

ONE YMCA

England & Wales · Charity number 1102301

Details

Other names	WATFORD & DISTRICT YMCA, WATFORD YMCA
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Status	Registered
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Legal form	Charitable company
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Company number	04430743
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Registered	2004-02-25
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Register	View on the Charity Commission register
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Contact

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Email	admin@oneymca.org
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Website	www.oneymca.org
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Activities

Objects: THE OBJECTS OF THE ASSOCIATION ARE: TO ADVANCE THE CHRISTIAN FAITH, INCLUDING BY: (1) PROMOTING A CHRISTIAN ENVIRONMENT INSPIRED AND MOTIVATED BY THE LIFE, EXAMPLE AND TEACHING OF JESUS CHRIST, WHERE PEOPLE OF FAITH AND PEOPLE OF NONE CAN WORK TOGETHER FOR THE TRANSFORMATION OF COMMUNITIES; AND ENABLING PEOPLE OF ALL AGES AND IN PARTICULAR YOUNG PEOPLE, TO FLOURISH THROUGH EXPERIENCING AND RESPONDING TO THE LOVE OF GOD DEMONSTRATED BY THE LIFE, EXAMPLE AND TEACHING OF JESUS CHRIST; (2) 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; (3) TO PROVIDE OR ASSIST IN THE PROVISION OF EDUCATION FOR PEOPLE OF ALL AGES AND IN PARTICULAR YOUNG PEOPLE, WITH THE OBJECT OF DEVELOPING THEIR PHYSICAL, MENTAL OR SPIRITUAL CAPACITIES; (4) TO RELIEVE OR ASSIST IN THE RELIEF OF PEOPLE OF ALL AGES AND IN PARTICULAR YOUNG PEOPLE, WHO ARE IN CONDITIONS OF NEED, HARDSHIP OR DISTRESS BY REASON OF THEIR SOCIAL, PHYSICAL, EMOTIONAL, SPIRITUAL OR ECONOMIC CIRCUMSTANCES; AND; (5) TO PROVIDE RESIDENTIAL ACCOMMODATION [INCLUDING SOCIAL HOUSING,] FOR PEOPLE OF ALL AGES AND IN PARTICULAR YOUNG PEOPLE, WHO ARE IN NEED, HARDSHIP OR DISTRESS BY REASON OF THEIR SOCIAL, PHYSICAL, EMOTIONAL, SPIRITUAL OR ECONOMIC CIRCUMSTANCES.

Activities: THE PROVISION OF SOCIAL HOUSING FOR SINGLE PEOPLE, THE TRAINING AND DEVELOPMENT OF YOUNG PEOPLE AND RESIDENTS. IN ADDITION WE OPERATE A WIDE RANGE OF CHILDRENS' CENTRES AND A FULL DAY NURSERY. OTHER SERVICES PROVIDED FOR THE COMMUNITY INCLUDE HEALTH, SPORTS AND RECREATION PROGRAMMES AND FACILITIES AND MEETING SPACES FOR COMMUNITY GROUPS.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty, Accommodation/housing, Religious Activities, Amateur Sport, Economic/community Development/employment, Recreation
- **Who:** Children/young People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** WATFORD AND DISTRICT
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£30,951,955	£30,489,904	£18,935,302	514
2024-03-31	£26,468,821	£26,422,762	£18,688,193	447
2023-03-31	£23,225,398	£23,921,729	£17,994,885	474
2022-03-31	£19,501,186	£19,379,165	£16,394,896	452
2021-03-31	£15,614,169	£14,644,377	£15,665,140	311

Trustees

Name	Role	Appointed
Alan Victor		2020-03-11
John Robinson		2020-07-20
Nicola Grinstead		2020-03-11
Peter Mayne		2023-07-19
Rachel Redondo		2025-07-16
Richard Atkinson		2021-06-22
Richard Capaldi		2021-06-22
Rosa Manning		2023-07-19
Simon Box		2018-03-14

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Accounts

Registered company:	04430743
Registered charity:	1102301
Registered housing provider:	H4418

**ONE YMCA
(LIMITED BY GUARANTEE)**

REPORTS AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

REPORTS AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2025

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CORPORATE INFORMATION

TRUSTEE BOARD AND BOARD OFFICERS	
Chair	Bishop Richard Atkinson OBE
Treasurer:	Richard Capaldi
Trustees:	Bishop Richard Atkinson OBE John Ball Simon Box Jane Cotton (resigned 16 October 2024) Nicola Grinstead Richard Capaldi John Robinson Alan Victor Sarah Chaudhry Peter Mayne Deborah James (resigned 10 December 2024) Jessica Dollimore (resigned 16 October 2024) Rosa Manning Rachel Redondo (appointed 16 July 2025)
Company secretary:	Michael Howe
CORPORATE INFORMATION	
Registered company:	04430743
Registered charity:	1102301
Registered housing provider:	H4418
Registered office:	Charter House, Charter Place, Watford, Hertfordshire, WD17 2RT
EXECUTIVE MANAGEMENT TEAM	
Chief Executive	Guy Foxell
Deputy Chief Executive	Michael Howe
Chief Financial Officer	Rob Clark
Director of Finance	Lydia Gathogo
AUDITORS, BANKERS, INVESTMENT MANAGER AND SOLICITORS	
Auditor (External)	HaysMac LLP, 10 Queen Street Place, London, EC4R 1AG
Auditor (Internal)	Beever and Struthers, 15 Bunhill Row, London, EC1Y 8LP
Bankers:	HSBC Plc, 44-52 Lattimore Road, St Albans, Hertfordshire, AL1 3XL CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ
Investment manager:	CCLA Investment Management Ltd, One Angel Lane, 11th Floor, London, EC4R 3AB
Solicitors:	Bates Wells Braithwaite LLP, 10 Queen Street Place, London, EC4R 1BE

REPORT OF THE TRUSTEE BOARD

The Trustee Board presents its annual report together with the audited financial statements for the year ended 31 March 2025.

Organisation

The Group operates across several centres in Hertfordshire, Bedfordshire and Buckinghamshire – and RAF Bases across the country.

The Company is structured by department according to the main service delivery areas which include:

- Housing Services (Accommodation and Support),
- Family Services (nursery, family support and children's centres),
- Community Services (gym, café and community centres)
- Therapeutic Services, support and advice (youth work, counselling and therapeutic support),
- Central services (including finance, fundraising, human resources, legal, safety & compliance, ICT and Chaplaincy).

The national structure of the YMCA Federation allows for further support and national policy development through collaboration with partner YMCA associations.

Trustee Board

The Trustee Board is responsible for the overall governance of the Group. Those who have served during the year are set out on page 3. They hold a dual role of being trustees of a registered charity and Registered Provider of Social Housing, as well as being directors for the purposes of the Companies Act.

The Trustee Board is also represented on One YMCA subsidiaries: the Early Childhood Partnership Trustee Board, Signpost Trustee Board, Haven First Trustee Board and One YMCA Development Company Board of Directors.

In accordance with the Articles of Association and the adopted NHF Code of Governance 2020, Trustees serve for a three-year term. At every Annual General Meeting, members of the Trustee Board who have served a term of three years since their appointment or reappointment retire from office. A retiring member of the Trustee Board shall be eligible for re-election for a second and on occasion a third full-term, but then having served a third term, must stand down as an elected member for a period of one year.

Strategic management

The Trustee Board is responsible for setting an appropriate strategy for the Group. It also ensures that relevant performance measures are in place.

During the year the Trustee Board:

- Oversaw the operations of the charity and devoted time to strategic direction, especially in light of the major expansion of the charity's activities by around 17%.
- Held Strategy Away Days to lead and guide the development of a new Five Year Strategy to do "More & Better, Together"
- Approved a revised Governance Structure and reviewed terms of reference for the Trustee Board, Group companies and all committees to ensure that the Governance Structure remained fit for purpose and the Board continued to effectively oversee all of the charity's activities
- Approved the establishment of a new Quality and Performance Committee. Reviewed the Code of Governance compliance arrangements and confirmed compliance with the exception of those matters set out below.
- Reviewed its key policies along with its financial, investment and people strategies.
- Undertook succession planning work for both the Trustee Board itself and in respect of key staff.
- Ensured that group policies and control frameworks (e.g. financial regulations) applied on a group basis.
- Celebrated the successes of the charity and the contribution of those who work and volunteer for it.

ONE YMCA

Report and financial statements for the year ended 31 March 2025

- Attracted and trained three new “Trustees in waiting” via a national programme led by One YMCA, called Get on Board, which supports YMCAs to recruit younger trustees to boards.

The Trustee Board utilises a committee structure to undertake some of the detailed work of supervising the activities of the Group in between Trustee Board meetings.

The Governance Structure is set out in the following matrix:



Subsidiary Boards

ECP 4x Meetings	Signpost 4x Meetings	Development Company 4x Meetings
ECP Strategies	Signpost Strategies	Oversee development projects
Service updates and KPIs	Service updates and KPIs for Counselling Service And Fundraising	Review development progress, milestones and pipeline
Recommending budgets and financial performance monitoring	Recommending budgets and financial performance monitoring	Undertake due diligence and scrutiny of development proposals
Scrutiny of safeguarding arrangements	Scrutiny of safeguarding arrangements	Review and monitor development budgets
Membership, Succession and AGM	Membership, Succession and AGM	Membership, Succession and AGM

Working Groups and Forums

Health & Safety	Safeguarding
Health & safety activities	Promotion of safeguarding / welfare re service users, staff and volunteers
Staff representation	Trustee Board safeguarding Report
Safety culture	Consider relevant safeguarding/ welfare matters
Health & Safety performance management	Monitor/review effectiveness of group policies for safeguarding
Monitoring	Commission and consider audit reports
Reviews	Ensure legal and regulation compliance

Each committee reports progress to the Trustee Board on a regular basis and has established terms of reference. As at 31 March 2025, the membership of each committee was as follows:

Governance & People	Resources	Audit & Risk	Quality and Performance	Property Development	ECP	Signpost
Nicola Grinstead (Chair)	Richard Capaldi (Chair)	John Ball (Chair)	Simon Box (Chair)	Sarah Chaudhry (Chair)	Richard Atkinson (Chair)	Peter Mayne (Chair)
Simon Box (to September 2024)	John Robinson	John Robinson	Rosa Manning	Alan Victor	Nicola Grinstead	Max Beddard
Alan Victor		Richard Capaldi		Anthony Jenkins	Robert Thompson	Jon Sleeper
				Georgia Elliot-Smith		

Recruitment of members of the Trustee Board

Members of the Trustee Board are recruited by open and diverse means with sources including:

- Trustee recruitment exercises via national voluntary press and volunteering websites, including open social media campaigns.
- Recommendation from partner organisations.
- Stakeholders.
- Contacts made by staff members and members of the Trustee Board.
- Recruitment consultants

The Governance and People Committee agrees a standard role description for trustees. All Trustees are interviewed by a panel of Board members. Any preferred candidates initially attend a Trustee meeting as observers and, if that meets the expectations of all, then co-option follows. New Trustees are inducted into the Group using an agreed framework and ongoing training is provided through a combination of trustee updates, attendance at charity conferences / training events and bespoke training. A few of the Trustees also serve or have served as Trustees of other charities and housing associations which broadens the available skills base and the exposure to training and best practice of the social housing and charity sectors. The Governance & People Committee regularly reviews the trustee skills matrix and identifying future needs.

Colleagues

The Group recognises the strength of its colleagues who are committed to the objectives that serve the best interests of its residents and service users. The Group shares information on its objectives, progress and activities through regular management and staff departmental meetings. In addition, an annual staff conference allows the celebration of success, the generation of ideas and positively engages with staff.

The Group is committed to equal opportunities in recruitment, retention and throughout the employee lifecycle.

Gender Pay reporting

The Charity continues to use the Living Wage Foundation's Real Living Wage as a baseline for employees who are engaged on a permanent YMCA contract of employment. Apprentices are remunerated according to National Minimum Wage rates for workers (as opposed to the much lower apprentice rates). Colleagues covered by TUPE protections retain their existing pay frameworks in most cases. Job evaluation is used to ensure equity and mitigate risks associated with equal pay claims (of which there has been none).

For the purposes of compliance with Gender Pay Gap reporting, employees are treated as 'male' or 'female' in line with HMRC guidance. We recognise that this does not reflect the potential reality of gender identification within

our employee cohort. At the reporting snapshot date of 5 April 2025, the overall workforce split was 77% female and 23% male (2024: 73% female/ 27% male).

The gender pay gap reporting principles demonstrate the following position as a snapshot at 5 April 2025:

- Mean gender pay gap – 17.3% (2024: 16.2%)
- Median gender pay gap – 9.5% (2024: 6.1%)
- Mean and median bonus gender pay gaps – insufficient data (no bonuses in reference period)
- Proportion of males and females in each quartile pay band –
 - Upper quartile – 30% male & 70% female (2024: 36% / 64%)
 - Upper middle quartile – 25% male & 75% female (2024: 26% / 74%)
 - Lower middle quartile – 22% male & 78% female (2024: 24% / 76%)
 - Lower quartile – 12% male & 88% female (2024: 20% / 80%)

Our gender pay gap remains above average primarily due to the distribution of male and female colleagues across the pay quartiles. We currently have a higher proportion of men in the upper pay bands and more women than men in the lower bands, which impacts the overall average. Our pay policy and job evaluation process are designed to ensure fairness and transparency. Colleagues performing the same role are paid within the same grade and salary range, regardless of gender.

To address the gender, pay gap, we are focusing on improving representation at all levels of the organisation. Initiatives such as our Ignite Academy and Career Pathway are key to supporting career progression, leadership development, and inclusive recruitment practices, helping to create a more balanced workforce over time.

The charity is committed to complying with equal pay legislation for work of equal value and applying the best principles of equity.

Equality, Diversity, Inclusion & Belonging

Good progress towards our desire to be a more inclusive organisation has been made this year building on our becoming a signatory of the Business in the Community “Race at Work Charter” and undertaking preparatory work to gain ISO 30415 (HR Management: Diversity & Inclusion). The charity retained its Investors in People Silver Accreditation, plus the Investor in Volunteers kitemark.

Compliance with taxation

The Group is committed to conducting its business with the utmost integrity, transparency and fairness, and in compliance with all relevant rules, regulations and legislation. The Group will not knowingly engage with any individual or business that does not share our commitment to the prevention of tax evasion. In pursuance of its general obligations, the Group will undertake due diligence on its suppliers to mitigate the risk of facilitation of tax evasion offences and will look to terminate any agreements with suppliers that are not committed to preventing facilitation of tax evasion in compliance with the Criminal Finances Act 2017.

Information security

The Charity is committed to information security and continues to promote good and appropriate collection and use of data and information. The Charity has invested in staff training, new technology and uplifted its working practices. Both One YMCA and Early Childhood Partnership will be seeking re-accreditation of Cyber Essentials Plus in the next financial year. Information security is incorporated into the Group’s internal audit rolling programme.

Indemnity insurance

The Group’s insurance policies indemnify the Trustee Board and Officers against liability when acting for the Group providing their actions are not reckless or fraudulent.

Health and Safety

The Trustees are aware of their responsibilities on all matters relating to health and safety, including fire and building safety. The Group has prepared detailed health and safety policies and provides staff training and

education on health and safety matters. The health and safety forum meets periodically comprising of representatives of all service areas and meetings were chaired by the Executive Team with appropriate Trustee oversight – now reporting into the Quality & Performance Committee.

Investment powers

In accordance with the Articles of Association, the Trustee Board may exercise the power to delegate to any person, company or other organisation any of the Group's powers of investment, administration or management of all or any part of the money and investments of the Group. Accordingly, the funds held as investments by the Group were managed on behalf of the Trustees by CCLA Investment Management Ltd. The Group has continued to adopt a conservative investment policy that seeks to balance capital preservation and achieving an appropriate return. The cyclical Investment Strategy review process was completed during the year with particular attention being paid to the ethical basis of investment management.

Public Benefit

The Trustee Board held service users at the heart of its approach to formulating the strategic objectives and associated strategies. In doing so, the Trustee Board referred to the guidance contained in the Charity Commission's general guidance on public benefit when planning for the future. Through the work that the Group undertakes in its service areas, it delivers public benefit and serves a wide range of people, many of whom are vulnerable.

Complaints

We adhere to the Housing Ombudsman's complaints code and our clear and simple complaints policy is issued to all residents and available to all other service users. Details of our compliance, along with our annual complaints statistics and reporting to the Board are publicly available and published on our website.

Donations

During the year, the Group made donations of £10,000 to New Hope Trust to support their Chaplaincy scheme which supports shared beneficiaries and £5,000 to Charis to support their programs with sex workers within our accommodation (2024: £nil).

Going Concern

The Trustees reviewed the Group's financial position and financial forecasts for 2025/26, plus the coming seven years, to test the entity's ability to continue as a going concern. The Executive produced several scenarios including the positive, realistic and severe scenarios modelling income and expenditure as well as cashflows over the foreseeable future. The Resources Committee continues to scrutinise financial information including cashflow forecasts to ensure the resilience of the Charity.

As a result of this ongoing review, the Trustees believe that the Group is well placed to manage external, operational and financial risks successfully. Accordingly, the Trustees have a reasonable expectation that the Charity and the Group have adequate resources to continue in operational existence for the foreseeable future. As a consequence, they continue to support the going concern basis in preparing financial statements.

Reserves Policy

Reserves that are unrestricted funds held by the Group should be sufficient to meet all payment obligations and to contribute to the Group fulfilling its aims and purposes. The target level of free reserves is determined annually, by the Trustees upon recommendation from the Resources Committee and must reflect the overall objectives of the Group's long-term Financial Strategy and other plans.

The Trustees consider that the unrestricted funds should be classified into two categories:

- Unrestricted funds for earmarked projects, objectives and risks, and;
- Unrestricted funds that are free reserves held to cover working balances and payment obligations.

The reserves as at 31 March 2025 were as follows:

<u>Reserves</u>	<u>£</u>
Housing property revaluation reserve	5,119,384
Revenue reserve	13,068,303
Restricted reserve	372,508
Permanent endowment reserve	375,107
Total unrestricted funds (revenue reserve)	18,935,302

When taking these reserves into account, the revaluation reserve relates to accounting adjustments which are not cash based. The revenue reserve amounted to £13,068,303 of which free reserves total £8,382,472.

In determining the level of unrestricted funds held as free reserves to cover working balances and payment obligations, the Trustees have considered the following matters

- Three months of salary and running costs are approximately £6.9 million, and
- Business interruption insurance cover is in place with a two-year indemnity period.
- The operations of the Charity's trading subsidiary.

Accordingly, the Trustees consider it prudent to retain working balances of £3 million in cash and/or readily realisable unit trust investments that are not designated or earmarked in order to meet unforeseen risks or obligations. The Trustees are content with the current level of reserves and refer to this as one of our Golden Rules.

Risk Management

Strategic Risk is managed throughout the year through an ongoing cycle of review by the Executive Leadership Team, the Audit and Risk Committee, and the Board.

In the year, the Audit and Risk Committee reviewed and updated the Risk Management Framework. The Committee and the Board also reviewed the RSH Sector Risk Profile and approved a redesigned Strategic Risk Register, with a renewed focus on the principal and emerging risks facing the charity, which aligned to the Secor as a whole.

The Strategic Risk Register sets out the following key risks:

- Financial Resilience
- Property Health, Safety and Compliance
- Economic Environment
- Mission / Strategy
- Resources Capacity and Capability
- Customer Expectations
- Supplier Availability and Performance
- Regulation and Legislation
- Safeguarding
- Business Continuity
- Data Governance
- Decarbonisation
- Cyber Security

Statement of Internal Control Effectiveness

The Trustees acknowledge their overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness.

The Charity has a system of internal controls across the three lines of defence and has adopted an annual self-assessment approach to reviewing controls effectiveness across key business areas. In addition, it conducts self-assessment reviews of compliance with key regulatory and legislative requirements and has an annual programme of internal audit to provide additional third line assurance of controls effectiveness to the Board. In the most recent review of internal control effectiveness there were no significant controls weaknesses identified. However, the Senior Leadership Team have identified potential improvements which will be progressed in the coming financial year.

The Associate Director of Governance & Legal maintains a Gifts and Hospitality Register and reports on Probity and Data Governance issues to the Audit and Risk Committee on a quarterly basis. The charity also submits an annual fraud return to the Regulator of Social Housing.

No instances of fraud were identified or reported in the year.

Code of Governance

Following an annual self-assessment, the Trustee Board is pleased to report that the Group complies with the National Housing Federation's Code of Governance (2020), except for Principal 3.7(3) where a Trustee that had served the maximum tenure of 9 years was reappointed within 2 years of retiring. This arises as John Robinson retired from the Board following a 9-year term in 2018 and was reappointed in 2020. This appointment was compliant with the Associations Articles of Association and the decision was taken to make the appointment on the basis that John Robinson brought skills and knowledge that the Board required during a time of growth and significant turnover, to ensure that the Trustees retained the skills and knowledge required to effectively run the Association.

The Trustee Board continues to review and improve the Charity's standard of Governance. During the course of the year, the Audit & Risk Committee reviewed the compliance framework as well as approving the annual review of Financial Regulations and governance arrangements.

Annual review of the Governance and Financial Viability Standard

The Trustees have reviewed the Charity's compliance with the Regulator of Social Housing's Governance and Financial Viability Standards and confirms that the Group has complied with them.

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEE BOARD FOR THE REPORT AND FINANCIAL STATEMENTS

General Financial Responsibilities

The Trustee Board is responsible for preparing the Report of the Trustee Board, the Operating and Financial Review and Strategic Report and financial statements in accordance with applicable law and regulations.

Company law requires the Trustee Board to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable laws). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and the surplus or deficit of the Company and the Group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently.
- make judgements that are reasonable and prudent.
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice (SORP) Accounting by Registered Housing Providers 2018 update, have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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Report and financial statements for the year ended 31 March 2025

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's and Group's transactions and disclose with reasonable accuracy at any time the financial position of the Company and Group and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Company and Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

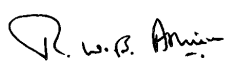
- so far as each Trustee is aware, there is no relevant audit information of which the Company's auditors is unaware; and
- the Trustees have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditors is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Annual General Meeting

The annual general meeting will be held on 30 September 2025.

The Report of the Trustee Board was approved by the Trustees on 25 September 2025 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'R. W. B. Atkinson', is written over a horizontal line.

Bishop Richard Atkinson OBE
Chair & Trustee

OPERATING & FINANCIAL REVIEW AND STRATEGIC REPORT

Introduction

The report and financial accounts for the year ended 31 March 2025 sets out the activities and achievements of the Charity.

Principal Activity

The Group's principal activity is that of the provision of supported accommodation for people facing multiple disadvantages. In addition, the Group continues to deliver services to people of all ages offering the opportunity to take part in children and family services, health & wellbeing, therapeutic & specialist support, community activities and youth work.

The Group's mission is to enable people to develop their full potential in body, mind and spirit. The mission is inspired by, and faithful to, Christian values to create a supportive and energising community that is open to all, where young people can truly belong, contribute and thrive.

BUSINESS AND FINANCIAL REVIEW

As well as major expansion in our support and accommodation services to homeless individuals and increases in our work with those suffering the effects of Domestic Abuse and Sexual Violence, Trustees were also delighted to secure the Family Support Service to deliver support to young families across Hertfordshire.

Financial review

The Group returned an operating surplus on the Group's activities of £462,051 (2024: £46,059).

Total comprehensive income for the year returned a surplus of £247,109 (2024: £693,308) for the Group after taking into account unrealised investment loss of £155,059 (2024: £328,330 - gain) during the year. There was no actuarial movement on the YMCA pension fund (2024: £530,249 – gain).

On an ongoing basis, the Trustee Board is committed to achieving a surplus operating budget. With regard to the 2025/26 financial year, a surplus budget has been set.

The Group closely monitors its banking covenants and credit rating. Throughout the year, it was compliant with all covenant obligations.

Housing metrics

The Group has reviewed its metrics in accordance with the Value for Money Code of Practice. The core housing information is set out in the following table.

Metric	Definition	2025	2024
Business Health			
Operating Margin - Social Housing	Operating surplus or (deficit) from social housing lettings / turnover from social housing lettings	1.4%	5.1%
Operating Margin - Overall	Operating surplus or deficit overall / turnover overall	1.5%	0.2%
EBITDA MRI interest cover	Earnings before interest, tax, depreciation, amortisation, major repairs / Interest cover	-232.6%	-196.4%
Development			
New supply	Number of new units as a % of current units	0%	0%
Gearing	Short term loans + long term loans - cash and cash equivalents + finance lease obligations / Tangible fixed assets: Housing properties at cost (current period)	12.3%	-23.6%
Outcomes			
Reinvestment %	Development of new properties (housing) + newly built properties acquired + works to existing housing properties +	44.3%	19.2%

Metric	Definition	2025	2024
	capitalised interest on housing properties + schemes completed / Tangible fixed assets housing at cost		
Effective Asset Management			
ROCE	Operating surplus or (deficit) overall / total assets less current liabilities	1.1%	0.2%
Cost per unit			
Headline social housing cost	The unit cost metric assesses the headline social housing cost per unit as defined by the regulator	£24,386	£22,438

As a result of a successful property development programme which has attracted and continues to attract public sector funding, in addition to the borrowing secured this financial year, significant additional borrowing will be undertaken in the next financial year which will affect the interest cover and gearing ratios.

Value for money

One of the Group's objectives is to provide social housing accommodation and support services to meet the needs of its residents. The aim is to achieve a balance between reasonable cost and good quality. Value for money means:

- Ensuring effective business planning by setting out at the beginning of each financial year what will be achieved with money prior to it being spent.
- Increasing longer term social benefits through the expansion of our internal homelessness prevention pathway, such as with the addition of move-on accommodation units.
- Effectively managing performance and approach to risk, to ensure that plans are delivered.

The Group measures its value for money in terms of cash and outputs / outcomes in various ways such as:

- Commissioning of external consultation led Cost Consequences and Added Social Value impact reports,
- External accreditation,
- Financial returns,
- Key performance indicators and benchmarking,
- Service quality,
- Social value benefits to individuals and communities,
- Savings to the public purse,
- Benefits to the organisation and its people,
- Feedback from residents and other service users,
- Regulatory Compliance and good practice.

The Group's value for money strategy is to:

- Generate surpluses to maintain a viable organisation, fund the capital programme and to continue to provide and develop services for service users, both present and future.
- Ensure that high levels of service user satisfaction are achieved.
- Comply with its banking covenants.
- Live up to the Group's Values and Impact Objectives in the delivery of services and value.

As a registered provider of social housing, the value for money objectives over the next three years are to:

- Substantially increase the positive social impact on those facing or at risk of facing rough sleeping and homelessness in all geographical areas of operation, by building on and scaling up our proven, recognised and award-winning Dynamic Pathway to Independence (DPI) model.
- Embed the non-accommodation aspects of the DPI (e.g. health & wellbeing activities, training & education elements and employment opportunities via specific social enterprises) into the areas we already have a footprint within.

- Establish and develop strong relationships with commissioners and third sector partners in new and emerging areas of geographical operation with a view to understanding unmet needs in the sector, to then resource and deploy the necessary elements of the DPI to maximum effect.
- Work to deliver “More & Better, Together” through the active combination of housing, family and specialist therapeutic (e.g. Domestic Abuse / Sexual Violence support) services, leveraging strengths and skills sets to meet local need and secure additional funding.
- Seek out and deliver best value through the ongoing efforts to target ‘the right support, in the right way, at the right time, in the right place’ through the mobilisation and embedding of the Digital Support Journey.
- Seek out additional financial and non-financial support (e.g. corporate supporters) to underpin the best-value aspects of service delivery, helping to meet the costs of existing services and enabling the mobilisation of new (non-statutory) services to meet identified need.
- Work in partnership with a variety of external stakeholders to identify opportunities and meet identified (and unfulfilled needs), delivering meaningful change through innovation and collaboration for the benefit of those who need it most.
- Proactively drive the performance and use (e.g. occupancy) of all social housing assets to ensure maximum return on investment, in both social and financial terms, for the benefit of all those supported across our geographical areas of operation.
- Embed the resident and service user voice within our activities to ensure a better understanding of need, satisfaction and opportunities to further increase the social and personal impact of our housing and support services.
- Maintain investment and efforts across the portfolio with a view to enhancing the living environment in line with the DPI principles, recognising and generating impact from the asset as an inherent part (and able to contribute to) the support journey.
- Maintain our position of trusted partner with all of the district and county authorities with which we work to support an ongoing agenda of sector alignment and cohesive pathway progression for those escaping homelessness.

Reporting on Value for Money is a requirement of the Regulator of Social Housing and over the last year, the Group has continued in its drive to deliver value for money. Activities that develop the effectiveness of the Group include:

Initiative	Status, saving or gain	Comments
Social housing		
Deliver the budget for social housing	£267k operating surplus (All Housing)	A positive return of 1.4% (2024: 5.1% positive) This is largely due to a much lower bad debt provision resulting from better bad debt recovery.
	£462k operating surplus (Group)	A positive 1.5% return (2024: 0.2%). During the year a much larger family support contract was acquired in the last quarter of the year hence a significant improvement.
	£247k Total Group surplus	A 0.8% (2024: 2.7%) return. There was no actuarial movement on pension during the year (2024: £530k gain), and investment account movement was a loss of £155k (2024: £328k gain).
Deliver good occupancy performance to maximise income and service delivery to beneficiaries	94.5% (2024: 95%)	Overall occupancy for the Housing Division (all services) Decreased slightly, partly due to slower referrals from local authorities (despite the housing crisis) and partly due to some remediation and compliance works, plus new projects coming online, which took time to fill

Initiative	Status, saving or gain	Comments
Use of the housing repairs system to track workflow and target job completion	System embedding underway	The internal Place & Environment team have substantially improved the compliance and general living-environment aspects of the overall portfolio, completing over 1,400 tasks across the year. A standardised asset format and design, aligned to the DPI, has enabled rapid turnaround of voids and rolling programme of improvement e.g. psychologically informed environment colourways and improved green agenda (e.g. LED lighting). This all alongside substantial growth and the introduction of new assets to support the meeting of distinct local need in key areas. Efforts remain ongoing to identify and mobilise a suitable, cost effective and future proof repairs, maintenance, reporting and compliance system.
Secure new work to increase the units under management and spread overhead costs	Substantial growth into new areas achieved and wide recognition of the effectiveness of the DPI model in terms of positive outcome delivery	The brand and reputation of the Housing Team for getting excellent results has led to a further expansion of our supported accommodation services. During the year, the addition of new leased houses, plus a major purchase and refurbishment of Anderson House in Hitchin have boosted our capacity significantly.
Financial modelling and stress testing	Extensive efforts to inform development activities with ongoing and expanded activities moving forwards	As we continue to increase the number of operational units as part of our ongoing development programme, our focus on the key aspects of financial modelling and stress testing is being maintained. These aspects are led by our internal finance team with support from external specialists, with their outcomes sitting at the heart of key decisions around operational and long-term investment. A long-term financial plan was signed off by the Board alongside the five-year operational strategy
Generate a surplus on Abbots Langley nursery operations and contribute an overhead, while delivering excellent provision	£353k contribution to overheads and generated a surplus of £188k.	The ongoing quality of service delivery resulted in a positive grading from OFSTED during the year (OFSTED GOOD). Whilst recruitment remains a key challenge for Early Years at a national level, the Nursery has maintained excellent occupancy levels ahead of last year's results, leading to a surplus.
Effectively lead and manage the international Airplay contract	£1m pa contract across 24 RAF bases, in partnership with 10 YMCAs	Having led the other YMCAs to successfully win this major contract, our YMCA needs to focus on influencing and inspiring excellent attendance and outcomes across the Federation, while also delivering high quality youth and children's work in the seven bases we are responsible for.
Early Childhood Partnership		
Children's Centre services		
Effective delivery of the Children's Centre contract	Successfully deliver the contract	The budget maximised the deployment of financial resources for beneficiaries. The children's centre contract is underpinned by a series of key performance indicators (KPI) sitting within four performance areas. These KPIs are regularly monitored by the Trustee Board, Council and managers. The team members are clear about which KPIs their activities contribute to, and they understand the links between the KPIs and achieving good outcomes for our children and families The design and delivery of the timetable of activities is informed by local available data. There is an appropriate split between universal and targeted activities. The staff work hard to ensure a high-quality universal service offer is available both face to face and remotely. The Group will seek ongoing cost mitigation in consultation with the Commissioner, while delivering high quality support.

Initiative	Status, saving or gain	Comments
Deliver specialist and Therapeutic services	ISVA (Independent Sexual Violence Advice) IDVA (Independent Domestic Violence Advice)	These services are delivering well above commissioner expectations with excellent feedback from clients supported through their traumatic experiences
	Other grant funded work	Our Horizons team provide support for victims of domestic abuse through our My Choice or Liberty programmes. We have a bespoke service for male victims as well, which provides specialised support sessions. Our play therapy work has been extended to provide additional funding across Central Bedfordshire and Bedford Borough for children who have witnessed domestic abuse. These generally take place in schools and have created new opportunities for a member of staff to train as a play therapist.
Signpost		
Signpost Youth Counselling	Resecure vital funding for youth counselling and therapy activities	Following the conclusion of an extended £100k pa contract to deliver counselling sessions to young people in south west Herts, Signpost secured a new contract of a similar value to serve the entire county with Play Therapy, plus school and community services – ensuring continued local impact.

The Group's ongoing commitment to value for money and continuous improvement will remain a high priority given the challenges to income streams that every social housing provider faces and the need to keep service users at the heart of decision making. Specific on-going activities will include:

- Performance managing outcomes and costs,
- Responding to service user needs,
- Promoting a high social housing occupancy with good rent collection levels,
- Responding to commissioner funding decisions,
- Increasing the diversity of our workforce, being deliberate about our inclusive attitude and together developing ways to ensure that everyone has equality of opportunity,
- Investing in the culture and values to maximise the Group's potential, value for money and continuous improvement.

In conjunction with the Group's strategic objectives and five-year strategy, the 2025/26 value for money approach will provide the foundation for continuous improvement and efficiency developments.

Objectives and Strategy

The charitable objects of the Group arise from its acceptance of the Basis of Union of the YMCA of England, Ireland and Wales, adopted by the British YMCA Assembly held in Birmingham in 1973, which are:

- To unite those who, regarding Jesus Christ as their God and Saviour according to the Holy Scriptures, desire to be His disciples in the faith and in their life, and to associate their efforts for the extension of His Kingdom.
- To lead young people to the Lord Jesus Christ and to fullness of life in Him.
- 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.
- To provide residential accommodation for persons of all ages who are in need, hardship or distress by reason of their social, physical or economic circumstances.

Various strategies are employed to achieve the charity's objectives within service areas of:

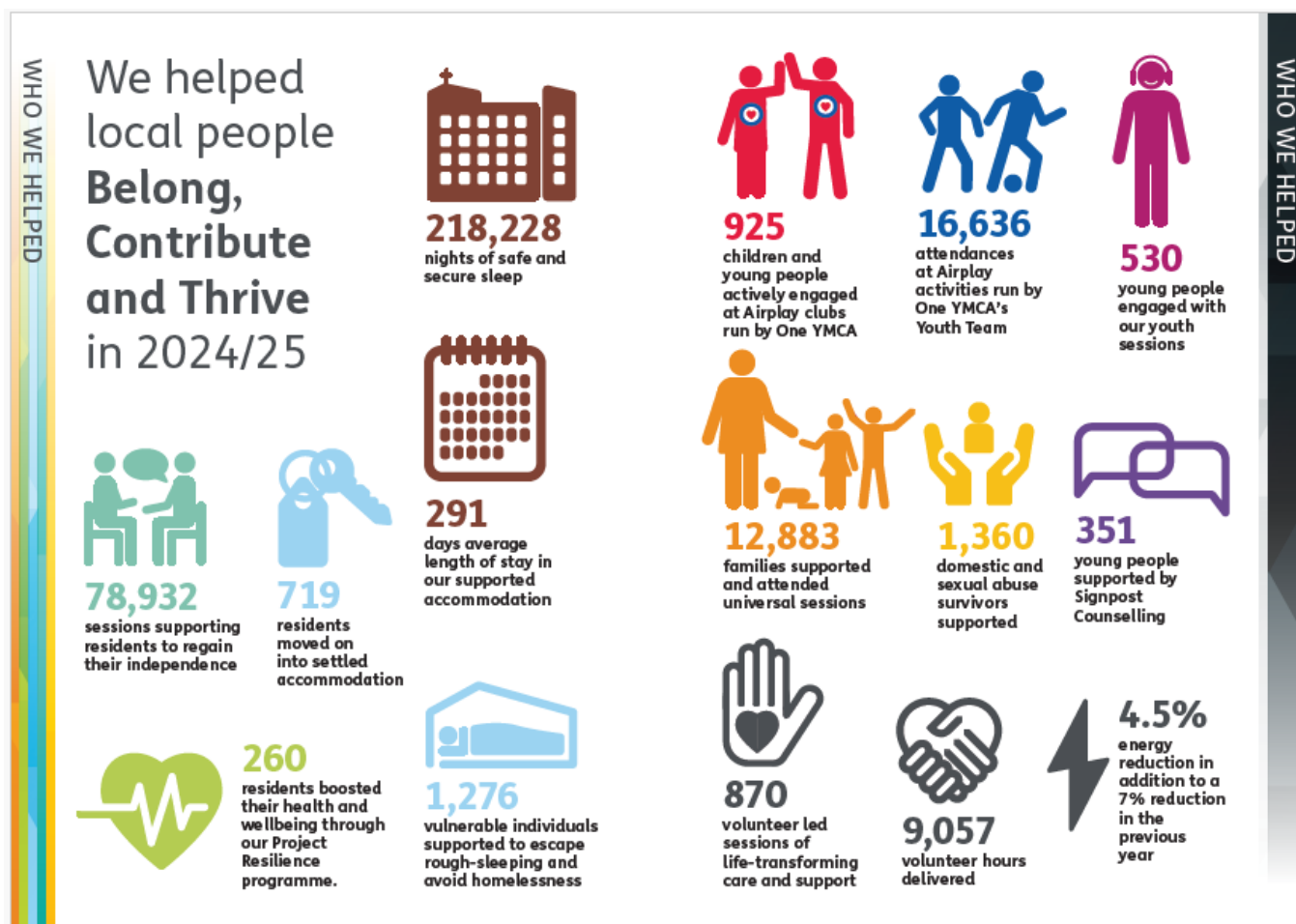
- Accommodation,
- Family work,
- Health and wellbeing,
- Support and advice,
- Training and education.

Achievements and performance

The last year has continued the Group's trajectory of growth and performance improvements, while also strengthening our culture.

- We have seen major steps forward in the commencement of our largest ever building project (100 bedspaces in Welwyn Garden City) as well as securing multi-million-pound grants from Homes England and local authorities to deliver other supported accommodation projects, most notably in Hitchin. These allowed us to increase our number of supported bedrooms beyond 700 and created a combined total of £20m Social Value and savings to the public purse.
- We secured the county-wide contract to deliver Family Support Services to thousands of families in our area, which will complement many of our other community services and provide bases in 46 locations from which to operate
- We successfully secured Ofsted Registration for our U18 supported accommodation services and look forward to expanding this rapidly as the need increases
- We reduced colleague turnover by 50%, through a range of new people and culture measures, which helps to consolidate the investment in recruitment and initial training
- We welcomed the activities and staff of Dignify to the charity, allowing us to dovetail specific research, education and advocacy relating to the effects of pornography on our young beneficiaries
- The number and range of people we helped can be found in the infographics below and with fuller details on our website, including a suite of service user stories and videos.

We have helped and supported local people to belong, contribute and thrive in their communities, specifically including:



More information on our achievements as a Group, plus inspiring videos and case studies of those we've supported can be found at: <https://oneymca.org/what-we-do/>

Accreditations

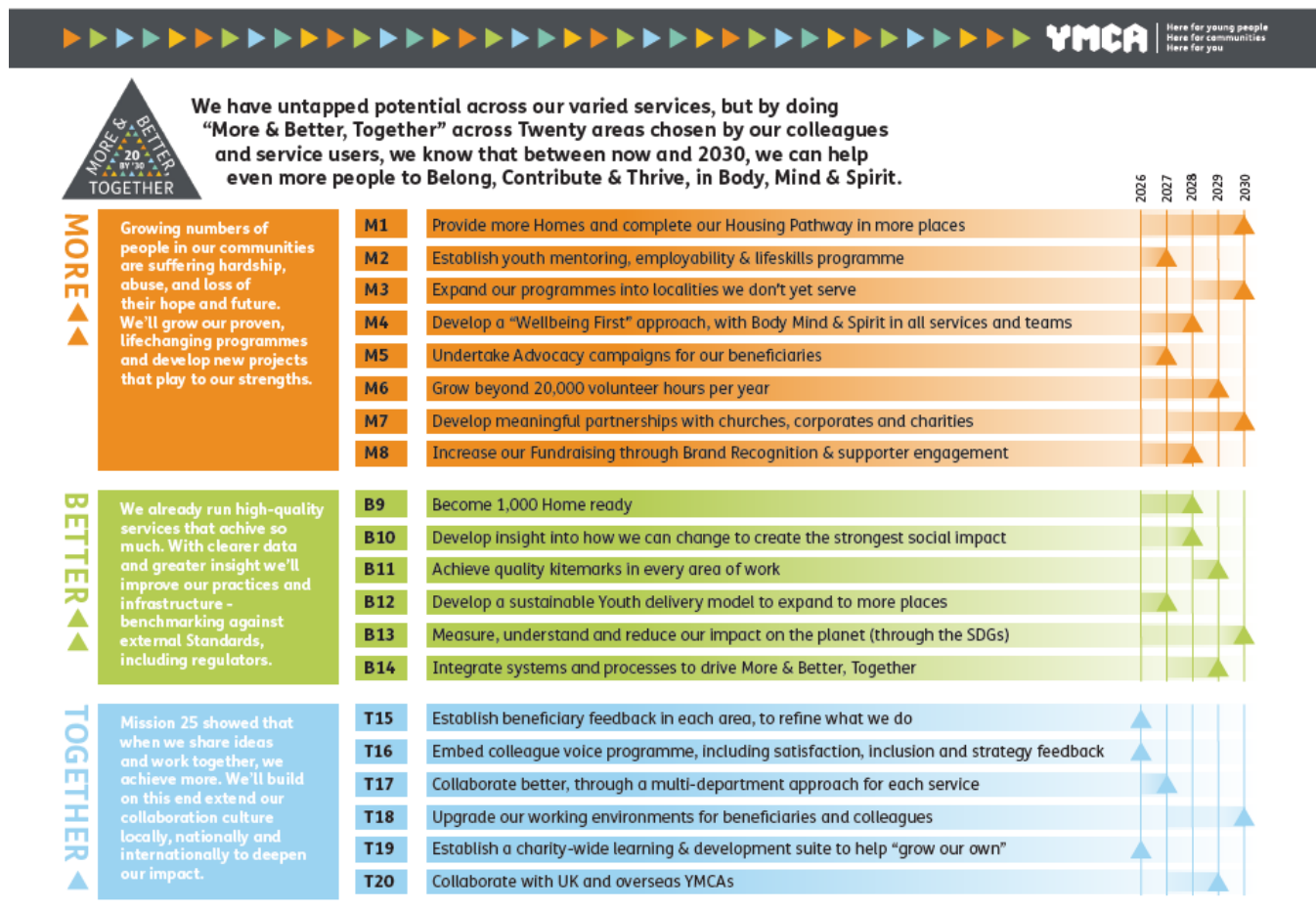
The Group continues to work hard to secure and maintain accreditations that reflect the quality, compliance and impact of work undertaken. These currently embrace:

- Investors in People – Silver,
- Investors in Volunteering,
- Ofsted – Good – for Charters Nursery, Abbots Langley,
- Ofsted Registration for U18 Supported Accommodation
- Centre for Housing Support – Service Excellence Standards,
- SafeContractor - Charity,
- Cyber Essentials Plus – One YMCA and Early Childhood Partnership,
- Fundraising Regulator,
- Disability Aware,
- Mindful Employer,
- Leading Light – community based Domestic Abuse services,
- Race at Work Charter,
- Respect - services for perpetrators of domestic abuse,
- Lime Culture – Sexual Violence support,
- Accredited Living Wage Employer.

