve economies of scale. Combined with a tight budgetary control process and clear understanding of cost drivers within the business overall savings have been achieved.

The Finance Department has undertaken a review of central costs to review and minimise expenditure where possible and look at the allocation methods across the cost centres to reflect a fair & equitable apportionment to YMCA services.

Continuous procurement of overheads is applied which has resulted in costs for services like telecoms and photocopier contracts being significantly reduced. Utility costs have been minimised through better efficiency from ongoing investment in new lighting and heating systems across main sites and the use of a broker facility for group purchasing of supplies.

Following the publication in June 2019 of the Value for Money metrics from the Regulator of Social Housing, we will be considering ways in which we can further measure performance against our peers. We are now able to report purposeful data & include the resulting performance measures in our 2021-22 report.

Good value combined with excellent service delivery is central to YMCA Trinity Group's business approach. The Group, through its delivery of contracts for grants and services combined with housing provision, seeks to make a surplus to support more young people and services such as Access to Employment that require additional financial resource. As a charity we also fundraise to support projects that require resource that helps YMCA achieve the mission and deliver valuable work in the community.

We have summarised our performance below against key metrics published by the regulator:

Value for Money Metrics:	21/22	20/21
1 Reinvestment % Investment in housing properties in the year as a percentage of the gross book value at the year end	1.9%	0.5%
2A New supply delivered (social housing units) Total social housing units acquired in the year as a percentage of total social housing units owned at the year end	0.0%	1.0%
3 Gearing % Total net debt (loans – cash- short term liquid investments) as a percentage of housing properties at cost	-2.95%	-3.81%
4 Earnings before interest, tax, depreciation, and amortisation (EBITDA, major repairs included) interest cover % Surplus generated compared to interest payable	1,063%	883%
5 Headline social housing cost per unit	£15,282	£15,019
6A Operating margin (social housing lettings only) %	12.4%	13.1%
6B Operating margin (overall) %	2.7%	2.1%
7 Return on capital employed	1.9%	1.2%

Financial Review 2021/22

Summary statements reflect that consolidated income increased by £819,379 (8.0%). For the charity itself, income increased by £384,821 (4.0%) to £9,994,282, including a gain on disposal of social housing property of £48,487.

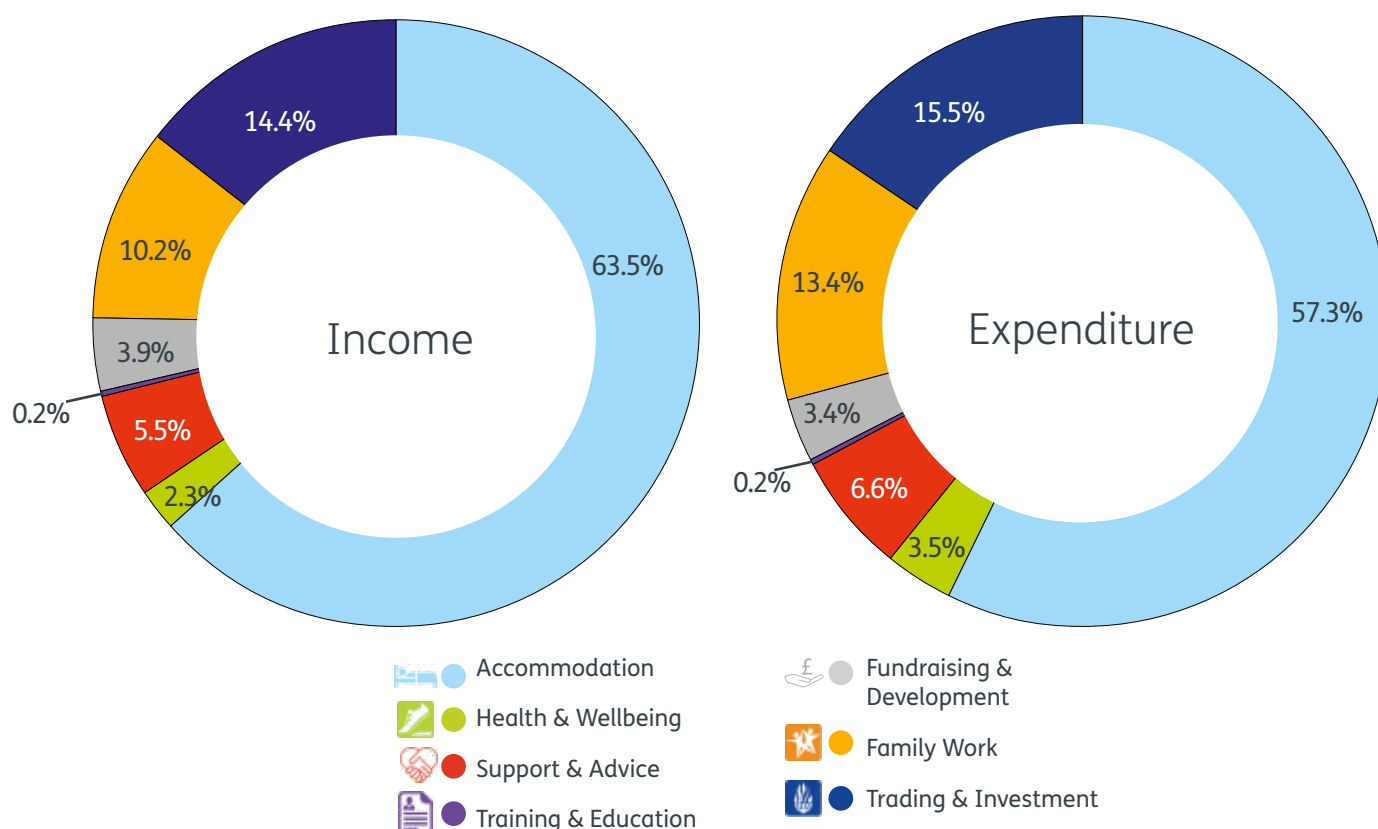
Income from Supporting People remained consistent to 2020/21 contributing to the group total of £976,142 in the year.

Activity	2021/22	2020/21
CHARITABLE:	£	£
Accommodation	6,996,792	6,906,305
Health & Wellbeing	257,727	321,528
Support & Advice	600,461	554,880
Training & Education	17,609	23,235
Fundraising & Development	426,634	232,799
Family Work - Children's Nurseries	1,125,219	975,910
TRADING: Trading & Investment	1,589,770	1,180,176
TOTAL INCOME	11,014,212	10,194,833

The charity received £151,010 of restricted funding from the Big Lottery Grant to deliver community projects compared to £50,606 in 2020/21.

The unspent balance is held as a restricted reserve on the balance sheet and is stated as £10,094 (2021: £13,398) at the year end March 2022.

YMCA Trinity Group Income and Expenditure 2021/22 by Activity



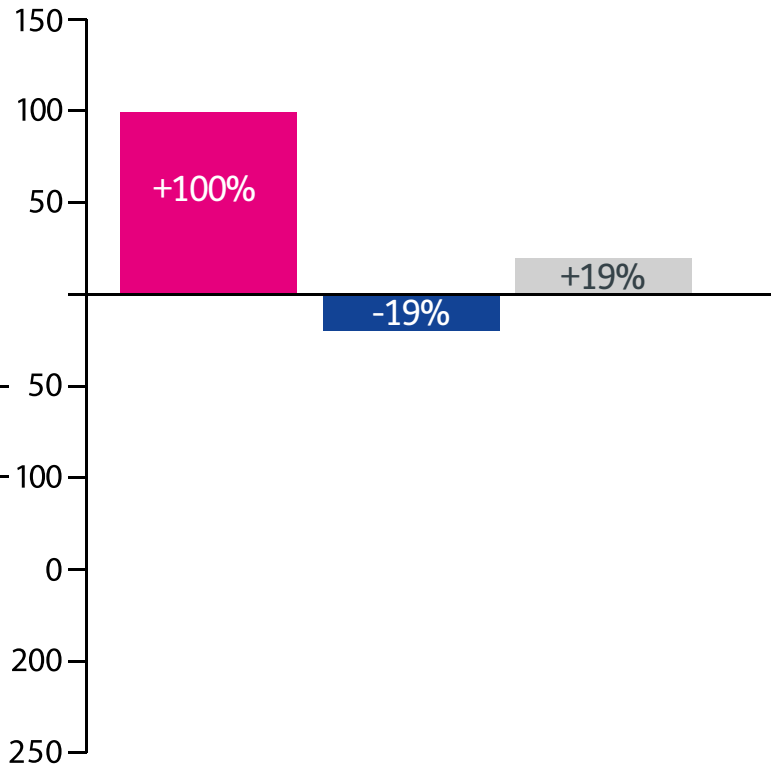
Total operating costs for the year equated to £10,686,561 (2021: £9,989,128). This demonstrates that the charity's investment in support & advice activities and childcare as part of its strategy to diversify its work in the community.

Total expenditure is analysed as follows:

YMCA Operating Costs	2021/22	2020/21
	£	£
Charitable	8,669,939	8,459,493
Trading	1,652,474	1,226,998
Fundraising	364,148	302,637
TOTAL COSTS	10,686,561	9,989,128

This resulted in a net contribution as follows:

YMCA Net Contribution/Loss 2021/22 by Activity



- Charitable
- Trading & Investment
- Fundraising & Development

Our trading and investment income generates a contribution on a consolidated basis which allows the charity to undertake its charitable activities which do not generate a positive return.

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

The trading operation made considerable efforts to minimise expenditure, including making use of the Government furlough scheme where possible. On this basis the charity continues to support the recovery and future sustainability of the trading operations.

YMCA Net Contribution/(loss)	2021/22	2020/21
	£	£
Charitable	327,869	322,365
Trading & Investment	(62,704)	(46,822)
Fundraising	62,486	(69,838)
YMCA Net contribution/(loss)	327,651	205,705

Future Financial Implications

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

Reserves

The total consolidated reserves of the group are £11,831,627 (2021: £11,443,395). The charity has restricted funds relating to the Big Lottery grant which amounted to £10,094 (2021: £13,398).

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

The amount invested in the various buildings at the year-end amounted to £13,967,313 (2020: £14,015,354) and these reserves are tied up in buildings and functional assets as such are not available for the use of the charity. These assets are used by the charity to achieve the charitable objects which is

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

predominately housing focused. The organisation is reviewing its 30 year Asset Management strategy in 2022/23.

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

The Charity/Group calculates that it depends on the cash flow requirement of at least £500,000 in reserves to meet the demands and fluctuations in the current account each year. Therefore, the level of free reserves is seen as adequate for the charity. The strategic plan is to increase this level of reserve by increasing revenue streams from development of services and fundraising opportunities, which then allow the charity to consider future developments and investments.

Legal and Administrative Information

Officers, Professional advisers and association information for the year ended 31 March 2022

President

Vacancy

Vice Presidents

D Jones, O.B.E.

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

The Board of Directors

Mr Steve Mallinson
(Chairman)

Mr Alric Blake
(Resigned 01/07/22)

Mr Dominic W Bowles
(Resigned 06/12/21)

Reverend Anthony Chandler
(Resigned (25/05/22)

Mrs Pauline Donovan

Mr Ian Dow
(Resigned (31/12/21)

Mrs Marlini Finney
(Appointed 5/7/21)

Mrs Julie Horne

Mrs Samantha Loveday
(Appointed (01/06/22)

Mr Andrew Lucas

Mrs Antonia MacLean

Miss Lianne Pemberton

Mrs Ann Radmore

Mrs Mary Sanders MBE
(Resigned (25/07/22)