The Group will continue to seek accreditations where it is in the best interests of the charity and its beneficiaries to do so. This currently includes ISO30415 (Human Resource Management – Diversity & Inclusion).

Future plans

Having completed our successful Mission 25 Strategy, we have embarked on a new five-year strategy, which was shaped over many months by several hundred pieces of feedback from colleagues, beneficiaries and partners, then refined by senior leaders and eventually Trustees:



Future of social housing

The social housing strategy now sits firmly in the overarching More & Better, Together strategy which will ensure that it remains a key part of our focus and growth

Several key redevelopment / development activities sit at the heart of the strategy, each with varying degrees of secured (or in final stages of negotiation) public sector funding.

Resident involvement

The inclusion of resident feedback and the ‘lived experience’ voice sits at the heart of our activities and is further enhanced through the activities of #Mission25, our strategy to double our impact between 2020 and 2025. There are a number of concepts contained in the mission, but the most relevant to this topic being:

- #ProjectConnect
- #MakingHomes

Within these concepts and actively underpinned by the move to mobilise the Digital Support Journey, there is a specific focus to ‘connect’ stakeholders from across the organisation. This will bring together staff, volunteers and residents from all areas with the specific aim of eliciting feedback, opinion and suggestions.

Alongside this our overarching commitment, via the Chaplaincy Team, to attract, train and embed volunteers will remain a constant. This extra resource provides a completely different voice to the support / resident journey and offers considerable extra value.

Risks and uncertainties

Risks that may prevent the Group achieving its objectives are considered and reviewed by the Trustee Board, Audit & Risk Committee and Executive Management Team on a revolving basis. The risks are recorded and assessed in terms of their impact and probability. Major risks, presenting the greatest threats to the Company and Group recorded in the Strategic Risk Register (SRR). The SRR is reviewed at every Audit & Risk Committee meeting and Trustee Board Meeting. The Strategic Risks set out in the SRR over the last 12 months related to:

- Financial Resilience
- Property Health and Safety Compliance
- The Economic Environment
- Effective controls and direction of the Mission / Strategy
- Resource Capacity and Capability
- Customer Expectations
- Supplier Availability and Performance
- Regulation and Legislation
- Safeguarding
- Business Continuity
- Data Governance
- Decarbonisation

The principal financial risks relate to loss of income and/or contracts and development programme cost escalation. Whilst the Audit & Risk Committee reviews controls and standards, the Resources Committee proactively monitors and challenges the financial and service performance of the Group.

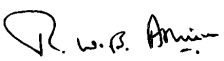
On an annual basis, the Group reviews its key policies and controls frameworks. These included the financial regulations as well as the Code of Governance, committee terms of reference, code of conduct, safeguarding, fraud, whistleblowing, health & safety, UK GDPR, equal opportunities and risk management policies.

The risk management and internal controls arrangements are described in more detail in the Report of the Trustee Board on page 10.

Borrowings

At year end, the Group had long term borrowings of £11,062,280, (2024: £4,214,601) which are secured against income generating assets: the supported housing hostels. In approving the Operating and Financial Review, the Trustees are also approving the Strategic Report in their capacity as directors of the Group.

The Operating and Financial Review and the Strategic Report were approved by the Trustee Board on 25 September 2025 and signed on their behalf by:



Bishop Richard Atkinson OBE
Chair and Trustee

Independent auditor's report to the members and trustees of One YMCA

Opinion

We have audited the financial statements of One YMCA for the year-ended 31 March 2025 which comprise the consolidated and company statements of comprehensive income, the consolidated and company statements of changes in reserves, the consolidated and company balance sheets, the consolidated statement of cash flows and notes to the financial statements, 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's and parent charitable company's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from January 2019; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustee Board (which includes the directors' report), and the Operating and Financial Review and Strategic 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the

work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustee Board, the Operating and Financial Review and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report contained within the Report of the Trustee Board, the Operating and Financial Review and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustee Board, the Operating and Financial Review or the Strategic Report.

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

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the Statement of Responsibilities of the Trustee Board set out on page 11, the trustees (who are also the directors of the charitable company 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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulation of registered providers of social housing, Ofsted, and Health and Safety regulation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and the Housing and Regeneration Act 2008, and we considered other factors such as tax compliance.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to areas of estimation uncertainty and manual accounting journals. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing a sample of manual journals; and
- Challenging assumptions and judgements made by management in their accounting estimates

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

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

Use of our report

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



Tracey Young (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditor
Date: 23/10/2025

10 Queen Street Place
London EC4R 1AG

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2025

		2025 £	2024 £
Turnover	3	30,951,955	26,468,821
Operating expenditure	3	<u>(30,489,904)</u>	<u>(26,422,762)</u>
Operating Surplus	4	462,051	46,059
(Loss) on disposal of property, plant and equipment	5	(13,043)	(117,652)
Interest receivable and other income	6	288,747	230,982
Interest and financing costs	7	(370,839)	(324,660)
Movement in fair value of financial instruments	13	(155,059)	328,330
Gain on transfer of assets at fair value	27	<u>35,252</u>	<u>-</u>
Surplus for the year		247,109	163,059
Actuarial gain relating to YMCA pensions scheme	19	<u>-</u>	<u>530,249</u>
Total comprehensive income for the year		<u>247,109</u>	<u>693,308</u>

COMPANY STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2025

		2025 £	2024 £
Turnover	3	29,204,238	24,793,861
Operating expenditure	3	<u>(28,625,642)</u>	<u>(24,648,851)</u>
Operating Surplus	4	578,596	145,010
(Loss) on disposal of property, plant and equipment	5	(13,043)	(117,652)
Interest receivable and other income	6	271,610	224,791
Interest and financing costs	7	(370,839)	(324,660)
Movement in fair value of financial instruments	13	(155,059)	328,330
Gain on transfer of assets at fair value	27	<u>35,252</u>	<u>246,675</u>
Surplus for the year		346,517	502,494
Actuarial gain relating to YMCA pensions scheme	19	<u>-</u>	<u>530,249</u>
Total comprehensive income for the year		<u>346,517</u>	<u>1,032,743</u>

The accompanying notes form part of these financial statements.

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

GROUP	Income and expenditure reserve	Restricted reserve	Permanent endowment reserve	Property revaluation reserve	Total
	£	£	£	£	£
Balance at 1 April 2024	12,763,733	355,835	383,632	5,184,993	18,688,193
Surplus from income and expenditure account	261,701	(6,067)	(8,525)	-	247,109
Transfer from revenue reserve to restricted reserve	(22,740)	22,740	-	-	-
Transfer from Property Revaluation Reserve to income and expenditure reserve	65,609	-	-	(65,609)	-
Balance at 31 March 2025	13,068,303	372,508	375,107	5,119,384	18,935,302

COMPANY	Income and expenditure reserve	Restricted reserve	Property revaluation reserve	Total
	£	£	£	£
Balance at 1 April 2024	12,522,840	34,595	5,184,993	17,742,428
Surplus from income and expenditure account	362,826	(16,309)	-	346,517
Transfer from revenue reserve to restricted reserve	(115,312)	115,312	-	-
Transfer from revaluation reserve to income and expenditure reserve	65,609	-	(65,609)	-
Balance at 31 March 2025	12,835,963	133,598	5,119,384	18,088,945

ONE YMCA
Report and financial statements for the year ended 31 March 2025

GROUP	Income and expenditure reserve	Restricted reserve	Permanent endowment reserve	Property revaluation reserve	Total
	£	£	£	£	£
Balance at 1 April 2023	11,993,147	358,978	392,158	5,250,602	17,994,885
Surplus from income and expenditure account	729,751	(27,917)	(8,526)	-	693,308
Transfer from revenue reserve to restricted reserve	(24,774)	24,774	-	-	-
Transfer from Property Revaluation Reserve to income and expenditure reserve	65,609	-	-	(65,609)	-
Balance at 31 March 2024	12,763,733	355,835	383,632	5,184,993	18,688,193

COMPANY	Income and expenditure reserve	Restricted reserve	Property revaluation reserve	Total
	£	£	£	£
Balance at 1 April 2023	11,430,597	28,486	5,250,602	16,709,685
Surplus from income and expenditure account	1,026,634	6,109	-	1,032,743
Transfer from revaluation reserve to income and expenditure reserve	65,609	-	(65,609)	-
Balance at 31 March 2024	12,522,840	34,595	5,184,993	17,742,428

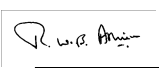
BALANCE SHEET
AS AT 31 MARCH 2025

Registered company 04430743

	Notes	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Fixed assets					
Tangible fixed assets-					
Housing properties	11	32,329,111	18,679,027	32,409,469	18,399,034
Other tangible fixed assets	12	2,252,150	1,976,847	2,252,150	1,976,847
Investments	13	3,305,042	3,460,101	3,305,043	3,460,102
		<u>37,886,303</u>	<u>24,115,975</u>	<u>37,966,662</u>	<u>23,835,983</u>
Current assets					
Trade and other debtors	14	5,954,140	5,882,866	5,729,181	6,098,761
Stock		6,354	4,988	6,354	4,988
Cash and cash equivalents		7,081,295	8,620,595	6,046,438	7,185,418
		<u>13,041,789</u>	<u>14,508,449</u>	<u>11,781,973</u>	<u>13,289,167</u>
Creditors: falling due within one year	15	(7,964,358)	(6,001,956)	(7,659,958)	(5,477,147)
Net current assets		<u>5,077,431</u>	<u>8,506,493</u>	<u>4,122,015</u>	<u>7,812,020</u>
Creditors: falling due after more than one year	16	(23,893,530)	(13,719,802)	(23,893,530)	(13,719,802)
Pension funds	19	(86,202)	(165,773)	(86,202)	(165,773)
Provision for liabilities and charges	18	(48,700)	(48,700)	(20,000)	(20,000)
Total net assets		<u>18,935,302</u>	<u>18,688,193</u>	<u>18,088,945</u>	<u>17,742,428</u>
Capital and reserves					
Housing property revaluation reserve		5,119,384	5,184,993	5,119,384	5,184,993
Revenue reserve		13,068,303	12,763,733	12,835,963	12,522,840
Restricted reserve	22	372,508	355,835	133,598	34,595
Permanent endowment reserve	22	375,107	383,632	-	-
Total reserves		<u>18,935,302</u>	<u>18,688,193</u>	<u>18,088,945</u>	<u>17,742,428</u>

The accompanying notes form part of these financial statements.

The accounts were approved by the Trustee Board on 25 September 2025 and were signed on its behalf by:

Richard Atkinson  Chair and Trustee

Richard Capaldi  Treasurer and Trustee

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	2025	2024
	£	£
Net cash generated from operating activities		
Surplus for the financial year	247,109	693,308
Adjustments for non-cash items:		
Depreciation of tangible fixed assets	728,755	695,555
Write off of WIP	132,551	30,270
Grants amortisation	(127,682)	(112,294)
(Increase) in trade and other receivables	(71,274)	(2,765,313)
Increase in trade and other creditors	1,915,972	1,507,015
Decrease/(Increase) in stocks	(1,366)	(1,315)
Loss / (Gain) on fixed assets disposals	13,043	117,652
Movement in fair value of financial instruments	155,059	(328,330)
Actuarial gain relating to YMCA Pension Fund	-	(530,249)
Pension costs less contributions payable	(27,168)	(105,456)
Interest payable	370,839	324,660
Investment income receivable	(288,747)	(230,982)
Cash generated from / (used in) operating activities	3,047,091	(705,479)
Cash flow from investing activities		
Purchase of tangible fixed assets	(14,799,736)	(4,214,000)
Transfer of assets on merger	-	-
Sale of tangible fixed assets	140	2,976,518
Investment income received	371,414	230,982
Grants received	3,702,770	6,563,859
Net cash from investing activities	(10,725,412)	5,557,359
Cash flows from financing activities		
Interest paid	(594,911)	(317,252)
Repayments of borrowings	(192,964)	(74,934)
New borrowings	6,926,896	-
Net cash used in financing activities	6,139,021	(392,186)
Net increase in cash and cash equivalents	(1,539,300)	4,459,694
Cash and cash equivalents at beginning of year	8,620,595	4,160,901
Cash and cash equivalents at end of year	7,081,295	8,620,595
Cash and cash equivalents at 31 March		
Cash at bank	7,081,295	8,620,595
	7,081,295	8,620,595

The accompanying notes form part of these financial statements.

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

1. Status

The Company is a company limited by guarantee, registered under the Companies Act 2006 registration number 4430743, a registered charity number 1102301 and registered with the Regulator of Social Housing as a social housing provider registration number H4418. The charity meets the definition of a public benefit entity under FRS 102.

The registered office is Charter House, Charter Place, Watford, Hertfordshire WD17 2RT.

Each member of the Company undertakes to contribute such amount as may be required (not exceeding £1.00) to the assets of the Company in the event of the same being wound up while he or she is a member or within one year after he or she ceases to be a member for payment of the debt and liabilities of the Company contracted before he or she ceases to be a member and of the costs, charges and expenses of winding up and for the adjustment of the rights of the contributories among themselves. If upon the winding up or dissolution of the Company there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid or distributed among the members of the Company but shall be transferred to The National Council of Young Men's Christian Association (Incorporated) for its general purposes.

2. Principal accounting policies

The financial statements are prepared in accordance with Financial Reporting Standard 102 and the Statement of Recommended Practice: accounting by registered social housing providers 2018 ("SORP") and comply with the Accounting Direction for private registered providers of social housing 2022.

No judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year. No complex financial instruments are held.

(a) Basis of accounting

Assets and liabilities are initially recognised at historical cost or transaction values unless otherwise stated in the relevant accounting policy notes. Those assets measured at fair value are re-measured at each balance sheet date.

(b) Basis of consolidation

The Group financial statements consolidate those of the Company and its subsidiary undertakings of Early Childhood Partnership, Signpost, Haven First, One YMCA Development Company and Stevenage Consolidated Charities drawn up to 31 March 2025. A transfer of charitable undertaking from Haven First to One YMCA took place on 31 March 2023 whereby the activities, assets and liabilities of Haven First transferred to One YMCA. Intra-group transactions and balances are eliminated in full in accordance with FRS 102.

(c) Going concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Trustees' Report. On this basis, the Trustee Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements. No material uncertainties exist.

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

(d) **Turnover**

Turnover comprises rental and service charge income receivable in the year and other services at invoiced value (excluding VAT) of goods and services supplied in the year.

Revenue grants are receivable when the conditions for receipts of agreed grant funding have been met. Charges for support services funded by Housing Related Support and Family & Children's Centres are recognised as they fall due under the contractual arrangements with Administering Authorities.

Where an asset is acquired at undervalue a notional grant is recognised in respect of the difference between the purchase price and the fair value of the asset. The trustees determine the fair value based on the available data including external valuations.

(e) **Expenditure**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular categories, they have been allocated to activities on a basis consistent with the use of resources. Support and other central costs have been apportioned to each activity on the basis of turnover and staff numbers.

(f) **Debtors and creditors**

Short-term debtors are measured at transaction price, less any impairment and short-term creditors are measured at the transaction price.

(g) **Housing properties**

Housing properties are principally properties available for rent. The properties at Peartree Lane, Welwyn Garden City and Charter House, Watford were revalued upon the implementation of FRS102 and SORP. The Company elected to measure housing properties on the date of transition at its fair value and use that fair value as its deemed cost at that date. The valuation is based upon an Existing Use Value for Social Housing (EUV-SH) basis by an independent professional advisor qualified by the Royal Institute of Chartered Surveys to undertake valuations.

Housing properties are stated at cost less depreciation, the cost of future additions being the cost of acquiring land and buildings and expenditure incurred in respect to improvements.

Work 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 REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025**(h) Housing properties and depreciation**

The Company separately identifies the major components that comprise its housing properties, and charges depreciation, so as to write down the cost of each component to its estimated residual value, on a straight-line basis, over its estimated useful economic life.

The Company depreciates the major components of its housing properties at the following annual rates:

<u>Component</u>	<u>Useful economic life</u>
Structure (Leased)	Residue of lease
Structure	80 years
Roofs	30 years
Windows	20 years
Kitchens	20 years
Bathrooms	30 years
Heating	20 years
Lifts	15 years

Where the unexpired lease term is shorter than the longest component life envisaged, the unexpired term of the lease is adopted as the useful economic life.

(i) Other tangible fixed assets and depreciation

Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. The principal annual rates used for other assets are:

<u>Component</u>	<u>Useful economic life</u>
Non-Housing Leasehold improvements	Over the term of the lease
Fixture and fittings	5 years
Motor Vehicles	5 years
ICT	3 - 7 years (depending upon items)

(j) Operating leases

Rentals payable under the operating leases are charged on a straight-line basis over the lease term. The benefits of lease incentives entered into after the date of transition to FRS 102 are recognised in income and expenditure over the lease period.

The Company has taken advantage of the exemption in FRS 102 section 35 to continue to treat incentives received on leases entered into before the date of transition on the same basis as at the date of transition.

(k) Pensions**YMCA Pension Plan**

The Company 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 the company.

As described in note 19 the Company has a contractual obligation to make pension deficit payments over the period to April 2027, accordingly this is shown as a liability in these accounts. In addition, the company is required to contribute £27k pa (2024: £26k pa) to the operating

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

expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

Group Personal Pension Plan (defined contribution)

The Company also makes contributions to a group personal pension plan (defined contribution) provided by Aviva which is open to all employees.

(l) Social Housing Grant

Social Housing Grant (SHG) is receivable from Homes England as a contribution towards the capital cost of housing schemes. The Company has taken advantage of transitional relief for deemed cost and treated all SHG grant on transition under the performance model in accordance with SORP. Any subsequent SHG grants received for housing properties are recognised in income over the useful life of the housing property structure and, where applicable, its individual components (excluding land) under the accruals model.

SHG due from Homes England or received in advance is included as a current asset or liability. SHG is subordinated to the repayment of loans by agreement with Homes England. SHG released on sale of a property may be repayable but is normally available to be recycled and is credited to a Recycled Capital Grant Fund and included in the balance sheet in creditors.

Where individual components are disposed of and this does not create a relevant event for recycling purposes, any grant which has been allocated to the component is released to the income and expenditure account. Upon disposal of the associated property, the Company is required to recycle these proceeds as such a contingent liability is disclosed to reflect this.

(m) Other Grants

Other grants are receivable from local authorities and other organisations and are accounted for under the accruals model. Capital grants are recognised in income over the expected useful life of the asset. Grants in respect of revenue expenditure are credited to the income and expenditure in the same period as the expenditure to which they relate.

(n) Investments

Investments held as fixed assets are valued at mid-point of the quotation in the Stock Exchange daily official list. Any movements in the fair value of investments are recognised in income and expenditure.

(o) Interest Free Loans

Long term loans carrying no interest are disclosed at amortised cost using the market rate of similar debt instruments – the effective interest method.

(p) Provisions for Liabilities

Provision has been made for expected property costs at the end of the leases held by the Early Childhood Partnership subsidiary. This is based on the lease terms, management's assessment of the property condition and external evidence supporting the likely costs. This estimation involves a level of judgment and will be reassessed annually.

(q) Holiday pay accrual

The group recognises an accrual for annual leave accrued by employees as a result of services rendered in the current period, and which employees are entitled to carry forward and use

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

within the next 12 months. The accrual is measured at the salary cost payable for the period of absence.

(r) Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. The revaluation of properties is reported separately in the property revaluation reserve. This is the difference between the fair value of social housing properties and the historical cost carrying value.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Permanent endowment funds preclude them from being sold or used for any purpose other than the provision of charitable accommodation.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

(s) Transfer of Signpost and Haven First

The assets and liabilities of Signpost and Haven First were recognised in 2023 at the Trustee's best estimate of their fair value.

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

3. Group - Turnover, operating costs and operating surplus

2025	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	13,492,863	(13,309,797)	183,066
Other social housing activities:			
Housing related support	5,435,545	(5,351,952)	83,593
Total – social housing activities	18,928,408	(18,661,749)	266,659
Other non-social housing	177,909	(177,909)	-
Total housing activities	19,106,317	(18,839,657)	266,659
Non-social housing activities			
Health & wellbeing – budget gyms	80,926	(139,571)	(58,645)
Health & wellbeing – other	107,113	(200,908)	(93,795)
Child and family services	6,145,000	(5,971,494)	173,506
Nursery	1,510,664	(1,358,452)	152,212
Youth	1,292,036	(1,456,298)	(164,262)
Community Centre	613,272	(652,917)	(39,645)
Government grants taken to income	1,710,044	(1,710,044)	-
Other	386,583	(160,562)	226,021
	11,845,638	(11,650,246)	195,392
	30,951,955	(30,489,904)	462,051

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

Group – Turnover, operating costs and operating surplus

3. Group - Turnover, operating costs and operating surplus

2024	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	12,835,242	(12,197,675)	637,567
Other social housing activities:			
Housing related support	3,601,324	(3,393,370)	207,954
Total – social housing activities	16,436,566	(15,591,045)	845,521
Other non-social housing	64,307	(64,307)	-
Total housing activities	16,500,873	(15,655,352)	845,521
Non-social housing activities			
Health & wellbeing – budget gyms	323,276	(508,329)	(185,053)
Health & wellbeing – other	98,348	(216,498)	(118,150)
Child and family services	5,252,409	(5,154,572)	97,837
Nursery	1,258,101	(1,325,399)	(67,298)
Youth	1,318,814	(1,485,177)	(166,363)
Community Centre	491,584	(683,503)	(191,919)
Government grants taken to income	1,164,433	(1,164,433)	-
Other	60,983	(229,499)	(168,516)
	9,967,948	(10,767,410)	(799,462)
	26,468,821	(26,422,762)	46,059

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

3. Company - Turnover, operating costs and operating surplus

2025	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	13,492,863	(13,301,272)	191,591
Other social housing activities:			
Housing related support	5,435,545	(5,351,952)	83,593
Total – social housing activities	18,928,408	(18,653,224)	275,184
Other non-social housing	177,909	(177,909)	-
Total housing activities	19,106,317	(18,831,133)	275,184
Non-social housing activities			
Health & wellbeing – budget gyms	80,926	(139,571)	(58,645)
Health & wellbeing - other	107,113	(200,908)	(93,795)
Child and family services	4,491,278	(4,275,375)	215,903
Nursery	1,510,664	(1,358,452)	152,212
Youth	1,292,036	(1,456,298)	(164,262)
Community Centre	613,272	(652,917)	(39,645)
Government grants taken to income	1,174,390	(1,174,390)	-
Other	828,242	(536,597)	293,919
	10,097,921	(9,794,510)	305,687
	29,204,238	(28,625,642)	578,596

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

3. Company - Turnover, operating costs and operating surplus

2024	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	12,835,242	(12,180,625)	654,617
Other social housing activities:			
Housing related support	3,601,324	(3,393,370)	207,954
Total – social housing activities	16,436,566	(15,573,995)	862,571
Other non-social housing	64,307	(64,307)	-
Total housing activities	16,500,873	(15,638,302)	862,571
Non-social housing activities			
Health & wellbeing – budget gyms	323,276	(508,329)	(185,053)
Health & wellbeing - other	98,348	(216,498)	(118,150)
Child and family services	3,551,822	(3,458,272)	93,550
Nursery	1,258,101	(1,325,399)	(67,298)
Youth	1,318,814	(1,485,177)	(166,363)
Community Centre	491,584	(683,503)	(191,919)
Government grants taken to income	763,539	(763,539)	-
Other	487,504	(569,832)	(82,328)
	8,292,988	(9,010,549)	(717,561)
	24,793,861	(24,648,851)	145,010

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

3. Turnover, operating costs and operating surplus (continued)

Operating costs for social housing:

	Group		Company	
	2025	2024	2025	2024
Management	(8,493,592)	(6,902,603)	(8,493,592)	(6,902,603)
Services	(1,909,191)	(2,153,179)	(1,909,191)	(2,153,179)
Routine maintenance	(1,133,410)	(844,378)	(1,133,410)	(844,378)
Planned maintenance	(482,624)	(688,259)	(482,624)	(688,259)
Rent losses from bad debts	(934,026)	(1,209,746)	(934,026)	(1,209,746)
Depreciation of housing properties and equipment	(356,954)	(399,510)	(348,429)	(382,460)
	(13,309,797)	(12,197,675)	(13,301,272)	(12,180,625)
Void losses: notional calculation of income lost from vacant rooms	(866,244)	(711,940)	(866,244)	(711,940)
Number of registered accommodation units	733	638	733	638

4. Operating Surplus

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
The operating surplus is arrived at after charging:				
Depreciation	728,755	695,555	720,230	678,505
Operating lease payments:				
- Land and buildings	1,989,941	1,396,869	1,989,941	1,396,869
- Vehicles	30,327	36,122	30,327	36,122
Auditors' remuneration (excluding VAT)				
- Fees payable for the audit of the financial statements	67,530	56,780	38,760	30,800

5. (Loss) on sale of fixed assets

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Disposal proceeds	140	2,976,518	140	2,976,518
Carrying value of fixed assets	(13,183)	(3,094,170)	(13,183)	(3,094,170)
	(13,043)	(117,652)	(13,043)	(117,652)

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

6. Interest receivable and other income

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Interest receivable and similar income	193,694	133,093	176,557	126,902
Income from listed investments	95,053	97,889	95,053	97,889
	288,747	230,982	271,610	224,791

7. Interest and financing costs

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Defined benefit pension charge	-	14,607	-	14,607
Loan and bank overdrafts	370,839	310,053	370,839	310,053
	370,839	324,660	370,839	324,660

8 Directors' and Executive Management Team Remuneration

No member of the Board received any remuneration from the Group (2024: £nil). £1,025 expenses were reimbursed for Board members (2024: £nil).

The Executive Team comprised of the Chief Executive, Chief Financial Officer, Deputy Chief Executive, Finance Director, Director of Place & Environment, Director of Housing & Community. Each of these, including the Chief Executive, is a member of the Aviva defined contribution pension scheme. Both the Company and employee make contributions to this money purchase scheme.

Executives' remuneration

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Executive team emoluments	755,032	542,080	755,032	542,080
Contribution to pension scheme	42,067	35,788	42,067	35,788
	797,099	577,868	797,099	577,868

The emoluments relating to the Chief Executive Officer in the year were £169,462 (2024: £156,996) and the employer's contribution to the pension scheme on his behalf was £12,726 (2024: £11,760).

The full-time equivalent number of staff who received emoluments:

	2025	2024
	No	No
£60,001 to £70,000	1	4
£70,001 to £80,000	1	1
£80,001 to £90,000	2	2
£90,001 to £100,000	1	-
£100,001 to £110,000	-	2
£110,001 to £120,000	1	-
£120,001 to £130,000	1	-
£150,001 to £160,000	-	1
£160,001 to £170,000	1	-

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

9. Employee information

Average monthly number of employees:	Group		Company	
	2025	2024	2025	2024
	No	No	No	No
Housing	170	159	170	159
Support Services	69	54	69	54
Sports, health & fitness	-	10	-	10
Child & family services	156	117	156	117
Youth & community	69	57	69	57
Early Childhood Partnership	45	46	-	-
Signpost	5	4	-	-
Total	514	447	464	397

	2025	2024	2025	2024
	£	£	£	£
Staff costs (for the above persons)				
Wages and salaries	13,335,670	10,520,749	12,109,129	9,512,553
Social security costs	1,214,279	941,973	1,110,294	848,989
Other pension costs	579,686	455,727	535,501	418,354
	15,149,635	11,918,449	13,754,924	10,779,896

During the year, there were termination payments of £275,777 of which £29,128 (2024: £37,193) were recognised as an expense as compensation for loss of office. £246,649 of the £275,777 termination payments relate to the new Family Support Service acquired during the year. These payments were classified as contract onboarding costs and have therefore been deferred; to be released as an expense over the contract period.

10. Taxation

The Company is a registered charity qualifying for relief from income and capital gains taxes on its charitable activities.

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

11. Group – Tangible fixed assets (housing properties)

	Freehold Property £	Housing long leasehold property £	Housing property improvements £	WIP £	Total £
Cost					
At 1 April 2024	4,048,450	5,282,258	7,054,363	4,896,102	21,281,173
Reclassification	18,284	-	113,120	-	131,404
Additions	-	-	504,302	13,829,924	14,334,226
Transfer from WIP	-	-	233,615	(233,615)	-
WIP write off	-	-	-	(132,551)	(132,551)
Disposals	-	-	(182,629)	-	(182,629)
At 31 March 2025	4,066,734	5,282,258	7,722,771	18,359,860	35,431,623
Depreciation					
At 1 April 2024	395,604	600,783	1,605,759	-	2,602,146
Reclassification	17,563	-	308,479	-	326,041
Providing during the year	65,151	64,341	227,461	-	356,954
Released upon disposal	-	-	(182,629)	-	(182,629)
At 31 March 2025	478,318	665,124	1,959,070	-	3,102,512
Net book value					
At 31 March 2025	3,588,416	4,617,134	5,763,701	18,359,860	32,329,111
At 31 March 2024	3,652,846	4,681,475	5,448,604	4,896,102	18,679,027

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

Company – Tangible fixed assets (housing properties)

	Freehold Property £	Housing long leasehold property £	Housing property improvements £	WIP £	Total £
Cost					
At 1 April 2024	4,048,450	4,856,000	7,054,363	4,999,742	20,958,555
Reclassification	18,284	-	113,120	-	131,404
Additions	-	-	504,302	14,181,750	14,686,052
Transfer from WIP	-	-	233,615	(233,615)	-
WIP write off	-	-	-	(132,551)	(132,551)
Disposals	-	-	(182,629)	-	(182,629)
At 31 March 2025	4,066,734	4,856,000	7,722,771	18,815,326	35,460,831
Depreciation					
At 1 April 2024	395,604	558,157	1,605,760	-	2,559,521
Reclassification	17,563	-	308,479	-	326,041
Providing during the year	65,151	55,816	227,461	-	348,429
Released upon disposal	-	-	(182,629)	-	(182,629)
At 31 March 2025	478,318	613,973	1,959,071	-	3,051,362
Net book value					
At 31 March 2025	3,588,416	4,242,027	5,763,700	18,815,326	32,409,469
At 31 March 2024	3,652,846	4,297,843	5,448,603	4,999,742	18,399,034

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

12. Company and Group – Tangible fixed assets (non-housing)

	Other Property	Long leasehold property	Leasehold improvements	Fixtures, fittings & equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2024	-	760,000	2,271,568	1,928,470	4,960,038
Reclassification	36,552	-	202,325	(370,253)	(131,376)
Additions	-	-	189,670	275,840	465,510
Disposals	-	-	(350,762)	(454,156)	(804,918)
At 31 March 2025	36,552	760,000	2,312,801	1,379,901	4,489,254
Depreciation					
At 1 April 2024	-	87,323	1,196,202	1,699,666	2,983,191
Reclassification	31,469	-	144,850	(502,472)	(326,153)
Providing during the year	-	8,736	258,767	104,298	371,801
Released upon disposal	-	-	(337,579)	(454,156)	(791,735)
At 31 March 2025	31,469	96,059	1,262,240	847,336	2,237,104
Net book value					
At 31 March 2025	5,083	663,941	1,050,561	532,565	2,252,150
At 31 March 2024	-	672,677	1,075,366	228,804	1,976,847

13. Investments

	2025 Group	2024 Group	2025 Company	2024 Company
	£	£	£	£
Fair value				
Listed on a recognised stock exchange	3,460,101	3,131,771	3,460,101	3,131,771
Unrealised (losses) / Gains on valuation	(155,059)	328,330	(155,059)	328,330
1 £1 ordinary share in One YMCA Development Company Ltd			1	1
As at 31 March	3,305,042	3,460,101	3,305,043	3,460,102

An investment in 1 £1 ordinary share in One YMCA Development Company Ltd, a private limited company registered in England and Wales (company 11220819), was made in September 2019. The £1 is unpaid and the company was dormant until 31/03/2023 and active since 1/4/2023.

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

14. Debtors

	2025 Group £	2024 Group £	2025 Company £	2024 Company £
Rent arrears (including housing benefit, and resident arrears)	3,393,746	2,389,098	3,393,746	2,389,098
Less provision for doubtful debt	(2,330,409)	(1,519,867)	(2,330,409)	(1,519,867)
	1,063,337	869,231	1,063,337	869,231
Trade debtors	3,070,339	1,392,517	2,938,612	1,300,977
Less provision for doubtful debt	-	(132,055)	-	(132,055)
	3,070,339	1,260,462	2,938,612	1,168,922
Other debtors	436,023	2,919,547	435,209	2,919,510
Other taxes / social security costs	171,469	438,289	-	102
Prepayments and accrued income	1,212,972	395,337	1,173,478	367,101
Amounts due from subsidiary undertakings	-	-	118,545	773,895
	5,954,140	5,882,866	5,729,181	6,098,761

15. Creditors

Amounts falling due within one year	2025 Group £	2024 Group £	2025 Company £	2024 Company £
Current instalments due on loans (see note 16 for security details)	190,750	79,320	190,750	79,320
Trade creditors	20,147	786,446	18,468	726,763
Other taxes / social security costs	430,239	299,065	408,953	255,828
Other creditors	1,256,784	726,437	1,249,375	715,940
Amounts due to subsidiary undertakings	-	-	718,787	-
Deferred grant income	249,902	112,294	249,902	112,294
Accruals and deferred income	5,816,537	3,998,394	4,823,723	3,587,002
	7,964,358	6,001,956	7,659,958	5,477,147

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

16. Creditors

Amounts falling due after more than one year	2025 Group	2024 Group	2025 Company	2024 Company
	£	£	£	£
Bank loan	10,825,880	4,089,308	10,825,880	4,089,308
Other loans	45,649	45,973	45,649	45,973
	10,871,529	4,135,281	10,871,529	4,135,281
Deferred grant income	13,022,001	9,584,521	13,022,001	9,584,521
	23,893,530	13,719,802	23,893,530	13,719,802

A loan of £124,000 was made by Watford Borough Council in 1977. The loan is interest-free and is repayable over the term of the lease. The amount due of £45,649 at 31 March 2025 (2024: £45,973) is the measurement of the liability after discounting for the income rate of return.

A facility of £9,000,000 was agreed in February 2022 with CAF Bank at 1.65% above the Bank of England's base rate and is repayable over a 25-year term. The amount due at 31 March 2025 was £8,713,471 (2024: £4,168,628).

A new facility of £2,290,000 was agreed in December 2024 with Unity Trust Bank at 1.75% above the Bank of England's base rate and is repayable over a 25-year term. The amount due, including accrued interest, at 31 March 2025 was £2,302,160 (2024: £0).

Based on the earliest repayment date, borrowings are repayable as follows:	2025 Group	2024 Group	2025 Company	2024 Company
	£	£	£	£
One year or less	190,750	79,320	190,750	79,320
One year or more but less than two years	287,085	83,827	287,085	83,827
Two years or more but less than five years	632,954	185,773	632,954	185,773
Five years or more	9,951,491	3,865,681	9,951,491	3,865,681
	11,062,280	4,214,601	11,062,280	4,214,601

- The lease of Charter House, Watford is held as security for the above Watford Borough Council loan.
- The CAF Bank facility is secured against the freeholds of Crest Road, High Wycombe and 4 Northgate End, Bishop's Stortford.
- The Unity Trust Bank facility is secured against the freehold of Anderson House, Florence Street, Hitchin

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

17. Deferred Capital Grants

	2025 Group £	2024 Group £	2025 Company £	2024 Company £
Deferred income as at 1 April	9,696,815	3,144,655	9,696,815	3,033,971
Additions	3,702,770	6,563,859	3,702,770	6,563,859
Transferred	-	100,595	-	211,279
Released to Statement of Comprehensive Income	(127,682)	(112,294)	(127,682)	(112,294)
As at 31 March	13,271,903	9,696,815	13,271,903	9,696,815

Deferred income to be released to the statement of comprehensive income:

	2025 Group £	2024 Group £	2025 Company £	2024 Company £
In less than one year	249,902	112,294	249,902	112,294
In more than one year	13,022,001	9,584,521	13,022,001	9,584,521
	13,271,903	9,696,815	13,271,903	9,696,815

18. Provision for liabilities and charges

	2025 Group £	2024 Group £	2025 Company £	2024 Company £
As at 1st April	48,700	48,700	20,000	20,000
Arising during the year	-	-	-	-
Used during the year	-	-	-	-
As at 31 March	48,700	48,700	20,000	20,000

A provision for dilapidations to premises is being held to cover the costs of any necessary reinstatement and repairs to the properties at the termination of the lease.

19. Pensions

The Company has recognised pension liabilities relating to one scheme, the multi-employer defined benefit pension plan for employees of the YMCAs in England, Scotland and Wales.

Pensions – YMCA Pension Plan

The company participated in a contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCAs in England, Scotland and Wales. The assets of the YMCA Pension Plan are held separately from those of YMCA and at the year end these were invested in the Mercer Dynamic De-risking Solution, 65% matching portfolio and 35% in the growth portfolio and Schroder (property units only).

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

Pensions – YMCA Pension Plan (continued)

The most recent completed three-year valuation was as at 1 May 2023. The assumptions used which have the most significant effect on the results of the valuation are those relating to the assumed rates of return on assets of 4.56%, the increase in pensions in payment of 3.18% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 21.5 years, female 24.0 years, and 23.1 years for a male pensioner, female 25.7 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £103.1m, which represented 92% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2023 showed that the YMCA Pension Plan had a deficit of £9.1 million. The company has been advised that it will need to make monthly contributions of £6,824 from 1 May 2024. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. Agreed future deficit contributions have been discounted using a rate of 3% (2024: 3%). The current recovery period is 3 years commencing 1 May 2024.

	2025	2024
	£	£
At 1 April	252,477	863,448
Decrease in liability	(4,966)	(484,550)
Paid in year	(86,704)	(143,908)
Unwinding of discount included in finance costs	4,966	17,487
At 31 March	165,773	252,477

	2025	2024
	£	£
Repayable within one year	79,571	86,704
Repayable in more than one year	88,900	173,438
Discount	(2,698)	(7,665)
	165,773	252,477

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

During the year, the Company made contributions to the defined contribution pension scheme of £453,802 (2024: £455,727). The amount payable as at 31 March 2025 was £45,866 (2024: £31,341).

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

20. Group analysis of changes in net debt

	1 April 2024	Cash flows	Non-cash movement	31 March 2025
	£	£	£	£
Cash at bank	8,620,595	(1,539,300)	-	7,081,295
Loans falling due within 1 year	(79,320)	(192,964)	81,534	(190,750)
Loans falling due after more than 1 year	(4,135,281)	(6,926,896)	190,648	(10,871,529)
	4,405,994	(8,659,160)	272,182	(3,980,984)

	1 April 2023	Cash flows	Non-cash movement	31 March 2024
	£	£	£	£
Cash at bank	4,160,901	4,459,694	-	8,620,595
Loans falling due within 1 year	(354,780)	(74,934)	350,394	(79,320)
Loans falling due after more than 1 year	(3,934,755)	-	(200,526)	(4,135,281)
	(128,634)	4,384,760	149,868	4,405,994

21. Operating lease commitments

The future minimum lease payments are set out below. Leases relate to the rental of properties in 41 locations and two vehicles.

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
The following operating lease payments are committed to be paid				
within 1 year	1,787,715	1,495,673	1,720,784	1,495,673
within 1-2 years	1,092,387	1,637,689	1,039,457	1,637,689
within 5 years	2,997,468	3,947,360	2,855,781	3,947,360
	5,877,570	7,080,722	5,616,022	7,080,722

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

22. Restricted funds

Group	1-Apr 2024 £	Income £	Expenditure £	Transfers £	31-Mar 2025 £
One YMCA	125,326	-	(31,301)	-	94,025
Big Lottery - Horizons Project	30,663	174,525	(139,114)	(35,621)	30,453
ISVA LGBTQ	4,403	55,374	(43,683)	(16,094)	-
Community Link Worker	-	25,349	(23,857)	(1,492)	-
Steele Charitable Trust	5,000	5,000	(7,954)	(2,046)	-
Harper Trust	16,138	68,853	(46,348)	(26,045)	12,598
DA Counselling	-	44,999	(38,155)	(6,844)	-
SV Counselling	-	44,999	(40,570)	(4,429)	-
WARM SPACES	1,975	-	(1,975)	-	-
ISVA DA Specialism Project	32,620	-	(32,620)	-	-
John Lewis Partnership	-	-	-	25,658	25,658
ISVA	-	-	(7,214)	62,714	55,500
TNL National Lottery Million HR	-	-	(4,500)	6,939	2,439
Get On Board Young Trustees	-	30,000	-	20,000	50,000
Signpost	139,710	255,937	(293,812)	-	101,835
Restricted Funds	355,835	705,036	(711,103)	22,740	372,508
Permanent endowment funds	383,632	-	(8,525)	-	375,107

The Permanent endowment funds (£375,107) arise from properties within Stevenage Consolidated Charities that have covenants which precludes them from being sold or used for any purpose other than the provision of charitable accommodation.

The Unrestricted funds in Signpost at 31 March 2025 (£101,835) become restricted funds on consolidation due to the objects of Signpost being narrower than those of One YMCA.

The Horizons Project

The grant received during the year of £174,525 is to equip individuals experiencing domestic abuse with empowering strategies to enable them and their families to make safe choices and rebuild their lives.

John Lewis Partnership

This donation was received to deliver laptops and/or tablets for the use by Charter House residents.

ISVA

This fund helps deliver specialist support to victims of sexual abuse and rape to children and adults of all genders.

TNL National Lottery Million HR

This was received to fund additional youth work hours in, or benefitting young people living in, eligible wards that have a higher rate of anti-social behaviour.

Get On Board Young Trustees

This fund helps to recruit, train and support Young Trustees (aged under 30) onto the Boards of YMCAs across the Central and Anglian region.

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

Restricted Funds

	01-Apr 2024	Income	Expenditure	Transfers	31-Mar 2025
Company	£	£	£	£	£
WARM SPACES	1,975	-	(1,975)	-	-
ISVA DA Specialism Project	32,620	-	(32,620)	-	-
John Lewis Partnership	-	-	-	25,659	25,659
ISVA	-	-	(7,214)	62,714	55,500
TNL National Lottery Million HR	-	-	(4,500)	6,939	2,439
Get On Board Young Trustees	-	30,000	-	20,000	50,000
	34,595	30,000	(46,309)	115,312	133,598

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

22. Restricted funds

Group	1-Apr 2023 £	Income £	Expenditure £	Transfers £	31-Mar 2024 £
One YMCA	125,326	-	-	-	125,326
Big Lottery - Horizons Project	-	123,671	(144,287)	51,279	30,663
Children In Need	2,958	-	-	(2,958)	-
Male victims - Safety Net	2,179	-	-	(2,179)	-
Violence & Exploitation Reduction Unit	11,741	-	-	(11,741)	-
ISVA LGBTQ	12,399	40,760	(31,879)	(16,877)	4,403
Community Link Worker	6,658	25,349	(23,119)	(8,888)	-
Steele Charitable Trust	-	30,000	(25,000)	-	5,000
Harper Trust	-	7,862	(7,862)	16,138	16,138
Cyclical Maintenance Fund	5,913	-	(5,913)	-	-
Publicity Grants	828	-	(828)	-	-
Extraordinary repair fund	21,122	-	(21,122)	-	-
Contingency fund	357	-	(357)	-	-
SBC Locality budget grants	266	-	(266)	-	-
Christian Mission	-	1,200	(1,200)	-	-
Stay and Play Initiative	-	6,316	(6,316)	-	-
WARM SPACES	-	2,000	(25)	-	1,975
ISVA DA Specialism Project	-	204,600	(171,980)	-	32,620
Winter Tangibles	-	1,867	(1,867)	-	-
RSI5 funding	-	249,425	(249,425)	-	-
Outreach Project Funding	-	43,000	(43,000)	-	-
Housing First Support Worker	-	49,856	(49,856)	-	-
HFC Grant- Stevenage BC	-	5,290	(5,290)	-	-
Signpost	169,232	186,452	(215,974)	-	139,710
Restricted Funds	358,979	977,648	(1,005,566)	24,774	355,835
Permanent endowment funds	392,158	-	(8,526)	-	383,632

ONE YMCA
Report and financial statements for the year ended 31 March 2025
NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

Restricted Funds	01-Apr 2023	Income	Expenditure	31-Mar 2024
Company	£	£	£	£
Cyclical Maintenance Fund	5,913	-	(5,913)	-
Publicity Grants	828	-	(828)	-
Extraordinary repair fund	21,122	-	(21,122)	-
Contingency fund	357	-	(357)	-
SBC Locality budget grants	266	-	(266)	-
Christian Mission	-	1,200	(1,200)	-
Stay and Play Initiative	-	6,316	(6,316)	-
WARM SPACES	-	2,000	(25)	1,975
ISVA DA DA Specialism Project	-	204,600	(171,980)	32,620
Winter Tangibles	-	1,867	(1,867)	-
RSI5 funding (year 2) Baldock	-	249,425	(249,425)	-
Outreach Project Funding (year 2)	-	43,000	(43,000)	-
Housing First Support Worker	-	49,856	(49,856)	-
HFC Grant- Stevenage BC	-	5,290	(5,290)	-
	28,486	563,554	(557,445)	34,595

23. Related party transactions

	2025	2024
	£	£
One YMCA Development company balance owed to One YMCA	-	338,113
One YMCA Development company balance owed by One YMCA	717,771	-
Haven First balance owed to One YMCA	118,545	115,607
ECP balance owed to One YMCA	-	320,177
ECP balance owed by One YMCA	2,030	-
Signpost balance owed by One YMCA	715	-
Dignify balance owed to One YMCA	1,729	-

24. Capital commitments

	2025	2024
	£	£
Contracts placed for future capital commitments not provided in the financial statements	9,004,958	13,710,059
Commitments approved by the Board but not contracted for	<u>17,448,476</u>	<u>20,796,876</u>
Total	<u>26,453,434</u>	<u>30,506,935</u>

The above capital commitments will be financed through loans and cash reserves totalling £18,570,654 with the balance of £7,882,780 funded through public sector grant.

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

25. Contingent liabilities

As at 31 March 2025, there was a contingent liability in respect of social housing grant that was awarded to the Company in prior years. There is a potential for repayment or recycling in accordance with the Regulator of Social Housing's guidance if the sites were disposed of and/or taken out of social housing use. The properties are:

- a) Charter House, Watford - £2.9m of social housing grant awarded in 1977 and a further £1.4m in 2024 to facilitate the construction of the site.
- b) Peartree Lane, Welwyn Garden City - £570k of social housing grant awarded in 1995 and a further £5.0m in 2024, to facilitate the construction of the Hostel 2 building.
- c) 4 Northgate End, Bishop's Stortford - £782k of social housing grant awarded in 1995 to facilitate the construction of the building.
- d) Crest Road, High Wycombe - £6.1m of social housing grant awarded between 1994 and 2005 to facilitate the construction of the scheme.
- e) Anderson House- £3.1m of social housing grant awarded in 2024

All these assets remain in social housing use and the Company has no plans to change the status of these sites.

26. Membership

As at 31 March there were 38 members of the Company (2024: 38)

27. Subsidiary Results and Balance sheets

The results and balance sheets of the subsidiaries of One YMCA Group are shown in their summarised financial statements presented below.

Early Childhood Partnership was incorporated on 24 May 2016 with registered office at 30 Meadway, Bedford, England, MK41 9HU. Signpost CIO was registered on 10 May 2016 and has its principal office at St. Marys Churchyard, High Street, Watford, WD17 2BE. One YMCA Development Company was incorporated on 22 February 2018 with registered office at Charter House, Charter Place, Watford, Hertfordshire, United Kingdom, WD17 2RT.

The figures below are presented before elimination of intra-group trading.

2025	Income	Expense	Net Result	Assets	Liabilities	Net Assets
	£	£	£	£	£	£
Early Childhood Partnership	2,012,893	1,966,432	46,461	763,074	183,538	579,536
Signpost	255,937	293,812	(37,875)	138,713	36,878	101,835
One YMCA Development Company	7,425,168	7,179,822	245,346	1,076,817	831,470	245,347

2024	Income	Expense	Net Result	Assets	Liabilities	Net Assets
	£	£	£	£	£	£
Early Childhood Partnership	1,969,623	1,905,157	64,466	1,286,110	753,035	533,075
Signpost	186,452	205,871	(19,419)	176,672	36,962	139,710
One YMCA Development Company	2,294,576	2,294,576	-	415,561	415,560	1

ONE YMCA**Report and financial statements for the year ended 31 March 2025****NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025**

One YMCA Group	Company Number	Charity Number	% Ownership
Early Childhood Partnership	10197205	1168090	100%
Signpost	N/A	1167027	100%
One YMCA Development Company	11220819	N/A	100%

28. Dignify Acquisition

On 30 September 2024, the activities, assets and liabilities of Dignify (charity number 1192067) transferred to One YMCA.

The following table sets out the fair value of assets and liabilities of Dignify as the date of transfer, 30 September 2024:

	Value reported in Dignify £	Transfer in recognised at fair value £
Cash and bank	35,401	35,401
Creditors	(149)	(149)
Net Assets	35,252	35,252
Funds: Unrestricted funds	35,252	35,252

ONE YMCA

England & Wales - Charity number 1102301

Accounts

Registered company:	04430743
Registered charity:	1102301
Registered housing provider:	H4418

**ONE YMCA
(LIMITED BY GUARANTEE)**

REPORTS AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

REPORTS AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

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CORPORATE INFORMATION

TRUSTEE BOARD AND BOARD OFFICERS	
Chair	Bishop Richard Atkinson OBE
Treasurer:	Richard Capaldi
Trustees:	John Ball Simon Box Jane Cotton Nicola Grinstead Richard Capaldi John Robinson Sal Thirlway (resigned 18 October 2023) Alan Victor Bishop Richard Atkinson OBE Elizabeth Knight (resigned 19 July 2023) Sarah Chaudhry Peter Mayne (from 19 July 2023) Deborah James (from 18 October 2023) Jessica Dollimore (from 19 July 2023) Rosa Manning (from 19 July 2023)
Company secretary:	Michael Howe
CORPORATE INFORMATION	
Registered company:	04430743
Registered charity:	1102301
Registered housing provider:	H4418
Registered office:	Charter House, Charter Place, Watford, Hertfordshire, WD17 2RT
EXECUTIVE MANAGEMENT TEAM	
Chief Executive	Guy Foxell
Chief Financial Officer	Rob Clark
Chief Operating Officer	Mark Turner (resigned September 2023)
Chief Central Services Officer	Michael Howe
Director of Place & Environment	Euan Courtney-Morgan
Director of Housing & Community	Catherine Hook
Director of Finance	Lydia Gathogo (from March 2024)
AUDITORS, BANKERS, INVESTMENT MANAGER AND SOLICITORS	
Auditor (External)	Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG
Auditor (Internal)	Beever and Struthers, 15 Bunhill Row, London, EC1Y 8LP
Bankers:	HSBC Plc, 44-52 Lattimore Road, St Albans, Hertfordshire, AL1 3XL CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ
Investment manager:	CCLA Investment Management Ltd, One Angel Lane, 11th Floor, London, EC4R 3AB
Solicitors:	Bates Wells Braithwaite LLP, 10 Queen Street Place, London, EC4R 1BE

REPORT OF THE TRUSTEE BOARD

The Trustee Board presents its annual report together with the audited financial statements for the year ended 31 March 2024.

Organisation

The Group operates across several centres in Hertfordshire, Bedfordshire and Buckinghamshire – and RAF Bases across the country.

The Company is structured by department according to the main service delivery areas which include:

- Housing Services (Accommodation and Support),
- Family Services (nursery, family support and children's centres),
- Community Services (gym, café and community centres)
- Therapeutic Services, support and advice (youth work, counselling and therapeutic support),
- Central services (including finance, fundraising, human resources, legal, safety & compliance, ICT and Chaplaincy).

The national structure of the YMCA Federation allows for further support and national policy development through collaboration with partner YMCA associations.

Trustee Board

The Trustee Board is responsible for the overall governance of the Group. Those who have served during the year are set out on page 3. They hold a dual role of being trustees of a registered charity and Registered Provider of Social Housing, as well as being directors for the purposes of the Companies Act.

The Trustee Board is also represented on One YMCA subsidiaries: the Early Childhood Partnership Trustee Board, Signpost Trustee Board, Haven First Trustee Board and One YMCA Development Company Board of Directors.

In accordance with the Articles of Association and the adopted NHF Code of Governance 2020, Trustees serve for a three-year term. At every Annual General Meeting, members of the Trustee Board who have served a term of three years since their appointment or reappointment retire from office. A retiring member of the Trustee Board shall be eligible for re-election for a second and on occasion a third full-term, but then having served a third term, must stand down as an elected member for a period of one year.

Strategic management

The Trustee Board is responsible for setting an appropriate strategy for the Group. It also ensures that relevant performance measures are in place.

During the year the Trustee Board:

- Oversaw the operations of the charity and devoted time to strategic direction.
- Held a Strategy Away Day to lead and guide the strategy for doubling our impact by 2025 under Mission 25 whilst dovetailing with an overarching business plan.
- Approved a revised Governance Structure and reviewed terms of reference for the Trustee Board, Group companies and all committees to ensure that the Governance Structure remained fit for purpose and the Board continued to effectively oversee all of the charity's activities
- Approved the establishment of a new Quality and Performance Committee to begin meeting from the 2024 AGM. Reviewed the Code of Governance compliance arrangements and confirmed compliance with the exception of those matters set out below.
- Reviewed its key policies along with its financial, investment and people strategies.
- Undertook succession planning work for both the Trustee Board itself and in respect of key staff.
- Ensured that group policies and control frameworks (e.g. financial regulations) applied on a group basis.
- Celebrated the successes of the charity and the contribution of those who work and volunteer for it.

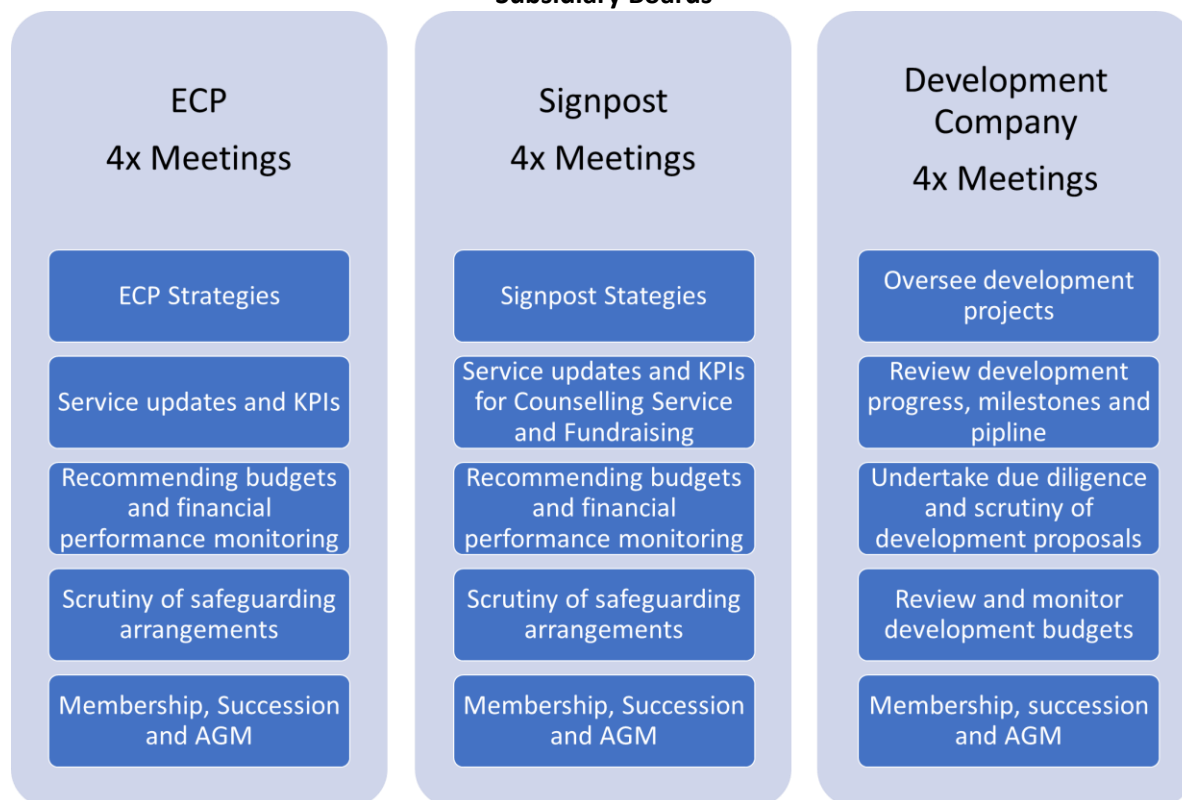
The Trustee Board utilises a committee structure to undertake some of the detailed work of supervising the activities of the Group in between Trustee Board meetings. In December 2023 the Board commissioned a review of the governance structure and approved an amended structure which will take effect from the 2024 AGM. The revised Governance Structure is set out in the following matrix:

ONE YMCA - TRUSTEE BOARD

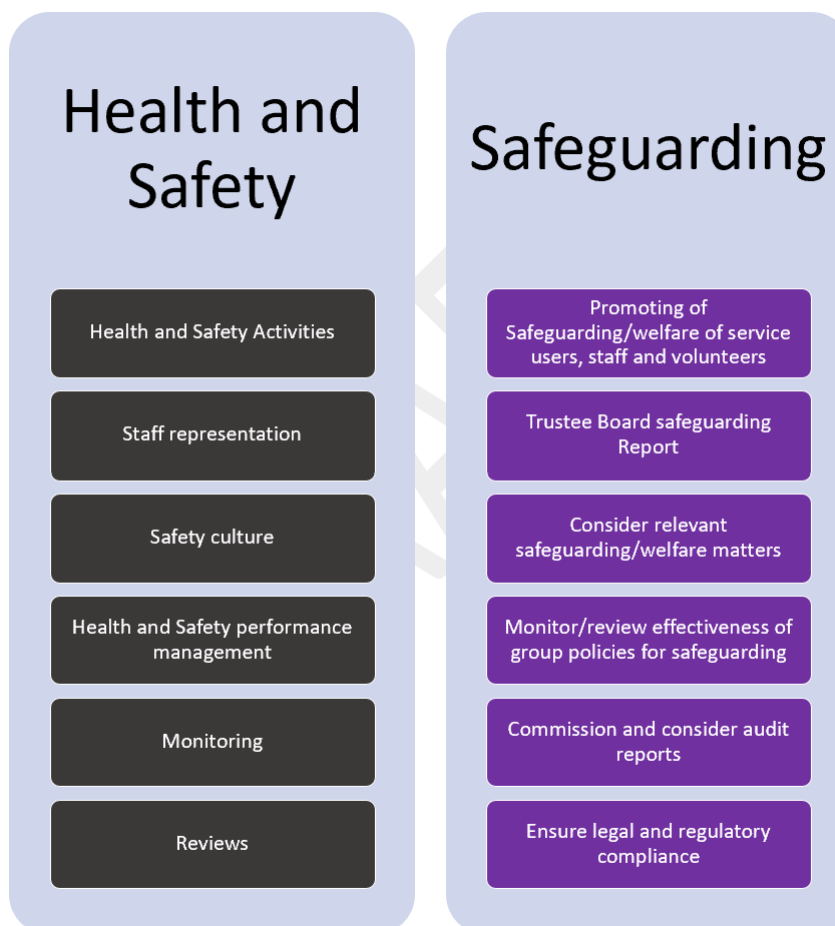
Sub Committees



Subsidiary Boards



Working Groups and Forums



Each committee reports progress to the Trustee Board on a regular basis and has established terms of reference. As at 31 March 2024, the membership of each committee was as follows:

Governance & People	Resources	Audit & Risk	Property Development	ECP	Signpost
Nicola Grinstead (Chair)	Richard Capaldi (Chair)	John Ball (Chair)	Sarah Chaudhry (Chair)	Deborah James	Peter Mayne
Simon Box	John Robinson	John Robinson	Alan Victor	Bob Thompson	Max Beddard
Jane Cotton	Jessica Dollimore	Richard Capaldi	Anthony Jenkins	Eve Burt (to September 2023)	Jon Sleeper
Alan Victor			Georgia Elliot-Smith	Jenny Baylis (from September 2023)	
				Sal Thirlway	

Recruitment of members of the Trustee Board

Members of the Trustee Board are recruited by open and diverse means with sources including:

- Trustee recruitment exercises via national voluntary press and volunteering websites, including open social media campaigns.
- Recommendation from partner organisations.
- Stakeholders.
- Contacts made by staff members and members of the Trustee Board.

The Governance and People Committee agrees a standard role description for trustees. All Trustees are interviewed by a panel of Board members. Any preferred candidates initially attend a Trustee meeting as observers and, if that meets the expectations of all, then co-option follows. New Trustees are inducted into the Group using an agreed framework and ongoing training is provided through a combination of trustee updates, attendance at charity conferences / training events and bespoke training. A few of the Trustees also serve or have served as Trustees of other charities and housing associations which broadens the available skills base and the exposure to training and best practice of the social housing and charity sectors. The Governance & People Committee regularly reviews the trustee skills matrix and identifying future needs.

Colleagues

The Group recognises the strength of its colleagues who are committed to the objectives that serve the best interests of its residents and service users. The Group shares information on its objectives, progress and activities through regular management and staff departmental meetings. In addition, an annual staff conference allows the celebration of success, the generation of ideas and positively engages with staff.

The Group is committed to equal opportunities in recruitment, retention and throughout the employee lifecycle.

Gender Pay reporting

The Charity continues to use the Living Wage Foundation's Real Living Wage as a baseline for employees who are engaged on a permanent YMCA contract of employment. Apprentices are remunerated according to National Minimum Wage rates for workers (as opposed to the much lower apprentice rates). Colleagues covered by TUPE protections retain their existing pay frameworks in most cases. Job evaluation is used to ensure equity and mitigate risks associated with equal pay claims (of which there has been none).

For the purposes of compliance with Gender Pay Gap reporting, employees are treated as 'male' or 'female' in line with HMRC guidance. We recognise that this does not reflect the potential reality of gender identification within

our employee cohort. At the reporting snapshot date of 5 April 2024, the overall workforce split was 73% female and 27% male (2023: 73% female/ 27% male).

The gender pay gap reporting principles demonstrate the following position as a snapshot at 5 April 2024:

- Mean gender pay gap – 16.2% (2023: 16.6%)
- Median gender pay gap – 6.1% (2023: 6.5%)
- Mean and median bonus gender pay gaps – insufficient data (no bonuses in reference period)
- Proportion of males and females in each quartile pay band –
 - Upper quartile – 36% male & 64% female (2023: 29% / 71%)
 - Upper middle quartile – 26% male & 74% female (2023: 18% / 82%)
 - Lower middle quartile – 24% male & 76% female (2023: 23% / 77%)
 - Lower quartile – 20% male & 80% female (2023: 40% / 60%)

Progress in narrowing the gender pay gap has been made in the year but the Charity is not complacent and is aware of the increasing male representation in the upper pay quartile. Work continues to create progression and promote flexible working practices so that more women can take advantage of opportunities to work in higher paying roles.

Equality, Diversity, Inclusion & Belonging

Good progress towards our desire to be a more inclusive organisation has been made this year building on our becoming a signatory of the Business in the Community “Race at Work Charter” and undertaking preparatory work to gain ISO 30415 (HR Management: Diversity & Inclusion). The charity retained its Investors in People Silver Accreditation, plus the Investor in Volunteers kitemark.

Compliance with taxation

The Group is committed to conducting its business with the utmost integrity, transparency and fairness, and in compliance with all relevant rules, regulations and legislation. The Group will not knowingly engage with any individual or business that does not share our commitment to the prevention of tax evasion. In pursuance of its general obligations, the Group will undertake due diligence on its suppliers to mitigate the risk of facilitation of tax evasion offences and will look to terminate any agreements with suppliers that are not committed to preventing facilitation of tax evasion in compliance with the Criminal Finances Act 2017.

Information security

The Charity is committed to information security and continues to promote good and appropriate collection and use of data and information. The Charity has invested in staff training, new technology and uplifted its working practices. Both One YMCA and Early Childhood Partnership have gained the Cyber Essentials Plus accreditation. Information security is incorporated into the Group’s internal audit rolling programme.

Indemnity insurance

The Group’s insurance policies indemnify the Trustee Board and Officers against liability when acting for the Group providing their actions are not reckless or fraudulent.

Health and Safety

The Trustees are aware of their responsibilities on all matters relating to health and safety, including fire and building safety. The Group has prepared detailed health and safety policies and provides staff training and education on health and safety matters. The health and safety forum meet quarterly, comprising of representatives of all service areas and meetings were chaired by the Executive Team with appropriate Trustee oversight.

Investment powers

In accordance with the Articles of Association, the Trustee Board may exercise the power to delegate to any person, company or other organisation any of the Group’s powers of investment, administration or management of all or any part of the money and investments of the Group. Accordingly, the funds held as investments by the Group were managed on behalf of the Trustees by CCLA Investment Management Ltd. The

Group has continued to adopt a conservative investment policy that seeks to balance capital preservation and achieving an appropriate return. The cyclical Investment Strategy review process was completed during the year with particular attention being paid to the ethical basis of investment management.

Public Benefit

The Trustee Board held service users at the heart of its approach to formulating the strategic objectives and associated strategies. In doing so, the Trustee Board referred to the guidance contained in the Charity Commission's general guidance on public benefit when planning for the future. Through the work that the Group undertakes in its service areas, it delivers public benefit and serves a wide range of people, many of whom are vulnerable.

Complaints

Our clear and simple complaints policy is issued to all residents and available to all other service users. All complaints received are monitored by the Chief Executive to help ensure an appropriate and timely resolution and to help identify any recurring issues that may require a different approach.

Donations

During the year, the Group made no donations (2023: £nil), choosing to prioritise its own charitable activities on behalf of the most vulnerable.

Going Concern

The Trustees reviewed the Group's financial position and financial forecasts for 2024/25, plus the coming seven years, to test the entity's ability to continue as a going concern. The Executive produced several scenarios including the positive, realistic and severe scenarios modelling income and expenditure as well as cashflows over the foreseeable future. The Resources Committee continues to scrutinise financial information including cashflow forecasts to ensure the resilience of the Charity.

As a result of this ongoing review, the Trustees believe that the Group is well placed to manage external, operational and financial risks successfully. Accordingly, the Trustees have a reasonable expectation that the Charity and the Group have adequate resources to continue in operational existence for the foreseeable future. As a consequence, they continue to support the going concern basis in preparing financial statements.

Reserves Policy

Reserves that are unrestricted funds held by the Group should be sufficient to meet all payment obligations and to contribute to the Group fulfilling its aims and purposes. The target level of free reserves is determined annually, by the Trustees upon recommendation from the Resources Committee and must reflect the overall objectives of the Group's long-term Financial Strategy and other plans.

The Trustees consider that the unrestricted funds should be classified into two categories:

- Unrestricted funds for earmarked projects, objectives and risks, and;
- Unrestricted funds that are free reserves held to cover working balances and payment obligations.

The reserves as at 31 March 2024 were as follows:

<u>Reserves</u>	<u>£</u>
Housing property revaluation reserve	5,184,993
Revenue reserve	12,763,733
Restricted reserve	355,835
Permanent endowment reserve	383,632
Total unrestricted funds (revenue reserve)	18,688,193

When taking these reserves into account, the revaluation reserve relates to accounting adjustments which are not cash based. The revenue reserve amounted to £12,763,733 of which free reserves total £11,966,954

In determining the level of unrestricted funds held as free reserves to cover working balances and payment obligations, the Trustees have considered the following matters

- Three months of salary and running costs are approximately £6.9 million, and
- Business interruption insurance cover is in place with a two-year indemnity period.
- The operations of the Charity's trading subsidiary.

Accordingly, the Trustees consider it prudent to retain working balances of £3 million in cash and/or readily realisable unit trust investments that are not designated or earmarked in order to meet unforeseen risks or obligations. The Trustees are content with the current level of reserves.

Risk Management

Strategic Risk is managed throughout the year through an ongoing cycle of review by the Executive Leadership Team, the Audit and Risk Committee, and the Board.

In the year, the Audit and Risk Committee reviewed and updated the Risk Management Framework. The Committee and the Board also reviewed the RSH Sector Risk Profile and approved a redesigned Strategic Risk Register, with a renewed focus on the principal and emerging risks facing the charity, which aligned to the Sector as a whole.

The Strategic Risk Register sets out the following key risks:

- Financial Resilience
- Property Health, Safety and Compliance
- Economic Environment
- Mission / Strategy
- Resources Capacity and Capability
- Customer Expectations
- Supplier Availability and Performance
- Regulation and Legislation
- Safeguarding
- Business Continuity
- Data Governance
- Decarbonisation

Statement of Internal Control Effectiveness

The Trustees acknowledge their overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness.

The Charity has a system of internal controls across the three lines of defence and has adopted an annual self-assessment approach to reviewing controls effectiveness across key business areas. In addition, it conducts self-assessment reviews of compliance with key regulatory and legislative requirements and has an annual programme of internal audit to provide additional third line assurance of controls effectiveness to the Board.

In the most recent review of internal control effectiveness there were no significant controls weaknesses identified. However, the Senior Leadership Team have identified potential improvements which will be progressed in the coming financial year.

The Head of Governance, Risk and Compliance maintains a Gifts and Hospitality Register and reports on Probity and Data Governance issues to the Audit and Risk Committee on a quarterly basis. The charity also submits an annual fraud return to the Regulator of Social Housing.

No instances of fraud were identified or reported in the year.

Code of Governance

Following an annual self-assessment, the Trustee Board is pleased to report that the Group complies with the National Housing Federation's Code of Governance (2020), except for Principal 3.7(3) where a Trustee that had served the maximum tenure of 9 years was reappointed within 2 years of retiring. This arises as John Robinson retired from the Board following a 9-year term in 2018 and was reappointed in 2020. This appointment was compliant with the Associations Articles of Association and the decision was taken to make the appointment on the basis that John Robinson brought skills and knowledge that the Board required during a time of growth and significant turnover, to ensure that the Trustees retained the skills and knowledge required to effectively run the Association.

The Trustee Board continues to review and improve the Associations standard of Governance. During the course of the year, the Audit & Risk Committee reviewed the compliance framework as well as approving the annual review of Financial Regulations and governance arrangements.

Annual review of the Governance and Financial Viability Standard

The Trustees have reviewed the Charity's compliance with the Regulator of Social Housing's Governance and Financial Viability Standards and confirms that the Group has complied with them. The Group has taken on a new role of Head of Governance, Risk & Compliance which will enable the Charity to ensure ongoing compliance as it continues to expand, and as new regulatory requirements come into force.

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEE BOARD FOR THE REPORT AND FINANCIAL STATEMENTS

General Financial Responsibilities

The Trustee Board is responsible for preparing the Report of the Trustee Board, the Operating and Financial Review and Strategic Report and financial statements in accordance with applicable law and regulations.

Company law requires the Trustee Board to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable laws). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and the surplus or deficit of the Company and the Group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently.
- make judgements that are reasonable and prudent.
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice (SORP) Accounting by Registered Housing Providers 2018 update, have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's and Group's transactions and disclose with reasonable accuracy at any time the financial position of the Company and Group and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Company and Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

- so far as each Trustee is aware, there is no relevant audit information of which the Company's auditors is unaware; and
- the Trustees have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditors is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

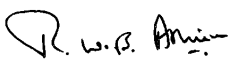
ONE YMCA

Report and financial statements for the year ended 31 March 2024

Annual General Meeting

The annual general meeting will be held on 16 October 2024.

The Report of the Trustee Board was approved by the Trustees on 25 September 2024 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'R. W. B. Atkinson', is written over a horizontal line.

Bishop Richard Atkinson OBE
Chair & Trustee

OPERATING & FINANCIAL REVIEW AND STRATEGIC REPORT

Introduction

The report and financial accounts for the year ended 31 March 2024 sets out the activities and achievements of the Charity.

Principal Activity

The Group's principal activity is that of the provision of supported accommodation for people facing multiple disadvantages. In addition, the Group continues to deliver services to people of all ages offering the opportunity to take part in children and family services, health & wellbeing, therapeutic & specialist support, community activities and youth work.

The Group's mission is to enable people to develop their full potential in body, mind and spirit. The mission is inspired by, and faithful to, Christian values to create a supportive and energising community that is open to all, where young people can truly belong, contribute and thrive.

BUSINESS AND FINANCIAL REVIEW

As well as major expansion in our support and accommodation services to homeless individuals and increases in our work with those suffering the effects of Domestic Abuse and Sexual Violence, Trustees were also delighted to see ongoing developments within our youth and children's work.

Financial review

The Group returned an operating surplus on the Group's activities of £46,059 (2023: £696,331 -deficit).

Total comprehensive income for the year returned a surplus of £693,308 (2023: £1,599,989) for the Group after taking into account £530,249 actuarial gain on the YMCA pension fund and unrealised investment gain of £328,330 (2023: loss of £157,786) during the year.

On an ongoing basis, the Trustee Board is committed to achieving a surplus operating budget. With regard to the 2024/25 financial year, a surplus budget has been set.

The Group closely monitors its banking covenants and credit rating. Throughout the year, it was compliant with all covenant obligations.

Housing metrics

The Group has reviewed its metrics in accordance with the Value for Money Code of Practice. The core housing information is set out in the following table.

Metric	Definition	2024	2023
Business Health			
Operating Margin - Social Housing	Operating surplus or (deficit) from social housing lettings / turnover from social housing lettings	5.1%	-5%
Operating Margin - Overall	Operating surplus of deficit overall / turnover overall	0.2%	-3.0%
EBITDA MRI interest cover	Earnings before interest, tax, depreciation, amortisation, major repairs / Interest cover	-196.4%	-1,958%
Development			
New supply	Number of new units as a % of current units	0%	0%
Gearing	Short term loans + long term loans - cash and cash equivalents + finance lease obligations / Tangible fixed assets: Housing properties at cost (current period)	-23.6%	1%
Outcomes			
Reinvestment %	Development of new properties (housing) + newly built properties acquired + works to existing housing properties +	19.2%	25%

Metric	Definition	2024	2023
	capitalised interest on housing properties + schemes completed / Tangible fixed assets housing at cost		
Effective Asset Management			
ROCE	Operating surplus or (deficit) overall / total assets less current liabilities	0.2%	-3%
Cost per unit			
Headline social housing cost	The unit cost metric assesses the headline social housing cost per unit as defined by the regulator	£22,438	£23,743

As a result of a successful property development programme which has attracted and continues to attract public sector funding, significant additional borrowing will be undertaken in the next financial year which will affect the interest cover and gearing ratios.

Value for money

One of the Group's objectives is to provide social housing accommodation and support services to meet the needs of its residents. The aim is to achieve a balance between reasonable cost and good quality. Value for money means:

- Ensuring effective business planning by setting out at the beginning of each financial year what will be achieved with money prior to it being spent.
- Increasing longer term social benefits through the expansion of our internal homelessness prevention pathway, such as with the addition of move-on accommodation units.
- Effectively managing performance and approach to risk, to ensure that plans are delivered.

The Group measures its value for money in terms of cash and outputs / outcomes in various ways such as:

- Commissioning of external consultation led Cost Consequences and Added Social Value impact reports,
- External accreditation,
- Financial returns,
- Key performance indicators and benchmarking,
- Service quality,
- Social value benefits to individuals and communities,
- Savings to the public purse,
- Benefits to the organisation and its people,
- Feedback from residents and other service users.

The Group's value for money strategy is to:

- Generate surpluses to maintain a viable organisation, fund the capital programme and to continue to provide and develop services for service users, both present and future.
- Ensure that high levels of service user satisfaction are achieved.
- Comply with its banking covenants.
- Live up to the Group's Values and Impact Objectives in the delivery of services and value.

As a registered provider of social housing, the value for money objectives over the next three years are to:

- Substantially increase the positive social impact on those facing or at risk of facing rough sleeping and homelessness in all geographical areas of operation, by building on and scaling up our proven, recognised and award-winning Dynamic Pathway to Independence (DPI) model.
- Embed the non-accommodation aspects of the DPI (e.g. health & wellbeing activities, training & education elements and employment opportunities via specific social enterprises) into the areas we already have a footprint within.
- Establish and develop strong relationships with commissioners and third sector partners in new and emerging areas of geographical operation with a view to understanding unmet needs in the sector, to then resource and deploy the necessary elements of the DPI to maximum effect.

- Work to deliver a ‘sum is greater than the parts’ effect through the active combination of housing, family and specialist therapeutic (e.g. Domestic Abuse / Sexual Violence support) services, leveraging strengths and skills sets to meet local need and secure additional funding.
- Seek out and deliver best value through the ongoing efforts to target ‘the right support, in the right way, at the right time, in the right place’ through the mobilisation and embedding of the Digital Support Journey.
- Seek out additional financial and non-financial support (e.g. corporate supporters) to underpin the best-value aspects of service delivery, helping to meet the costs of existing services and enabling the mobilisation of new (non-statutory) services to meet identified need.
- Work in partnership with a variety of external stakeholders to identify opportunities and meet identified (and unfulfilled needs), delivering meaningful change through innovation and collaboration for the benefit of those who need it most.
- Proactively drive the performance and use (e.g. occupancy) of all social housing assets to ensure maximum return on investment, in both social and financial terms, for the benefit of all those supported across our geographical areas of operation.
- Embed the resident and service user voice within our activities to ensure a better understanding of need, satisfaction and opportunities to further increase the social and personal impact of our housing and support services.
- Maintain investment and efforts across the portfolio with a view to enhancing the living environment in line with the DPI principles, recognising and generating impact from the asset as an inherent part (and able to contribute to) the support journey.
- Maintain our position of trusted partner with all of the district and county authorities with which we work to support an ongoing agenda of sector alignment and cohesive pathway progression for those escaping homelessness.

Reporting on Value for Money is a requirement of the Regulator of Social Housing and over the last year, the Group has continued in its drive to deliver value for money despite some operational challenges in the year. In preparing for the re-development of one of our larger hostels, the 2023/24 financial year has been a key transition point to ensure the Group has the resources it needs to deliver good value for money. Activities that develop the effectiveness of the Group include:

Initiative	Status, saving or gain	Comments
Social housing		
Deliver the budget for social housing	£845k operating surplus (All Housing)	A positive return of 5.1% (2023: negative return of 1.5%) The improvement resulting mainly from Haven First housing activities for a full year following its transfer into ONE YMCA group on 1 August 2022.
	£46k operating surplus (Group)	A positive 0.2% return (2023: negative return 3.0%%).
	£693k Total surplus (Group)	A 2.7% (2023: 6.9%) return after taking into account the actuarial gain on pension of £530k (2023: nil), no transfer of assets at fair value (2023: £2,582k gain) and investment account movement of £328k gain (2023: £158k loss).
Deliver good occupancy performance to maximise income and service delivery to beneficiaries	95.1% (2023: 93%)	Overall occupancy for the Housing Division (all services) increased by a further 3%. Improved position was a direct result of local Councils releasing more residents who had been held in temporary accommodation, coupled with excellent collaboration between Place & Environment teams (to minimise maintenance voids) and the Housing teams at all sites (to find, risk assess, move in, and then successfully support very high numbers of residents).

Initiative	Status, saving or gain	Comments
Use of the Pyramid housing repairs system to track work flow and target job completion	Restructure complete but with ongoing embedding underway	The internal Place & Environment team have substantially improved the compliance and general living-environment aspects of the overall portfolio. A standardised asset format and design, aligned to the DPI, has enabled rapid turnaround of voids and rolling programme of improvement e.g. psychologically informed environment colourways and improved green agenda (e.g. LED lighting). This all alongside substantial growth and the introduction of new assets to support the meeting of distinct local need in key areas. Efforts remain ongoing to identify and mobilise a suitable, cost effective and future proof repairs, maintenance, reporting and compliance system.
Secure new work to increase the units under management and spread overhead costs	Substantial growth into new areas achieved and wide recognition of the effectiveness of the DPI model in terms of positive outcome delivery	The success of the previous creation of specialist complex-needs supported accommodation to meet urgent Cost of Living related needs has expanded to support further development of the DPI. The more mature areas of geographical operation across Hertfordshire now operate almost all stages of the DPI. With commissioners from multiple new geographical areas, across Herts, Beds and Bucks, specifically requesting the mobilisation of distinct parts of the DPI to meet their own local (unfulfilled) need. This has seen new commissioning routes open up with health and central government (e.g. Home Office) partners, enabling us to help even more distinct cohorts of vulnerable individuals, An established reputation of responsiveness, specialism and an ability to mobilise innovatively at pace continues to present new opportunities for diversification and access to new geographical areas.
Financial modelling and stress testing	Extensive efforts to inform development activities with ongoing and expanded activities moving forwards	As we continue to increase the number of operational units as part of our ongoing development programme, our focus on the key aspects of financial modelling and stress testing is being maintained. These aspects are led by our internal finance team with support from external specialists, with their outcomes sitting at the heart of key decisions around operational and long-term investment. The overall key focus being to ensure the long-term sustainability and protection of social housing assets and services. These efforts will remain ongoing and be further developed over coming periods.
Generate a surplus on Abbots Langley nursery operations and contribute an overhead	£141k contribution to overheads, however generated a deficit of £32k.	The ongoing quality of service delivery resulted in a positive grading from OFSTED during the year (OFSTED GOOD). Whilst recruitment remains a key challenge for Early Years at a national level, the Nursery has maintained excellent occupancy levels of 80%+ resulting in a surplus.
Effectively lead and manage the international Airplay contract	£1m pa contract across 24 RAF bases, in partnership with 11 YMCAs	Having led the other YMCAs to successfully win this major contract, our YMCA needs to focus on influencing and inspiring excellent attendance and outcomes across the Federation, while also delivering high quality youth and children's work in the seven bases we are responsible for.
Early Childhood Partnership		
Children's Centre services		
Effective delivery of the Children's Centre contract	Successfully deliver the contract	The budget maximised the deployment of financial resources for beneficiaries. The children's centre contract is underpinned by a series of key performance indicators (KPI) sitting within four performance areas. These KPIs are regularly monitored by the Trustee Board, Council and managers. The team members are clear about which KPIs their activities contribute to, and they understand the links between the KPIs and achieving good outcomes for our children and families The design and delivery of the timetable of activities is informed by local available data. There is an appropriate split between universal

Initiative	Status, saving or gain	Comments
		and targeted activities. For example, ECP deliver Parents as First Teachers (PAFT) as the parenting programme of choice and this is delivered as a targeted service, with the addition of PAFT Connections as a universal group activity. The universal team offers Baby Brasseries, a daily breast-feeding support session, weekly ante natal classes for first time parents (BBB) and one to one support ante-natally and post-natally. The staff work hard to ensure a high-quality universal service offer is available both face to face and remotely. The Group will seek ongoing cost mitigation in consultation with the Commissioner, while delivering high quality support.
Deliver specialist and Therapeutic services	ISVA (Independent Sexual Violence Advice) IDVA (Independent Domestic Violence Advice)	These services are delivering well above commissioner expectations with excellent feedback from clients supported through their traumatic experiences
	Perpetrator Support Service	We are now delivering group and 1:1 support with good feedback from those who complete the course, as well as training for professionals to identify perpetrators and refer them to our services.
	Other grant funded work	Our Horizons team provide support for victims of domestic abuse through our My Choice or Liberty programmes. We have a bespoke service for male victims as well, which provides specialised support sessions. Our play therapy work has been extended to provide additional funding across Central Bedfordshire and Bedford Borough for children who have witnessed domestic abuse. These generally take place in schools and have created new opportunities for a member of staff to train as a play therapist.