Mrs Tracy Simpson

Mrs Chris Wilkinson

Chief Executive

Mr Jonathan Martin

Company Secretary

Mrs Davina Lee

Registered Office

Queen Anne House
Gonville Place
Cambridge
CB1 1ND

Bankers

Lloyds TSB plc
Gonville Place Branch
95 Regent Street
Cambridge CB2 1BQ

Solicitors

VWV
45 Clarendon Road
Watford
WD17 1SZ

Auditors

Stephenson Smart & Co
36 Tyndall Court Commerce Road
Lynchwood Peterborough
PE2 6LR

Registered Social Housing Provider Number

H4179

Registered Charity Number

1069810

Company Registration Number

3561613

Governance

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

Trustee Board

The Trustees are legally responsible for directing the affairs and strategy of the Charity. All Trustees are volunteers and receive no remuneration. Trustees can only serve for a maximum of two 4-year terms. Trustees are also Directors of the Company. The Board meets at least four times each year to regularly review the YMCA’s strategy, budget and performance. They also hear directly from project staff and participants on their services. The Board delegate day-to-day management of the Charity to the Chief Executive and their Executive Team, as well as to other senior managers. Trustees also delegate specific responsibilities to some sub-committees:

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

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

Retired Trustees

During the year Mr Dominic W Bowles and Mr Ian Dow and stepped down from the Board.

New Trustees

A small working party of three Trustees and the Chief Executive review our annual Board skills audit and seek to recruit new Trustees into areas where we might lack expertise. During this year, the focus has been on recruiting Trustees with Housing knowledge and skills, fundraising and people with a background in Early Years or Pre-School Education. An induction is given to all new Trustees. We were pleased to appoint Marlini Finney and Sam Loveday to the Board this year.

The Association is a federated member of the Young Men’s Christian Association movement in England and Wales, in accordance with its Christian values and its Corporate Values of Belief in Potential, Integrity, a Holistic Approach and Respect, the Association exists to provide support to persons of all religions and of none, and accordingly the Objects of the Association are:

- ▶ To advance the Christian faith for the benefit of the public
 - ▶ To promote social inclusion for the benefit of the public by preventing people from becoming socially excluded, and assisting those who have been socially excluded to integrate into society. (For the purpose of this clause ‘socially excluded’ means persons being excluded from society or parts of society by reason of their social, physical or economic circumstances).
- ▶ To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life.
 - ▶ To provide or assist in the provision of education for persons of all ages with the object of developing their physical, mental or spiritual capacities.
 - ▶ To relieve or assist in the relief of persons of all ages who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.
 - ▶ And to provide, improve and manage houses and hostels, flats and residential accommodation for young people, men and women, who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

Executive Pay

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

Principal Risks and Uncertainties

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

Key Risks Areas:

Risk Area	Management
Funding: YMCA projects may be impacted by changes in policy at both Local and Central Government level, plus outside factors	<ul style="list-style-type: none"> ▶ Funding challenges in the wake of Covid-19. ▶ Making allowances for Inflationary pressures ▶ Supporting YMCA England & Wales to engage with Central Government. ▶ Diversification of funding to include greater generated income. ▶ Reviewing cost-effectiveness. ▶ Development of new services. ▶ Investment in Fundraising capacity.
Safeguarding: YMCA clients may be at risk from abuse.	<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. ▶ Using MyConcern as a safeguarding IT platform ▶ A safeguarding dashboard presented to the Oversight Committee. ▶ An outside agency to support our safeguarding and keep us up to date with developments and learning.
Pension: YMCA Defined Benefit Scheme's deficit increases and impacts costs dramatically.	<ul style="list-style-type: none"> ▶ Working with YMCA Pension Scheme on ETV process ▶ Engagement with the Pension Scheme on issues and actions to maintain or reduce the pension liability. ▶ Triennial consideration of S75 buy-out.
Reputation: An incident or occurrence may damage or have a negative impact on how people perceive the organisation.	<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 in England 2019.

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

Internal Controls

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

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

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

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

Statement of Disclosure of Information to Auditors

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

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



By **Steve Mallinson**

Chairman of the Board

Approved by the Board on 26 September 2022



Independent auditors report 2021-22

INDEPENDENT AUDITORS REPORT TO THE TRUSTEES OF YMCA TRINITY GROUP AND ITS SUBSIDIARIES FOR THE YEAR ENDED 31 MARCH 2022

Opinion

We have audited the financial statements of YMCA Trinity Group for the year ended 31 March 2022 which comprise the group and parent (YMCA) statement of comprehensive income, the group and YMCA statement of financial position, the group and YMCA statement of cash flows, the consolidated statement of changes in reserves and the related notes including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice) .

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and YMCA's affairs as at 31 March 2022 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

**INDEPENDENT AUDITORS REPORT (continued)
TO THE TRUSTEES OF YMCA TRINITY GROUP AND ITS SUBSIDIARIES
FOR THE YEAR ENDED 31 MARCH 2022**

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report (incorporating the Board report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report (incorporating the Board report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report (incorporating the Board report). We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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

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

**INDEPENDENT AUDITORS REPORT (continued)
TO THE TRUSTEES OF YMCA TRINITY GROUP AND ITS SUBSIDIARIES
FOR THE YEAR ENDED 31 MARCH 2022**

Responsibilities of the board

As explained more fully in the Board's responsibilities statement set out on page 49, the Board members (who are also the directors of YMCA Trinity Group for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors responsibilities for the audit of the financial statements

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

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

- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments;
- Assessing whether the judgements made in accounting estimates are indicative of a potential basis;
- Evaluating the rationale of any significant transactions that are unusual or outside the normal course of business;
- Analytical procedures are performed as well as substantive testing to identify any potential misstatement due to fraud; and
- The audit procedures would also involve being aware of any such items from reviewing minutes and third party communications and reports and discussions held with staff and management to obtain an understanding.

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

**INDEPENDENT AUDITORS REPORT (continued)
TO THE TRUSTEES OF YMCA TRINITY GROUP AND ITS SUBSIDIARIES
FOR THE YEAR ENDED 31 MARCH 2022**

Auditors responsibilities for the audit of the financial statements (continued)

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

Use of our report

This report is made solely to YMCA Trinity Group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to YMCA Trinity Group's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than YMCA Trinity Group and YMCA Trinity Group's members as a body, for our audit work, for this report, or for the opinions we have formed.