The Group's ongoing commitment to value for money and continuous improvement will remain a high priority given the challenges to income streams that every social housing provider faces and the need to keep service users at the heart of decision making. Specific on-going activities will include:

- Performance managing outcomes and costs,
- Responding to service user needs,
- Promoting a high social housing occupancy with good rent collection levels,
- Responding to commissioner funding decisions,
- Increasing the diversity of our workforce, being deliberate about our inclusive attitude and together developing ways to ensure that everyone has equality of opportunity,
- Investing in the culture and values to maximise the Group's potential, value for money and continuous improvement.

In conjunction with the Group's strategic objectives, the 2024/25 value for money approach will provide the foundation for continuous improvement and efficiency developments.

Objectives and Strategy

The charitable objects of the Group arise from its acceptance of the Basis of Union of the YMCA of England, Ireland and Wales, adopted by the British YMCA Assembly held in Birmingham in 1973, which are:

- To unite those who, regarding Jesus Christ as their God and Saviour according to the Holy Scriptures, desire to be His disciples in the faith and in their life, and to associate their efforts for the extension of His Kingdom.
- To lead young people to the Lord Jesus Christ and to fullness of life in Him.
- 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.

ONE YMCA

Report and financial statements for the year ended 31 March 2024

- 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.
- To provide residential accommodation for persons of all ages who are in need, hardship or distress by reason of their social, physical or economic circumstances.

Various strategies are employed to achieve the charity's objectives within service areas of:

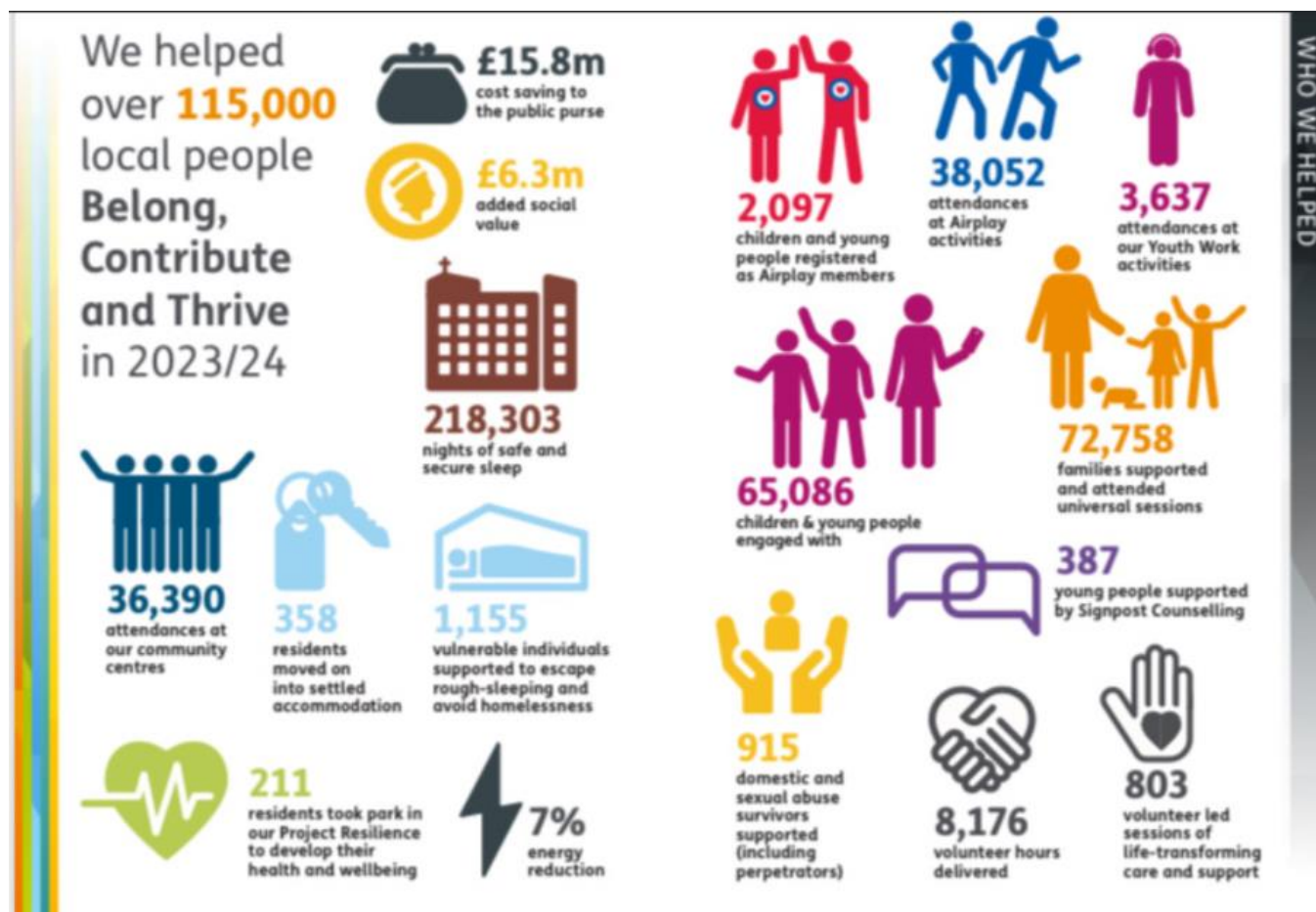
- Accommodation,
- Family work,
- Health and wellbeing,
- Support and advice,
- Training and education.

Achievements and performance

The last year has continued the Group's trajectory of growth and performance improvements, while also strengthening our culture.

- We have seen major steps forward in the commencement of our largest ever building project (100 bedspaces in Welwyn Garden City) as well as securing multi-million-pound grants from Homes England and local authorities to deliver other supported accommodation projects. These allowed us to increase our number of supported bedrooms beyond 600 and created a combined total of £20m Social Value and savings to the public purse.
- Our day care Nursery in Abbots Langley was graded "Good" by Ofsted under its new, tougher assessment criteria. Charters Nursery offers fantastic Early Years education to more than 100 children and has further developed the building and grounds this year with upgrades and improvements.
- Our part of the Family Support Service within Hertfordshire had an excellent year, with record-breaking numbers of U1s registered. Amongst other things, this set us up very well to bid for and successfully secure our largest ever contract, for the whole county, starting January 2025.
- The number and range of people we helped can be found in the infographics elsewhere in this report and with fuller details on our website, including a suite of service user stories and videos.

We have supported 115,000 in 2024 local people to belong, contribute and thrive in their communities, specifically including:



More information on our achievements as a Group, plus inspiring videos and case studies of those we've supported can be found at: <https://oneymca.org/what-we-do/>

Accreditations

The Group continues to work hard to secure and maintain accreditations that reflect the quality, compliance and impact of work undertaken. These currently embrace:

- Investors in People – Silver,
- Investors in Volunteering,
- Ofsted – Good – for Charters Nursery, Abbots Langley,
- Centre for Housing Support – Service Excellence Standards,
- SafeContractor - Charity,
- Cyber Essentials Plus – One YMCA and Early Childhood Partnership,
- Fundraising Regulator,
- Disability Aware,
- Mindful Employer.
- Leading Light – community based Domestic Abuse services
- Race at Work Charter
- Respect - services for perpetrators of domestic abuse
- Like Culture – Sexual Violence support

The Group will continue to seek accreditations where it is in the best interests of the charity and its beneficiaries to do so. This currently includes ISO30415 (Human Resource Management – Diversity & Inclusion).

Future plans

- As we enter into the final phase of our Mission 25 strategic plan to 'double our impact by 2025', we begin to target particular themes;
 - **Young at Heart** – ensuring youth voice and advocacy is embedded across all service areas including the introduction of Young Trustees through the Get on Board programme which One YMCA are leading on across the Federation,
 - **Impact Focus** – demonstrating the effectiveness of our theory of change models, including the award-winning Dynamic Pathway to Independence (DPI) which is recognised as the preferred model of operation across our housing service,
 - **Great Places** – Continue to work towards the completion of capital development programmes in Charter House and the redevelopment of our Peartree hostel alongside achieving our growth plan which will take us to 800+ units of accommodation,
 - **Here for Good** – Continue to seek value for money opportunities with a primary focus to ensure full cost recovery is achieved through grants and contracts. A specific focus on marketing and fundraising will enable us to achieve the level of unrestricted donations to the Charity which will truly bring added value to the work we do with beneficiaries,
 - **People Together** – The integration of recent mergers and subsidiary arrangements into our Charity culture is a key strategic theme alongside improving staff retention and satisfaction across the Group.
- As we continue to grow our housing stock, a strategic plan is in motion to ensure we are 'IDA' ready for when we reach 1,000 units of accommodation. A complete refresh of our Governance and reporting frameworks, closely aligned with the Housing Regulatory standards, will set new foundations in how we operate, demonstrating compliance and financial viability.

Future of social housing

The social housing strategy now sits firmly in the overarching #Mission25 strategy to double our impact by 2025. There are several key concepts in the mission that have specific relevance to our Social Housing activities and these include:

- #MakingHomes
- #BetterPlaces
- #GoingGreen

Each of these concepts will see us deliver a staff and resident led improvement in the social impact our social housing activities deliver. That being both in quantity and quality terms, seeing us double the number of units we are able to provide, double the positive outcomes and opportunities for our residents and have the impact our activities have on the environment around us.

Several key redevelopment / development activities sit at the heart of the strategy, each with varying degrees of secured (or in final stages of negotiation) public sector funding. That funding being an enabler to expand the overall length / reach of the Dynamic Pathway to Independence.

Resident involvement

The inclusion of resident feedback and the 'lived experience' voice sits at the heart of our activities and is further enhanced through the activities of #Mission25, our strategy to double our impact between 2020 and 2025. There are a number of concepts contained in the mission, but the most relevant to this topic being:

- #ProjectConnect
- #MakingHomes

Within these concepts, and actively underpinned by the move to mobilise the Digital Support Journey, there is a specific focus to 'connect' stakeholders from across the organisation. This will bring together staff, volunteers and residents from all areas with the specific aim of eliciting feedback, opinion and suggestions.

Alongside this our overarching commitment, via the Chaplaincy Team, to attract, train and embed volunteers will remain a constant. This extra resource provides a completely different voice to the support / resident journey and offers considerable extra value.

Risks and uncertainties

Risks that may prevent the Group achieving its objectives are considered and reviewed by the Trustee Board, Audit & Risk Committee and Executive Management Team on a periodic basis as part of the corporate planning processes. The risks are recorded and assessed in terms of their impact and probability. Major risks, presenting the greatest threats to the Company and Group are reported to Trustee Board every six months. The strategic risk register is reviewed at every Audit & Risk Committee meeting. In addition, people related risks are reviewed by the Governance & People Committee every six months. The Group's major risks over the last 12 months related to:

- The cost-of-living crisis and staff retention,
- Loss of income and/or contracts,
- Safeguarding / service user reputational incident,
- Regulatory Compliance,
- Development cost overrun,
- Property compliance,
- Cyber and Information security,
- Executive capacity,
- Fraud and theft.

The principal financial risks relate to loss of income and/or contracts and development programme cost escalation. Whilst the Audit & Risk Committee reviews controls and standards, the Resources Committee proactively monitors and challenges the financial and service performance of the Group.

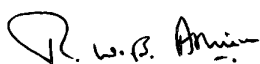
On an annual basis, the Group reviews its key policies and controls frameworks. These included the financial regulations as well as the Code of Governance, committee terms of reference, code of conduct, safeguarding, fraud, whistleblowing, health & safety, UK GDPR, equal opportunities and risk management policies.

The risk management and internal controls arrangements are described in more detail in the Report of the Trustee Board on page 10.

Borrowings

At year end, the Group had long term borrowings of £4,214,601, (2023: £4,289,535) which are secured against income generating assets: the supported housing hostels. In approving the Operating and Financial Review, the Trustees are also approving the Strategic Report in their capacity as directors of the Group.

The Operating and Financial Review and the Strategic Report were approved by the Trustee Board on 25 September 2024 and signed on their behalf by:



Bishop Richard Atkinson OBE
Chair and Trustee

Independent auditor's report to the members and trustees of One YMCA

Opinion

We have audited the financial statements of One YMCA for the year-ended 31 March 2024 which comprise the consolidated and company statements of comprehensive income, the consolidated and company statements of changes in reserves, the consolidated and company balance sheets, the consolidated statement of cash flows and notes to the financial statements, 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's and parent charitable company's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from January 2019; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustee Board (which includes the directors' report), and the Operating and Financial Review and Strategic 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustee Board, the Operating and Financial Review and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report contained within the Report of the Trustee Board, the Operating and Financial Review and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustee Board, the Operating and Financial Review or the Strategic Report.

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

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the Statement of Responsibilities of the Trustee Board set out on page 11, the trustees (who are also the directors of the charitable company 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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulation of registered providers of social housing, Ofsted, and Health and Safety regulation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a

direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and the Housing and Regeneration Act 2008, and we considered other factors such as tax compliance.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to areas of estimation uncertainty and manual accounting journals. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing a sample of manual journals; and
- Challenging assumptions and judgements made by management in their accounting estimates

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

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

Use of our report

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



Tracey Young (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor

Date: 9 October 2024

10 Queen Street Place
London EC4R 1AG

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2024**

		2024	2023
		£	£
Turnover	3	26,468,821	23,225,398
Operating expenditure	3	<u>(26,422,762)</u>	<u>(23,921,729)</u>
Operating Surplus / (Deficit)	4	46,059	(696,331)
(Loss) /gain on disposal of property, plant and equipment	5	(117,652)	3,000
Interest receivable and other income	6	230,982	108,617
Interest and financing costs	7	(324,660)	(240,410)
Movement in fair value of financial instruments	13	328,330	(157,786)
Gain on transfer of assets at fair value	27/28	<u>-</u>	<u>2,582,899</u>
Surplus for the year		163,059	1,599,989
Actuarial gain relating to YMCA pensions scheme	19	<u>530,249</u>	<u>-</u>
Total comprehensive income for the year		<u>693,308</u>	<u>1,599,989</u>

**COMPANY STATEMENT OF COMPREHENSIVE
INCOME
FOR THE YEAR ENDED 31 MARCH 2024**

		2024	2023
		£	£
Turnover	3	24,793,861	19,769,288
Operating expenditure	3	<u>(24,648,851)</u>	<u>(20,626,959)</u>
Operating Surplus / (Deficit)	4	145,010	(857,671)
(Loss) /gain on disposal of property, plant and equipment	5	(117,652)	3,000
Interest receivable and other income	6	224,791	101,420
Interest and financing costs	7	(324,660)	(240,410)
Movement in fair value of financial instruments	13	328,330	(157,786)
Gain on transfer of assets at fair value	29	<u>246,675</u>	<u>1,875,252</u>
Surplus for the year		502,494	723,805
Actuarial gain relating to YMCA pensions scheme	19	<u>530,249</u>	<u>-</u>
Total comprehensive income for the year		<u>1,032,743</u>	<u>723,805</u>

The accompanying notes form part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 MARCH 2024

GROUP	Income and expenditure reserve	Restricted reserve	Permanent endowment reserve	Property revaluation reserve	Total
	£	£	£	£	£
Balance at 1 April 2023	11,993,147	358,978	392,158	5,250,602	17,994,885
Surplus from income and expenditure account	729,751	(27,917)	(8,526)	-	693,308
Transfer from restricted reserve to revenue reserve	(24,774)	24,774	-	-	-
Transfer from Property Revaluation Reserve to income and expenditure reserve	65,609	-	-	(65,609)	-
Balance at 31 March 2024	12,763,733	355,835	383,632	5,184,993	18,688,193

COMPANY	Income and expenditure reserve	Restricted reserve	Property revaluation reserve	Total
	£	£	£	£
Balance at 1 April 2023	11,430,597	28,486	5,250,602	16,709,685
Surplus from income and expenditure account	1,026,634	6,109	-	1,032,743
Transfer from revaluation reserve to income and expenditure reserve	65,609	-	(65,609)	-
Balance at 31 March 2024	12,522,840	34,595	5,184,993	17,742,428

ONE YMCA
Report and financial statements for the year ended 31 March 2024

GROUP	Income and expenditure reserve	Restricted reserve	Permanent endowment reserve	Property revaluation reserve	Total
	£	£	£	£	£
Balance at 1 April 2022	10,947,385	131,301	-	5,316,210	16,394,896
Surplus from income and expenditure account	1,164,488	43,343	392,158	-	1,599,989
Transfer from restricted reserve to revenue reserve	(184,334)	184,334	-	-	-
Transfer from Property Revaluation Reserve to income and expenditure reserve	65,608	-		(65,608)	-
Balance at 31 March 2023	11,993,147	358,978	392,158	5,250,602	17,994,885

COMPANY	Income and expenditure reserve	Restricted reserve	Property revaluation reserve	Total
	£	£	£	£
Balance at 1 April 2022	10,669,670	-	5,316,210	15,985,880
Surplus from income and expenditure account	695,319	28,486	-	723,805
Transfer from revaluation reserve to income and expenditure reserve	65,608	-	(65,608)	-
Balance at 31 March 2023	11,430,597	28,486	5,250,602	16,709,685

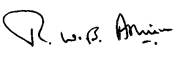
BALANCE SHEET
AS AT 31 MARCH 2024

Registered company 04430743

	Notes	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
Fixed assets					
Tangible fixed assets-					
Housing properties	11	18,679,027	18,551,686	18,399,034	17,904,329
Other tangible fixed assets	12	1,976,847	1,710,177	1,976,847	1,710,177
Investments	13	3,460,101	3,131,771	3,460,102	3,131,772
		24,115,975	23,393,634	23,835,983	22,746,278
Current assets					
Trade and other debtors	14	5,882,866	3,117,553	6,098,761	4,088,221
Stock		4,988	3,673	4,988	3,673
Cash and cash equivalents		8,620,595	4,160,901	7,185,418	2,068,611
		14,508,449	7,282,127	13,289,167	6,160,505
Creditors: falling due within one year	15	(6,001,956)	(4,926,050)	(5,477,147)	(4,581,656)
Net current assets		8,506,493	2,356,077	7,812,020	1,578,849
Creditors: falling due after more than one year	16	(13,719,802)	(6,986,237)	(13,719,802)	(6,875,553)
Pension funds	19	(165,773)	(719,889)	(165,773)	(719,889)
Provision for liabilities and charges	18	(48,700)	(48,700)	(20,000)	(20,000)
Total net assets		18,688,193	17,994,885	17,742,428	16,709,685
Capital and reserves					
Housing property revaluation reserve		5,184,993	5,250,602	5,184,993	5,250,602
Revenue reserve		12,763,733	11,993,147	12,522,840	11,430,597
Restricted reserve	22	355,835	358,978	34,595	28,486
Permanent endowment reserve	22	383,632	392,158	-	-
Total reserves		18,688,193	17,994,885	17,742,428	16,709,685

The accompanying notes form part of these financial statements.

The accounts were approved by the Trustee Board on 25 September 2024 and were signed on its behalf by:

Richard Atkinson  Chair and Trustee

Richard Capaldi  Treasurer and Trustee

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	£	£
Net cash generated from operating activities		
Surplus for the financial year	693,308	1,599,989
Adjustments for non-cash items:		
Depreciation of tangible fixed assets	695,555	773,794
Write off of WIP	30,270	320,232
Grants amortisation	(112,294)	(84,073)
(Increase) in trade and other receivables	(2,765,313)	(622,196)
Increase in trade and other creditors	1,507,015	108,523
Decrease/(Increase) in stocks	(1,315)	309
Loss / (Gain) on fixed assets disposals	117,652	(3,000)
Movement in fair value of financial instruments	(328,330)	157,786
Actuarial gain relating to YMCA Pension Fund	(530,249)	-
Pension costs less contributions payable	(105,456)	(118,409)
Interest payable	324,660	240,410
Interest receivable	(230,982)	(108,617)
Cash generated from operating activities	(705,479)	2,264,748
Cash flow from investing activities		
Purchase of tangible fixed assets	(4,214,000)	(1,132,391)
Transfer of assets on merger	-	(1,259,772)
Sale of tangible fixed assets	2,976,518	3,000
Grants received	6,563,859	572,479
Interest received	230,982	108,617
Net cash from investing activities	5,557,359	(1,708,067)
Cash flows from financing activities		
Interest paid	(317,252)	(240,410)
Repayments of borrowings	(74,934)	(130,669)
Net cash used in financing activities	(392,186)	(371,079)
Net increase in cash and cash equivalents	4,459,694	185,602
Cash and cash equivalents at beginning of year	4,160,901	3,975,299
Cash and cash equivalents at end of year	8,620,595	4,160,901
Cash and cash equivalents at 31 March		
Cash at bank	8,620,595	4,160,901
	8,620,595	4,160,901

The accompanying notes form part of these financial statements.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. Status

The Company is a company limited by guarantee, registered under the Companies Act 2006 registration number 4430743, a registered charity number 1102301 and registered with the Regulator of Social Housing as a social housing provider registration number H4418. The charity meets the definition of a public benefit entity under FRS 102.

The registered office is Charter House, Charter Place, Watford, Hertfordshire WD17 2RT.

Each member of the Company undertakes to contribute such amount as may be required (not exceeding £1.00) to the assets of the Company in the event of the same being wound up while he or she is a member or within one year after he or she ceases to be a member for payment of the debt and liabilities of the Company contracted before he or she ceases to be a member and of the costs, charges and expenses of winding up and for the adjustment of the rights of the contributories among themselves. If upon the winding up or dissolution of the Company there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid or distributed among the members of the Company but shall be transferred to The National Council of Young Men's Christian Association (Incorporated) for its general purposes.

2. Principal accounting policies

The financial statements are prepared in accordance with Financial Reporting Standard 102 and the Statement of Recommended Practice: accounting by registered social housing providers 2018 ("SORP") and comply with the Accounting Direction for private registered providers of social housing 2022.

No judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year. No complex financial instruments are held.

(a) Basis of accounting

Assets and liabilities are initially recognised at historical cost or transaction values unless otherwise stated in the relevant accounting policy notes. Those assets measured at fair value are re-measured at each balance sheet date.

(b) Basis of consolidation

The Group financial statements consolidate those of the Company and its subsidiary undertakings of Early Childhood Partnership, Signpost, Haven First, One YMCA Development Company and Stevenage Consolidated Charities drawn up to 31 March 2024. A transfer of charitable undertaking from Haven First to One YMCA took place on 31 March 2023 whereby the activities, assets and liabilities of Haven First transferred to One YMCA. Intra-group transactions and balances are eliminated in full in accordance with FRS 102.

(c) Going concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Trustees' Report. On this basis, the Trustee Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements. No material uncertainties exist.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

(d) **Turnover**

Turnover comprises rental and service charge income receivable in the year and other services at invoiced value (excluding VAT) of goods and services supplied in the year.

Revenue grants are receivable when the conditions for receipts of agreed grant funding have been met. Charges for support services funded by Housing Related Support and Family & Children's Centres are recognised as they fall due under the contractual arrangements with Administering Authorities.

Where an asset is acquired at undervalue a notional grant is recognised in respect of the difference between the purchase price and the fair value of the asset. The trustees determine the fair value based on the available data including external valuations.

(e) **Expenditure**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular categories, they have been allocated to activities on a basis consistent with the use of resources. Support and other central costs have been apportioned to each activity on the basis of turnover and staff numbers.

(f) **Debtors and creditors**

Short-term debtors are measured at transaction price, less any impairment and short-term creditors are measured at the transaction price.

(g) **Housing properties**

Housing properties are principally properties available for rent. The properties at Peartree Lane, Welwyn Garden City and Charter House, Watford were revalued upon the implementation of FRS102 and SORP. The Company elected to measure housing properties on the date of transition at its fair value and use that fair value as its deemed cost at that date. The valuation is based upon an Existing Use Value for Social Housing (EUV-SH) basis by an independent professional advisor qualified by the Royal Institute of Chartered Surveys to undertake valuations.

Housing properties are stated at cost less depreciation, the cost of future additions being the cost of acquiring land and buildings and expenditure incurred in respect to improvements.

Work 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 REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

(h) **Housing properties and depreciation**

The Company separately identifies the major components that comprise its housing properties, and charges depreciation, so as to write down the cost of each component to its estimated residual value, on a straight-line basis, over its estimated useful economic life.

The Company depreciates the major components of its housing properties at the following annual rates:

<u>Component</u>	<u>Useful economic life</u>
Structure (Leased)	Residue of lease
Structure	80 years
Roofs	30 years
Windows	20 years
Kitchens	20 years
Bathrooms	30 years
Heating	20 years
Lifts	15 years

Where the unexpired lease term is shorter than the longest component life envisaged, the unexpired term of the lease is adopted as the useful economic life.

(i) **Other tangible fixed assets and depreciation**

Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. The principal annual rates used for other assets are:

<u>Component</u>	<u>Useful economic life</u>
Non-Housing Leasehold improvements	Over the term of the lease
Fixture and fittings	5 years
Motor Vehicles	5 years
ICT	3 - 7 years (depending upon items)

(j) **Operating leases**

Rentals payable under the operating leases are charged on a straight-line basis over the lease term. The benefits of lease incentives entered into after the date of transition to FRS 102 are recognised in income and expenditure over the lease period.

The Company has taken advantage of the exemption in FRS 102 section 35 to continue to treat incentives received on leases entered into before the date of transition on the same basis as at the date of transition.

(k) **Pensions**

Hertfordshire County Council Pension Fund

The Company was a participating employer in the Hertfordshire County Council Pension Fund (HCCPF) in respect of employees already in the scheme who transferred from other admitted local authority bodies. The scheme was a multi-employer defined benefit scheme and the Company's share of the results of the scheme for the prior year are shown within the accounts in accordance with FRS 102. However, with effect from May 2022 the Company no longer participates in the HCCPF. As at 31 March 2024 the Company has accrued for the final cessation payment to be made to finalise the exit.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

YMCA Pension Plan

The Company 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 the company.

As described in note 18 the Company has a contractual obligation to make pension deficit payments over the period to April 2027, accordingly this is shown as a liability in these accounts. In addition, the company is required to contribute £26k pa (2023: £31k pa) to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

Group Personal Pension Plan (defined contribution)

The Company also makes contributions to a group personal pension plan (defined contribution) provided by Aviva which is open to all employees.

(l) Social Housing Grant

Social Housing Grant (SHG) is receivable from Homes England as a contribution towards the capital cost of housing schemes. The Company has taken advantage of transitional relief for deemed cost and treated all SHG grant on transition under the performance model in accordance with SORP. Any subsequent SHG grants received for housing properties are recognised in income over the useful life of the housing property structure and, where applicable, its individual components (excluding land) under the accruals model.

SHG due from Homes England or received in advance is included as a current asset or liability. SHG is subordinated to the repayment of loans by agreement with Homes England. SHG released on sale of a property may be repayable but is normally available to be recycled and is credited to a Recycled Capital Grant Fund and included in the balance sheet in creditors.

Where individual components are disposed of and this does not create a relevant event for recycling purposes, any grant which has been allocated to the component is released to the income and expenditure account. Upon disposal of the associated property, the Company is required to recycle these proceeds as such a contingent liability is disclosed to reflect this.

(m) Other Grants

Other grants are receivable from local authorities and other organisations and are accounted for under the accruals model. Capital grants are recognised in income over the expected useful life of the asset. Grants in respect of revenue expenditure are credited to the income and expenditure in the same period as the expenditure to which they relate.

(n) Investments

Investments held as fixed assets are valued at mid-point of the quotation in the Stock Exchange daily official list. Any movements in the fair value of investments are recognised in income and expenditure.

(o) Interest Free Loans

Long term loans carrying no interest are disclosed at amortised cost using the market rate of similar debt instruments – the effective interest method.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

(p) **Provisions for Liabilities**

Provision has been made for expected property costs at the end of the leases held by the Early Childhood Partnership subsidiary. This is based on the lease terms, management's assessment of the property condition and external evidence supporting the likely costs. This estimation involves a level of judgment and will be reassessed annually.

(q) **Holiday pay accrual**

The group recognises an accrual for annual leave accrued by employees as a result of services rendered in the current period, and which employees are entitled to carry forward and use within the next 12 months. The accrual is measured at the salary cost payable for the period of absence.

(r) **Fund Accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. The revaluation of properties is reported separately in the property revaluation reserve. This is the difference between the fair value of social housing properties and the historical cost carrying value.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Permanent endowment funds preclude them from being sold or used for any purpose other than the provision of charitable accommodation.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

(s) **Transfer of Signpost and Haven First**

The assets and liabilities of Signpost and Haven First were recognised in 2023 at the Trustee's best estimate of their fair value.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

3. Group - Turnover, operating costs and operating surplus

2024	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	12,835,242	(12,197,675)	637,567
Other social housing activities:			
Housing related support	3,601,324	(3,393,370)	207,954
Total – social housing activities	16,436,566	(15,591,045)	845,521
Other non-social housing	64,307	(64,307)	-
Total housing activities	16,500,873	(15,655,352)	845,521
Non-social housing activities			
Health & wellbeing – budget gyms	323,276	(508,329)	(185,053)
Health & wellbeing – other	98,348	(216,498)	(118,150)
Child and family services	5,252,409	(5,154,572)	97,837
Nursery	1,258,101	(1,325,399)	(67,298)
Youth	1,318,814	(1,485,177)	(166,363)
Community Centre	491,584	(683,503)	(191,919)
Government grants taken to income	1,164,433	(1,164,433)	-
Other	60,983	(229,499)	(168,516)
	9,967,948	(10,767,410)	(799,462)
	26,468,821	(26,422,762)	46,059

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Group – Turnover, operating costs and operating surplus

3. Group - Turnover, operating costs and operating surplus

2023	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	8,990,440	(9,673,905)	(683,465)
Other social housing activities:			
Housing related support	3,513,569	(2,715,101)	798,468
Total – social housing activities	12,504,009	(12,389,006)	115,003
Other non-social housing	70,222	-	70,222
Total housing activities	12,574,231	(12,389,006)	185,225
Non-social housing activities			
Health & wellbeing – budget gyms	299,505	(384,540)	(85,035)
Health & wellbeing – other	106,149	(200,778)	(94,629)
Child and family services	4,796,599	(5,009,157)	(212,558)
Nursery	2,034,821	(2,480,554)	(445,733)
Youth	1,532,988	(1,617,854)	(84,866)
Community Centre	102,931	(156,518)	(53,587)
Government grants taken to income	639,756	(629,521)	10,235
Other	1,138,418	(1,053,801)	84,617
	10,651,167	(11,532,723)	(881,556)
	23,225,398	(23,921,729)	(696,331)

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

3. Company - Turnover, operating costs and operating surplus

2024	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	12,835,242	(12,180,625)	654,617
Other social housing activities:			
Housing related support	3,601,324	(3,393,370)	207,954
Total – social housing activities	16,436,566	(15,573,995)	862,571
Other non-social housing	64,307	(64,307)	-
Total housing activities	16,500,873	(15,638,302)	862,571
Non-social housing activities			
Health & wellbeing – budget gyms	323,276	(508,329)	(185,053)
Health & wellbeing - other	98,348	(216,498)	(118,150)
Child and family services	3,551,822	(3,458,272)	93,550
Nursery	1,258,101	(1,325,399)	(67,298)
Youth	1,318,814	(1,485,177)	(166,363)
Community Centre	491,584	(683,503)	(191,919)
Government grants taken to income	763,539	(763,539)	-
Other	487,504	(569,832)	(82,328)
	8,292,988	(9,010,549)	(717,561)
	24,793,861	(24,648,851)	145,010

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

3. Company - Turnover, operating costs and operating surplus

2023	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	7,875,865	(8,591,724)	(715,859)
Other social housing activities:			
Housing related support	3,282,130	(2,496,656)	785,474
Total – social housing activities	11,157,995	(11,088,380)	69,615
Other non-social housing	70,222	-	70,222
Total housing activities	11,228,217	(11,088,380)	139,837
Non-social housing activities			
Health & wellbeing – budget gyms	299,505	(384,540)	(85,035)
Health & wellbeing - other	106,149	(200,778)	(94,629)
Child and family services	3,120,077	(3,408,047)	(287,970)
Nursery	2,034,821	(2,480,554)	(445,733)
Youth	1,308,654	(1,422,317)	(113,663)
Community Centre	102,931	(156,518)	(53,587)
Government grants taken to income	457,458	(457,458)	-
Other	1,111,476	(1,028,367)	83,109
	8,541,071	(9,538,579)	(997,508)
	19,769,288	(20,626,959)	(857,671)

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

3. Turnover, operating costs and operating surplus (continued)

Operating costs for social housing:

	Group		Company	
	2024	2023	2024	2023
Management	(6,902,603)	(4,805,757)	(6,902,603)	(4,104,992)
Services	(2,153,179)	(2,479,695)	(2,153,179)	(2,118,111)
Routine maintenance	(844,378)	(953,212)	(844,378)	(953,212)
Planned maintenance	(688,259)	(576,300)	(688,259)	(576,300)
Rent losses from bad debts	(1,209,746)	(472,911)	(1,209,746)	(472,911)
Depreciation of housing properties and equipment	(399,510)	(386,030)	(382,460)	(366,198)
	(12,197,675)	(9,673,905)	(12,180,625)	(8,591,724)
Void losses: notional calculation of income lost from vacant rooms	(711,940)	(1,009,578)	(711,940)	(1,009,578)
Number of registered accommodation units	638	723	638	635

4. Operating Surplus / (Deficit)

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
The operating Surplus / (Deficit) is arrived at after charging:				
Depreciation	695,555	773,794	678,505	753,962
Operating lease payments:				
- Land and buildings	1,396,869	704,117	1,396,869	704,117
- Vehicles	36,122	36,649	36,122	36,649
Auditors' remuneration (excluding VAT)				
- Fees payable for the audit of the financial statements	56,780	31,693	30,800	23,625

5. (Loss) / gain on sale of fixed assets

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Disposal proceeds	2,976,518	3,000	2,976,518	3,000
Carrying value of fixed assets	(3,094,170)	-	(3,094,170)	-
	(117,652)	3,000	(117,652)	3,000

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

6. Interest receivable and other income

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Interest receivable and similar income	133,093	14,585	126,902	7,388
Income from listed investments	97,889	94,032	97,889	94,032
	230,982	108,617	224,791	101,420

7. Interest and financing costs

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Defined benefit pension charge	14,607	-	14,607	-
Loan and bank overdrafts	310,053	240,410	310,053	240,410
	324,660	240,410	324,660	240,410

8 Directors' and Executive Management Team Remuneration

No member of the Board received any remuneration from the Group (2023: £nil). No expenses were reimbursed for Board members (2023: £nil).

The Executive Team comprised of the Chief Executive, Chief Financial Officer, Chief Operating Officer, Chief Central Services Officer, Director of Place & Environment, Director of Housing & Community. Each of these, including the Chief Executive, is a member of the Aviva defined contribution pension scheme. Both the Company and employee make contributions to this money purchase scheme.

Executives' remuneration

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Executive team emoluments	542,080	723,961	542,080	723,961
Contribution to pension scheme	35,788	45,866	35,788	45,866
	577,868	769,827	577,868	769,827

The emoluments relating to the Chief Executive Officer in the year were £156,996 (2023: £155,304) and the employer's contribution to the pension scheme on his behalf was £11,760 (2023: £10,605).

The full-time equivalent number of staff who received emoluments:

	2024	2023
	No	No
£60,001 to £70,000	4	2
£70,001 to £80,000	1	3
£80,001 to £90,000	2	-
£100,000 to £110,000	2	1
£150,000 to £160,000	1	1

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

9. Employee information

Average monthly number of employees:	Group		Company	
	2024	2023	2024	2023
	No	No	No	No
Housing	159	104	159	104
Support Services	54	53	54	53
Sports, health & fitness	10	17	10	17
Child & family services	117	170	117	170
Youth & community	57	54	57	54
Early Childhood Partnership	46	45	-	-
Haven First	-	26	-	-
Signpost	4	5	-	-
Total	447	474	397	398

	2024	2023	2024	2023
	£	£	£	£
Staff costs (for the above persons)				
Wages and salaries	10,520,749	10,160,224	9,512,553	8,361,346
Social security costs	941,973	941,028	848,989	774,492
Other pension costs	455,727	487,975	418,354	432,722
	11,918,449	11,589,227	10,779,896	9,568,560

During the year, termination payments of £37,193 (2023: £101,124) were recognised as an expense as compensation for loss of office.

10. Taxation

The Company is a registered charity qualifying for relief from income and capital gains taxes on its charitable activities.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

11. Group – Tangible fixed assets (housing properties)

	Freehold Property £	Housing long leasehold property £	Housing property improvements £	WIP £	Total £
Cost					
At 1 April 2023	7,523,914	5,282,258	6,833,879	1,809,667	21,449,718
Additions	-	-	333,659	3,251,121	3,584,780
Transfer from WIP	-	-	134,416	(134,416)	-
WIP write off	-	-	-	(30,270)	(30,270)
Disposals	(3,475,464)		(247,591)		(3,723,055)
Cost at 31 Mar 24	4,048,450	5,282,258	7,054,363	4,896,102	21,281,173
Depreciation					
At 1 April 2023	756,689	591,573	1,549,770	-	2,898,032
Asset Transfer	63,656	(63,656)	-	-	
Providing during the year	105,192	72,866	221,452	-	399,510
Released upon disposal	(529,933)		(165,463)		(695,396)
At 31 Mar 24	395,604	600,783	1,605,759	-	2,602,146
Net book value					
At 31 March 2024	3,652,846	4,681,475	5,448,604	4,896,102	18,679,027
At 31 March 2023	6,767,225	4,690,685	5,284,109	1,809,667	18,551,686

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Company – Tangible fixed assets (housing properties)

	Freehold Property £	Housing long leasehold property £	Housing property improvements £	WIP £	Total £
Cost					
At 1 April 2023	7,263,914	4,856,000	6,833,879	1,809,667	20,763,460
Additions	-	-	333,659	3,354,761	3,688,420
Assets transferred	260,000	-	-	-	260,000
Transfer from WIP	-	-	134,416	(134,416)	-
WIP write off				(30,270)	(30,270)
Disposals	(3,475,464)		(247,591)		(3,723,055)
Cost at 31 Mar 24	4,048,450	4,856,000	7,054,363	4,999,742	20,958,555
Depreciation					
At 1 April 2023	807,020	502,341	1,549,770	-	2,859,131
Assets transferred	13,325	-	-	-	13,325
Providing during the year	105,192	55,816	221,452	-	382,460
Released upon disposal	(529,933)		(165,462)		(695,395)
At 31 Mar 24	395,604	558,157	1,605,760	-	2,559,521
Net book value					
At 31 March 2024	3,652,846	4,297,843	5,448,603	4,999,742	18,399,034
At 31 March 2023	6,456,894	4,353,659	5,284,109	1,809,667	17,904,329

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

12. Company and Group – Tangible fixed assets (non-housing)

	Other Property	Long leasehold property	Leasehold improvements	Fixtures, fittings & equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2023	129,394	760,000	1,733,981	2,118,861	4,742,236
Additions	-	-	537,587	91,632	629,219
Disposals	(129,394)			(282,023)	(411,417)
Cost at 31 March 2024	-	760,000	2,271,568	1,928,470	4,960,038
Depreciation					
At 1 April 2023	82,811	78,587	1,056,418	1,814,243	3,032,059
Providing during the year	2,611	8,736	139,784	144,914	296,045
Released upon disposal	(85,422)	-	-	(259,491)	(344,913)
At 31 March 2024	-	87,323	1,196,202	1,699,666	2,983,191
Net book value					
At 31 March 2024	-	672,677	1,075,366	228,804	1,976,847
At 31 March 2023	46,583	681,413	677,563	304,618	1,710,177

13. Investments

	2024 Group	2023 Group	2024 Company	2023 Company
	£	£	£	£
Fair value				
Listed on a recognised stock exchange	3,131,771	3,289,557	3,131,771	3,289,557
Unrealised Gains / (losses) on valuation	328,330	(157,786)	328,330	(157,786)
1 £1 ordinary share in YMCA Development Company Limited			1	1
As at 31 March 2024	3,460,101	3,131,771	3,460,102	3,131,772

An investment in 1 £1 ordinary share in YMCA Development Company Limited, a private limited company registered in England and Wales (company 11220819), was made in September 2019. The £1 is unpaid and the company was dormant until 31/03/2023 and active since 1/4/2023.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

14. Debtors

	2024 Group £	2023 Group £	2024 Company £	2023 Company £
Rent arrears (including housing benefit, and resident arrears)	2,389,098	1,954,739	2,389,098	1,722,905
Less provision for doubtful debt	(1,519,867)	(1,212,767)	(1,519,867)	(1,212,767)
	869,231	741,972	869,231	510,138
Trade debtors	1,392,517	1,182,458	1,300,977	1,145,458
Less provision for doubtful debt	(132,055)	(1,385)	(132,055)	(1,385)
	1,260,462	1,181,073	1,168,922	1,144,073
Other debtors	2,919,547	121,929	2,919,510	121,959
Other taxes / social security costs	438,289	-	102	-
Prepayments and accrued income	395,337	1,072,579	367,101	1,029,413
Amounts due from subsidiary	-	-	773,895	1,282,668
	5,882,866	3,117,553	6,098,761	4,088,221

The increase in other debtors is due to sale of a portion of the Peartree land. Of the total sale price of £2.95m, £2.5m was received in July 2024.

15. Creditors

Amounts falling due within one year	2024 Group £	2023 Group £	2024 Company £	2023 Company £
Current instalments due on loans (see note 16 for security details)	79,320	354,780	79,320	354,780
Trade creditors	786,446	413,652	726,763	394,744
Other taxes / social security costs	299,065	181,606	255,828	167,286
Other creditors	726,437	927,833	715,940	806,398
Amounts due to subsidiary	-	-	-	1,240
Deferred grant income	112,294	93,173	112,294	93,173
Accruals and deferred income	3,998,394	2,955,006	3,587,002	2,764,035
	6,001,956	4,926,050	5,477,147	4,581,656

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

16. Creditors

Amounts falling due
after more than one
year

	2024 Group	2023 Group	2024 Company	2023 Company
	£	£	£	£
Bank loan	4,089,308	3,888,026	4,089,308	3,888,026
Other loans	45,973	46,729	45,973	46,729
	4,135,281	3,934,755	4,135,281	3,934,755
Deferred grant income	9,584,521	3,051,482	9,584,521	2,940,798
	13,719,802	6,986,237	13,719,802	6,875,553

A loan of £124,000 was made by Watford Borough Council in 1977. The loan is interest-free and is repayable over the term of the lease. The amount due of £45,973 at 31 March 2024 (2023: £46,729) is the measurement of the liability after discounting for the income rate of return.

A facility of £9,000,000 was agreed in February 2022 with CAF Bank at 1.65% above the Bank of England's base rate and is repayable over a 25-year term. The amount due at 31 March 2024 was £4,168,628 (2023: £4,242,806).

Based on the earliest
repayment date,
borrowings are repayable
as follows:

	2024 Group	2023 Group	2024 Company	2023 Company
One year or less	79,320	354,780	79,320	354,780
One year or more but less than two years	83,827	343,031	83,827	343,031
Two years or more but less than five years	185,773	343,031	185,773	343,031
Five years or more	3,865,681	3,248,693	3,865,681	3,248,693
	4,214,601	4,289,535	4,214,601	4,289,535

The lease of Charter House, Watford is held as security for the above Watford Borough Council loan.

The CAF Bank facility is secured against the freeholds of:

- a) Crest Road, High Wycombe and
- b) 4 Northgate End, Bishop's Stortford.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

17. Deferred Capital Grants

	2024 Group £	2023 Group £	2024 Company £	2023 Company £
Deferred income as at 1 April	3,144,655	2,545,565	3,033,971	2,545,565
Additions	6,563,859	683,163	6,563,859	572,479
Transferred	100,595		211,279	
Released to Statement of Comprehensive Income	(112,294)	(84,073)	(112,294)	(84,073)
As at 31 March	9,696,815	3,144,655	9,696,815	3,033,971

Deferred income to be released to the statement of comprehensive income:

	2023 Group £	2023 Group £	2023 Company £	2023 Company £
In less than one year	112,294	93,173	112,294	93,173
In more than one year	9,584,521	3,051,482	9,584,521	2,940,798
	9,696,815	3,144,655	9,696,815	3,033,971

18. Provision for liabilities and charges

	2024 Group £	2023 Group £	2024 Company £	2023 Company £
As at 1st April	48,700	48,700	20,000	20,000
Arising during the year	-	-	-	-
Used during the year	-	-	-	-
As at 31 March	48,700	48,700	20,000	20,000

A provision for dilapidations to premises is being held to cover the costs of any necessary reinstatement and repairs to the properties at the termination of the lease.

19. Pensions

The Company has recognised pension liabilities relating to one scheme, the multi-employer defined benefit pension plan for employees of the YMCAs in England, Scotland and Wales.

Pensions – YMCA Pension Plan

The company participated in a contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCAs in England, Scotland and Wales. The assets of the YMCA Pension Plan are held separately from those of YMCA and at the year end these were invested in the Mercer Dynamic De-risking Solution, 65% matching portfolio and 35% in the growth portfolio and Schroder (property units only).

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Pensions – YMCA Pension Plan (continued)

The most recent completed three year valuation was as at 1 May 2023. The assumptions used which have the most significant effect on the results of the valuation are those relating to the assumed rates of return on assets of 4.56%, the increase in pensions in payment of 3.18% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 21.5 years, female 24.0 years, and 23.1 years for a male pensioner, female 25.7 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £103.1m, which represented 92% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2023 showed that the YMCA Pension Plan had a deficit of £9.1 million. The company has been advised that it will need to make monthly contributions of £6,824 from 1 May 2024. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. Agreed future deficit contributions have been discounted using a rate of 3% (2023: 3%). The current recovery period is 3 years commencing 1st May 2024.

	2024	2023
	£	£
At 1 April	863,448	949,529
Decrease in liability	(484,550)	(5,013)
Paid in year	(143,908)	(109,456)
Unwinding of discount included in finance costs	17,487	28,388
At 31 March	252,477	863,448

	As at 31 Mar 24	As at 31 Mar 23
	£	£
Repayable within one year	86,704	143,559
Repayable in more than one year	173,438	745,041
Discount	(7,665)	(25,152)
	252,477	863,448

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

During the year, the Company made contributions to the defined contribution pension scheme of £455,727 (2023: £332,528). The amount payable as at 31 March 2024 was £31,341.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

20. Group analysis of changes in net debt

	1 April 2023 £	Cash flows £	Non-cash movement £	31 March 2024 £
Cash at bank	4,160,901	4,459,694	-	8,620,595
Loans falling due within 1 year	(354,780)	(74,934)	350,394	(79,320)
Loans falling due after more than 1 year	(3,934,755)	-	(200,526)	(4,135,281)
	(128,634)	4,384,760	149,868	4,405,994

	1 April 2022 £	Cash flows £	Non-cash movement £	31 March 2023 £
Cash at bank	3,975,299	185,602	-	4,160,901
Loans falling due within 1 year	(130,669)	130,669	(354,780)	(354,780)
Loans falling due after more than 1 year	(4,269,459)	-	334,704	(3,934,755)
	(424,829)	316,271	(20,076)	(128,634)

21. Operating lease commitments

The future minimum lease payments are set out below. Leases relate to the rental of properties in 39 locations and two vehicles.

	Group		Company	
	2024 £	2023 £	2024 £	2023 £
The following operating lease payments are committed to be paid				
within 1 year	1,495,673	576,457	1,495,673	576,457
within 1-2 years	1,637,689	632,239	1,637,689	632,239
within 5 years	3,947,360	1,253,937	3,947,360	1,253,937
	7,080,722	2,462,633	7,080,722	2,462,633

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

22. Restricted funds

Group	1-Apr 2023	Income	Expenditure	Transfers	31-Mar 2024
One YMCA	125,326	-	-	-	125,326
Big Lottery - Horizons Project	-	123,671	(144,287)	51,279	30,663
Children In Need	2,958	-	-	(2,958)	-
Male victims - Safety Net	2,179	-	-	(2,179)	-
Violence & Exploitation Reduction Unit	11,741	-	-	(11,741)	-
ISVA LGBTQ	12,399	40,760	(31,879)	(16,877)	4,403
Community Link Worker	6,658	25,349	(23,119)	(8,888)	-
Steele Charitable Trust		30,000	(25,000)	-	5,000
Harper Trust		7,862	(7,862)	16,138	16,138
Cyclical Maintenance Fund	5,913	-	(5,913)	-	-
Publicity Grants	828	-	(828)	-	-
Extraordinary repair fund	21,122	-	(21,122)	-	-
Contingency fund	357	-	(357)	-	-
SBC Locality budget grants	266	-	(266)	-	-
Christian Mission		1,200	(1,200)	-	-
Stay and Play Initiative		6,316	(6,316)	-	-
WARM SPACES		2,000	(25)	-	1,975
ISVA DA DA Specialism Project		204,600	(171,980)	-	32,620
Winter Tangibles		1,867	(1,867)	-	-
RSI5 funding		249,425	(249,425)	-	-
Outreach Project Funding		43,000	(43,000)	-	-
Housing First Support Worker		49,856	(49,856)	-	-
HFC Grant- Stevenage BC		5,290	(5,290)	-	-
Signpost –transfer from Revenue funds	169,232	186,452	(215,974)	-	139,710
Restricted Funds	358,979	977,648	(1,005,566)	24,774	355,835
Permanent endowment funds	392,158	-	(8,526)	-	383,632

The Permanent endowment funds (£383,632) arise from properties within Stevenage Consolidated Charities that have covenants which precludes them from being sold or used for any purpose other than the provision of charitable accommodation.

ONE YMCA**Report and financial statements for the year ended 31 March 2024****NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024**

The Unrestricted funds in Signpost at 31 March 2024 (£139,710) become restricted funds on consolidation due to the objects of Signpost being narrower than those of One YMCA.

The ISVA DA DA Specialism Project grant received in the year of £204,600 is awarded for the delivery of the Beacon IDSVA outreach service which provides a joint Independent Domestic Violence Advisor and Independent Sexual Violence Advisor (IDSVA) support service in Hertfordshire.

The RS15 funding of £249,425 was awarded by North Herts to provide an intensive accommodation and support service for single people with multiple disadvantage who are sleeping rough in North Herts, or who are at risk of sleeping rough.

Restricted Funds

	01-Apr 2023	Income	Expenditure	31-Mar 2024
Company				
Cyclical Maintenance Fund	5,913		(5,913)	-
Publicity Grants	828		(828)	-
Extraordinary repair fund	21,122		(21,122)	-
Contingency fund	357		(357)	-
SBC Locality budget grants	266		(266)	-
Christian Mission		1,200	(1,200)	-
Stay and Play Initiative		6,316	(6,316)	-
WARM SPACES		2,000	(25)	1,975
ISVA DA DA Specialism Project		204,600	(171,980)	32,620
Winter Tangibles		1,867	(1,867)	-
RS15 funding (year 2) Baldock		249,425	(249,425)	-
Outreach Project Funding (year 2)		43,000	(43,000)	-
Housing First Support Worker		49,856	(49,856)	-
HFC Grant- Stevenage BC		5,290	(5,290)	-
	28,486	563,554	(557,445)	34,595

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Restricted funds	01-Apr 2022	Income	Expenditure	Transfers	31-Mar 2023
Group					
You Thrive	-	170,213	(170,213)	-	-
Woodland Project	-	663	(663)	-	-
FFL Programme Delivery	-	4,588	(4,588)	-	-
Family Fund Trading	-	1,111	(1,111)	-	-
Stay & Play Initiative	-	6,969	(6,969)	-	-
Herts CC - LBS	-	850	(850)	-	-
Herts Male ISVA	-	33,500	(33,500)	-	-
Herts ISVA	-	9,950	(9,950)	-	-
HCF - Holiday and Activity Clubs	-	2,000	(2,000)	-	-
FFL Travel - Orbital	-	1,990	(1,990)	-	-
CAHMS	-	10,000	(10,000)	-	-
One YMCA	131,301	-	(5,975)	-	125,326
Big Lottery	-	134,054	(136,907)	2,853	-
Children In Need	-	9,578	(6,620)	-	2,958
Harpur Trust	-	20,526	(20,920)	394	-
Male victims - Safety Net	-	10,041	(7,862)	-	2,179
VERU	-	12,360	(619)	-	11,741
Steele Charitable Trust	-	30,000	(41,855)	11,855	-
ISVA LGBTQ	-	33,890	(21,491)	-	12,399
Community Link Worker	-	25,349	(18,691)	-	6,658
Rent Deposit Scheme	-	33,175	(33,175)	-	-
Publicity Grants	-	828	-	-	828
Cyclical Maintenance Fund	-	8,598	(2,685)	-	5,913
Extraordinary repair fund	-	31,821	(10,699)	-	21,122
Contingency fund	-	1,314	(957)	-	357
SBC Locality budget grants	-	266	-	-	266
Signpost	-	-	-	169,232	169,232
Restricted Funds	131,301	593,634	(550,290)	184,334	358,979
Permanent endowment funds	-	400,683	(8,525)	-	392,158

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

	01-Apr 2022	Income	Expenditure	31-Mar 2023
Company				
You Thrive	-	170,213	(170,213)	-
Woodland Project	-	663	(663)	-
FFL Programme Delivery	-	4,588	(4,588)	-
Family Fund Trading	-	1,111	(1,111)	-
Stay & Play Initiative	-	6,969	(6,969)	-
Herts CC - LBS	-	850	(850)	-
Herts Male ISVA	-	33,500	(33,500)	-
Herts ISVA	-	9,950	(9,950)	-
HCF - Holiday and Activity Clubs	-	2,000	(2,000)	-
FFL Travel - Orbital	-	1,990	(1,990)	-
CAHMS	-	10,000	(10,000)	-
Rent Deposit Scheme	-	33,175	(33,175)	-
Publicity Grants	-	828	-	828
Cyclical Maintenance Fund	-	8,598	(2,685)	5,913
Extraordinary repair fund	-	31,821	(10,699)	21,122
Contingency fund	-	1,314	(957)	357
SBC Locality budget grants	-	266	-	266
	-	317,836	(289,350)	28,486

23. Related party transactions

	2024	2023
	£	£
One YMCA balance owed to ECP	-	1,240
One YMCA Development company balance owed to One YMCA	338,113	-
Haven First balance owed to One YMCA	115,607	1,282,668
ECP balance owed to One YMCA	320,177	-

24. Capital commitments

	2024	2023
	£	£
Contracts placed for future capital commitments not provided in the financial statements	13,710,059	-
Commitments approved by the Board but not contracted for	<u>20,796,876</u>	<u>22,499,813</u>
Total	<u>30,506,935</u>	<u>22,499,813</u>

The above capital commitments will be financed through loans, land and property sale and cash reserves totalling £18,426,575 with the balance of £12,080,360 funded through public sector grant.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

25. Contingent liabilities

As at 31 March 2024, there was a contingent liability in respect of social housing grant that was awarded to the Company in prior years. There is a potential for repayment or recycling in accordance with the Regulator of Social Housing's guidance if the sites were disposed of and/or taken out of social housing use. The properties are:

- a) Charter House, Watford - £2.9m of social housing grant awarded in 1977 and a further £1.4m in 2024 to facilitate the construction of the site.
- b) Peartree Lane, Welwyn Garden City - £570k of social housing grant awarded in 1995 and a further £5.0m in 2024 to facilitate the construction of the Hostel 2 building.
- c) 4 Northgate End, Bishop's Stortford - £782k of social housing grant awarded in 1995 to facilitate the construction of the building.
- d) Crest Road, High Wycombe - £6.1m of social housing grant awarded between 1994 and 2005 to facilitate the construction of the scheme.

All these assets remain in social housing use and the Company has no plans to change the status of these sites.

26. Membership

As at 31 March there were 38 members of the Company (2023: 38)

27. Signpost merger (2023)

On 1 April 2022, Signpost CIO (charity number 1167027) became a subsidiary of One YMCA.

The following table sets out the fair value of assets and liabilities of Signpost as the date of transfer, 1 April 2022:

	Value reported in Signpost	Transfer in recognised at fair value
	£	£
Cash and Bank	178,455	178,455
Creditors: Amounts falling due within 1 year	(21,851)	(21,851)
Net Assets	<u>156,604</u>	<u>156,604</u>
Funds: Unrestricted funds	<u>156,604</u>	<u>156,604</u>

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

28. Haven First merger (2023)

On 1 August 2022, One YMCA became the sole member of Haven First (company number 03366848), and therefore Haven First became a subsidiary from this date.

The following table sets out the fair value of assets and liabilities of Haven First, including the assets of Stevenage Consolidated Charities of which Haven First was the sole Trustee, as the date of transfer, 1 August 2022:

	Value reported by Haven First	Transfer in recognised at fair value
	£	£
Tangible Fixed Assets	1,233,164	1,259,772
Debtors	126,239	126,239
Cash in hand	1,283,644	1,283,644
Creditors	<u>(243,483)</u>	<u>(243,360)</u>
Net Assets	<u>2,399,564</u>	<u>2,426,295</u>
Funds		
Unrestricted general funds	1,785,177	1,785,177
Restricted funds	<u>614,387</u>	<u>641,118</u>
	<u>2,399,564</u>	<u>2,426,295</u>

29. Haven First transfer of net assets to One YMCA as at 31 March 2023

On 31 March 2023, the value of the net current assets of Haven First (£1,282,668) transferred to One YMCA. On the same day the legal title to the majority of the properties were transferred to One YMCA (net book value of £592,582), another property (net book value of £246,675) was transferred on 30 June 2023.

ONE YMCA

England & Wales - Charity number 1102301

Accounts

Registered company:	04430743
Registered charity:	1102301
Registered housing provider:	H4418

**ONE YMCA
(LIMITED BY GUARANTEE)**

REPORTS AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

REPORTS AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

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CORPORATE INFORMATION

TRUSTEE BOARD AND BOARD OFFICERS	
Chair	Andrew Newell (to 19 October 2022) Bishop Richard Atkinson OBE (from 19 October 2022)
Treasurer:	Richard Capaldi (from 19 October 2022)
Trustees:	John Ball Simon Box Jane Cotton Nicola Grinstead Richard Capaldi John Robinson Sal Thirlway (resigned 18 October 2023) Alan Victor Bishop Richard Atkinson OBE Elizabeth Knight (resigned 19 July 2023) Sarah Chaudhry Peter Mayne (from 19 July 2023) Deborah James (from 18 October 2023) Alan Curtis (from 19 October 2022 until 1 April 2023) Nicholas Mourant (resigned 19 October 2022) Andrew Newell (resigned 19 October 2022) Jessica Dollimore (from 17 July 2023) Rosa Manning (from 17 July 2023)
Company secretary:	Michael Howe
CORPORATE INFORMATION	
Registered company:	04430743
Registered charity:	1102301
Registered housing provider:	H4418
Registered office:	Charter House, Charter Place, Watford, Hertfordshire, WD17 2RT
EXECUTIVE MANAGEMENT TEAM	
Chief Executive	Guy Foxell
Chief Financial Officer	Sneha Alex (resigned February 2023) Rob Clark (joined February 2023)
Director of Family Support	Serreta Pritchard (resigned February 2023)
Chief Operating Officer	Mark Turner (resigned September 2023)
Chief Central Services Officer	Michael Howe
Director of Place & Environment	Euan Courtney-Morgan (joined August 2022)
Director of Housing & Community	Catherine Hook
AUDITORS, BANKERS, INVESTMENT MANAGER AND SOLICITORS	
Auditor (External)	Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG
Auditor (Internal)	Beever and Struthers, 15 Bunhill Row, London, EC1Y 8LP
Bankers:	HSBC Plc, 44-52 Lattimore Road, St Albans, Hertfordshire, AL1 3XL CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ
Investment manager:	CCLA Investment Management Ltd, One Angel Lane, 11th Floor, London, EC4R 3AB
Solicitors:	Bates Wells Braithwaite LLP, 10 Queen Street Place, London, EC4R 1BE

REPORT OF THE TRUSTEE BOARD

The Trustee Board presents its annual report together with the audited financial statements for the year ended 31 March 2023.

Organisation

The Group operates out of a number of centres across Hertfordshire, Bedfordshire and Buckinghamshire – and RAF Bases further afield.

The Company is structured by department according to the main service delivery areas which include:

- Accommodation and Support,
- Family work (nursery, Family Support and children's centres),
- Health and wellbeing (gym, café and community centres)
- Support and advice (youth work, counselling and therapeutic support),
- Central services (including finance, fundraising, human resources, legal, safety & compliance, ICT and Chaplaincy).

The Executive Team consists of the Chief Executive, Chief Officers and Executive Directors who report to the Trustee Board and the relevant sub committees covering the main functions.

The national structure of the YMCA Federation allows for further support and national policy development.

Trustee Board

The Trustee Board is responsible for the overall governance of the Group. Those who have served during the year are set out on page 3. They hold a dual role of being trustees of a registered charity as well as being directors for the purposes of the Companies Act.

In accordance with the Articles of Association, Trustees serve for a three-year term. At every Annual General Meeting, members of the Trustee Board who have served a term of three years since their appointment or reappointment retire from office. A retiring member of the Trustee Board shall be eligible for re-election for a second and third full-term, but then having served a third term, must stand down as an elected member for a period of one year. Trustees only serving for a maximum of nine years is our stated policy but in extremis could be overruled by the Board of Trustees with explanation provided.

During the period since the last report, Bishop Richard Atkinson OBE took over as Chair Board of Trustees, Alan Curtis was welcomed as a transitional new trustee until the Haven First charity joined the Group on 1st April 2023. Also, Nicholas Maurant and Andrew Newell stood down as Trustees, having served their full terms. A Trustee Board Chair review and feedback process was facilitated by the Chair of the Governance & People Committee.

Strategic management

The Trustee Board is responsible for setting an appropriate strategy for the Group. It also ensures that relevant performance measures are in place.

During the year the Trustee Board:

- Oversaw the operations of the charity and devoted time to strategic direction.
- Held a special meeting to lead and guide the strategy for doubling our impact by 2025 under Mission 25 whilst dovetailing with an overarching business plan.
- Reviewed terms of reference for the Trustee Board, Group companies and all committees.
- Established a new format for the Property Development Committee who are responsible for formulating the strategic development plan to be implemented by our subsidiary development company (dormant until 31/3/2023) to deliver our capital build plans.

ONE YMCA

Report and financial statements for the year ended 31 March 2023

- Reviewed the Code of Governance compliance arrangements.
- Reviewed its key policies along with its financial, investment and people strategies.
- Undertook succession planning work for both the Trustee Board itself and in respect of key staff.
- Ensured that group policies and control frameworks (e.g. financial regulations) applied on a group basis.
- Worked with the Executive to implement a plan to mitigate the ongoing impact of the pandemic.
- Celebrated the successes of the charity and the contribution of those who work and volunteer for it.

Strategic Partnerships

Within the year two charity mergers were completed, with Signpost Counselling joining the One YMCA family as a subsidiary on 1 April 2022 and Haven First initially becoming a subsidiary on 1 August 2022 transitioning to a full merger which took place on 31 March 2023.

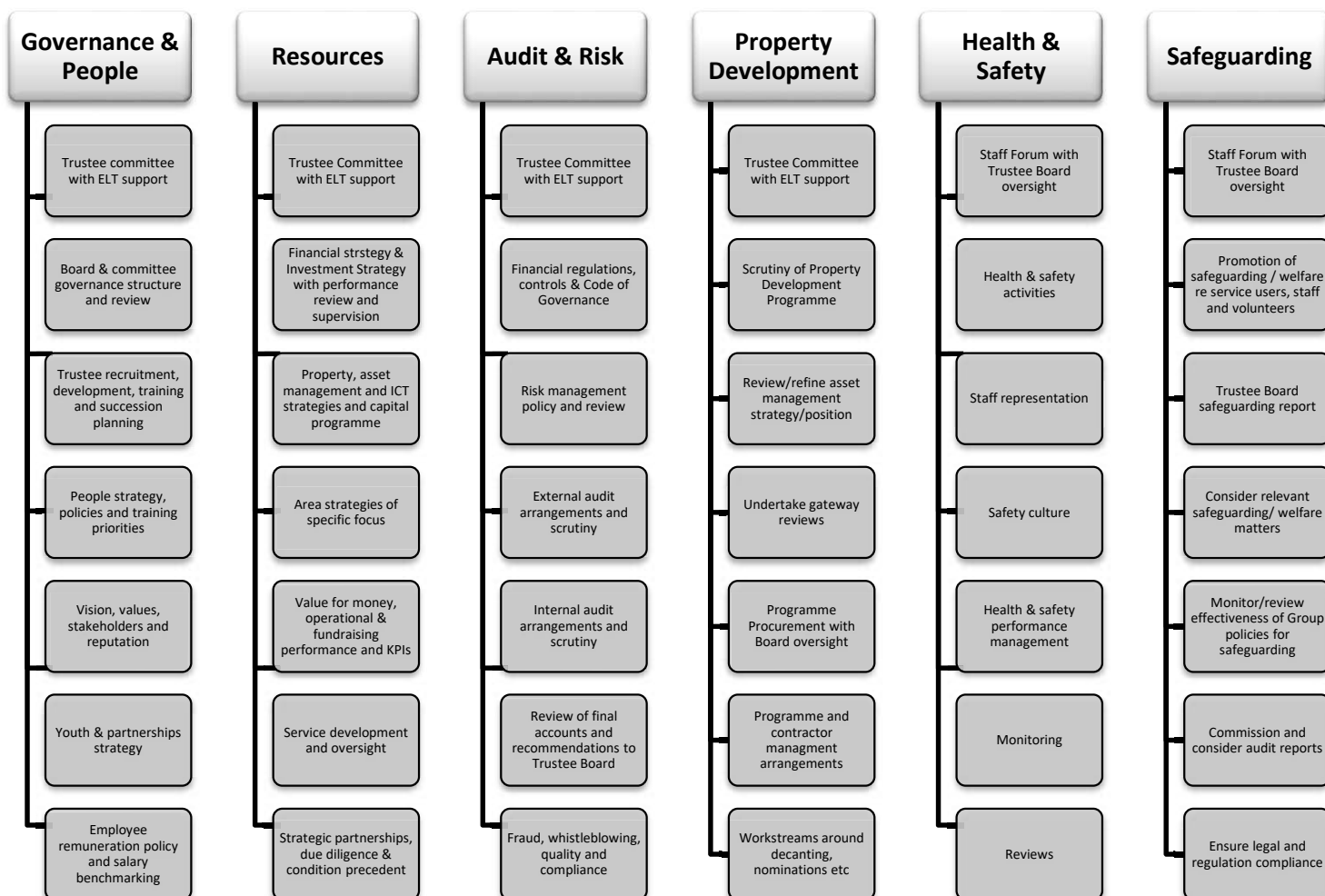
Signpost delivers up to 5,000 counselling sessions to young people each year from its base in Watford. This activity is central to YMCA's charitable aims and Signpost has been working alongside YMCA for a number of years, making this collaboration a welcome and straightforward addition to the Group.

Haven First has also been working alongside YMCA for several years, as a fellow housing charity, based in Stevenage, delivering excellent outcomes for hundreds of homeless individuals. The similarities of supported housing delivery, a complementary geography with YMCA, plus the economies of scale and ability to expand services to homeless people all led to Haven First trustees choosing to join forces with YMCA via full merger. Two former Haven First trustees now sit on the YMCA Board and the accounts have been fully consolidated this year alongside Signpost Counselling which became a subsidiary during the year.

The Trustee Board is represented on the Early Childhood Partnership Trustee Board, Signpost Trustee Board and ONE YMCA Development Company.

The Trustee Board utilises a committee structure to undertake some of the detailed work of supervising the activities of the Group in between Trustee Board meetings. The structure is set out in the following matrix:

ONE YMCA - TRUSTEE BOARD



EARLY CHILDHOOD PARTNERSHIP, SIGNPOST & HAVEN FIRST TRUSTEE BOARDS

ONE YMCA DEVELOPMENT COMPANY

One YMCA subsidiary company, responsible for delivering the strategic requirements of the YMCA Trustee Board, supported by an Independent Director

ONE YMCA

Report and financial statements for the year ended 31 March 2023

Each committee reports progress to the Trustee Board on a regular basis and has established terms of reference. As at 31 March 2023, the membership of each committee was as follows:

Governance & People	Resources	Audit & Risk	Property Development	Health & Safety Forum	Safeguarding Forum
Jane Cotton (Chair)	Richard Capaldi (Chair)	John Ball (Chair)	Sarah Chaudhry (Chair)	John Robinson	Sal Thirlway
Simon Box	John Robinson	John Robinson	John Ball	Director of Place & Environment (Chair)	Guy Foxell (Chair)
Nicola Grinstead	Jessica Dollimore	Richard Capaldi	Richard Capaldi	Executive team	Executive team
Alan Victor			Alan Victor	Service representatives	Service representatives

In addition, Sal Thirlway (Chair) served on the Early Childhood Partnership trustee board and Alan Victor served on the Board of Directors for One YMCA Development Company Limited.

Recruitment of members of the Trustee Board

Members of the Trustee Board are recruited by open and diverse means with sources including:

- Trustee recruitment exercises via national voluntary press and volunteering websites, including open social media campaigns.
- Recommendation from partner organisations.
- Stakeholders.
- Contacts made by staff members and members of the Trustee Board.

The Governance and People Committee agrees a standard role description for trustees. All trustees are interviewed by a panel of Board members. Any preferred candidates initially attend a trustee meeting as observers and, if that meets the expectations of all, then co-option follows. New Trustees are inducted into the Group using an agreed framework and ongoing training is provided through a combination of trustee updates, attendance at charity conferences / training events and bespoke training. A number of the Trustees also serve or have served as Trustees of other charities and housing associations which broadens the available skills base and the exposure to training and best practice of the social housing and charity sectors. The Governance & People Committee regularly reviews the trustee skills matrix and identifies future needs.

Colleagues

The Group recognises the strength of its colleagues who are committed to the objectives that serve the best interests of its residents and service users. The Group shares information on its objectives, progress and activities through regular management and staff departmental meetings. In addition, an annual staff conference allows the celebration of success, the generation of ideas and positively engages with staff.

The Group is committed to equal opportunities in recruitment, retention and throughout the employee lifecycle.

Gender Pay reporting

The Charity continues to use the Living Wage Foundation's Real Living Wage as a baseline for employees who are engaged on a permanent YMCA contract of employment. Apprentices are remunerated according to National Minimum Wage rates for workers (as opposed to the much lower apprentice rates). Colleagues covered by TUPE protections retain their existing pay frameworks in most cases. Job evaluation is used to ensure equity and mitigate risks associated with equal pay claims (of which there has been none).

For the purposes of compliance with Gender Pay Gap reporting, employees are treated as 'male' or 'female' in line with HMRC guidance. We recognise that this does not reflect the potential reality of gender identification within our employee cohort. At the reporting snapshot date of 5 April 2023, the overall workforce split was 73% female and 27% male (2022: 76% /female 24%).

The gender pay gap reporting principles demonstrate the following position as a snapshot at 5 April 2023:

- Mean gender pay gap – 16.6% (2022: 22%)
- Median gender pay gap – 6.5% (2022: 17%)
- Mean and median bonus gender pay gaps – insufficient data (no bonuses in reference period)
- Proportion of males and females in each quartile pay band –
 - Upper quartile – 29% male & 71% female (2022: 19% / 81%)
 - Upper middle quartile – 18% male & 82% female (2022: 18% / 82%)
 - Lower middle quartile – 23% male & 77% female (2022: 23% / 77%)
 - Lower quartile – 40% male & 60% female (2022: 36% / 64%)

Progress in narrowing the gender pay gap has been made in the year but the Charity is not complacent and is aware of the increasing male representation in the upper pay quartile. Work continues to create progression and promote flexible working practices so that more women can take advantage of opportunities to work in higher paying roles.

Equality, Diversity, Inclusion & Belonging

Good progress towards our desire to be a more inclusive organisation has been made this year building on our becoming a signatory of the Business in the Community “Race at Work Charter” and undertaking preparatory work to gain ISO 30415 (HR Management: Diversity & Inclusion). Investors in People reaccreditation is due in autumn 2023 and since writing this report we learnt we maintained our silver level of accreditation.

Compliance with taxation

The Group is committed to conducting its business with the utmost integrity, transparency and fairness, and in compliance with all relevant rules, regulations and legislation. It values its reputation for ethical behaviour, financial probity and, as a charity, it unequivocally condemns tax evasion in whatever form. The Group will not tolerate tax evasion, or the facilitation thereof, whether committed by or facilitated by staff, suppliers or funders. Moreover, the Group requires all staff to demonstrate the highest standards of honesty at all times and appropriate disciplinary action will be taken wherever tax evasion, or facilitation, has been proven.

The Group will not knowingly engage with any individual or business that does not share our commitment to the prevention of tax evasion. In pursuance of its general obligations, the Group will undertake due diligence on its suppliers to mitigate the risk of facilitation of tax evasion offences and will look to terminate any agreements with suppliers that are not committed to preventing facilitation of tax evasion in compliance with the Criminal Finances Act 2017.

Information security

The Company is committed to information security and continues to promote good and appropriate collection and use of data and information. The Company has invested in staff training, new technology and uplifted its working practices. Both One YMCA and Early Childhood Partnership have gained the Cyber Essentials Plus accreditation. Information security is incorporated into the Company’s internal audit rolling programme.

Indemnity insurance

The Group’s insurance policies indemnify the Trustee Board and Officers against liability when acting for the Group providing their actions are not reckless or fraudulent.

Health and Safety

The Trustees are aware of their responsibilities on all matters relating to health and safety. The Group has prepared detailed health and safety policies and provides staff training and education on health and safety matters. The health and safety forum meet quarterly, comprising of representatives of all service areas and meetings were chaired by the Executive Team with appropriate Trustee oversight.

Creditors’ payments

The Group’s aim is to pay purchase invoices within 30 days of receipt, or earlier if agreed with the supplier.

Investment powers

In accordance with the Articles of Association, the Trustee Board may exercise the power to delegate to any person, company or other organisation any of the Group's powers of investment, administration or management of all or any part of the money and investments of the Group. Accordingly, the funds held as investments by the Group were managed on behalf of the Trustees by CCLA Investment Management Ltd. The Group has continued to adopt a conservative investment policy that seeks to balance capital preservation and achieving an appropriate return. The cyclical Investment Strategy review process was completed during the year with particular attention being paid to the ethical basis of investment management.

Public Benefit

The Trustee Board held service users at the heart of its approach to formulating the strategic objectives and associated strategies. In doing so, the Trustee Board referred to the guidance contained in the Charity Commission's general guidance on public benefit when planning for the future. Through the work that the Group undertakes in its service areas, it delivers public benefit and serves a wide range of people, many of whom are vulnerable.

Complaints

Our clear and simple complaints policy is issued to all residents and available to all other service users. All complaints received are monitored by the Chief Executive to help ensure an appropriate and timely resolution and to help identify any recurring issues that may require a different approach.

Donations

During the year, the Group made no donations (2022: £nil), choosing to prioritise its own charitable activities on behalf of the most vulnerable.

Going Concern

Considering the uncertainties arising from the impact of the coronavirus pandemic the Trustees reviewed the group's financial position and financial forecasts for 2023/24 and the following three years, to test how those uncertainties might affect the entity's ability to continue as a going concern. The Executive produced several scenarios including the positive, realistic and severe scenarios modelling income and expenditure as well as cashflows over the foreseeable future. The Resources Committee continues to scrutinise financial information including cashflow forecasts to ensure the resilience of the Charity.

Specifically, Trustees reviewed the Group's levels of investment, reserves, cash, the pipeline of new income sources and the systems of financial control and risk management. As a result of this review, the Trustees believe that the group is well placed to manage external, operational and financial risks successfully.

Accordingly, the Trustees have a reasonable expectation that the Charity and the Group have adequate resources to continue in operational existence for the foreseeable future. As a consequence, they continue to support the going concern basis in preparing financial statements.

Reserves Policy

Reserves that are unrestricted funds held by the Group should be sufficient to meet all payment obligations and to contribute to the Group fulfilling its aims and purposes. The target level of free reserves is determined annually, by the Trustees upon recommendation from the Resources Committee and must reflect the overall objectives of the Group's long-term Financial Strategy and other plans.

The Trustees consider that the unrestricted funds should be classified into two categories:

- Unrestricted funds for earmarked projects, objectives and risks, and;
- Unrestricted funds that are free reserves held to cover working balances and payment obligations.

The reserves as at 31 March 2023 were as follows:

<u>Reserves</u>	<u>£</u>
Housing property revaluation reserve	5,250,602
Revenue reserve	11,993,147
Restricted reserve	358,978
Permanent endowment reserve	392,158
Total unrestricted funds (revenue reserve)	17,994,885

When taking these reserves into account, the revaluation reserve relates to accounting adjustments which are not cash based. The revenue reserve amounted to £11,993,147 of which free reserves total £5,487,847.

In determining the level of unrestricted funds held as free reserves to cover working balances and payment obligations, the Trustees have considered the following matters

- Six months of salary and running costs are approximately £8.4million, and
- Business interruption insurance cover is in place with a two-year indemnity period.

Accordingly, the Trustees consider it prudent to retain working balances of £3 million in cash and/or readily realisable unit trust investments that are not designated or earmarked in order to meet unforeseen risks or obligations. The Trustees are content with the current level of reserves.

Risk Management

The Audit & Risk Committee has delegated authority from the Trustee Board to ensure that an active risk management process is in place and forms part of the ongoing organisational activity. During the year, the Trustees reviewed the Group's risk appetite along with its strategic risk register. The register identifies the types of risks the Group faces and prioritises them in terms of potential impact and likelihood of occurrence. The strategic risk register is a standing item at each Audit & Risk Committee and the Trustee Board reviews the strategic risks on a regular basis. During the year, the Trustees reviewed their approach to risk management, drawing on advice from the Internal Audit provider. This resulted in the Board adopting an improved risk management framework which covers the key strategic risks of the Charity. The Trustees are satisfied that the Group's internal financial controls comply in all material respects with the guidelines issued by the Charity Commission and Regulator for Social Housing and has established a separate internal audit function (carried out by an independent internal audit firm) to review risks on a rotational basis. The principal risk affecting the Group continues to be the uncertain external economic environment (compounded by the impact of the Coronavirus pandemic for some services) that could adversely affect income and the cost of the capital/development programme. The Trustees confirm that they have identified and understand the risks to which the Group is subject and that they are being actively managed.

During the year, the Trustees have undertaken a financial strategy review, considered various operating and sensitivity testing scenarios as detailed in the strategic report. These are reviewed on a periodic basis as part of Audit & Risk and Resources Committee work programmes.

Trustees have asked the Executive Leadership Team to develop and implement a stress testing framework in the next financial year in line with the Charity's growth programme under Mission 25.

Internal Controls Assurance

The Trustees acknowledge their overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and not absolute, assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing and has been in place throughout the year commencing 1 April 2023 up to the date of approval of the report and financial statements.

Key elements of the control framework include:

- Board-approved terms of reference and delegated authorities for Committees (Resources, Governance & People, Audit & Risk, Property Development) and Forum meetings (Health & Safety and Safeguarding),
- Clearly defined management responsibilities for the identification, evaluation and control of major risks,
- Formal recruitment policies for all staff,
- Established authorisation and appraisal procedures for significant new initiatives and commitments,
- Regular review of cash flow and treasury management by the Resources Committee,
- Board-approved Financial Regulations and Procurement Procedures,
- Reviewing the Register of assets and liabilities, and
- Regular reporting to the appropriate committee on key business objectives, targets and outcomes.

A fraud register is maintained and is reviewed by the Audit & Risk Committee on a regular basis. During the year, one instance of fraudulent activity of less than £500 was identified. This was fully investigated in line with our fraud response procedure outlined in our financial regulations policy with findings reported to the Audit and Risk Committee.

The Board cannot delegate ultimate responsibility for the systems of internal control, but has delegated authority to the Audit & Risk Committee to regularly review the effectiveness of the system of internal control for the Group and the annual report of the internal auditor and has reported its findings to the Board.

The Audit & Risk Committee monitored the internal audit plan for the Group throughout the year.

Code of Governance

Following an annual self-assessment, the Trustee Board is pleased to report that the Group complies with the National Housing Federation's Code of Governance (2020), except for Principal 3.7(3) where a Trustee that had served the maximum tenure of 9 years was reappointed within 2 years of retiring. This arises as John Robinson retired from the Board following a 9-year term in 2018 and was reappointed in 2020. This appointment was compliant with the Associations Articles of Association and the decision was taken to make the appointment on the basis that John Robinson brought skills and knowledge that the Board required during a time of growth and significant turnover, to ensure that the Trustees retained the skills and knowledge required to effectively run the Association.

The Trustee Board continues to review and improve the Associations standard of Governance. During the course of the year, the Audit & Risk Committee reviewed the compliance framework as well as approving the annual review of Financial Regulations and governance arrangements.

Annual review of governance and viability standards

The Trustees have reviewed the governance and viability standards and confirm that the Group has complied with them. The Group will take on the services of external consultancy in the 2023/24 financial year, to ensure it continually develops its regulatory compliance as it continues to expand.

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEE BOARD FOR THE REPORT AND FINANCIAL STATEMENTS

General Financial Responsibilities

The Trustee Board is responsible for preparing the Report of the Trustee Board, the Operating and Financial Review and Strategic Report and financial statements in accordance with applicable law and regulations.

Company law requires the Trustee Board to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable laws). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and the surplus or deficit of the Company and the Group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice (SORP) Accounting by Registered Housing Providers 2018 update, have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's and Group's transactions and disclose with reasonable accuracy at any time the financial position of the Company and Group and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Company and Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

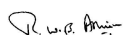
- so far as each Trustee is aware, there is no relevant audit information of which the Company's auditors is unaware; and
- the Trustees have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditors is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Annual General Meeting

The annual general meeting will be held on 23 January 2024.

The Report of the Trustee Board was approved by the Trustees on 22 December 2023 and signed on their behalf by:



Bishop Richard Atkinson OBE
Chair & Trustee

OPERATING & FINANCIAL REVIEW AND STRATEGIC REPORT

Introduction

The report and financial accounts for the year ended 31 March 2023 sets out the activities and achievements of the Charity.

Principal Activity

The Group's principal activity is that of the provision of supported accommodation for single men and women who are in conditions of need. In addition, the Group continues to deliver services to people of all ages offering the opportunity to take part in children and family services, health & wellbeing, therapeutic & specialist support, community activities and youth work.