Kerry Hilliard ACA FCCA CTA - Senior Statutory Auditor

for and on behalf of Stephenson Smart & Co

Statutory Auditor

36 Tyndall Court

Commerce Road

Lynchwood

Peterborough

PE2 6LR

Date: 26/09/2022

YMCA TRINITY GROUP

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2022

		Group		YMCA	
		2022	2021	2022	2021
	Note	£	£	£	£
Turnover	2	10,795,418	9,275,364	9,902,020	9,012,487
Cost of sales	2	(827,196)	(647,178)	-	-
Gross surplus		9,968,222	8,628,186	9,902,020	9,012,487
Other operating income	2	170,307	919,469	92,262	596,974
Operating costs	2	(9,859,365)	(9,341,950)	(9,721,362)	(9,273,989)
Gain on disposal of fixed assets	2	48,487	-	48,487	-
Operating surplus		327,651	205,705	321,407	335,472
Interest receivable	3	1,843	11,896	1,839	11,868
Interest and financing costs	4	(74,841)	(71,683)	(74,841)	(71,683)
Surplus before taxation		254,653	145,918	248,405	275,657
Taxation	15	-	14,536	-	-
Surplus for the year		254,653	160,454	248,405	275,657
Other recognised gains/(losses);					
Increase in valuation of investment property	13	133,579	-	133,579	-
Actuarial loss in respect of pension scheme	24	-	(126,179)	-	(126,179)
Surplus and total comprehensive income for the year		388,232	34,275	381,984	149,478

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

The financial statements were approved by the Board of Directors on ...26/09/2022.....



S Mallinson
Chair



C Wilkinson
Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 MARCH 2022

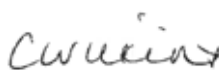
		Group		YMCA	
		2022	2021	2022	2021
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	8 & 12	13,967,313	14,015,354	13,909,734	13,946,480
Investment property	13	2,700,000	2,566,421	2,700,000	2,566,421
Investment in subsidiaries	14	-	-	19,874	19,874
Investment in joint venture	14	40,050	-	50	-
		16,707,363	16,581,775	16,629,658	16,532,775
Current assets					
Stock		30,149	11,737	-	-
Trade and other debtors	16	1,017,100	556,063	1,028,546	519,244
Investments	17	1,003,080	1,000,130	1,003,080	1,000,130
Cash and cash equivalents		753,581	779,926	600,359	676,673
		2,803,910	2,347,856	2,631,985	2,196,047
Less creditors: Amounts falling due within one year	18	(2,059,872)	(1,939,871)	(1,803,109)	(1,753,086)
Net current assets		744,038	407,985	828,876	442,961
Total assets less current liabilities		17,451,401	16,989,760	17,458,534	16,975,736
Less creditors: Amounts falling due after more than one year	19	(5,619,774)	(5,546,365)	(5,619,774)	(5,518,960)
Total net assets		11,831,627	11,443,395	11,838,760	11,456,776
Capital and reserves					
Income & expenditure reserve	20	11,821,533	11,413,492	11,828,666	11,426,873
Restricted reserves	20	10,094	29,903	10,094	29,903
		11,831,627	11,443,395	11,838,760	11,456,776

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

The financial statements were approved and authorised for issue by the board on 26/09/2022.....



S Mallinson
Chair



C Wilkinson
Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2022

Group	General reserve £	Restricted Reserve £	Total £
Balance as at 1 April 2020	11,384,258	24,862	11,409,120
Total comprehensive income for the year	34,275	-	34,275
Transfers of restricted income and expenditure to/from general reserve	(5,041)	5,041	-
Balance as at 31 March 2021	11,413,492	29,903	11,443,395
Total comprehensive income for the year	388,232	-	388,232
Transfers of restricted income and expenditure to/from general reserve	19,809	(19,809)	-
Balance at 31 March 2022	11,821,533	10,094	11,831,627
YMCA	General reserve £	Restricted Reserve £	Total £
Balance as at 1 April 2020	11,282,436	24,862	11,307,298
Total comprehensive income for the year	149,478	-	149,478
Transfers of restricted income and expenditure to/from general reserve	(5,041)	5,041	-
Balance as at 31 March 2021	11,426,873	29,903	11,456,776
Total comprehensive income for the year	381,984	-	381,984
Transfers of restricted income and expenditure to/from general reserve	19,809	(19,809)	-
Balance at 31 March 2022	11,828,666	10,094	11,838,760

YMCA TRINITY GROUP

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

		Group		YMCA	
		2022	2021	2022	2021
	Note	£	£	£	£
Net cash generated from operating activities	28	512,996	890,554	452,440	831,649
Cash flow from investing activities					
Purchase of tangible fixed assets		(643,530)	(1,184,966)	(637,210)	(1,181,736)
Proceeds from sale of tangible fixed assets		192,376	-	192,376	-
Interest received		1,843	11,896	1,839	11,868
Increase in loans		(40,000)	-	(80,000)	-
Investment in joint venture		(40,050)	-	(50)	-
Cash flow from financing activities					
Interest paid		(74,841)	(71,683)	(74,841)	(71,683)
New secured loans		146,400	129,200	146,400	129,200
Repayment of borrowings		(78,589)	(35,739)	(74,318)	(34,274)
Net change in cash and cash equivalents		(23,395)	(260,738)	(73,364)	(314,976)
Cash and cash equivalents at beginning of the year		1,780,056	2,040,794	1,676,803	1,991,779
Cash and cash equivalents at end of the year		1,756,661	1,780,056	1,603,439	1,676,803
Represented by:					
Investments		1,003,080	1,000,130	1,003,080	1,000,130
Cash and cash equivalents		753,581	779,926	600,359	676,673
		1,756,661	1,780,056	1,603,439	1,676,803

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

LEGAL STATUS

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

The YMCA has one subsidiary, The Cresset Limited. The Cresset Limited is registered under the Companies Act 2006.