The Group's mission is to enable people to develop their full potential in body, mind and spirit. The mission is inspired by, and faithful to, Christian values to create a supportive and energising community that is open to all, where young people can truly belong, contribute and thrive.

BUSINESS AND FINANCIAL REVIEW

The 2022/23 year continued to be impacted by recovering from the COVID19 situation in our enterprise activities and the ongoing impact of the cost of living crisis, however despite this the Group continued to deliver vital services to local people and communities – further expanding its reach and impact.

As well as major expansion in our support and accommodation services to homeless individuals, and increases in our work with those suffering the effects of Domestic Abuse and Sexual Violence, Trustees were also delighted to see the successful commencement of the international Airplay contract, delivered with partner YMCAs across England, Scotland and Wales.

Financial review

The Group returned an operating loss on the Group's activities of £696,331 (2022: £122,021-surplus).

Total comprehensive income for the year returned a surplus of £1,599,989 (2022: £322,177) for the Group after taking into account the gain from the transfer of the net assets of Haven First and Signpost at fair value of £2,426,296 and £156,604 respectively and the unrealised investment loss of £157,786 (2022: gain of £261,644) during the year.

At the start of the year, Trustees were especially grateful to receive a generous property legacy from one of the founding Trustees of YMCA Central Herts (a Group company), which provided a welcome buffer against the financial upheavals within the year and allowed the charity to make a greater investment in community-critical activities, rather than needing to make changes in order to achieve a stronger year end result.

The Group has continued to invest in front line service delivery to serve some of the most vulnerable people in the local community.

On an ongoing basis, the Trustee Board is committed to achieving a surplus operating budget. With regard to the 2023/24 financial year, a surplus budget has been set.

The Group closely monitors its banking covenants and credit rating. Throughout the year, it was compliant with all covenant obligations.

Housing metrics

The Group has reviewed its metrics in accordance with the Value for Money Code of Practice. The core housing information is set out in the following table.

Metric	Definition	2023	2022
Business Health			
Operating Margin - Social Housing	Operating surplus or (deficit) from social housing lettings / turnover from social housing lettings	-5%	5%
Operating Margin - Overall	Operating surplus or deficit overall / turnover overall	-3%	1%
EBITDA MRI interest cover	Earnings before interest, tax, depreciation, amortisation, major repairs / Interest cover	-1958%	255%
Development			
New supply	Number of new units as a % of current units	0%	0%
Gearing	Short term loans + long term loans - cash and cash equivalents + finance lease obligations / Tangible fixed assets: Housing properties at cost (current period)	1%	3%
Outcomes			
Reinvestment %	Development of new properties (housing) + newly built properties acquired + works to existing housing properties + capitalised interest on housing properties + schemes completed / Tangible fixed assets housing at cost	25%	3%
Effective Asset Management			
ROCE	Operating surplus or (deficit) overall / total assets less current liabilities	-3%	1%
Cost per unit			
Headline social housing cost	The unit cost metric assesses the headline social housing cost per unit as defined by the regulator	£23,743	£11,154

As a result of a successful property development programme which has attracted and continues to attract public sector funding, significant additional borrowing will be undertaken in the next financial year which will affect the interest cover and gearing ratios.

Value for money

One of the Group's objectives is to provide social housing accommodation and support services to meet the needs of its residents. The aim is to achieve a balance between reasonable cost and good quality. Value for money means:

- Ensuring effective business planning by setting out at the beginning of each financial year what will be achieved with money prior to it being spent.
- Increasing longer term social benefits through the expansion of our internal homelessness prevention pathway, such as with the addition of move-on accommodation units.
- Effectively managing performance and approach to risk, to ensure that plans are delivered.

The Group measures its value for money in terms of cash and outputs / outcomes in various ways such as:

- Commissioning of external consultation led Cost Consequences and Added Social Value impact reports,
- External accreditation,
- Financial returns,
- Key performance indicators and benchmarking,
- Service quality,
- Social value benefits to individuals and communities,
- Savings to the public purse,
- Benefits to the organisation and its people,
- Feedback from residents and other service users.

The Group's value for money strategy is to:

- Generate surpluses to maintain a viable organisation, fund the capital programme and to continue to provide and develop services for service users, both present and future;
- Ensure that high levels of service user satisfaction are achieved;
- Comply with its banking covenants;
- Live up to the Group's Values in the delivery of services and value.

As a registered provider of social housing, the value for money objectives over the next three years are to:

- Substantially increase the positive social impact on those facing or at risk of facing rough sleeping and homelessness in all geographical areas of operation, by building on and scaling up our proven, recognised and award-winning Dynamic Pathway to Independence (DPI) model.
- Embed the non-accommodation aspects of the DPI (e.g. health & wellbeing activities, training & education elements and employment opportunities via specific social enterprises) into the areas we already have a footprint within.
- Establish and develop strong relationships with commissioners and third sector partners in new and emerging areas of geographical operation with a view to understanding unmet needs in the sector, to then resource and deploy the necessary elements of the DPI to maximum effect.
- Work to deliver a 'sum is greater than the parts' effect through the active combination of housing, family and specialist therapeutic (e.g. Domestic Abuse / Sexual Violence support) services, leveraging strengths and skills sets to meet local need and secure additional funding.
- Seek out and deliver best value through the ongoing efforts to target 'the right support, in the right way, at the right time, in the right place' through the mobilisation and embedding of the Digital Support Journey.
- Seek out additional financial and non-financial support (e.g. corporate supporters) to underpin the best-value aspects of service delivery, helping to meet the costs of existing services and enabling the mobilisation of new (non-statutory) services to meet identified need.
- Work in partnership with a variety of external stakeholders to identify opportunities and meet identified (and unfulfilled needs), delivering meaningful change through innovation and collaboration for the benefit of those who need it most.
- Proactively drive the performance and use (e.g. occupancy) of all social housing assets to ensure maximum return on investment, in both social and financial terms, for the benefit of all those supported across our geographical areas of operation.
- Embed the resident and service user voice within our activities to ensure a better understanding of need, satisfaction and opportunities to further increase the social and personal impact of our housing and support services.
- Maintain investment and efforts across the portfolio with a view to enhancing the living environment in line with the DPI principles, recognising and generating impact from the asset as an inherent part (and able to contribute to) the support journey.
- Maintain our position of trusted partner with all of the district and county authorities with which we work to support an ongoing agenda of sector alignment and cohesive pathway progression for those escaping homelessness.

Reporting on Value for Money is a requirement of the Regulator of Social Housing and over the last year, the Group has continued in its drive to deliver value for money despite some operational challenges in the year. In preparing for the re-development of one of our larger hostels, the 2022/23 financial year has been a key transition point to ensure the Group has the resources it needs to deliver good value for money. Activities that develop the effectiveness of the Group include:

Initiative	Status, saving or gain	Comments
Social housing		
Deliver the budget for social housing	£185k operating deficit (All Housing)	A negative return of 1.5% (2022: positive return 4.4%)
	£696k operating deficit (Group)	A negative 3.0% return (2022: positive return 0.6%) after taking into account: a) Increase in losses from our non-housing activities b) A need to maintain investment in community activities to support the most vulnerable in our communities in light of COVID.
	£1,600k Total surplus (Group)	A 6.9% (2022: 1.7%) return after taking into gain on transfer of assets at fair value and account investment movements.
Deliver good occupancy performance to maximise income and service delivery to beneficiaries	93% (2022: 88.1%)	Overall occupancy for the Housing Division (all services) in 2022/23 was 93% versus 88.1% for the 2021/22 year. This substantially improved position was a direct result of local Councils releasing more residents who had been held in temporary accommodation, coupled with excellent collaboration between Place & Environment teams (to minimise maintenance voids) and the Housing teams at all sites (to find, risk assess, move in, and then successfully support very high numbers of residents).
Complete the harmonisation of housing operating procedures across all Hostels	An established standardisation of service offerings enabling rapid scaling to meet local need and quality assessment	The overall Housing Division is now a highly effective team offering a standardised set of individual services and asset elements, all aligned to the Dynamic Pathway to Independence. There are 5+1 distinct types of supported housing, ranging from high-complex (e.g. substance misuse and mental health services) through to step-down and move-on accommodation. Having the standardised service approach greatly supports scaling and mobilisation at pace when emerging needs and areas of need are identified. It further assists the management team in assessing quality and ensuring consistent delivery.
Undertake supplier reviews in order to reduce the number of suppliers and/or cost	Structural changes to enable an amalgamated service and shared resource approach to delivering best value	Application of a more geographically based service area for individual managers, rather than site by site, has enabled efficient use of resources (e.g., staff) on a shared-resource and amalgamation-service basis. Specific gains being the redeployment of staff where sickness or leave would usually require agency resourcing. The embedding of the internal property services team continues with ongoing rationalisation of supply chains to ensure best value and maximised asset enhancement and improvement. This is all now supported and facilitated by a dedicated role, working within the finance team, but working closely with all procuring departments, especially Place & Environment.

Initiative	Status, saving or gain	Comments
Use of the Pyramid housing repairs system to track work flow and target job completion	Restructure complete but with ongoing embedding underway	The internal Place & Environment team have substantially improved the compliance and general living-environment aspects of the overall portfolio. A standardised asset format and design, aligned to the DPI, has enabled rapid turnaround of voids and rolling programme of improvement e.g. psychologically informed environment colourways and improved green agenda (e.g. LED lighting). This all alongside substantial growth and the introduction of new assets to support the meeting of distinct local need in key areas. Efforts remain ongoing to identify and mobilise a suitable, cost effective and future proof repairs, maintenance, reporting and compliance system.
Secure new work to increase the units under management and spread overhead costs	Substantial growth into new areas achieved and wide recognition of the effectiveness of the DPI model in terms of positive outcome delivery	The success of the previous creation of specialist complex-needs supported accommodation to meet urgent Cost of Living related needs has expanded to support further development of the DPI. The more mature areas of geographical operation across Hertfordshire now operate almost all stages of the DPI. With commissioners from multiple new geographical areas, across Herts, Beds and Bucks, specifically requesting the mobilisation of distinct parts of the DPI to meet their own local (unfulfilled) need. This has seen new commissioning routes open up with health and central government (e.g. Home Office) partners, enabling us to help even more distinct cohorts of vulnerable individuals, An established reputation of responsiveness, specialism and an ability to mobilise innovatively at pace continues to present new opportunities for diversification and access to new geographical areas.
Financial modelling and stress testing	Extensive efforts to inform development activities with ongoing and expanded activities moving forwards	As we continue to increase the number of operational units as part of our ongoing development programme, our focus on the key aspects of financial modelling and stress testing is being maintained. These aspects are led by our internal finance team with support from external specialists, with their outcomes sitting at the heart of key decisions around operational and long-term investment. The overall key focus being to ensure the long-term sustainability and protection of social housing assets and services. These efforts will remain ongoing and be further developed over coming periods.
Generate a surplus on Abbots Langley nursery operations and contribute an overhead	£45k surplus	The ongoing quality of service delivery resulted in a positive grading from OFSTED during the year (OFSTED GOOD). Whilst recruitment remains a key challenge for Early Years at a national level, the Nursery has maintained excellent occupancy levels of 80%+ resulting in a healthy surplus.
Effective delivery of the Hertfordshire Family Support Service	On track	The contracts are operating well, delivering excellent services to beneficiaries and performing to budget. Service user satisfaction is high, KPI figures have been rising and we are approaching major recommissioning with a positive mindset.
Deliver value for money at the Orbital Community Centre	£34k deficit	A deficit of £ 34k (2022: £173k deficit) The loss of income was related to lower community bookings due to the temporary usage of one of the rooms for head office activities. The permanent move of the central services office to another location, alongside the recruitment of a new site manager will enable the centre to reach pre-covid levels of bookings.
Performance improvement of St Albans Gym	£97k deficit	The £97k deficit (2022: £126k deficit) was due to the low numbers of returning customers, despite an improvement on the lockdown era. Proactive steps are being taken to mitigate the financial impact of this part of the charity within the following financial year.
Performance improvement of Abbots Langley Hub	£86k deficit	The £ 86k deficit (2022: £100k deficit) is caused by continued low uptake of community facilities by customers, however, changes to the building layout are being considered along with a change of tenant,

Initiative	Status, saving or gain	Comments
		which will allow for more fruitful community hire activities moving forward.
Multi Use Games Area (MUGA)	£23k deficit	A deficit of £23k (2022: £16k deficit). The initial hire fees from the MUGA facility have not achieved the budget aspiration set at the investment appraisal stage.
Effectively lead and manage the international Airplay contract	£1m pa contract across 24 RAF bases, in partnership with 11 YMCAs	Having led the other YMCAs to successfully win this major contract, our YMCA needs to focus on influencing and inspiring excellent attendance and outcomes across the Federation, while also delivering high quality youth and children's work in the seven bases we are responsible for.
Early Childhood Partnership		
Children's Centre services		
Effective delivery of the Children's Centre contract	Successfully deliver the contract	The budget maximised the deployment of financial resources for beneficiaries. The children's centre contract is underpinned by a series of key performance indicators (KPI) sitting within four performance areas. These KPIs are regularly monitored by the Trustee Board, Council and managers. The team members are clear about which KPIs their activities contribute to, and they understand the links between the KPIs and achieving good outcomes for our children and families. The design and delivery of the timetable of activities is informed by local available data. There is an appropriate split between universal and targeted activities. For example, ECP deliver Parents as First Teachers (PAFT) as the parenting programme of choice and this is delivered as a targeted service, with the addition of PAFT Connections as a universal group activity. The universal team offers Baby Brasseries, a daily breast-feeding support session, weekly ante natal classes for first time parents (BBB) and one to one support ante-natally and post-natally. The staff work hard to ensure a high-quality universal service offer is available both face to face and remotely. The Group will seek ongoing cost mitigation in consultation with the Commissioner, while delivering high quality support.
Deliver specialist and Therapeutic services	ISVA (Independent Sexual Violence Adviser)	This service is delivering well above commissioner expectations with excellent feedback from clients supported through their traumatic experiences
	Perpetrator Support Service	Our Perpetrator work has taken longer to establish than we would have liked, mainly due to the restrictions from Covid at the start of our contract. We are now delivering group and 1:1 support with good feedback from those who complete the course, as well as training for professionals to identify perpetrators and refer them to our services.
	Other grant funded work	Our Horizons team provide support for victims of domestic abuse through our My Choice or Liberty programmes. We have a bespoke service for male victims as well, which provides specialised support sessions. Our play therapy work has been extended to provide additional funding across Central Bedfordshire and Bedford Borough for children who have witnessed domestic abuse. These generally take place in schools and have created new opportunities for a member of staff to train as a play therapist.

Governance and support services		
Develop ICT accreditation for information security	External accreditation achieved	The Cyber Essentials Plus accreditation has been achieved last year. Through our outsourced IT Service Provider, a number of systems and policies have been reviewed to improve our information security measures. We intend to move entirely into the cloud in the coming year, which will improve security and streamline access for all our staff and service users everywhere.
Undertake a code of Governance self-assessment internal audit	Complete	A Code of Governance Self-Assessment internal audit was undertaken by Beever and Struthers to confirm compliance against the NHF criteria. A positive outcome was recorded at the Audit and Risk Committee.
Scrutinise Income Recovery via internal audit	Complete	A full review of income recovery procedures was undertaken by Beever and Struthers. The internal audit identified acceptable compliance against our procedures and that income recovery practice is applied consistently.
Undertake business critical controls testing through internal audit	Complete	Control account reconciliation, payment control, covenant compliance and onboarding of new suppliers was tested through internal audit by Beever and Struthers. No recommendations were made, and a positive assurance rating was obtained in 2022.
Undertake a review of progress against our 'People Strategy' 2020-2024	Developing for the future	A full review of progress against our People Strategy priorities was undertaken in the year. The vast majority of priorities were on track to be completed by the end of the strategic period with several already achieved. We are aiming to achieve IIP Silver and ISO30415 in the coming year, having achieved Investing In Volunteers accreditation last year.

The Group's on-going commitment to value for money and continuous improvement will remain a high priority given the challenges to income streams that every social housing provider faces and the need to keep service users at the heart of decision making. Specific on-going activities will include:

- Performance managing outcomes and costs,
- Responding to service user needs,
- Promoting a high social housing occupancy with good rent collection levels,
- Responding to commissioner funding decisions,
- Increasing the diversity of our workforce, being deliberate about our inclusive attitude and together developing ways to ensure that everyone has equality of opportunity,
- Investing in the culture and values to maximise the Group's potential, value for money and continuous improvement.

In conjunction with the Group's strategic objectives, the 2023/24 value for money approach will provide the foundation for continuous improvement and efficiency developments.

External Influences

As a diverse charity delivering community services, the Group is influenced by Government policies towards social housing, welfare and voluntary sectors. It is regulated by the Regulator of Social Housing which takes precedence for all areas of its operation over the Charity Commission which monitors its charitable activity. The Group is also regulated by Ofsted and takes its Safeguarding responsibilities very seriously. The Trustee Board has agreed its strategic objectives with a view to maintaining the financial health, on-going relevance and viability of each area of its activities as well as ensuring the Group's community impact. The Group also works within the Regulatory Framework of the Fundraising Regulator, the Information Commissioner's Office and is influenced by the Health & Safety Executive, especially with regard to Building Safety.

Objectives and Strategy

The charitable objects of the Group arise from its acceptance of the Basis of Union of the YMCA of England, Ireland and Wales, adopted by the British YMCA Assembly held in Birmingham in 1973, which are:

- To unite those who, regarding Jesus Christ as their God and Saviour according to the Holy Scriptures, desire to be His disciples in the faith and in their life, and to associate their efforts for the extension of His Kingdom.
- To lead young people to the Lord Jesus Christ and to fullness of life in Him.
- 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.
- To provide residential accommodation for persons of all ages who are in need, hardship or distress by reason of their social, physical or economic circumstances.

Various strategies are employed to achieve the charity's objectives within service areas of:

- Accommodation,
- Family work,
- Health and wellbeing,
- Support and advice,
- Training and education.

Achievements and performance

Individual services operate differently because of the various regulatory and monitoring frameworks that are in place to accord to standards set by the Regulator of Social Housing, Charity Commission and Ofsted. Key performance indicators tend to be set within contracts agreed with commissioners such as County/unitary Councils (Housing Related Support, Family Support Centres, and Children's Centres), Local Councils and other funders (Trusts & Foundations etc.). Performance against these is monitored on a regular basis.

In relation to the strategic objectives and despite the COVID19 situation the group has made a substantial positive impact upon many lives during the year. We have supported 131,229 local people to belong, contribute and thrive in their communities, specifically including:



More information on our achievements as a Group, plus inspiring videos and case studies of those we've supported can be found at: <https://oneymca.org/what-we-do/>

Accreditations

The Group continues to work hard to secure and maintain accreditations that reflect the quality, compliance and impact of work undertaken. These currently embrace:

- Investors in People – Silver,
- Investors in Volunteering,
- Ofsted – Good – for Charters Nursery, Abbots Langley,
- Centre for Housing Support – Service Excellence Standards,
- SafeContractor - Charity,
- Cyber Essentials Plus – One YMCA and Early Childhood Partnership,
- Fundraising Regulator,
- Disability Aware,
- Mindful Employer.
- Leading Light – community based Domestic Abuse services
- Race at Work Charter
- Respect - services for perpetrators of domestic abuse
- Like Culture – Sexual Violence support

The Group will continue to seek accreditations where it is in the best interests of the charity and its beneficiaries to do so. This currently includes ISO30415 (Human Resource Management – Diversity & Inclusion).

Future plans

Strategic developments on new activities

- As we enter into the final phase of our Mission 25 strategic plan to 'double our impact by 2025', we begin to target particular themes;
 - **Young at Heart** – ensuring youth voice and advocacy is embedded across all service areas including the introduction of Young Trustees through the Get on Board programme which One YMCA are leading on across the Federation,
 - **Impact Focus** – demonstrating the effectiveness of our theory of change models, including the award-winning Dynamic Pathway to Independence (DPI) which is recognised as the preferred model of operation across our housing service,
 - **Great Places** – Continue to work towards the completion of capital development programmes in Charter House and the redevelopment of our Peartree hostel alongside achieving our growth plan which will take us to 800+ units of accommodation,
 - **Here for Good** – Continue to seek value for money opportunities with a primary focus to ensure full cost recovery is achieved through grants and contracts. A specific focus on marketing and fundraising will enable us to achieve the level of unrestricted donations to the Charity which will truly bring added value to the work we do with beneficiaries,
 - **People Together** – The integration of recent mergers and subsidiary arrangements into our Charity culture is a key strategic theme alongside improving staff retention and satisfaction across the Group.
- As we continue to grow our housing stock, a strategic plan is in motion to ensure we are 'IDA' ready for when we reach 1,000 units of accommodation. A complete refresh of our Governance and reporting frameworks, closely aligned with the Housing Regulatory standards, will set new foundations in how we operate, demonstrating compliance and financial viability.

Future of social housing

The social housing strategy now sits firmly in the overarching #Mission25 strategy to double our impact by 2025. There are several key concepts in the mission that have specific relevance to our Social Housing activities and these include:

- #MakingHomes
- #BetterPlaces
- #GoingGreen

Each of these concepts will see us deliver a staff and resident led improvement in the social impact our social housing activities deliver. That being both in quantity and quality terms, seeing us double the number of units we are able to provide, double the positive outcomes and opportunities for our residents and have the impact our activities have on the environment around us.

Several key redevelopment / development activities sit at the heart of the strategy, each with varying degrees of secured (or in final stages of negotiation) public sector funding. That funding being an enabler to expand the overall length / reach of the Dynamic Pathway to Independence.

The most notable of the development projects being the Peartree Hostel redevelopment in Welwyn Garden City. This has been progressing steadily over recent years, with planning permission having been awarded in October 2020. The project successfully commenced in the third quarter of 2023/24. Oversight and scrutiny of the project being provided via the Property Development Committee (PDC).

Ongoing efforts to maintain and improve social housing performance (best value) in both occupancy and rent realisation will be maintained. This will be aligned with an increased focus on team training and ongoing engagement with the Insight / KPI dashboard systems.

Resident involvement

The inclusion of resident feedback and the 'lived experience' voice sits at the heart of our activities and is further enhanced through the activities of #Mission25, our strategy to double out impact over the next five years. There are a number of concepts contained in the mission, but the most relevant to this topic being:

- #ProjectConnect
- #MakingHomes

Within these concepts, and actively underpinned by the move to mobilise the Digital Support Journey, there is a specific focus to 'connect' stakeholders from across the organisation. This will bring together staff, volunteers and residents from all areas with the specific aim of eliciting feedback, opinion and suggestions.

Initial examples include workshops relating to the creation of a standardised Psychologically Informed Environment (PiE) colourway strategy to support the #BetterPlaces concept. Other input has helped shape and refine our new Intensive (rough-sleeper / complex needs) services, both in living environment and support aspect terms. That input being pivotal in the overall DPI becoming the preferred model of operation across Hertfordshire.

Throughout the next year we will maintain periodic / structured meetings led by #Connecting Together and personal engagement sessions, site based resident meetings and specific training & education workshops, all led by the housing teams.

Alongside this our overarching commitment, via the Chaplaincy Team, to attract, train and embed volunteers will remain a constant. This extra resource provides a completely different voice to the support / resident journey and offers considerable extra value.

Risks and uncertainties

Risks that may prevent the Group achieving its objectives are considered and reviewed by the Trustee Board, Audit & Risk Committee and Executive Management Team on a periodic basis as part of the corporate planning processes. The risks are recorded and assessed in terms of their impact and probability. Major risks, presenting the greatest threats to the Company are reported to Trustee Board every six months. The strategic risk register is reviewed at every Audit & Risk Committee meeting. In addition, people related risks are reviewed by the Governance & People Committee every six months. The Group's major risks over the last 12 months related to:

- The cost-of-living crisis and staff retention,
- Loss of income and/or contracts,
- Safeguarding / service user reputational incident,
- Regulatory Compliance,
- Development cost overrun,
- Property compliance,
- Cyber and Information security,
- Executive capacity,
- Fraud and theft.

The principal financial risks relate to loss of income and/or contracts and development programme cost escalation. Whilst the Audit & Risk Committee reviews controls and standards, the Resources Committee proactively monitors and challenges the financial and service performance of the Group.

The principal property and information risks relate to systems, process and monitoring. Further investments are being made in a new information system for safety compliance monitoring and reporting, which is discussed regularly in a special forum and overseen by a dedicated Trustee. Ongoing investments on information security projects and checks remain paramount.

Risks associated with the transfer of assets and liabilities following the recent merger of Haven First have been fully considered by the Board of trustees. External due diligence was carried out prior to the decision to merge with no material issues being identified.

The principal people risk relates to safeguarding and ensuring that the best interests of beneficiaries are protected, which is discussed regularly in a special forum and overseen by a dedicated Trustee. Recruitment and retention remains a key risk across all departments and is continuously addressed through new cultural, recruitment or non-pay benefit improvement activities.

The Trustee Board has refined its understanding of its strategic risk appetite. This has previously been discussed at Audit & Risk Committee and was discussed in a strategy workshop. The product of this was a new strategic risk appetite map which continues to inform our decisions.

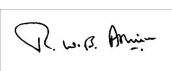
On an annual basis, the Group reviews its key policies and controls frameworks. These included the financial regulations as well as the Code of Governance, committee terms of reference, code of conduct, safeguarding, fraud, whistleblowing, health & safety, UK GDPR, equal opportunities and risk management policies.

The risk management and internal controls arrangements are described in more detail in the Report of the Trustee Board on page 10.

Borrowings

At year end, the Group had long term borrowings of £4,289,535 (2022: £4,400,128) which are secured against income generating assets: the supported housing hostels. In approving the Operating and Financial Review, the Trustees are also approving the Strategic Report in their capacity as directors of the Group.

The Operating and Financial Review and the Strategic Report were approved by the Trustee Board on 22 December 2023 and signed on their behalf by:



Bishop Richard Atkinson OBE
Chair and Trustee

Independent auditor's report to the members and trustees of One YMCA

Opinion

We have audited the financial statements of One YMCA for the year-ended 31 March 2023 which comprise the consolidated and company statements of comprehensive income, the consolidated and company statements of changes in reserves, the consolidated and company balance sheets, the consolidated statement of cash flows and notes to the financial statements, 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's and parent charitable company's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from January 2019; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustee Board (which includes the directors' report), and the Operating and Financial Review and Strategic 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustee Board, the Operating and Financial Review and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report contained within the Report of the Trustee Board, the Operating and Financial Review and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustee Board, the Operating and Financial Review or the Strategic Report.

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

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the Statement of Responsibilities of the Trustee Board set out on page 12, the trustees (who are also the directors of the charitable company 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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulation of registered providers of social housing, Ofsted, and Health and Safety regulation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and the Housing and Regeneration Act 2008, and we considered other factors such as tax compliance.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to areas of estimation uncertainty and manual accounting journals. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing a sample of manual journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

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

Use of our report

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



Tracey Young (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
Date:

28/12/2023

10 Queen Street Place
London EC4R 1AG

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2023**

		2023	2022
		£	£
Turnover	3	23,225,398	19,501,186
Operating expenditure	3	(23,921,729)	(19,379,165)
Operating (Deficit)/Surplus	4	(696,331)	122,021
Gain / (Loss) on disposal of property, plant and equipment	5	3,000	(83,404)
Interest receivable and other income	6	108,617	92,397
Interest and financing costs	7	(240,410)	(70,481)
Movement in fair value of financial instruments	13	(157,786)	261,644
Gain on transfer of assets at fair value	26/27	2,582,899	-
Surplus for the year		1,599,989	322,177
Total comprehensive income for the year		1,599,989	322,177

**COMPANY STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2023**

		2023	2022
		£	£
Turnover	3	19,769,288	17,911,720
Operating expenditure	3	(20,626,959)	(17,791,136)
Operating (Deficit) / Surplus	4	(857,671)	120,584
Gain / (loss) on disposal of property, plant and equipment	5	3,000	(83,404)
Interest receivable and other income	6	101,420	92,397
Interest and financing costs	7	(240,410)	(70,481)
Movement in fair value of financial instruments	13	(157,786)	261,644
Gain on transfer of assets at fair value	28	1,875,252	-
Surplus for the year		723,805	320,740
Total comprehensive income for the year		723,805	320,740

The accompanying notes form part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 MARCH 2023

GROUP	Income and expenditure reserve	Restricted reserve	Permanent endowment reserve	Property revaluation reserve	Total
	£	£	£	£	£
Balance at 1 April 2022	10,947,385	131,301	-	5,316,210	16,394,896
Surplus from income and expenditure account	1,164,488	43,343	392,158	-	1,599,989
Transfer from revenue reserve to restricted reserve	(184,334)	184,334	-	-	-
Transfer from income and expenditure reserve to Property Revaluation Reserve	65,608	-	-	(65,608)	-
Balance at 31 March 2023	11,993,147	358,978	392,158	5,250,602	17,994,885

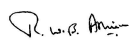
COMPANY	Income and expenditure reserve	Restricted reserve	Property revaluation reserve	Total
	£	£	£	£
Balance at 1 April 2022	10,669,670	-	5,316,210	15,985,880
Surplus from income and expenditure account	695,319	28,486	-	723,805
Transfer from revaluation reserve to income and expenditure reserve	65,608	-	(65,608)	-
Balance at 31 March 2023	11,430,597	28,486	5,250,602	16,709,685

ONE YMCA
Report and financial statements for the year ended 31 March 2023

	Notes	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Fixed assets					
Tangible fixed assets	11,12	20,261,863	18,963,726	19,614,506	18,963,726
Investments	13	3,131,771	3,289,557	3,131,771	3,289,557
		23,393,634	22,253,283	22,746,277	22,253,283
Current assets					
Trade and other debtors	14	3,117,553	2,495,357	4,088,222	2,570,708
Stock		3,673	3,982	3,673	3,982
Cash and cash equivalents		4,160,901	3,975,299	2,068,611	3,271,785
		7,282,127	6,474,638	6,160,506	5,846,475
Creditors: falling due within one year	15	(4,926,050)	(4,724,176)	(4,581,656)	(4,533,729)
Net current assets		2,356,077	1,750,462	1,578,850	1,312,746
Creditors: falling due after more than one year	16	(6,986,237)	(6,721,851)	(6,875,553)	(6,721,851)
Pension funds	18	(719,889)	(838,298)	(719,889)	(838,298)
Provision for liabilities and charges	17	(48,700)	(48,700)	(20,000)	(20,000)
Total net assets		17,994,885	16,394,896	16,709,685	15,985,880
Capital and reserves					
Housing property revaluation reserve		5,250,602	5,316,210	5,250,602	5,316,210
Revenue reserve		11,993,147	10,947,385	11,430,597	10,669,670
Restricted reserve	21	358,978	131,301	28,486	-
Permanent endowment reserve	21	392,158	-	-	-
Total reserves		17,994,885	16,394,896	16,709,685	15,985,880

The accompanying notes form part of these financial statements.

The accounts were approved by the Trustee Board on 22 December 2023 and were signed on its behalf by:

Richard Atkinson  Chair and Trustee

Richard Capaldi  Treasurer and Trustee

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	2023	2022
	£	£
Net cash generated from operating activities		
Surplus for the financial year	1,599,989	322,177
Adjustments for non-cash items:		
Depreciation of tangible fixed assets	773,794	514,707
Write off of WIP	320,232	-
(Decrease) in trade and other receivables	(622,196)	(1,689,704)
Increase in trade and other creditors	596,929	1,588,521
Decrease/(Increase) in stocks	309	(3,982)
(Gain) / loss on fixed asset disposals	(3,000)	83,404
Movement in fair value of financial instruments	157,786	(261,644)
Pension costs less contributions payable	(118,409)	42,899
Interest paid	240,410	43,176
Interest received	(108,617)	(92,397)
Cash generated from operating activities	2,837,227	547,157
Cash flow from investing activities		
Purchase of tangible fixed assets	(1,132,391)	(5,775,072)
Transfer of assets on merger	(1,259,772)	-
Sale of tangible fixed assets	3,000	-
Proceeds from the sale of investments	-	2,862,555
Proceeds from the purchase of investments	-	(2,862,555)
Interest received	108,617	92,397
Net cash from investing activities	(2,280,546)	(5,682,675)
Cash flows from financing activities		
Interest paid	(240,410)	(43,176)
Loan redemption	-	(1,415,994)
Loan addition	-	4,363,104
Repayments of borrowings	(130,669)	(74,900)
Net cash used in financing activities	(371,079)	2,829,034
Net increase in cash and cash equivalents	185,602	(2,306,484)
Cash and cash equivalents at beginning of year	3,975,299	6,281,783
Cash and cash equivalents at end of year	4,160,901	3,975,299
Cash and cash equivalents at 31 March		
Cash at bank	4,160,901	3,975,299
	4,160,901	3,975,299

The accompanying notes form part of these financial statements.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 23

1. Status

The Company is a company limited by guarantee, registered under the Companies Act 2006 registration number 4430743, a registered charity number 1102301 and registered with the Regulator of Social Housing as a social housing provider registration number H4418. The charity meets the definition of a public benefit entity under FRS 102.

The registered office is Charter House, Charter Place, Watford, Hertfordshire WD17 2RT.

Each member of the Company undertakes to contribute such amount as may be required (not exceeding £1.00) to the assets of the Company in the event of the same being wound up while he or she is a member or within one year after he or she ceases to be a member for payment of the debt and liabilities of the Company contracted before he or she ceases to be a member and of the costs, charges and expenses of winding up and for the adjustment of the rights of the contributories among themselves. If upon the winding up or dissolution of the Company there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid or distributed among the members of the Company but shall be transferred to The National Council of Young Men's Christian Association (Incorporated) for its general purposes.

2. Principal accounting policies

The financial statements are prepared in accordance with Financial Reporting Standard 102 and the Statement of Recommended Practice: accounting by registered social housing providers 2018 ("SORP") and comply with the Accounting Direction for private registered providers of social housing 2019.

In the view of the trustees in applying the accounting policies adopted, an area of judgement relates to the provision for dilapidations as disclosed in 2(p). No other judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year. No complex financial instruments are held.

(a) Basis of accounting

Assets and liabilities are initially recognised at historical cost or transaction values unless otherwise stated in the relevant accounting policy notes. Those assets measured at fair value are re-measured at each balance sheet date.

(b) Basis of consolidation

The Group financial statements consolidate those of the Company and its subsidiary undertakings of Early Childhood Partnership and Signpost, drawn up to 31 March 2023. For the period 1 August 2022 to 31 March 2023, financial statements for Haven First are consolidated. A transfer of charitable undertaking from Haven First to One YMCA took place on 31 March 2023 whereby the activities, assets and liabilities of Haven First transferred to One YMCA. Intra-group transactions and balances are eliminated in full in accordance with FRS 102.

(c) Going concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Trustees' Report. On this basis, the Trustee Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements. No material uncertainties exist.

(d) Turnover

Turnover comprises rental and service charge income receivable in the year and other services at invoiced value (excluding VAT) of goods and services supplied in the year.

Revenue grants are receivable when the conditions for receipts of agreed grant funding have been met. Charges for support services funded by Housing Related Support and Family & Children's Centres are recognised as they fall due under the contractual arrangements with Administering Authorities.

Where an asset is acquired at undervalue a notional grant is recognised in respect of the difference between the purchase price and the fair value of the asset. The trustees determine the fair value based on the available data including external valuations.

(e) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular categories they have been allocated to activities on a basis consistent with the use of resources. Support and other central costs have been apportioned to each activity on the basis of turnover and staff numbers.

(f) Debtors and creditors

Short-term debtors are measured at transaction price, less any impairment and short-term creditors are measured at the transaction price.

(g) Housing properties

Housing properties are principally properties available for rent. The properties at Peartree Lane, Welwyn Garden City and Charter House, Watford were revalued upon the implementation of FRS102 and SORP. The Company elected to measure housing properties on the date of transition at its fair value and use that fair value as its deemed cost at that date. The valuation is based upon an Existing Use Value for Social Housing (EUV-SH) basis by an independent professional advisor qualified by the Royal Institute of Chartered Surveys to undertake valuations.

Housing properties are stated at cost less depreciation, the cost of future additions being the cost of acquiring land and buildings and expenditure incurred in respect to improvements.

Work 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 REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

(h) **Housing properties and depreciation**

The Company separately identifies the major components that comprise its housing properties, and charges depreciation, so as to write down the cost of each component to its estimated residual value, on a straight-line basis, over its estimated useful economic life.

The Company depreciates the major components of its housing properties at the following annual rates:

<u>Component</u>	<u>Useful economic life</u>
Structure (Leased)	Residue of lease
Structure	80 years
Roofs	30 years
Windows	20 years
Kitchens	20 years
Bathrooms	30 years
Heating	20 years
Lifts	15 years

Where the unexpired lease term is shorter than the longest component life envisaged, the unexpired term of the lease is adopted as the useful economic life.

(i) **Other tangible fixed assets and depreciation**

Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. The principal annual rates used for other assets are:

<u>Component</u>	<u>Useful economic life</u>
Non-Housing Leasehold improvements	Over the term of the lease
Fixture and fittings	5 years
Motor Vehicles	5 years
ICT	3 - 7 years (depending upon items)

(j) **Operating leases**

Rentals payable under the operating leases are charged on a straight-line basis over the lease term. The benefits of lease incentives entered into after the date of transition to FRS 102 are recognised in income and expenditure over the lease period.

The Company has taken advantage of the exemption in FRS 102 section 35 to continue to treat incentives received on leases entered into before the date of transition on the same basis as at the date of transition.

(k) **Pensions**

Hertfordshire County Council Pension Fund

The Company was a participating employer in the Hertfordshire County Council Pension Fund (HCCPF) in respect of employees already in the scheme who transferred from other admitted local authority bodies. The scheme was a multi-employer defined benefit scheme and the Company's share of the results of the scheme for the prior year are shown within the accounts in accordance with FRS 102. However with effect from May 2022 the Company no longer participates in the HCCPF. As at the year end the Company has accrued for the final cessation payment to be made to finalise the exit.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

YMCA Pension Plan

The Company 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 the company.

As described in note 18 the Company has a contractual obligation to make pension deficit payments over the period to April 2029, accordingly this is shown as a liability in these accounts. In addition, the company is required to contribute £31k pa (2022: £28k pa) to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

Group Personal Pension Plan (defined contribution)

The Company also makes contributions to a group personal pension plan (defined contribution) provided by Aviva which is open to all employees.

(l) Social Housing Grant

Social Housing Grant (SHG) is receivable from Homes England as a contribution towards the capital cost of housing schemes. The Company has taken advantage of transitional relief for deemed cost and treated all SHG grant on transition under the performance model in accordance with SORP. Any subsequent SHG grants received for housing properties are recognised in income over the useful life of the housing property structure and, where applicable, its individual components (excluding land) under the accruals model.

SHG due from Homes England or received in advance is included as a current asset or liability. SHG is subordinated to the repayment of loans by agreement with Homes England. SHG released on sale of a property may be repayable but is normally available to be recycled and is credited to a Recycled Capital Grant Fund and included in the balance sheet in creditors.

Where individual components are disposed of and this does not create a relevant event for recycling purposes, any grant which has been allocated to the component is released to the income and expenditure account. Upon disposal of the associated property, the Company is required to recycle these proceeds; as such a contingent liability is disclosed to reflect this.

(m) Other Grants

Other grants are receivable from local authorities and other organisations and are accounted for under the accruals model. Capital grants are recognised in income over the expected useful life of the asset. Grants in respect of revenue expenditure are credited to the income and expenditure in the same period as the expenditure to which they relate.

(n) Investments

Investments held as fixed assets are valued at mid-point of the quotation in the Stock Exchange daily official list. Any movements in the fair value of investments are recognised in income and expenditure.

(o) Interest Free Loans

Long term loans carrying no interest are disclosed at amortised cost using the market rate of similar debt instruments – the effective interest method.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

(p) Provisions for Liabilities

Provision has been made for expected property costs at the end of the leases held by the Early Childhood Partnership subsidiary. This is based on the lease terms, management's assessment of the property condition and external evidence supporting the likely costs. This estimation involves a level of judgment and will be reassessed annually.

(q) Holiday pay accrual

The group recognises an accrual for annual leave accrued by employees as a result of services rendered in the current period, and which employees are entitled to carry forward and use within the next 12 months. The accrual is measured at the salary cost payable for the period of absence.