1. ACCOUNTING POLICIES

1.1 Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. As a public benefit entity, the Group has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102.

The financial statements comply with the Companies Act 2006, the Housing Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019. The accounts are prepared on the historical cost basis of accounting as modified by the revaluation of investment property and are presented in sterling.

Parent Company Disclosure Exemptions

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

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

1.2 Basis of consolidation

The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertaking, The Cresset Ltd as at 31 March 2022 using the acquisition method of accounting as required. Where the acquisition method is used, the results of the subsidiary undertakings are included from the date of acquisition, being the date the group obtains control. Joint ventures are accounted for in accordance with note 1.19.

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

1.3 Going concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future. The board have considered a period of at least 12 months from the date of approval of these financial statements and have raised no significant concerns. On this basis the board consider it appropriate that the accounts are prepared on a going concern basis.

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

1.4 Significant judgements and estimates

Significant management judgements

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

Categorisation of housing properties

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

Estimation uncertainty

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

Useful lives of depreciable assets

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

Valuation of investment properties

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

1.5 Turnover

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

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

1.6 Gift Aid income

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

1.7 Housing properties

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

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022**

1. ACCOUNTING POLICIES (continued)

1.8 Investment properties

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

1.9 Other tangible fixed assets

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

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

1.10 Depreciation of housing properties

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

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

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

1.11 Investment in subsidiaries

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

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022**

1. ACCOUNTING POLICIES (continued)**1.12 Social Housing and other government grants**

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

1.13 Other grants

Government grants relating to revenue are recognised as income over the periods when the related costs are incurred. This includes the Government Coronavirus Job Retention Scheme grant which is included as 'other income'.

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

1.14 Taxation - value added tax

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

1.15 Operating leases

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

1.16 Stock

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

1.17 Pension scheme

The group participated in a multi-employer defined benefit pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members and accruals on 30 April 2007. Due to insufficient information, the plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Trinity Group. As described in note 24, YMCA Trinity Group has a contractual obligation to make pension deficit payments over a period to April 2029, accordingly this is shown as a liability in these accounts. In addition, YMCA Trinity Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the statement of comprehensive income.

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

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022**

1. ACCOUNTING POLICIES (continued)

1.18 Business combinations

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

1.19 Joint ventures

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

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

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

1.20 Financial instruments

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

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

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

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

1.21 Impairment

Reviews for impairment of housing properties are carried out when a trigger event has occurred and any impairment loss in a cash generating unit is recognised by a charge to the statement of comprehensive income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use.

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

1.22 Reserves

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

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

Year ended 31 March 2022	Turnover	Operating cost	Other operating income (furlough grant)	Operating surplus/ (deficit)
	£	£	£	£
Income from regulated social housing				
Social housing lettings (note 2b)	6,805,428	5,990,386	30,266	845,308
	6,805,428	5,990,386	30,266	845,308
Income from non-regulated activities				
Student and other housing	159,515	138,234	1,583	22,864
Health and wellbeing	235,791	377,662	21,936	(119,935)
Support and advice	574,618	706,449	25,843	(105,988)
Fundraising and development	426,559	364,148	75	62,486
Training and education	13,112	25,778	4,497	(8,169)
Childcare and family work	1,120,243	1,431,430	4,976	(306,211)
Cresset activities:				
The Cresset Ltd trading activities	989,089	965,199	78,045	101,935
Cresset community activities (note 2c)	369,181	677,865	3,086	(305,598)
Haywood House	150,369	9,410	-	140,959
	4,038,477	4,696,175	140,041	(517,657)
Total for YMCA Trinity Group	10,843,905	10,686,561	170,307	327,651

Year ended 31 March 2021	Turnover	Operating cost	Other operating income (furlough grant)	Operating surplus/ (deficit)
	£	£	£	£
Income from regulated social housing				
Social housing lettings (note 2b)	6,668,964	5,902,612	109,541	875,893
	6,668,964	5,902,612	109,541	875,893
Income from non-regulated activities				
Student and other housing	123,747	146,960	4,053	(19,160)
Health and wellbeing	202,795	401,052	118,733	(79,524)
Support and advice	370,837	730,036	184,043	(175,156)
Fundraising and development	227,261	302,637	5,538	(69,838)
Training and education	19,804	39,556	3,431	(16,321)
Childcare and family work	813,069	1,239,277	162,841	(263,367)
Cresset activities:				
The Cresset Ltd trading activities	322,386	715,139	322,495	(70,258)
Cresset community activities (note 2c)	379,366	507,360	8,794	(119,200)
Haywood House	147,135	4,499	-	142,636
	2,606,400	4,086,516	809,928	(670,188)
	9,275,364	9,989,128	919,469	205,705

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

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

Group and YMCA

	2022	2021
	£	£
Particulars of lettings of hostel accommodation		
Rents receivable	2,023,688	2,194,508
Service charge income	3,572,678	3,319,636
Net rental receivable	5,596,366	5,514,144
Supporting people contract income	976,142	975,681
Amortised social housing grant	63,432	68,910
Other government grants	35,413	40,520
Other income	85,588	69,709
Gain on disposal of housing property	48,487	-
Turnover from social housing lettings	6,805,428	6,668,964
Other operating income (furlough grant)	30,266	109,541
Operating expenditure on social housing lettings	5,990,386	5,902,612
Operating surplus on social housing lettings	845,308	875,893
Rent losses from voids	774,733	524,062

The number of units of hostel accommodation managed was 393 at the beginning of the year and 392 at the end of the year.

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

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

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Income from charitable activities				
Rents receivable	78,706	75,879	78,706	75,879
Service charges	129,330	108,132	129,330	108,132
Recharged expenditure	102,189	105,924	102,189	105,924
Other income	58,956	89,431	58,956	89,431
	369,181	379,366	369,181	379,366
Other operating income (furlough grant)	3,086	8,794	3,086	8,794
Expenditure on charitable activities				
Provision of premises - staff costs and other	672,956	503,475	672,956	503,475
Governance costs	4,909	3,885	4,909	3,885
	677,865	507,360	677,865	507,360
Operating deficit on charitable activities	(305,598)	(119,200)	(305,598)	(119,200)

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

3. INTEREST RECEIVABLE

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Interest receivable	1,843	11,896	1,839	11,868
	1,843	11,896	1,839	11,868

4. INTEREST PAYABLE AND FINANCING COSTS

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Bank loans and overdrafts	28,221	30,985	28,221	30,985
Other loans	31,239	27,530	31,239	27,530
Deferred benefit pension charge	15,381	13,168	15,381	13,168
	74,841	71,683	74,841	71,683

5. KEY MANAGEMENT PERSONNEL

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

	2022 £	2021 £
Chief Executive gross salary	94,844	86,956
Chief Executive employer pension contributions	5,659	5,217
Key management personnel gross salary	220,212	207,081
Key management personnel employer pension contributions	14,480	13,631

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

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

	2022 no	2021 no
£60,000 - £70,000	1	1
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1

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

Total expenses reimbursed to the Board and senior executives not chargeable to United Kingdom income tax was £3,290 (2021: £1,193).

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

6. EMPLOYEE COSTS

	Group 2022	2021	YMCA 2022	2021
	£	£	£	£
Wages and salaries	5,897,473	5,698,958	5,441,362	5,234,056
Social security costs	406,151	379,946	379,421	358,598
Pension costs	196,844	189,713	190,039	183,075
	6,500,468	6,268,617	6,010,822	5,775,729

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

	Group 2022	2021	YMCA 2022	2021
Average number of employees	235	246	205	209

The group employed 111 sessional workers during the year who are not accounted for in the above staff numbers (2021: 137).

The group also benefits from the work of 92 (2021: 93) volunteers, whose contribution it acknowledges to be a major asset.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

7. OPERATING RESULTS

The operating surplus is stated after charging:

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Depreciation on housing properties	212,672	210,403	212,672	210,403
Depreciation on other assets	320,292	303,428	302,677	283,124
Operating lease agreements	363,670	404,338	363,670	403,160
Auditors remuneration (including under provision):				
Audit of parent and group financial statements	15,389	17,165	15,389	17,165
Audit of the accounts of subsidiaries	4,320	3,900	-	-
Other non-audit services provided	6,560	7,020	5,130	5,720

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

	Freehold housing properties £	Long leasehold housing properties £	Property development £	Total £
Cost				
As at 1 April 2021	10,630,592	1,025,000	-	11,655,592
Additions	188,003	-	32,788	220,791
Works to existing properties	220,935	-	-	220,935
Disposals	(160,868)	-	-	(160,868)
As at 31 March 2022	10,878,662	1,025,000	32,788	11,936,450
Depreciation				
As at 1 April 2021	2,202,173	98,231	-	2,300,404
Charge for the year	197,990	14,682	-	212,672
Eliminated on disposals	(16,979)	-	-	(16,979)
As at 31 March 2022	2,383,184	112,913	-	2,496,097
Net Book Value				
As at 31 March 2022	8,495,478	912,087	32,788	9,440,353
As at 31 March 2021	8,428,419	926,769	-	9,355,188

Housing Property assets held with a carrying value of £3,124,570 (2021: £2,862,693) have been pledged as security for housing loans.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

9. SOCIAL HOUSING ASSISTANCE

	Group		YMCA	
	2022	2021	2022	2021
	£	£	£	£
Total accumulated housing grant at 31 March 2022	5,132,019	5,132,019	5,132,019	5,132,019
Recognised in statement of comprehensive income	1,386,058	1,322,626	1,386,058	1,322,626
Held as deferred income	3,745,961	3,809,393	3,745,961	3,809,393
	5,132,019	5,132,019	5,132,019	5,132,019

10. DEFERRED CAPITAL GRANT

	Group		YMCA	
	2022	2021	2022	2021
	£	£	£	£
At 1 April 2021	4,053,035	4,151,666	4,053,035	4,151,666
Released to income in the year	(66,597)	(98,631)	(66,597)	(98,631)
At 31 March 2022	3,986,438	4,053,035	3,986,438	4,053,035
Amounts to be released within one year	64,725	72,074	64,725	72,074
Amounts to be released in more than one year	3,921,713	3,980,961	3,921,713	3,980,961
	3,986,438	4,053,035	3,986,438	4,053,035

11. EXPENDITURE ON WORKS TO EXISTING PROPERTIES

	Group		YMCA	
	2022	2021	2022	2021
	£	£	£	£
Refurbishments costs in year - Amounts capitalised	220,935	53,468	220,935	53,468
	220,935	53,468	220,935	53,468

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

12. OTHER FIXED ASSETS - Group	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2021	2,530,327	3,684,024	394,352	56,390	6,665,093
Additions	180,565	-	-	21,239	201,804
Disposals	(403,147)	-	-	-	(403,147)
As at 31 March 2022	2,307,745	3,684,024	394,352	77,629	6,463,750
Depreciation					
As at 1 April 2021	1,574,928	325,427	56,732	47,840	2,004,927
Charge for the year	246,456	57,036	5,247	11,553	320,292
Eliminated on disposals	(388,429)	-	-	-	(388,429)
As at 31 March 2022	1,432,955	382,463	61,979	59,393	1,936,790
Net Book Value					
As at 31 March 2022	874,790	3,301,561	332,373	18,236	4,526,960
As at 31 March 2021	955,399	3,358,597	337,620	8,550	4,660,166
OTHER FIXED ASSETS - YMCA					
	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2021	2,228,549	3,684,024	394,352	56,390	6,363,315
Additions	174,245	-	-	21,239	195,484
Disposals	(403,147)	-	-	-	(403,147)
As at 31 March 2022	1,999,647	3,684,024	394,352	77,629	6,155,652
Depreciation					
As at 1 April 2021	1,342,024	325,427	56,732	47,840	1,772,023
Charge for the year	228,841	57,036	5,247	11,553	302,677
Eliminated on disposals	(388,429)	-	-	-	(388,429)
As at 31 March 2022	1,182,436	382,463	61,979	59,393	1,686,271
Net Book Value					
As at 31 March 2022	817,211	3,301,561	332,373	18,236	4,469,381
As at 31 March 2021	886,525	3,358,597	337,620	8,550	4,591,292

The freehold land and buildings represent the Timestop drop in centre and the Providence nursery (within the Wellington Street premises). The long leasehold land and buildings represent The Cresset (excluding the YMCA accommodation which is shown as housing properties within note 8 of the accounts).