(r) Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. The revaluation of properties is reported separately in the property revaluation reserve. This is the difference between the fair value of social housing properties and the historical cost carrying value.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Permanent endowment funds preclude them from being sold or used for any purpose other than the provision of charitable accommodation.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

(s) Transfer of Signpost and Haven First

The assets and liabilities of Signpost and Haven First at 1 April 2022 and 1 August 2022, respectively, have been recognised at the Trustee's best estimate of their fair value.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

3. Group - Turnover, operating costs and operating surplus

2023	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	8,990,440	(9,673,905)	(683,465)
Other social housing activities:			
Housing related support	3,513,569	(2,715,101)	798,468
Total – social housing activities	12,504,009	(12,389,006)	115,003
Other non-social housing	70,222	-	70,222
Total housing activities	12,574,231	(12,389,006)	185,225
Non-social housing activities			
Health & wellbeing – budget gyms	299,505	(384,540)	(85,035)
Health & wellbeing – other	106,149	(200,778)	(94,629)
Child and family services	4,796,599	(5,009,157)	(212,558)
Nursery	2,034,821	(2,480,554)	(445,733)
Youth	1,532,988	(1,617,854)	(84,866)
Community Centre	102,931	(156,518)	(53,587)
Government grants taken to income	639,756	(629,521)	10,235
Other	1,138,418	(1,053,801)	84,617
	10,651,167	(11,532,723)	(881,556)
	23,225,398	(23,921,729)	(696,331)

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023**Group – Turnover, operating costs and operating surplus**

2022	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	6,695,973	(6,258,783)	437,190
Other social housing activities:			
Housing related support	2,847,854	(2,842,855)	4,999
Total – social housing activities	9,543,827	(9,101,638)	442,189
Other non-social housing	665,474	(657,598)	7,876
Total housing activities	10,209,301	(9,759,236)	450,065
Non-social housing activities			
Health & wellbeing – budget gyms	253,629	(377,550)	(123,921)
Health & wellbeing – other	284,189	(463,706)	(179,517)
Child and family services	5,053,780	(4,845,531)	208,249
Nursery	2,011,247	(2,479,857)	(468,610)
Youth	621,986	(810,403)	(188,417)
Community Centre	139,817	(310,137)	(170,320)
Government grants taken to income	88,731	(88,731)	-
Donation*	675,000	(195,000)	480,000
Other grants taken to income	44,996	(44,996)	-
Other	118,510	(4,018)	114,492
	9,291,885	(9,619,929)	(328,044)
	19,501,186	(19,379,165)	122,021

*Donation represents a property bequest valued at £675k

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Company - Turnover, operating costs and operating surplus

2023	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	7,875,865	(8,591,724)	(715,859)
Other social housing activities:			
Housing related support	3,282,130	(2,496,656)	785,474
Total – social housing activities	11,157,995	(11,088,380)	69,615
Other non-social housing	70,222	-	70,222
Total housing activities	11,228,217	(11,088,380)	139,837
Non-social housing activities			
Health & wellbeing – budget gyms	299,505	(384,540)	(85,035)
Health & wellbeing - other	106,149	(200,778)	(94,629)
Child and family services	3,120,077	(3,408,047)	(287,970)
Nursery	2,034,821	(2,480,554)	(445,733)
Youth	1,308,654	(1,422,317)	(113,663)
Community Centre	102,931	(156,518)	(53,587)
Government grants taken to income	457,458	(457,458)	-
Other	1,111,476	(1,028,367)	83,109
	8,541,071	(9,538,579)	(997,508)
	19,769,288	(20,626,959)	(857,671)

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023**Company - Turnover, operating costs and operating surplus**

2022	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	6,695,973	(6,258,783)	437,190
Other social housing activities:			
Housing related support	2,847,854	(2,842,855)	4,999
Total – social housing activities	9,543,827	(9,101,638)	442,189
Other non-social housing	665,473	(657,597)	7,876
Total housing activities	10,209,300	(9,759,235)	450,065
Non-social housing activities			
Health & wellbeing – budget gyms	253,629	(377,550)	(123,921)
Health & wellbeing - other	284,189	(463,706)	(179,517)
Child and family services	3,266,586	(3,059,774)	206,812
Nursery	2,024,709	(2,493,319)	(468,610)
Youth	621,986	(810,403)	(188,417)
Community Centre	139,817	(310,137)	(170,320)
Government grants taken to income	88,731	(88,731)	-
Donation*	675,000	(195,000)	480,000
Other grants taken to income	44,996	(44,996)	-
Other	302,776	(188,284)	114,492
	7,702,420	(8,031,901)	(329,481)
	17,911,720	(17,791,136)	120,584

*Donation represents a property bequest valued at £675k

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Turnover, operating costs and operating surplus (continued)

Operating costs for social housing:

	Group		Company	
	2023	2022	2023	2022
Management	(4,805,757)	(3,284,458)	(4,104,992)	(3,284,458)
Services	(2,479,695)	(1,694,728)	(2,118,111)	(1,694,728)
Routine maintenance	(953,212)	(406,896)	(953,212)	(406,896)
Planned maintenance	(576,300)	(234,211)	(576,300)	(234,211)
Rent losses from bad debts	(472,911)	(315,383)	(472,911)	(315,383)
Depreciation of housing properties and equipment	(386,030)	(323,107)	(366,198)	(323,107)
	(9,673,905)	(6,258,783)	(8,591,724)	(6,258,783)
Void losses: notional calculation of income lost from vacant rooms	(1,009,578)	(1,189,229)	(1,009,578)	(1,189,229)
Number of registered accommodation units	723	603	635	603

4. Operating (deficit)/surplus

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
The operating (deficit)/surplus is arrived at after charging:				
Depreciation	773,794	514,707	753,962	514,707
Operating lease payments:				
- Land and buildings	704,117	689,150	704,117	689,150
- Vehicles	36,649	8,415	36,649	8,415
Auditors' remuneration (excluding VAT)				
- Fees payable for the audit of the financial statements	31,693	27,200	23,625	27,200

5. Gain / (loss) on sale of fixed assets

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Disposal proceeds	3,000	-	3,000	-
Carrying value of fixed assets	-	(83,404)	-	(83,404)
	3,000	(83,404)	3,000	(83,404)

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

6. Interest receivable and other income

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Interest receivable and similar income	14,585	1,259	7,388	1,259
Income from listed investments	94,032	91,138	94,032	91,138
	<u>108,617</u>	<u>92,397</u>	<u>101,420</u>	<u>92,397</u>

7. Interest and financing costs

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Defined benefit pension charge	-	27,305	-	27,305
Loan and bank overdrafts	240,410	43,176	240,410	43,176
	<u>240,410</u>	<u>70,481</u>	<u>240,410</u>	<u>70,481</u>

8 Directors' and Executive Management Team Remuneration

No member of the Board received any remuneration from the Group (2022: £nil). No expenses were reimbursed for Board members (2022: £nil).

The Executive Team comprised of the Chief Executive, Chief Financial Officer, Chief Operating Officer, Chief Central Services Officer, Director of Place & Environment, Director of Housing & Community. Each of these, including the Chief Executive, is a member of the Aviva defined contribution pension scheme. Both the Company and employee make contributions to this money purchase scheme.

Executives' remuneration

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Executive team emoluments	723,961	500,907	723,961	500,907
Contribution to pension scheme	45,866	41,597	45,866	41,597
	<u>769,827</u>	<u>542,504</u>	<u>769,827</u>	<u>542,504</u>

The emoluments relating to the Chief Executive Officer in the year were £155,304 (2022: £148,234) and the employer's contribution to the pension scheme on his behalf was £10,605 (2022: £10,500).

The full-time equivalent number of staff who received emoluments:

	2023	2022
	No	No
£60,001 to £70,000	2	3
£70,001 to £80,000	3	-
£80,001 to £90,000	-	1
£100,000 to £110,000	1	1
£110,000 to £120,000	-	1
£150,000 to £160,000	1	-

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

9. Employee information

Average monthly number of employees:	Group		Company	
	2023	2022	2023	2022
	No	No	No	No
Housing	104	111	104	111
Support Services	53	49	53	49
Sports, health & fitness	17	20	17	20
Child & family services	170	176	170	176
Youth & community	32	22	32	22
Orbital Community Centre	22	19	22	19
Early Childhood Partnership	45	55	-	-
Haven First	26	-	-	-
Signpost	5	-	-	-
Total	474	452	398	397

	2023	2022	2023	2022
	£	£	£	£
Staff costs (for the above persons)				
Wages and salaries	10,160,224	8,607,203	8,361,346	7,585,953
Social security costs	941,028	731,036	774,492	647,563
Other pension costs	487,975	465,396	432,722	427,164
	11,589,227	9,803,635	9,568,560	8,660,680

During the year, termination payments of £101,124 (2022: £139,250) were recognised as an expense as compensation for loss of office.

10. Taxation

The Company is a registered charity qualifying for relief from income and capital gains taxes on its charitable activities.

11. Group – Tangible fixed assets (housing)

	Freehold Property £	Housing long leasehold property £	Housing property improvements £	WIP £	Total £
Cost					
At 1 April 2022	6,621,000	4,856,000	2,579,381	5,291,534	19,347,915
Additions	-	-	41,343	1,051,520	1,092,863
Assets transferred	902,914	426,258	-	-	1,329,172
Transfer from/write off of WIP	-	-	4,213,155	(4,533,387)	(320,232)
Cost at 31 Mar 23	7,523,914	5,282,258	6,833,879	1,809,667	21,449,718

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Depreciation

At 1 April 2022	653,556	446,525	1,342,521	-	2,442,602
Assets transferred	-	69,400	-	-	69,400
Providing during the year	103,133	75,648	207,249	-	386,030
At 31 Mar 23	756,689	591,573	1,549,770	-	2,898,032

Net book value

At 31 March 2023	6,767,225	4,690,685	5,284,109	1,809,667	18,551,686
At 31 March 2022	5,967,444	4,409,475	1,236,860	5,291,534	16,905,313

Company – Tangible fixed assets (housing)

	Freehold Property £	Housing long leasehold property £	Housing property improvements £	WIP £	Total £
Cost					
At 1 April 2022	6,621,000	4,856,000	2,579,381	5,291,534	19,347,915
Additions	-	-	41,343	1,051,520	1,092,863
Assets transferred	642,914	-	-	-	642,914
Transfer from WIP	-	-	4,213,155	(4,533,387)	(320,232)
Cost at 31 Mar 23	7,263,914	4,856,000	6,833,879	1,809,667	20,763,460
Depreciation					
At 1 April 2022	653,556	446,525	1,342,521	-	2,442,602
Assets transferred	50,331	-	-	-	50,331
Providing during the year	103,133	55,816	207,249	-	366,198
At 31 Mar 23	807,020	502,341	1,549,770	-	2,859,131
Net book value					
At 31 March 2023	6,456,894	4,353,659	5,284,109	1,809,667	17,904,329
At 31 March 2022	5,967,444	4,409,475	1,236,860	5,291,534	16,905,313

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

12. Company and Group – Tangible fixed assets (non-housing)

	Other Property	Long leasehold property	Leasehold improvements	Fixtures, fittings & equipment	Vehicles	WIP	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2022	129,394	760,000	1,733,981	2,079,333	-	-	4,702,708
Additions	-	-	-	39,528	-	-	39,528
Cost at 31 March 2023	129,394	760,000	1,733,981	2,118,861	-	-	4,742,236
Depreciation							
At 1 April 2022	79,470	69,851	890,858	1,604,116	-	-	2,644,295
Providing during the year	3,341	8,736	165,560	210,127	-	-	387,764
At 31 March 2023	82,811	78,587	1,056,418	1,814,243	-	-	3,032,059
Net book value							
At 31 March 2023	46,583	681,413	677,563	304,618	-	-	1,710,177
At 31 March 2022	49,924	690,149	843,123	475,217	-	-	2,058,413

13. Investments

	2023 Group £	2022 Group £	2023 Company £	2022 Company £
Fair value				
Listed on a recognised stock exchange	3,289,557	3,027,913	3,289,557	3,027,913
Additions	-	2,862,555	-	2,862,555
Disposals	-	(2,862,555)	-	(2,862,555)
Realised gains / (losses) on disposals	-	844,346	-	844,346
Unrealised (losses) / gains on valuation	(157,786)	(582,702)	(157,786)	(582,702)
As at 31 March 2023	3,131,771	3,289,557	3,131,771	3,289,557

An investment in 1 £1 ordinary share in YMCA Development Company Limited, a private limited company registered in England and Wales (company 11220819), was made in September 2019. The £1 is unpaid and the company was dormant until 31/03/2023 and active since 1/4/2023.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

14. Debtors

	2023 Group £	2022 Group £	2023 Company £	2022 Company £
Rent arrears (including housing benefit, and resident arrears)	1,954,739	1,147,101	1,722,905	1,147,101
Less provision for doubtful debt	(1,212,767)	(740,495)	(1,212,767)	(740,494)
	741,972	406,606	510,138	406,607
Trade debtors	1,182,458	1,080,685	1,145,458	1,056,982
Less provision for doubtful debt	(1,385)	(1,385)	(1,385)	(1,385)
	1,181,073	1,079,300	1,144,073	1,055,597
Other debtors	121,929	18,668	121,929	18,667
Prepayments and accrued income	1,072,579	990,783	1,029,414	989,837
Amounts due from subsidiary	-	-	1,282,668	100,000
	3,117,553	2,495,357	4,088,222	2,570,708

The increase in debtors is due to the consolidation of accounts with Haven First following the merger.

15. Creditors

Amounts falling due within one year	2023 Group £	2022 Group £	2023 Company £	2022 Company £
Current instalments due on loans (see note 16 for security details)	354,780	130,669	354,780	130,669
Trade creditors	413,652	431,724	394,744	424,153
Other taxes / social security costs	181,606	172,782	167,286	154,811
Other creditors	927,833	790,822	806,398	751,645
Amounts due to subsidiary	-	-	1,240	11,857
Deferred grant income	93,173	93,173	93,173	93,172
Accruals and deferred income	2,955,006	3,105,006	2,764,035	2,967,422
	4,926,050	4,724,176	4,581,656	4,533,729

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

16. Creditors

Amounts falling due after more than one year	2023 Group	2022 Group	2023 Company	2022 Company
	£	£	£	£
Bank loan	3,888,026	4,222,417	3,888,026	4,222,417
Other loans	46,729	47,042	46,729	47,042
	3,934,755	4,269,459	3,934,755	4,269,459
Deferred grant income	3,051,482	2,452,392	2,940,798	2,452,392
	6,986,237	6,721,851	6,875,553	6,721,851

A loan of £124,000 was made by Watford Borough Council in 1977. The loan is interest-free and is repayable over the term of the lease. The amount due of £46,729 at 31 March 2023 (2022: £47,042) is the measurement of the liability after discounting for the income rate of return.

A facility of £9,000,000 was agreed in February 2022 with CAF Bank at 1.65% above the Bank of England's base rate and is repayable over a 25-year term. The amount due at 31 March 2023 was £4,242,806 (2022: £4,352,772).

**Based on the
earliest repayment
date, borrowings
are repayable as
follows:**

	2023 Group	2022 Group	2023 Company	2022 Company
One year or less	354,780	130,669	354,780	130,669
One year or more but less than two years	343,031	133,837	343,031	133,837
Two years or more but less than five years	343,031	421,296	343,031	421,296
Five years or more	3,248,693	3,714,326	3,248,693	3,714,326
	4,289,535	4,400,128	4,289,535	4,400,128

The lease of Charter House, Watford is held as security for the above Watford Borough Council loan.

The CAF Bank facility is secured against the freeholds of:

- a) Crest Road, High Wycombe and
- b) 4 Northgate End, Bishop's Stortford.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Deferred Capital Grants	2023 Group £	2022 Group £	2023 Company £	2022 Company £
Deferred income as at 1 April	2,545,565	1,856,316	2,545,565	1,856,316
Additions	683,163	734,245	572,479	734,245
Released to Statement of Comprehensive Income	(84,073)	(44,996)	(84,073)	(44,996)
As at 31 March	3,144,655	2,545,565	3,033,971	2,545,565

Deferred income to be released to the statement of comprehensive income:	2023 Group £	2022 Group £	2023 Company £	2022 Company £
In less than one year	93,173	93,173	93,173	93,173
In more than one year	3,051,482	2,452,392	2,940,798	2,452,392
	3,144,655	2,545,565	3,033,971	2,545,565

17. Provision for liabilities and charges

	2023 Group £	2022 Group £	2022 Company £	2022 Company £
As at 1st April	48,700	72,000	20,000	-
Arising during the year	-	20,000	-	20,000
Used during the year	-	(43,300)	-	-
As at 31 March	48,700	48,700	20,000	20,000

A provision for dilapidations to premises is being held to cover the costs of any necessary reinstatement and repairs to the properties at the termination of the lease.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

18. Pensions

The Company has recognised pension liabilities relating to one scheme (two schemes in 2022), the multi-employer defined benefit pension plan for employees of the YMCAs in England, Scotland and Wales and the Hertfordshire County Council Pension Fund. The Company no longer has any liability obligation for the HCCPF.

Hertfordshire County Council Pension Fund (HCCPF)

The HCCPF was a multi-employer scheme, administered by Hertfordshire County Council under the regulations governing the Local Government Pension Scheme, a defined benefit scheme. The most recent formal actuarial valuation was completed as at 31 March 2020 and the results have been projected forward using approximate methods, allowing for the different financial assumptions required under FRS102, to 31 March 2022 by a qualified independent actuary.

The Company ceased as an employer in the HCCPF on 31 May 2021. The net pension position was calculated on a FRS102 accounting basis at that date. The net pension position on the Balance Sheet at 31 March 2023 is the point of cessation on 31 May 2021. A reconciliation from the full revaluation at 31 March 2019 to the cessation valuation in these accounts is provided in the note below.

The Company made a final payment of £39,542 post year end for early retirement strain costs and has no entitlement to any surplus at the date of cessation.

	Cessation Valuation 31 May 2021 £000	Valuation 31 March 2019 £000
Funding position at 31 May 2021 (cessation date)		
Liabilities	-	-
Active	-	133
Pensioner	160	-
Assets	239	187
Surplus	79	54

	£000	£000
Actuarial Assumptions - Financial assumptions		
Discounts rates/anticipated investments returns		
Pre-retirement	3.1%	3.4%
Post-retirement	3.1%	3.4%
Salary Increase	2.8%	2.7%
Benefit increase	2.4%	2.3%

Actuarial assumptions – Longevity Assumptions

	At cessation No. of years	March 2019 No. of years
Life expectancy from age 65 years		
Current Pensioners:		
Males	21.9	21.9
Females	24.1	24.1
Future Pensioners:		
Males	22.8	22.8
Females	25.5	25.5

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Changes in the fair value of the scheme assets are as follows:	£000
Surplus/(deficit) at 31 March 2019	54
Interest on surplus/(Deficit)	4
Investment outperformance	31
Contribution less than cost of accruals	(6)
Changes in the market conditions	(8)
Membership experience	8
McCloud adjustments	(1)
Actuarial and admin costs	(3)
Surplus/(deficit) at cessation date	<u>79</u>

Pensions – YMCA Pension Plan

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

The most recent completed three year valuation was as at 1 May 2020. The assumptions used which have the most significant effect on the results of the valuation are those relating to the assumed rates of return on assets held before and after retirement of 2.59% and 1.09% respectively, the increase in pensions in payment of 2.99% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.0 years, female 24.4 years, and 23.7 years for a male pensioner, female 26.1 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £146.1m, 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 £39 million. The company has been advised that it will need to make monthly contributions of £11.9k from 1 May 2023. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. Agreed future deficit contributions have been discounted using a rate of 3% (2022: 3%). The current recovery period is 7 years commencing 1st May 2022.

YMCA Pension fund liability

	2023	2022
	£	£
At 1 April	949,529	912,787
Increase in liability	(5,013)	126,674
Paid in year	(109,456)	(117,236)
Unwinding of discount included in finance costs	28,388	27,304
At 31 March	863,448	949,529

	As at 31 Mar 23	As at 31 Mar 22
	£	£
Repayable within one year	143,559	111,231
Repayable in more than one year	745,041	959,341
Discount	(25,152)	(121,043)
	863,448	949,529

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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

19. Group analysis of changes in net debt

	1 April 2022 £	Cash flows £	Non-cash movement £	31 March 2023 £
Cash at bank	3,975,299	185,602	-	4,160,901
Loans falling due within 1 year	(130,669)	130,669	(354,780)	(354,780)
Loans falling due after more than 1 year	(4,269,459)	-	334,704	(3,934,755)
	(424,829)	316,271	(20,076)	(128,634)
	1 April 2021 £	Cash flows £	Non-cash movement £	31 March 2022 £
Cash at bank	6,281,783	(2,306,484)	-	3,975,299
Loans falling due within 1 year	(72,003)	72,003	(130,669)	(130,669)
Loans falling due after more than 1 year	(1,455,915)	(2,944,213)	130,669	(4,269,459)
	4,753,865	(5,178,694)	-	(424,829)

20. Operating lease commitments

The future minimum lease payments are set out below. Leases relate to the rental of properties in eight locations and one vehicle.

	Group		Company	
	2023 £	2022 £	2023 £	2022 £
The following operating lease payments are committed to be paid				
within 1 year	576,457	740,766	576,457	740,766
within 1-2 years	632,239	514,881	632,239	514,881
within 5 years	1,253,937	1,249,029	1,253,937	1,249,029
	2,462,633	2,504,676	2,462,633	2,504,676

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

21. Restricted funds

Group	01-Apr 2022	Income	Expenditure	Transfers	31-Mar 2023
You Thrive	-	170,213	(170,213)	-	-
Woodland Project	-	663	(663)	-	-
FFL Programme Delivery	-	4,588	(4,588)	-	-
Family Fund Trading	-	1,111	(1,111)	-	-
Stay & Play Initiative	-	6,969	(6,969)	-	-
Herts CC - LBS	-	850	(850)	-	-
Herts Male ISVA	-	33,500	(33,500)	-	-
Herts ISVA	-	9,950	(9,950)	-	-
HCF - Holiday and Activity Clubs	-	2,000	(2,000)	-	-
FFL Travel - Orbital	-	1,990	(1,990)	-	-
CAHMS	-	10,000	(10,000)	-	-
One YMCA	131,301	-	(5,975)	-	125,326
Big Lottery	-	134,054	(136,907)	2,853	-
Children In Need	-	9,578	(6,620)	-	2,958
Harpur Trust	-	20,526	(20,920)	394	-
Male victims - Safety Net	-	10,041	(7,862)	-	2,179
VERU	-	12,360	(619)	-	11,741
Steele Charitable Trust	-	30,000	(41,855)	11,855	-
ISVA LGBTQ	-	33,890	(21,492)	-	12,398
Community Link Worker	-	25,349	(18,691)	-	6,658
Rent Deposit Scheme	-	33,175	(33,175)	-	-
Publicity Grants	-	828	0	-	828
Cyclical Maintenance Fund	-	8,598	(2,685)	-	5,913
Extraordinary repair fund	-	31,821	(10,699)	-	21,122
Contingency fund	-	1,314	(957)	-	357
SBC Locality budget grants	-	266	0	-	266
Signpost				169,232	169,232
Restricted Funds	131,301	593,634	(550,291)	184,334	358,978
Permanent endowment funds	-	400,683	(8,525)	-	392,158

The Unrestricted funds in Signpost at 31 March 2023 (£169,232) become restricted funds on consolidation due to the objects of Signpost being narrower than those of One YMCA.

The Permanent endowment funds (£392,158) arise from properties within Haven First that have covenants which precludes them from being sold or used for any purpose other than the provision of charitable accommodation.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

	01-Apr 2022	Income	Expenditure	31-Mar 2023
Company				
You Thrive	-	170,213	(170,213)	-
Woodland Project	-	663	(663)	-
FFL Programme Delivery	-	4,588	(4,588)	-
Family Fund Trading	-	1,111	(1,111)	-
Stay & Play Initiative	-	6,969	(6,969)	-
Herts CC - LBS	-	850	(850)	-
Herts Male ISVA	-	33,500	(33,500)	-
Herts ISVA	-	9,950	(9,950)	-
HCF - Holiday and Activity Clubs	-	2,000	(2,000)	-
FFL Travel - Orbital	-	1,990	(1,990)	-
CAHMS	-	10,000	(10,000)	-
Rent Deposit Scheme	-	33,175	(33,175)	-
Publicity Grants	-	828	0	828
Cyclical Maintenance Fund	-	8,598	(2,685)	5,913
Extraordinary repair fund	-	31,821	(10,699)	21,122
Contingency fund	-	1,314	(957)	357
SBC Locality budget grants	-	266	0	266
	-	317,836	(289,350)	28,486

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Period ended March 2022 Group	1 April 2021	Income	Expenditure	31 March 2022
	£	£	£	£
Big Lottery Fund – YOUTHRIVE Project	-	217,442	(217,442)	-
Children in Need	-	31,866	(31,866)	-
Harpur Trust	-	33,539	(33,539)	-
Male Victims	-	65,801	(65,801)	-
Violence & Exploitation Reduction Unit	-	17,474	(17,474)	-
Bedfordshire and Luton Community	-	16,685	(16,685)	-
National Lottery Grant – Dads Aloud	-	2,444	(2,444)	-
Wishing Tree	-	1,713	(1,713)	-
Big Lottery	-	158,103	(158,103)	-
Steele Charitable Trust	-	25,000	(25,000)	-
Youth empowerment fund	-	2,017	(2,017)	-
HAF grant - BBC	-	5,000	(5,000)	-
ECP-OY-Double impact	-	150,000	(18,699)	131,301
National Lottery Awards for All	-	3,292	(3,292)	-
HAF grant	-	1,760	(1,760)	-
Herts Community Foundation - holiday club funding	-	2,869	(2,869)	-
RAF Benevolent Fund	-	3,000	(3,000)	-
	-	738,005	(606,704)	131,301

Company	1 April 2021	Income	Expenditure	31 March 2022
	£	£	£	£
Big Lottery Fund – YOUTHRIVE Project	-	217,442	(217,442)	-
HCF HAPpy grant	-	-	-	-
National Lottery Awards for All	-	3,292	(3,292)	-
HAF grant	-	1,760	(1,760)	-
Herts Community Foundation - holiday club funding	-	2,869	(2,869)	-
RAF Benevolent Fund	-	3,000	(3,000)	-
	-	228,363	(228,363)	-

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

22. Related party transactions

	2023	2022
	£	£
One YMCA balance owed to ECP	1,240	11,857
ECP balance owed to One YMCA	-	100,000
Haven First balance owed to One YMCA	1,282,668	-

23. Capital commitments

	2023	2022
Contracts placed for future capital commitments not provided in the financial statements	-	591,804
Commitments approved by the Board but not contracted for	22,499,813	15,808,392
Total	<u>22,499,813</u>	<u>16,400,196</u>

The above capital commitments will be financed through loans, land and property sale and cash reserves totalling £15,816,035 with the balance of £6,683,778 funded through public sector grant.

24. Contingent liabilities

As at 31 March 2023, there was a contingent liability in respect of social housing grant that was awarded to the Company in prior years. There is a potential for repayment or recycling in accordance with the Regulator of Social Housing's guidance in the event that the sites were disposed of and/or taken out of social housing uses. The properties are:

- a) Charter House, Watford - £2.9m of social housing grant awarded in 1977 to facilitate the construction of the site.
- b) Peartree Lane, Welwyn Garden City - £570k of social housing grant awarded in 1995 to facilitate the construction of the Hostel 2 building.
- c) 4 Northgate End, Bishop's Stortford - £782k of social housing grant awarded in 1995 to facilitate the construction of the building.
- d) Crest Road, High Wycombe - £6.1m of social housing grant awarded between 1994 and 2005 to facilitate the construction of the scheme.

All of these assets remain in social housing use and the Company has no plans to change the status of these sites.

25. Membership

As at 31 March there were 38 members of the Company (2022: 38)

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

26. Signpost merger

On 1 April 2022, Signpost CIO (charity number 1167027) became a subsidiary of One YMCA. The following table sets out the fair value of assets and liabilities of Signpost as the date of transfer, 1 April 2022:

	Value reported in Signpost	Transfer in recognised at fair value
	£	£
Cash and Bank	178,455	178,455
Creditors: Amounts falling due within 1 year	(21,851)	(21,851)
Net Assets	<u>156,604</u>	<u>156,604</u>
Funds: Unrestricted funds	<u>156,604</u>	<u>156,604</u>

27. Haven First merger

On 1 August 2022, One YMCA became the sole member of Haven First (company number 03366848), and therefore Haven First became a subsidiary from this date.

The following table sets out the fair value of assets and liabilities of Haven First, including the assets of Stevenage Consolidated Charities of which Haven First was the sole Trustee, as the date of transfer, 1 August 2022:

	Value reported by Haven First	Transfer in recognised at fair value
	£	£
Tangible Fixed Assets	1,233,164	1,259,772
Debtors	126,239	126,239
Cash in hand	1,283,644	1,283,644
Creditors	<u>(243,483)</u>	<u>(243,360)</u>
Net Assets	<u>2,399,564</u>	<u>2,426,295</u>
Funds		
Unrestricted general funds	1,785,177	1,785,177
Restricted funds	<u>614,387</u>	<u>641,118</u>
	<u>2,399,564</u>	<u>2,426,295</u>

28. Haven First transfer of net assets to One YMCA as at 31 March 2023

On 31 March 2023, the value of the net current assets of Haven First (£1,282,668) transferred to One YMCA. On the same day the legal title to the majority of the properties were transferred to One YMCA (net book value of £592,582), another property (net book value of £246,675) was transferred on 30 June 2023.

ONE YMCA

England & Wales - Charity number 1102301

Accounts

Registered company:	04430743
Registered charity:	1102301
Registered housing provider:	H4418

**ONE YMCA
(LIMITED BY GUARANTEE)**

REPORTS AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

REPORTS AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

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CORPORATE INFORMATION

TRUSTEE BOARD AND BOARD OFFICERS

Chair	Andrew Newell
Vice Chair:	Nicholas Maurant
Treasurer:	Nicholas Maurant (to 31 March 2022) Richard Capaldi (from 1 April 2022)
Trustees:	John Ball Simon Box Jane Cotton Nicola Grinstead Nicholas Maurant Andrew Newell John Robinson Sal Thirlway Alan Victor Bishop Richard Atkinson (from 22 June 2021) Richard Capaldi (from 22 June 2021) Sarah Chaudhry (from 30 March 2022) Elizabeth Knight (from 30 March 2022) Max Beddard (resigned 30 March 2022) John Knight (resigned 31 December 2021) Nicola Lucas (resigned 15 May 2022) Javier Uriarte (resigned 12 October 2021)
Company secretary:	Jonathan Kalemra (resigned 30 April 2022) Michael Howe (from 1 May 2022)

CORPORATE INFORMATION

Registered company:	04430743
Registered charity:	1102301
Registered housing provider:	H4418
Registered office:	Charter House, Charter Place, Watford, Hertfordshire, WD17 2RT

EXECUTIVE MANAGEMENT TEAM

Chief Executive	Guy Foxell
Director of Family Services	Serreta Pritchard
Director of Operations	Mark Turner
Director of Business Development	Michael Howe
Director of Corporate Services	Jonathan Kalemra (resigned 30 April 2022)

AUDITORS, BANKERS, INVESTMENT MANAGER AND SOLICITORS

Auditor (External)	Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG
Auditor (Internal)	Beevers and Struthers, 15 Bunhill Row, London, EC1Y 8LP
Bankers:	HSBC Plc, 44-52 Lattimore Road, St Albans, Hertfordshire, AL1 3XL CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ
Investment manager:	CCLA Investment Management Ltd, One Angel Lane, 11th Floor, London, EC4R 3AB
Solicitors:	Bates Wells Braithwaite LLP, 10 Queen Street Place, London, EC4R 1BE

REPORT OF THE TRUSTEE BOARD

The Trustee Board presents its annual report together with the audited financial statements for the year ended 31 March 2022.

Organisation

The Group operates out of a number of centres across Hertfordshire, Bedfordshire and Buckinghamshire – and RAF Bases further afield.

The Company is structured by department according to the main service delivery areas which include:

- Accommodation and Support,
- Family work (nursery, Family Support and children's centres),
- Health and wellbeing (gym, café and community centres)
- Support and advice (youth work, counselling and therapeutic support),
- Central services (including finance, human resources, legal, safety & compliance and ICT).

The Executive Team consists of the Chief Executive and Executive Directors who report to the Trustee Board and the relevant sub committees covering the main functions.

The national structure of the YMCA Federation allows for further support and national policy development.

Trustee Board

The Trustee Board is responsible for the overall governance of the Group. Those who have served during the year are set out on page 3. They hold a dual role of being trustees of a registered charity as well as being directors for the purposes of the Companies Act.

In accordance with the Articles of Association, Trustees serve for a three-year term. At every Annual General Meeting, members of the Trustee Board who have served a term of three years since their appointment or reappointment retire from office. A retiring member of the Trustee Board shall be eligible for re-election for a second and third full-term, but then having served a third term, must stand down as an elected member for a period of one year. Trustees only serving for a maximum of nine years is our stated policy but in extremis could be overruled by the Board of Trustees with explanation provided.

During the period since the last report, Bishop Richard Atkinson, Richard Capaldi, Sarah Chaudhry and Elizabeth Knight were welcomed as a new trustee. Also, Max Beddard, John Knight and Javier Uriarte stood down as Trustees. A Trustee Board Chair review and feedback process was facilitated by the Chair of the Governance & People Committee.

Strategic management

The Trustee Board is responsible for setting an appropriate strategy for the Group. It also ensures that relevant performance measures are in place.

During the year the Trustee Board:

- Oversaw the operations of the charity and devoted time to strategic direction
- Held a special meeting to lead and guide the strategy for doubling our impact by 2025 under Mission 25 whilst dovetailing with an overarching business plan,
- Reviewed terms of reference for the Trustee Board, Group companies and all committees,
- Established a new format for the Property Development Committee who are responsible for formulating the strategic development plan to be implemented by our subsidiary development company (dormant until 31/3/2022) to deliver our capital build plans
- Reviewed the Code of Governance compliance arrangements,
- Reviewed its key policies along with its financial, investment and people strategies,
- Undertook succession planning work for both the Trustee Board itself and in respect of key staff,

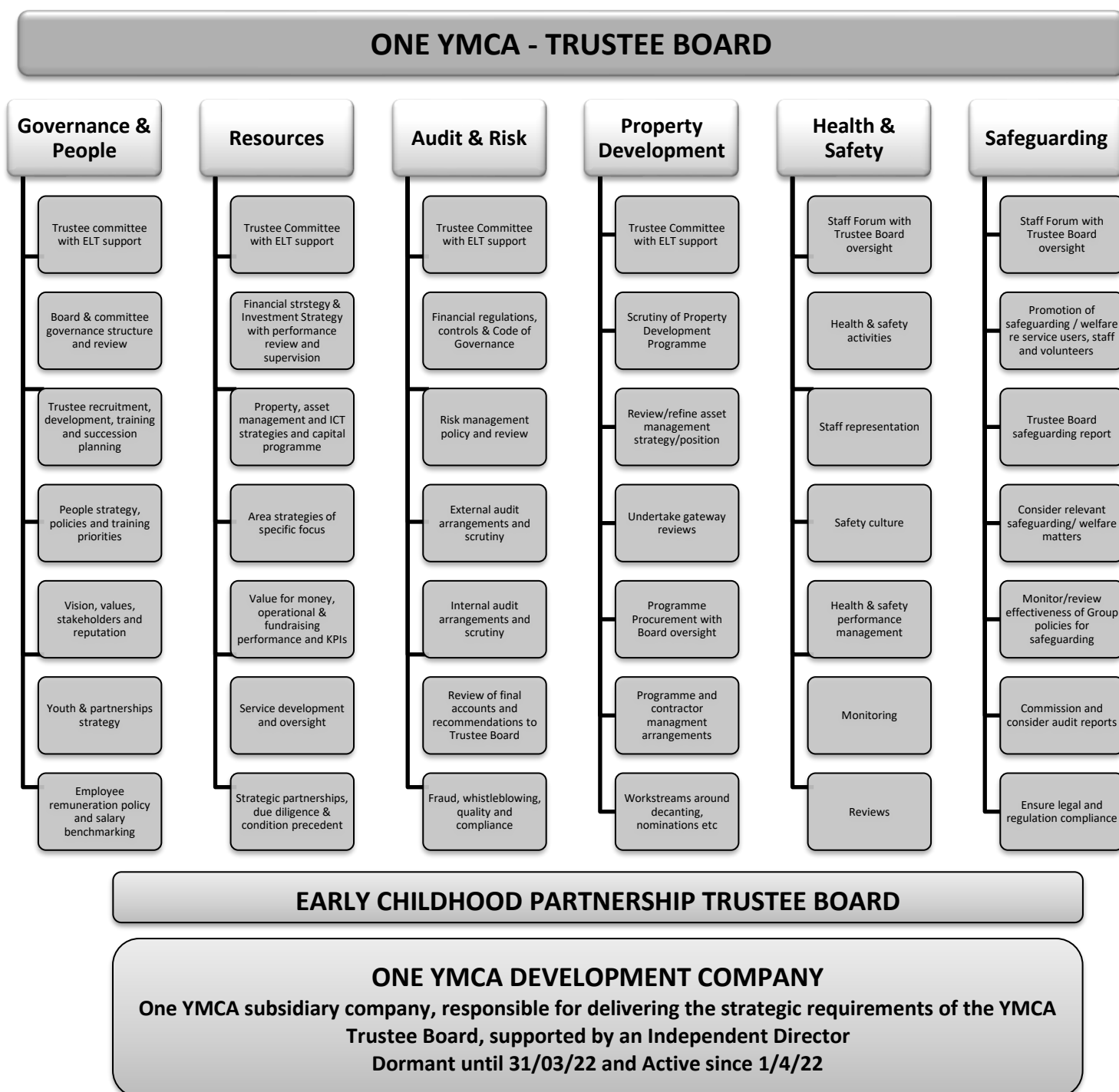
ONE YMCA

Report and financial statements for the year ended 31 March 2022

- Ensured that group policies and control frameworks (e.g. financial regulations) applied on a group basis,
- Worked with the Executive to implement a plan to mitigate the ongoing impact of the pandemic.
- Celebrated the successes of the charity and the contribution of those who work and volunteer for it

The Trustee Board is represented on the Early Childhood Partnership Trustee Board and Signpost Trustee Board (from 1 April 2022).

The Trustee Board utilises a committee structure to undertake some of the detailed work of supervising the activities of the Group in between Trustee Board meetings. The structure is set out in the following matrix:



Each committee reports progress to the Trustee Board on a regular basis and has established terms of reference. As at 31 March 2022, the membership of each committee was as follows:

Governance & People	Resources	Audit & Risk	Property Development	Health & Safety Forum	Safeguarding Forum
Jane Cotton (Chair)	Richard Capaldi (Chair)	John Ball (Chair)	Sarah Chaudhry (Chair)	John Robinson	Sal Thirlway
Simon Box	Nick Maurant (Chair until 30 March)	Nick Maurant	Nick Maurant	Director of Operations (Chair)	Director of Family Support (Chair)
Nicola Grinstead	John Robinson	John Robinson	John Ball	Executive team	Executive team
Alan Victor			Richard Capaldi	Service representatives	Service representatives
			Alan Victor		

In addition, Sal Thirlway (Chair) and Alan Victor served on the Early Childhood Partnership trustee board.

Recruitment of members of the Trustee Board

Members of the Trustee Board are recruited by diverse means with sources including:

- Trustee recruitment exercises via national voluntary press and volunteering websites,
- Recommendation from partner organisations,
- Stakeholders,
- Contacts made by staff members and members of the Trustee Board.

The Governance and People Committee agrees a standard role description for trustees. All trustees are interviewed by a panel of Board members. Any preferred candidates initially attend a trustee meeting as observers and, if that meets the expectations of all, then co-option follows. New Trustees are inducted into the Group using an agreed framework and ongoing training is provided through a combination of: trustee updates, attendance at charity conferences / training events and bespoke training. A number of the Trustees also serve, or have served as Trustees of other charities and housing associations which broadens the available skills base and the exposure to training and best practice of the social housing and charity sectors. The Governance & People Committee regularly reviews the trustee skills matrix and identifying future needs.

Executive Management Team

The Executive Management Team, during the year, were the senior staff that managed the Group's operations and comprised the Chief Executive who was supported by Director of Operations, Director of Family Services, Director of Business Development and the Director of Corporate Services. They acted within the authority given by the Trustee Board.

Employees

The Group recognises the strength of its employees who are committed to the objectives that serve the best interests of its residents and service users. The Group shares information on its objectives, progress and activities through regular management and staff departmental meetings. In addition, an annual staff conference allows the celebration of success, the generation of ideas and positively engages with staff.

The Group is committed to equal opportunities in recruitment, retention and throughout the employee lifecycle.

Gender Pay reporting

The Charity continues to use the Living Wage Foundation's Real Living Wage as a baseline for employees who are engaged on a permanent YMCA contract of employment. Apprentices are remunerated according to National Minimum Wage rates for workers (as opposed to the much lower apprentice rates). Colleagues covered by TUPE protections retain their existing pay frameworks in most cases. Job evaluation is used to ensure equity and mitigate risks associated with equal pay claims (of which there has been none).

For the purposes of compliance with Gender Pay Gap reporting, employees are treated as 'male' or 'female' in line with HMRC guidance. We recognise that this does not reflect the potential reality of gender identification within

our employee cohort. At the reporting snapshot date of 4 April 2022, the overall workforce split was 76% female and 24% male (2021: 73% / 27%).

The gender pay gap reporting principles demonstrate the following position as a snapshot at 4 April 2022:

- Mean gender pay gap – 22% (2021: 19%)
- Median gender pay gap – 17% (2021: 2%)
- Mean and median bonus gender pay gaps – insufficient data (no bonuses in reference period)
- Proportion of males and females in each quartile pay band –
 - Top quartile – 19% male & 81% female (2021: 29% / 71%)
 - Upper middle quartile – 18% male & 82% female (2021: 15% / 85%)
 - Lower middle quartile – 23% male & 77% female (2021: 26% / 74%)
 - Lower quartile – 36% male & 64% female (2021: 32% / 68%)

These figures reflect a mixed picture. Increases in the gender pay gap headline rate reflect the Executive Leadership Team (ELT) pay review and restructure, with the three highest-paying roles at the snapshot date being held by men. Despite this, the higher proportion of females in the upper pay quartile indicates more females in higher-paying roles overall.

Since the snapshot date, reorganisation and recruitment to the ELT has resulted in a 60% / 40% male/female split (2021: 80% / 20%). At the wider Senior Leadership Team level (including ELT) the split is 56% male and 44% female (2021: 59% / 41%). These represent progress towards a more balanced leadership, although female colleagues remain under-represented at this level when compared with the overall employee population split.

Equality, Diversity, Inclusion & Belonging

Good progress towards our desire to be a more inclusive organisation has been made this year, becoming a signatory of the Business in the Community “Race at Work Charter” and undertaking preparatory work to gain ISO 30415 (HR Management: Diversity & Inclusion). Investors in People reaccreditation is due in autumn 2022, however a consultative approach has been taken in 2021/22 toward refining organisational values and this will take a little time to embed through both induction processes and within policy documents. We may therefore postpone the IIP assessment until 2023, working with our assessor to demonstrate ongoing compliance in the meantime.

Compliance with taxation

The Group is committed to conducting its business with the utmost integrity, transparency and fairness, and in compliance with all relevant rules, regulations and legislation. It values its reputation for ethical behaviour, financial probity and, as a charity, it unequivocally condemns tax evasion in whatever form. The Group will not tolerate tax evasion, or the facilitation thereof, whether committed by or facilitated by staff, suppliers or funders. Moreover, the Group requires all staff to demonstrate the highest standards of honesty at all times and appropriate disciplinary action will be taken wherever tax evasion, or facilitation, has been proven.