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

13. INVESTMENT PROPERTIES - Group and YMCA

	2022 £	2021 £
As at 1 April 2021	2,566,421	2,566,421
Increase / (Decrease) in value	133,579	-
As at 31 March 2022	<u>2,700,000</u>	<u>2,566,421</u>

Investment properties were valued by professionally qualified external valuers, Eddisons in accordance with the Royal Institute of Chartered Surveyors valuation standards. The valuation was undertaken as at 13 December 2021 and is considered by the directors to continue to reflect the fair value of the investment properties at 31 March 2022.

Investment Property assets held with a carrying value of £2,700,000 (2021: £2,566,421) have been pledged as security for bank loans.

14. FIXED ASSET INVESTMENTS

Group	Joint Ventures £
Cost or valuation	
As at 1 April 2021	-
Additions	40,050
As at 31 March 2022	<u>40,050</u>
Share of retained profits	
At 1 April 2021	-
Profit for the year	-
As at 31 March 2022	<u>-</u>
Net Book Value	
As at 31 March 2022	<u>40,050</u>
As at 31 March 2021	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

14. FIXED ASSET INVESTMENTS (continued)

YMCA	Group Undertakings £	Joint Ventures £	Total £
Cost			
At 1 April 2021	19,874	-	19,874
Additions	-	50	50
Disposals	-	-	-
Movement in fair value	-	-	-
At 31 March 2022	19,874	50	19,924

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

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

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

During the year YMCA charged a management fee of £95,691 (2021: £21,324) to its subsidiary, The Cresset Limited. A gift aid donation of £nil (2021: £38,185) was paid to the YMCA by The Cresset Limited during the year. The amount owed by The Cresset Limited is disclosed in note 18 of £337,398 (2021: £266,852).

15. TAXATION

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Deferred tax:				
Origination and reversal of timing differences	-	(14,536)	-	-

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

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

16. DEBTORS	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Rent and service charges receivable	486,728	200,860	486,728	200,860
Less: Bad debt provision	(64,539)	(36,600)	(64,539)	(36,600)
Trade debtors	185,820	117,743	167,217	108,594
Other debtors	28,636	133,487	28,636	110,453
Amounts owed by joint ventures	40,000	-	80,000	-
Prepayments and accrued income	340,455	140,573	330,504	135,937
	1,017,100	556,063	1,028,546	519,244

All amounts shown under debtors fall due for payment within one year, except:

Group:

Amounts owed by joint ventures: £40,000 (2021: £nil).

Company:

Amounts owed by joint ventures: £80,000 (2021: £nil).

17. INVESTMENTS HELD AS CURRENT ASSETS	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Bank deposit accounts	1,002,950	1,000,000	1,002,950	1,000,000
Shares in Santander	130	130	130	130
	1,003,080	1,000,130	1,003,080	1,000,130

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

18. CREDITORS FALLING DUE WITHIN ONE YEAR	Group 2022	2021	YMCA 2022	2021
	£	£	£	£
Trade creditors	442,767	218,395	392,768	205,207
Rents and service charges received in advance	162,622	188,558	162,622	188,558
Housing loans	16,223	13,490	16,223	13,490
Business loans	97,971	219,682	68,237	213,082
YMCA pension agreement plan	54,132	50,633	54,132	50,633
Deferred capital grant	64,725	72,074	64,725	72,074
Other taxation and social security	129,120	110,733	92,823	98,784
Other creditors	107,134	69,664	106,097	69,664
Amounts due to group undertakings	-	-	337,398	266,852
Accruals and deferred income	955,144	981,644	508,084	574,742
Payments received on account	30,034	14,998	-	-
	2,059,872	1,939,871	1,803,109	1,753,086

19. CREDITORS FALLING DUE AFTER ONE YEAR	Group 2022	2021	YMCA 2022	2021
	£	£	£	£
Housing loans	624,176	490,371	624,176	490,371
Business loans	665,912	612,928	665,912	585,523
YMCA pension agreement plan	407,973	462,105	407,973	462,105
Deferred capital grant	3,921,713	3,980,961	3,921,713	3,980,961
	5,619,774	5,546,365	5,619,774	5,518,960

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

After five years by instalments	841,541	687,966	841,541	687,966
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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

19. CREDITORS FALLING DUE AFTER ONE YEAR (continued)

The four housing loans are repayable by instalments, the last instalments falling due in 2053, 2054, 2036 and 2047 respectively. The interest rates in force for the year ended 31 March 2022 were 9.5%, 6.625%, 2.93% and 6.2% respectively.

The bank loans are payable in monthly instalments, over 10-15 years, at a mixture of fixed and variable rates of interest ranging from 3.27%-4.48%.

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

20. RESERVES - Group

	As at 1 April 2021 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2022 £
Income & expenditure reserves	11,413,492	388,232	19,809	11,821,533
Restricted reserves				
Respect	13,398	-	(3,304)	10,094
Arts Council	16,505	-	(16,505)	-
Total Reserves	11,443,395	388,232	-	11,831,627

RESERVES - YMCA

	As at 1 April 2021 £	(Deficit) / Surplus for the year £	Transfers £	As at 31 March 2022 £
Income & expenditure reserves	11,426,873	381,984	19,809	11,828,666
Restricted reserves				
Respect	13,398	-	(3,304)	10,094
Arts Council	16,505	-	(16,505)	-
Total Reserves	11,456,776	381,984	-	11,838,760

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

Arts Council - A £218,000 grant received through the Cultural Recovery Fund for the period from October 2020 to March 2021 to assist with the closure of the theatre and the Cresset building due to COVID-19 lockdown.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

21. SHARE CAPITAL

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

	2022 Number	2021 Number
Number of members:		
At 1 April 2021	15	11
Joining during the year	2	5
Leaving during the year	(3)	(1)
As at 31 March 2022	14	15

22. ACCOMMODATION IN MANAGEMENT

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

	2022 Number	2021 Number
Supported housing:		
Short stay move on accommodation (3 months)	22	22
Medium stay supported housing (2 years)	370	371
Total	392	393

In addition to supported housing accommodation numbers above, 33 units (2021: 33 units) for student accommodation and 26 units (2021: 27 units) for non-social housing were also owned and managed.

Overall there was an decrease of 1 unit for social housing during the year.

23. OPERATING LEASES

The future minimum operating lease payments are as follows:

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Within one year	138,880	182,737	145,249	181,559
Between two and five years	159,871	164,998	280,617	164,998
After five years	409,450	72,540	711,315	72,540
	708,201	420,275	1,137,181	419,097

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

24. PENSION COSTS

The group operates a defined contribution scheme, the assets of which are held separately from those of the group. The charge for the year to the income and expenditure account in relation to this scheme was £196,844 (2021: £189,713). Contributions for employees were a minimum of 3% of salary and the employer contributions were 6%. YMCA also operates a pension scheme through Peoples Pension where the employer and employee contribute 2.5% and NEST where the employer contributes 2% and the employee contributes 3%.

YMCA also participated in a contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCAs in England, Scotland and Wales. The assets of the YMCA Pension Plan are held separately from those of the group and at the year end these were invested in the Mercer Dynamic De-risking Solution, 40% matched portfolio and 60% in the growth portfolio and Schroder (property units only). The charge for the year to the statement of comprehensive income in relation to the plan expenses for this scheme is £15,524 (2021: £13,731).

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

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

The valuation prepared as at 1 May 2020 showed that the YMCA Pension Plan had a deficit of £36 million. YMCA Trinity has been advised that it would need to make monthly contributions of £5,687 from 1 May 2022. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. The latest triennial valuation effective for contributions from 1 May 2021 resulted in showing that the recovery period needed to be extended by two years, therefore the current recovery period is 8 years commencing 1 May 2021. The increase in the discounted future payments at the new rate was shown in the Statement of Comprehensive Income as an actuarial loss amounting to £126,179 in the year ended 31 March 2021.

	Within one year	One to two years	Two to five years	After five years	TOTAL 2022	TOTAL 2021
	£	£	£	£	£	£
As at 31 March 2022	54,132	57,796	197,118	153,059	462,105	512,738
As at 31 March 2021	50,633	54,132	185,071	222,902		

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

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2022

25. CAPITAL COMMITMENTS

The aggregate amount of capital commitments at 31 March 2022 relating to joint ventures was £166,500. There are no other capital commitments at the year end.

26. RELATED PARTIES

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

Group transactions with joint ventures

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

	2022 £	2021 £
Capital investment	50	-
Loans advanced	80,000	-
	<u>80,050</u>	<u>-</u>

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

	2022 £	2021 £
Loans	<u>40,000</u>	<u>-</u>

The YMCA granted Kirkgate Street Limited a secured loan facility of a total principal amount of £390,000 during the year. Of this, £80,000 was advanced during the year and a further £185,000 has been advanced since the year end. Interest is charged on the loan at a rate of 8% per annum.

27. FINANCIAL INSTRUMENTS

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

	2022 £	2021 £
Financial assets:		
Financial assets that are debt instruments measure at amortised cost	<u>753,581</u>	<u>779,926</u>
Financial liabilities:		
Financial liabilities measured at amortised cost	<u>2,245,925</u>	<u>1,923,821</u>

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

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

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

28. CASH FLOW FROM OPERATING ACTIVITIES

	Group 2022 £	2021 £	YMCA 2022 £	2021 £
Surplus/(deficit) for the year	388,232	34,275	381,984	149,478
Adjustments for non cash items:				
Depreciation of housing properties	212,672	210,403	212,672	210,403
Depreciation of other fixed assets	320,292	303,428	302,677	283,124
Decrease/(increase) in stocks	(18,412)	15,166	-	-
Decrease/(increase) in trade and other debtors	(421,037)	130,025	(429,302)	131,359
Increase/(decrease) in trade and other creditors	125,599	141,611	78,755	(12,925)
Adjustments for investing or financing activities:				
Increase in valuation of investment property	(133,579)	-	(133,579)	-
(Profit)/Loss on disposal of tangible fixed assets	(33,769)	10,395	(33,769)	10,395
Interest payable	74,841	71,683	74,841	71,683
Interest received	(1,843)	(11,896)	(1,839)	(11,868)
Taxation	-	(14,536)	-	-
Net cash inflow from operating activities	512,996	890,554	452,440	831,649

29. ANALYSIS OF CHANGES IN NET DEBT

	As at 1 April 2021	Cash flows	Other non- cash movements	As at 31 March 2022
Cash	779,926	(26,345)	-	753,581
Loans due within one year	(233,172)	118,978	-	(114,194)
Loans due after one year	(1,103,299)	(186,789)	-	(1,290,088)
Total	(556,545)	(94,156)	-	(650,701)

YMCA Trinity Group

Cambridge:
Queen Anne House
Gonville Place
Cambridge
CB1 1ND

Ipswich:
2 Wellington St
Ipswich
IP1 2NU

Peterborough:
The Cresset
Rightwell East
Bretton
Peterborough
PE3 8DX

Company Registration No: 3561613 (England and Wales)
Charity Registration No: 1069810
HCA No: H4179

YMCA

**Here for young people
Here for communities
Here for you**

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