The Group will not knowingly engage with any individual or business that does not share our commitment to the prevention of tax evasion. In pursuance of its general obligations, the Group will undertake due diligence on its suppliers to mitigate the risk of facilitation of tax evasion offences and will look to terminate any agreements with suppliers that are not committed to preventing facilitation of tax evasion in compliance with the Criminal Finances Act 2017.

Information security

The Company is committed to information security and continues to promote good and appropriate collection and use of data and information. The Company has invested in staff training, new technology and uplifted its working practices. Both One YMCA and Early Childhood Partnership have the Cyber Essentials accreditation. It is planned to uplift this to Cyber Essentials Plus by the third quarter of the next financial year. Information security is incorporated into the Company’s internal audit rolling programme.

Indemnity insurance

The Group's insurance policies indemnify the Trustee Board and Officers against liability when acting for the Group providing their actions are not reckless or fraudulent.

Health and Safety

The Trustees are aware of their responsibilities on all matters relating to health and safety. The Group has prepared detailed health and safety policies and provides staff training and education on health and safety matters. The health and safety forum meet quarterly, comprising of representatives of all service areas and meetings were chaired by the Director of Operations.

The Charity continues to invest in both its people, systems and buildings. In particular:

- a) Assets and Safety & Compliance team being bolstered by colleagues with experience and accreditation in this critical area
- b) The Ultimate Manager IT system for compliance reporting was improved and embedded,
- c) Ongoing fire safety reviews took place to ensure that the Company is best prepared to deal with its buildings, including regular conversations with and advice from the Fire Service and Local Authority,
- d) The recommendations of a BDO Safeguarding Review were substantially addressed during the year,
- e) We appointed an outsourced competent person through consultancy firm WorkNest.

Creditors' payments

The Group's aim is to pay purchase invoices within 30 days of receipt, or earlier if agreed with the supplier.

Investment powers

In accordance with the Articles of Association, the Trustee Board may exercise the power to delegate to any person, company or other organisation any of the Group's powers of investment, administration or management of all or any part of the money and investments of the Group. Accordingly, the funds held as investments by the Group were managed on behalf of the Trustees by CCLA Investment Management Ltd. The Group has continued to adopt a conservative investment policy that seeks to balance capital preservation and achieving an appropriate return. The cyclical Investment Strategy review process was completed during the year with particular attention being paid to the ethical basis of investment management.

Public Benefit

The Trustee Board held service users at the heart of its approach to formulating the strategic objectives and associated strategies. In doing so, the Trustee Board referred to the guidance contained in the Charity Commission's general guidance on public benefit when planning for the future. Through the work that the Group undertakes in its service areas, it delivers public benefit and serves a wide range of people, many of whom are vulnerable.

Complaints

Our clear and simple complaints policy is issued to all residents and available to all other service users. All complaints received are monitored by the Chief Executive to help ensure an appropriate and timely resolution and also to help identify any recurring issues that may require a different approach.

Donations

During the year, the Group made no donations (2021: £286,100-including £150,000 to ECP), choosing to prioritise its own charitable activities on behalf of the most vulnerable.

Going Concern

In light of the uncertainties arising from the impact of the coronavirus pandemic the Trustees reviewed the group's financial position and financial forecasts for 2022/23 and the following three years, to test how those uncertainties might affect the entity's ability to continue as a going concern. The Executive produced a number of scenarios including the positive, realistic and severe scenarios modelling income and expenditure as well as

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cashflows over the foreseeable future. The Resources Committee continues to scrutinise financial information including cashflow forecasts to ensure the resilience of the Charity.

Specifically, Trustees reviewed the Group's levels of investment, reserves, cash, the pipeline of new income sources and the systems of financial control and risk management. As a result of this review, the Trustees believe that the group is well placed to manage external, operational and financial risks successfully.

Accordingly, the Trustees have a reasonable expectation that the Charity and the Group have adequate resources to continue in operational existence for the foreseeable future. As a consequence, they continue to support the going concern basis in preparing financial statements

Reserves Policy

Reserves that are unrestricted funds held by the Group should be sufficient to meet all payment obligations and to contribute to the Group fulfilling its aims and purposes. The target level of free reserves is determined annually, by the Trustees upon recommendation from the Resources Committee and must reflect the overall objectives of the Group's long-term Financial Strategy and other plans.

The Trustees consider that the unrestricted funds should be classified into two categories:

- Unrestricted funds for earmarked projects, objectives and risks, and;
- Unrestricted funds that are free reserves held to cover working balances and payment obligations.

The reserves as at 31 March 2022 were as follows:

<u>Reserves</u>	<u>£</u>
Housing property revaluation reserve	5,316,210
Revenue reserve	10,947,385
Restricted reserve	131,301
Total unrestricted funds (revenue reserve)	<u>16,394,896</u>

When taking these reserves into account, the revaluation reserve relates to accounting adjustments which are not cash based. The revenue reserve amounted to £10,947,385 of which free reserves total £5,040,018.

In determining the level of unrestricted funds held as free reserves to cover working balances and payment obligations, the Trustees have considered the following matters:

- Six months of salary and running costs are approximately £7.6 million, and
- Business interruption insurance cover is in place with a two-year indemnity period.

Accordingly, the Trustees consider it prudent to retain working balances of £3million in cash and/or readily realisable unit trust investments that are not designated or earmarked in order to meet unforeseen risks or obligations. The Trustees are content with the current level of reserves.

Risk Management

The Audit & Risk Committee has delegated authority from the Trustee Board to ensure that an active risk management process is in place and forms part of the ongoing organisational activity. During the year, the Trustees reviewed its risk appetite along with its strategic risk register. The register identifies the types of risks the Group faces and prioritises them in terms of potential impact and likelihood of occurrence. The strategic risk register is a standing item at each Audit & Risk Committee and the Trustee Board reviews the strategic risks on a regular basis. The Trustees are satisfied that the Group's internal financial controls comply in all material respects with the guidelines issued by the Charity Commission and Regulator for Social Housing and has established a separate internal audit function (carried out by an independent internal audit firm) to review risks on a rotational basis. The principal risk affecting the Group continues to be the uncertain external economic environment (compounded by the impact of the Coronavirus pandemic for some services) that could adversely

affect income and the cost of the capital/development programme. The Trustees confirm that they have identified and understand the risks to which the Group is subject and that they are being actively managed.

During the year, the Trustees have undertaken a financial strategy review, considered various operating and sensitivity testing scenarios as detailed in the strategic report. These are reviewed on a periodic basis as part of Audit & Risk and Resources Committee work programmes.

Trustees have asked the Executive Leadership Team to develop and implement a stress testing framework in the next financial year in line with the Charity's growth programme under Mission 25.

Internal Controls Assurance

The Trustees acknowledge their overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and not absolute, assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing and has been in place throughout the year commencing 1 April 2021 up to the date of approval of the report and financial statements.

Key elements of the control framework include:

- Board-approved terms of reference and delegated authorities for Committees (Resources, Governance & People, Audit & Risk, Property Development) and Forum meetings (Health & Safety and Safeguarding),
- Clearly defined management responsibilities for the identification, evaluation and control of major risks,
- Formal recruitment policies for all staff,
- Established authorisation and appraisal procedures for significant new initiatives and commitments,
- Regular review of cash flow and treasury management by the Resources Committee,
- Reviewing the Register of assets and liabilities, and
- Regular reporting to the appropriate committee on key business objectives, targets and outcomes.

A fraud register is maintained and is reviewed by the Audit & Risk Committee on a regular basis. During the year, one instance of fraudulent activity of less than £500 was identified. This was fully investigated in line with our fraud response procedure outlined in our financial regulations policy with findings reported to the Audit and Risk Committee.

The Board cannot delegate ultimate responsibility for the systems of internal control, but has delegated authority to the Audit & Risk Committee to regularly review the effectiveness of the system of internal control for the Group and the annual report of the internal auditor and has reported its findings to the Board.

The Audit & Risk Committee monitored the internal audit plan for the Group throughout the year.

Code of Governance

The Trustee Board is pleased to report that the Group complies with National Housing Federation's Code of Governance (2021) and continues to review its position against this standard. During the course of the year, the Audit & Risk Committee reviewed the compliance framework as well as approving the annual review of Financial Regulations and governance arrangements. As an evolving organisation, the Group will continue to review and develop its governance in order to best serve its beneficiaries.

In accordance with the above Code, Trustees must stand down as an elected member of the Board for a period of at least one year in the event they wish to continue to serve as a Trustee. This applies to one of our Trustees. As part of our commitment to the Code of Governance, we will highlight in our annual accounts any area where

we do not comply with the Code. This year, while we ended the year with two areas of minor non-compliance, both areas were remediated prior to this statement being agreed.

Annual review of governance and viability standards

The Trustees have reviewed the governance and viability standards and confirm that the Group has complied with them.

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEE BOARD FOR THE REPORT AND FINANCIAL STATEMENTS

General Financial Responsibilities

The Trustee Board is responsible for preparing the Report of the Trustee Board, the Operating and Financial Review and Strategic Report and financial statements in accordance with applicable law and regulations.

Company law requires the Trustee Board to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable laws). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and the surplus or deficit of the Company and the Group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice (SORP) Accounting by Registered Housing Providers 2018 update, have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's and Group's transactions and disclose with reasonable accuracy at any time the financial position of the Company and Group and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Company and Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

- so far as each Trustee is aware, there is no relevant audit information of which the Company's auditors is unaware; and
- the Trustees have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditors is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Annual General Meeting

The annual general meeting will be held on 19 October 2022.

The Report of the Trustee Board was approved by the Trustees on 21 September 2022 and signed on their behalf by:



Andrew Newell
Chair & Trustee

OPERATING & FINANCIAL REVIEW AND STRATEGIC REPORT

Introduction

The report and financial accounts for the year ended 31 March 2022 sets out the activities and achievements of the Charity.

Principal Activity

The Group's principal activity is that of the provision of supported accommodation for single men and women who are in conditions of need. In addition, the Group continues to deliver services to people of all ages offering the opportunity to take part in: children and family services, health & wellbeing, therapeutic & specialist support, community activities and youth work.

The Group's mission is to enable people to develop their full potential in body, mind and spirit. The mission is inspired by, and faithful to, Christian values to create a supportive and energising community that is open to all, where young people can truly belong, contribute and thrive.

BUSINESS AND FINANCIAL REVIEW

The 2021/22 year continued to be impacted by the COVID19 situation, however despite this the Group continued to deliver vital services to local people and communities – further expanding its reach and impact.

As well as major expansion in our support and accommodation services to homeless individuals, Trustees were particularly delighted to see the success commencement of the international Airplay contract, delivered with partner YMCAs across England, Scotland and Wales.

The Trustee Board supports the activities of the charity and the way that they can maximise the resources available for delivering the Group's objectives and serving beneficiaries.

Financial review

The Group returned an operating surplus on the Group's activities of £122,021 (2021: £969,792).

Total comprehensive income for the year (surplus) of £322,177 (2021: £1,521,986) was recorded for the Group after taking into account unrealised investment gain of £261,644 (2021: £542,898) during the year.

The variance between the two years on a consolidated basis relates to:

- Significant challenges in sustaining our customer-base of Gym and Community Centres in light of significant external COVID related pressures
- Lower occupancy in our established supported housing accommodation services as a result of a need to repurpose existing and develop new activities to meet specific COVID related needs in highly vulnerable cohorts.
- Increased contract and grant income secured as part of our activities to specifically meet the substantially increased needs of the most vulnerable rough sleepers / homeless individuals during COVID.
- A significant increase in running costs from our nursery activity mainly as a result of keeping the nurseries open during COVID for the benefit of key workers in our local communities.
- An increased investment in youth activities and significant growth in external funding, both to directly address increasing risk of negative mental health impact and isolation during the COVID lockdown periods.
- The onset of the new international Airplay contract

At the start of the year, Trustees were especially grateful to receive a generous property legacy from one of the founding Trustees of YMCA Central Herts (a Group company), which provided a welcome buffer against the

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financial upheavals within the year and allowed the charity to make a greater investment in community-critical activities, rather than needing to make changes in order to achieve a stronger year end result.

The Group has continued to invest in front line service delivery to serve some of the most vulnerable people in the local community.

On an ongoing basis, the Trustee Board is committed to achieving a surplus operating budget. With regard to the 2022/23 financial year, a surplus budget has been set.

The Group closely monitors its banking covenants and credit rating. Throughout the year, it was compliant with all covenant obligations.

Housing metrics

The Group has reviewed its metrics in accordance with the Value for Money Code of Practice. The core housing information is set out in the following table.

Metric	Definition	2022	2021
Business Health			
Operating Margin - Social Housing	Operating surplus or (deficit) from social housing lettings / turnover from social housing lettings	5%	19%
Operating Margin - Overall	Operating surplus of deficit overall / turnover overall	1%	6%
EBITDA MRI interest cover	Earnings before interest, tax, depreciation, amortisation, major repairs including Interest cover	255%	1798%
Development			
New supply	Number of new units as a % of current units	0%	0%
Gearing*	Short term loans + long term loans - cash and cash equivalents + finance lease obligations / Tangible fixed assets: Housing properties at cost (current period)	3%	-40%
Outcomes			
Reinvestment %	Development of new properties (housing) + newly built properties acquired + works to existing housing properties + capitalised interest on housing properties + schemes completed / Tangible fixed assets housing at cost	3%	2%
Effective Asset Management			
ROCE	Operating surplus or (deficit) overall / total assets less current liabilities	1%	5%
Cost per unit			
Headline social housing cost	The unit cost metric assesses the headline social housing cost per unit as defined by the regulator	£11,154	£10,886

*The gearing ratio is shown as a negative as the amount of cash exceeds the loan balance.

As a result of a successful property development programme which has attracted and continues to attract public sector funding, significant additional borrowing will be undertaken in the next financial year which will affect the interest cover and gearing ratios.

Value for money

One of the Group's objectives is to provide social housing accommodation and support services to meet the needs of its residents. The aim is to achieve a balance between reasonable cost and good quality. Value for money means:

- Ensuring effective business planning by setting out at the beginning of each financial year what will be achieved with money prior to it being spent.
- Increasing longer term social benefits through the expansion of our internal homelessness prevention pathway, such as with the addition of move-on accommodation units.
- Effectively managing performance and approach to risk, to ensure that plans are delivered.

The Group measures its value for money in terms of cash and outputs / outcomes in various ways such as:

- Commissioning of external consultation led Cost Consequences and Added Social Value impact reports,
- External accreditation,
- Financial returns,
- Key performance indicators and benchmarking,
- Service quality,
- Social value benefits to individuals and communities,
- Savings to the public purse,
- Benefits to the organisation and its people,
- Feedback from residents and other service users.

The Group's value for money strategy is to:

- Generate surpluses to maintain a viable organisation, fund the capital programme and to continue to provide and develop services for service users, both present and future;
- Ensure that high levels of service user satisfaction are achieved;
- Comply with its banking covenants;
- Live up to the Group's Values in the delivery of services and value.

As a registered provider of social housing, the value for money objectives over the next three years are to:

- Substantially increase the positive social impact on those facing or at risk of facing rough sleeping and homelessness in all geographical areas of operation, by building on and scaling up our proven, recognised and award-winning Dynamic Pathway to Independence (DPI) model.
- Embed the non-accommodation aspects of the DPI (eg health & wellbeing activities, training & education elements and employment opportunities via specific social enterprises) into the areas we already have a footprint within.
- Forge strong relationships with commissioners and third sector partners in new and emerging areas of geographical operation with a view to understanding unmet needs in the sector, to then resource and deploy the necessary elements of the DPI to maximum effect.
- Work to deliver a 'sum is greater than the parts' effect through the active combination of housing, family and specialist therapeutic (eg Domestic Abuse / Sexual Violence support) services, leveraging strengths and skills sets to meet local need and secure additional funding.
- Seek out and deliver best value through the ongoing efforts to target 'the right support, in the right way, at the right time, in the right place' through the mobilisation and embedding of the Digital Support Journey.
- Seek out additional financial and non-financial support (e.g. corporate supporters) to underpin the best-value aspects of service delivery, helping to meet the costs of existing services and enabling the mobilisation of new (non-statutory) services to meet identified need.
- Work in partnership with a variety of external stakeholders to identify opportunities and meet identified (and unfulfilled needs), delivering meaningful change through innovation and collaboration for the benefit of those who need it most.
- Proactively drive the performance and use (e.g. occupancy) of all social housing assets to ensure maximum return on investment, in both social and financial terms, for the benefit of all those supported across our geographical areas of operation.
- Embed the resident and service user voice within our activities to ensure a better understanding of need, satisfaction and opportunities to further increase the social and personal impact of our housing and support services.
- Maintain investment and efforts across the portfolio with a view to enhancing the living environment in line with the DPI principles, recognising and generating impact from the asset as an inherent part (and able to contribute to) the support journey.

- Maintain our position of trusted partner with all of the district and county authorities with which we work to support an ongoing agenda of sector alignment and cohesive pathway progression for those escaping homelessness.

Reporting on Value for Money is a requirement of the Regulator of Social Housing and over the last year, the Group has continued in its drive to deliver value for money. Activities that develop the effectiveness of the Group have embraced both governance and operational improvement, including:

Initiative	Status, saving or gain	Comments	
Social housing			
Deliver the budget for social housing	£450k operating surplus (All Housing)	A 4.4% (2021: 17.5%) housing return was achieved despite the substantial external pressures of exiting COVID and embedding of new / adapted services created as a response to changing social need. Strategic decisions to re-structure housing services to better meet local need (post COVID) will support longer term and sustainable housing performance for future years	
	£122k operating surplus (Group)	A 0.6% return (2021: 6.2%) after taking into account: a) A property bequest of £675k b) Increase in losses from our non-housing activities c) A need to maintain investment in community activities to support the most vulnerable in our communities in light of COVID.	
	£322k Total surplus (Group)	A 1.7% (2021: 9.7%) return after taking into account investment movements.	
Deliver good occupancy performance to maximise income and service delivery to beneficiaries	Challenging operational environment as COVID continues to effect stability	Watford 2018/19 – 91.0% 2019/20 – 94.4% 2020/21 – 96.8% 2021/22 – 83.7%	Welwyn Garden City 2018/19 – 94% 2019/20 – 96.2% 2020/21 – 96.5% 2021/22 – 90.6%
		High Wycombe 2018/19 – 91.1% 2019/20 – 94.6% 2020/21 – 94.3% 2021/22 – 90.7%	Bishop’s Stortford 2018/19 – 93.9% 2019/20 – 97.9% 2020/21 – 100% 2021/22 – 98.6%
		Overall occupancy for the Housing Division (all services) in 2021/22 was 88.1% versus 95.8% for the 2020/21 year. This substantially reduced position was a direct result of (a) needing to adapt new services at pace to meet emerging COVID risks amongst highly vulnerable cohorts, and (b) local authorities retaining certain lower needs cohorts in out of area hotel type accommodation. As we exit COVID and the need to continually adapt services to meet emerging need reduces occupancy is forecast to return to pre COVID levels.	

Initiative	Status, saving or gain	Comments	
Manage the impact of welfare reform on bad debt (% of housing income not received)	Varied performance with local effects determined by the complexity of cohort groups	Watford 2018/19 – 5.1% 2019/20 – 2.8% 2020/21 – 1.4% 2021/22 – (9.3%) High Wycombe 2018/19 – 2.8% 2019/20 – 1.5% 2020/21 – 0.7% 2021/22 – (3.4%)	Welwyn Garden City 2018/19 – 3.2% 2019/20 – 7.9% 2020/21 – 0.6% 2021/22 – 13.3% Bishop's Stortford 2018/19 – 6.2% 2019/20 – (0.5%) 2020/21 – 1.6% 2021/22 – 2.8%
		Substantial improvements in rent realisation were achieved in Watford and High Wycombe areas, aided in some part due to reduced occupancy and a more stable (longer-term) resident cohort. Higher levels of bad debt were experienced at Welwyn Garden City as a direct result of a more challenging (behaviours) cohort, who made an open and conscious effort to exploit certain legal (non-eviction) policies during the COVID period.	
Complete the harmonisation of housing operating procedures across all Hostels	An established standardisation of service offerings enabling rapid scaling to meet local need and quality assessment	The overall Housing Division is now a highly effective team offering a standardised set of individual services and asset elements, all aligned to the Dynamic Pathway to Independence. There are 5+1 distinct types of supported housing, ranging from high-complex (eg substance misuse and mental health services) through to step-down and move-on accommodation. Having the standardised service approach greatly supports scaling and mobilisation at pace when emerging needs and areas of need are identified. It further assists the management team in assessing quality and ensuring consistent delivery.	
Undertake supplier reviews in order to reduce the number of suppliers and/or cost	Structural changes to enable an amalgamated service and shared resource approach to delivering best value	Application of a more geographically based service area for individual managers, rather than site by site, has enabled efficient use of resources (e.g. staff) on a shared-resource and amalgamation-service basis. Specific gains being the redeployment of staff where sickness or leave would usually require agency resourcing. The embedding of the internal property services team continues with ongoing rationalisation of supply chains to ensure best value and maximised asset enhancement and improvement.	
Use of the Pyramid housing repairs system to track work flow and target job completion	Restructure complete but with ongoing embedding underway	The internal property services team have substantially improved the compliance and general living-environment aspects of the overall portfolio. A standardised asset format and design, aligned to the DPI, has enabled rapid turnaround of voids and rolling programme of improvement e.g. psychologically informed environment colourways and improved green agenda (e.g. LED lighting). This all alongside substantial growth and the introduction of new assets to support the meeting of distinct local need in key areas. Efforts remain ongoing to identify and mobilise a suitable, cost effective and future proof repairs, maintenance, reporting and compliance system.	
Secure new work to increase the units under management and spread overhead costs	Substantial growth into new areas achieved and wide recognition of the effectiveness of the DPI model in terms of positive outcome delivery	The success of the previous creation of specialist complex-needs supported accommodation to meet urgent COVID related needs has expanded to support further development of the DPI. The more mature areas of geographical operation across Hertfordshire now operate almost all stages of the DPI. With commissioners from multiple new geographical areas, across Herts, Beds and Bucks, specifically requesting the mobilisation of distinct parts of the DPI to meet their own local (unfulfilled) need. This has seen new commissioning routes open up with health and central government (e.g. Home Office) partners, enabling us to help even more distinct cohorts of vulnerable individuals, An established reputation of responsiveness, specialism	

Initiative	Status, saving or gain	Comments
		and an ability to mobilise innovatively at pace continues to present new opportunities for diversification and access to new geographical areas.
Financial modelling and stress testing	Extensive efforts to inform development activities with ongoing and expanded activities moving forwards	As we continue to increase the number of operational units, alongside an ambition development programme, our focus on the key aspects of financial modelling and stress testing is being maintained. These aspects are led by our internal finance team with support from external specialists, with their outcomes sitting at the heart of key decisions around operational and long-term investment. The overall key focus being to ensure the long-term sustainability and protection of social housing assets and services. These efforts will remain ongoing and be further developed over coming periods.
Non-social housing		
Generate a surplus on Abbots Langley nursery operations and contribute an overhead	£61k deficit	Substantial challenges around COVID impacts on attendance presented a challenging financial period. However, the ongoing quality of service delivery (OFSTED Outstanding) and an ability to consciously maintain service operation for local key workers is exactly on-mission. The nursery has maintained almost non-stop operation through the period, enabling substantial amounts of local key workers to continue their work and maintain personal and educational development for their children.
Mitigate the losses caused by changing childcare needs during lockdown and work towards a breakeven model for the following year	Losses of c£340k across Bedfordshire nurseries	Substantial losses were experienced in the Bedford nurseries, which despite being able to support the local community through COVID have been determined as non-sustainable and requiring change. The settings operate in different socioeconomic areas from the Watford nursery and as such present considerable financial challenges, in part around patterns of access for non-working parents. An emerging change plan has been designed which will be mobilised in the coming financial year. The focus being to ensuring sustainability and a continued ability to support the most vulnerable children and families in the communities the nurseries operate.
Effective delivery of the Hertfordshire Family Support Service	On track	The contracts are operating well, delivering excellent services to beneficiaries and performing to budget. Service user satisfaction is high, KPI figures have been rising despite lockdown
Deliver value for money at the Orbital Community Centre	£(173)k deficit	A deficit of £(173)k (2021: £(39)k deficit) A loss of income relating to bookings due to the closure of the community centre for the majority of the financial year. The site was however able to support the central service operation of the charity (e.g. finance and HR) enabling the continued delivery of much needed services, particularly those addressing COVID challenges.
Performance improvement of St Albans Gym	£(126)k deficit	The £(126)k deficit (2021: £(247)k deficit) was due to the low numbers of returning customers, despite an improvement on the lockdown era.
Performance improvement of Abbots Langley Hub	£(100)k deficit	The £(100)k deficit (2021: £(53)k deficit) is caused by continued low uptake of community facilities by customers.
Multi Use Games Area (MUGA)	£(16)k deficit	A deficit of £(16)k (2021: £(12)k deficit). The initial hire fees from the MUGA facility have not achieved the budget aspiration set at the investment appraisal stage.
Achieve £297k of fundraised income for youth work	£230k achieved	£230k (2021: £101k) funding was awarded from Big Lottery and YMCA England and Wales during the year.
Effectively lead and manage the international Airplay contract	£1m pa contract across 24 RAF bases, in partnership with 11 YMCAs	Having led the other YMCAs to successfully win this major contract, our YMCA needs to focus on influencing and inspiring excellent attendance and outcomes across the Federation, while also delivering high quality youth and children's work in the five bases we are responsible for.

Initiative	Status, saving or gain	Comments
Early Childhood Partnership		
Children's Centre services		
Effective delivery of the Children's Centre contract	Successfully deliver the contract	The budget maximised the deployment of financial resources for beneficiaries. The children's centre contract is underpinned by a series of key performance indicators (KPI) sitting within four performance areas. These KPIs are regularly monitored by the Trustee Board, Council and managers. The team members are clear about which KPIs their activities contribute to, and they understand the links between the KPIs and achieving good outcomes for our children and families The design and delivery of the timetable of activities is informed by local available data. There is an appropriate split between universal and targeted activities. For example, ECP deliver Parents as First Teachers (PAFT) as the parenting programme of choice and this is delivered as a targeted service, with the addition of PAFT Connections as a universal group activity. The universal team offers Baby Brasseries, a daily breast-feeding support session, weekly ante natal classes for first time parents (BBB) and one to one support ante-natally and post-natally. The staff work hard to ensure a high-quality universal service offer is available both face to face and remotely.
Deliver specialist and Therapeutic services	ISVA (Independent Sexual Violence Adviser)	This service is delivering well above commissioner expectations with excellent feedback from clients supported through their traumatic experiences
	Perpetrator Support Service	Our Perpetrator work has taken longer to establish than we would have liked, mainly due to the restrictions from Covid at the start of our contract. We are now delivering group and 1:1 support with good feedback from those who complete the course, as well as training for professionals to identify perpetrators and refer them to our services.
	Other grant funded work	Our Horizons team provide support for victims of domestic abuse through our My Choice or Liberty programmes. We have a bespoke service for male victims as well, which provides specialised support sessions. Our play therapy work has been extended to provide additional funding across Central Bedfordshire and Bedford Borough for children who have witnessed domestic abuse. These generally take place in schools and have created new opportunities for a member of staff to train as a play therapist.
Governance and support services		
Develop ICT accreditation for information security	External accreditation	The Cyber Essentials accreditation remains in place for information security purposes whilst we work towards securing Cyber Essentials Plus early next year. Through our outsourced IT Service Provider, a number of systems and policies have been reviewed to improve our information security measures.
Undertake a code of Governance self-assessment internal audit	Complete	A Code of Governance Self-Assessment internal audit was undertaken by Beever and Struthers to confirm compliance against the NHF criteria. A positive outcome was recorded at the Audit and Risk Committee.
Scrutinise Income Recovery via internal audit	Complete	A full review of income recovery procedures was undertaken by Beever and Struthers. The internal audit identified acceptable compliance against our procedures and that income recovery practice is applied consistently.

Initiative	Status, saving or gain	Comments
Undertake business critical controls testing through internal audit	Complete	Control account reconciliation, payment control, covenant compliance and onboarding of new suppliers was tested through internal audit by Beever and Struthers. No recommendations were made and a positive assurance rating was obtained in 2021.
Undertake a review of progress against our 'People Strategy' 2020-2024	Developing for the future	A full review of progress against our People Strategy priorities was undertaken in the year. The vast majority of priorities were on track to be completed by the end of the strategic period with several already achieved.

The Group's on-going commitment to value for money and continuous improvement will remain a high priority given the challenges to income streams that every social housing provider faces and the need to keep service users at the heart of decision making. Specific on-going activities will include:

- Performance managing outcomes and costs,
- Responding to service user needs,
- Promoting a high social housing occupancy with good rent collection levels,
- Responding to commissioner funding decisions,
- Increasing the diversity of our workforce, being deliberate about our inclusive attitude and together developing ways to ensure that everyone has equality of opportunity,
- Investing in the culture and values to maximise the Group's potential, value for money and continuous improvement.

In conjunction with the Group's strategic objectives, the 2022/23 value for money approach will provide the foundation for continuous improvement and efficiency developments.

External Influences

As a diverse charity delivering community services, the Group is influenced by Government policies towards social housing, welfare and voluntary sectors. It is regulated by the Regulator of Social Housing which takes precedence for all areas of its operation over the Charity Commission which monitors its charitable activity. The Group is also regulated by Ofsted and takes its Safeguarding responsibilities very seriously. The Trustee Board has agreed its strategic objectives with a view to maintaining the financial health, on-going relevance and viability of each area of its activities as well as ensuring the Group's community impact.

Objectives and Strategy

The charitable objects of the Group arise from its acceptance of the Basis of Union of the YMCA of England, Ireland and Wales, adopted by the British YMCA Assembly held in Birmingham in 1973, which are:

- To unite those who, regarding Jesus Christ as their God and Saviour according to the Holy Scriptures, desire to be His disciples in the faith and in their life, and to associate their efforts for the extension of His Kingdom.
- To lead young people to the Lord Jesus Christ and to fullness of life in Him.
- 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.
- To provide residential accommodation for persons of all ages who are in need, hardship or distress by reason of their social, physical or economic circumstances.

Various strategies are employed to achieve the charity's objectives within service areas of:

- Accommodation,
- Family work,

- Health and wellbeing,
- Support and advice,
- Training and education.

Achievements and performance

Individual services operate differently because of the various regulatory and monitoring frameworks that are in place to accord to standards set by the Regulator of Social Housing, Charity Commission and Ofsted. Key performance indicators tend to be set within contracts agreed with commissioners such as County/unitary Councils (Housing Related Support, Family Support Centres, and Children's Centres), Local Councils and other funders (Trusts & Foundations etc.). Performance against these is monitored on a regular basis.

In relation to the strategic objectives and despite the COVID19 situation the group has made a substantial positive impact upon many lives during the year. We have supported 119,590 local people to belong, contribute and thrive in their communities, specifically including:



Accommodation

- Supporting 1,004 vulnerable individuals to escape rough-sleeping and avoid homelessness across Hertfordshire and Buckinghamshire, with a notable increase of specialism to meet the needs of an increasingly complex cohort.
- Developing a total of 24 affordable rent self-contained units through the innovative re-purposing and refurbishment of existing assets in Watford and High Wycombe, including the securing of substantial Public Sector funding to support costs.
- Helping 529 of our residents to move-on positively towards independence and more appropriate longer-term homes through the effective deployment of our Dynamic Pathway to Independence model.
- Providing 603 units of supported accommodation across Hertfordshire and Buckinghamshire, with each aligned to distinct stages of our Dynamic Pathway to Independence model.

ONE YMCA

Report and financial statements for the year ended 31 March 2022

- Successfully pioneered the high-fidelity Housing First scheme (10 units) mobilised in 2020/21 with recognition from Department for Levelling Up who subsequently funded a further 10 units and extended funding over a three-year period.
- Providing a total of 169,664 nights of sleep in a safe, secure and supported environment aligned to the individual needs of those being supported and accommodated.
- Provided a total of 70,493 individual engagements with vulnerable residents (total 17,852 hours) in supporting them towards greater independence and independent living.
- Embedded trauma informed care as a key component of all stages of the Dynamic Pathway to Independence, with additional elements of complex needs, negative behaviours and substance misuse training deployed alongside.
- Overall, an independent assessment by Homeless Link calculated that One YMCA's accommodation and support services had generated a combined total of **£16,438,603** of savings to the public purse and added social value to individuals.

Health and wellbeing

- Ongoing challenges remain within the H&W as a result of COVID, most notably having substantially reduced membership numbers to around 30% of their pre-COVID levels.
- Considerable management focus has been directed into ensuring long term sustainability of the H&W division through the necessary application of re-structuring and re-focusing (eg social prescribing) in the coming year.
- The H&W team have worked hard alongside the Youth Team to mobilise physical sports activities (eg football) within the gym and MUGA facilities.
- Project Resilience as the H&W bolt-on for the Dynamic Pathway to Independence has been mobilised and is gaining good initial engagement from residents across all housing sites.

Nurseries

- Both Wootton and Goldington have received a 'Good' rating at recent OFSTED inspections (February and October respectively), with Charters Nursery in Abbots Langley still rated "Outstanding"
- Within the last 12 months we have supported over 265 babies and children with their learning and education

Youth

- We have successfully connected with 1,733 young people within the last year through our universal youthwork offer. Within the last 12 months we have also successfully supported 650 young people to improve their mental-health and well-being.
- The Youth Team has been successful in obtaining further funding to deliver Holiday Club Provision – HAPpy – which supported with developing links with young people in the St Albans area.
- Our Youth Workers in Hatfield have supported the local schools consortium in providing weekly well-being sessions which saw 11 out of the 12 attendees return to their education provision after a long period of being absent

Airplay

- During the year, One YMCA led a national bid on behalf of 11 partner YMCAs to secure the delivery of the RAF Benevolent Fund's flagship youth work programme, Airplay
- As Lead Contractor, One YMCA directly delivers the Airplay programme across 7 locations with the remaining 16 being sub-contracted to the 11 partner YMCAs involved in the project
- One YMCA oversees the National Airplay contract as 'Lead Contractor', which has seen 4,433 attendances from 1,066 members across 634 sessions between January 1st – April 1st 2022.
- For the 7 RAF bases served by One YMCA, we have seen 446 young people, an impressive proportion of the overall total

- The Station Youth Workers, Airplay Workers and young people have been instrumental in applying for grants from the Royal Benevolent Fund to support special projects such as Youth Leadership Teams and a quiet area at one of the Youth Clubs

Hertfordshire Family Centres – East Quadrant

- We have registered 13,369 children under the age of five since October 2018, which equates to 61% of the total number of children under five in the East Quadrant. This is a substantial increase from the 41% registered the previous year.
- The re-introduction of universal sessions has meant that we have been able to run 2264 sessions for parents and children to access this year. Attending these events and groups has supported families to belong, contribute and thrive, supporting them to be healthy, grow, develop and learn together.
- The Family Support Service has continued to adapt ways of working to ensure that we make the service as accessible as possible, so that families receive the most appropriate support at the right time – this includes providing services face to face, within the home or out in the community – and if parents prefer, we are also able to provide support and engage with families by using digital platforms also.

Community Hubs

- Worked hard to recover from the effects of COVID, providing key resources (eg space for hire) at the heart of their communities for users of all ages.
- Substantially expanded U3A (University of the Third Age) activities to help combat isolation and support mental health recovery after COVID for older members of our community.
- Supported ongoing growth of all our space hirers, most notably the children's gymnastics groups we support, which grew by over 50% post-COVID.
- Continued to see solid growth and revenue within Woodlands Café through direct sales and as a bolt-on to activities in other areas of the site, ensuring it is now an established part of the Leavesden Country Park facilities.

Accreditations

The Group continues to work hard to secure and maintain accreditations that reflect the quality, compliance and impact of work undertaken. These currently embrace:

- a) Investors in People – Silver,
- b) Investors in Volunteering,
- c) Ofsted – Outstanding – for Charters Nursery, Abbots Langley,
- d) Ofsted – Good – for Goldington, Queens Park and Wootton Nurseries in Bedfordshire,
- e) Centre for Housing Support – Service Excellence Standards,
- f) SafeContractor - Charity,
- g) Cyber Essentials – One YMCA and Early Childhood Partnership,
- h) Fundraising Regulator,
- i) Disability Aware,
- j) Mindful Employer.
- k) Leading Light – community based Domestic Abuse services
- l) Race at Work Charter

The Group will continue to seek accreditations where it is in the best interests of the charity and its beneficiaries to do so. This currently includes Respect (services for perpetrators of domestic abuse), Lime Culture (Sexual Violence support service) and ISO30415 (Human Resource Management – Diversity & Inclusion).

Strategic developments on new activities

- The creation of the Dynamic Pathway to Independence (DPI), and its recognition as the preferred model of operation across Hertfordshire, will direct the ongoing enhancement of existing services and design / mobilisation of new services to meet local need.
- The ongoing Peartree Hostel Redevelopment project, with planning approval now in place, will move forwards to construction during this next year in order to secure the facility for the long term in that area.
- The completion of phase 1 of the Charter House hostel capital development (floor 3)
- The ongoing drive to ensure long term viability and sustainability will see a strategic focus on expanding the type, scope and scale of service delivery (aligned to the DPI) into all geographical areas of operation.
- Efforts will be ongoing to improve the overall delivery of a holistic housing and homelessness prevention service (in line with the DPI) so as to best position the charity for future opportunities and re-commissioning of existing services.
- Ongoing collaboration with district, county and central government partners will be maintained to ensure alignment with commissioning priorities and opportunities to positively influence where appropriate.
- Various re-development projects will be ongoing and see the creation of additional units of accommodation in previously underutilised (existing) assets, working to increase the scope of the DPI offering in operational areas.
- Efforts to drive performance improvement through the creation and continuous improvement of the Insight / KPI dashboards will be maintained, with aligned profile building activities to highlight social impact and success.

Looking to the future

The Group is committed to developing a strong and vibrant family of organisations in order to serve its residents, beneficiaries and the local community. In doing so, it will:

- Actively progress the Peartree Redevelopment Programme to achieve a new solution for YMCA housing in Welwyn Garden City,
- Complete phase 2 of the Charter House redevelopment
- Work with partners to promote shared mission and objectives where collaboration or working alongside partners can deliver better outcomes for beneficiaries,
- Develop existing service delivery,
- Improve value for money,
- Competitively bid for local authority and nationally commissioned service delivery contracts,
- Continue to play a lead role in national and regional YMCA bids where requested
- Widen the breadth and strength of income streams,
- Effective marketing plans to drive up customer demand, retention and income levels,
- Submit more fundraising bids and build stronger relationships with partners,
- Remain on the lookout for mergers and acquisitions that will improve service user prospects,

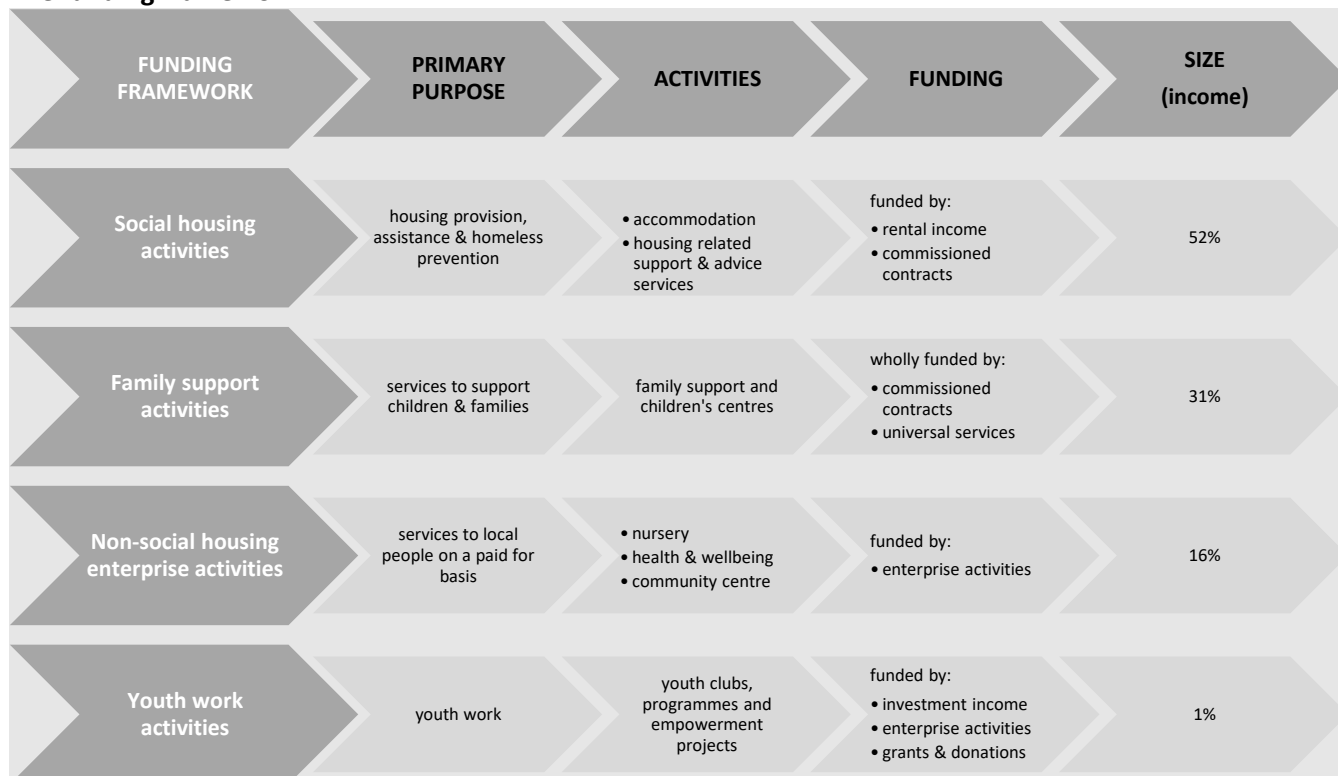
The Group has continued to adopt the framework for delivering services so that both social housing and non-social housing activities are kept in balance. The funding framework diagram set out below details the various components.

Youth work activities are a vital contribution to vibrant and sustainable communities. They provide a sense of belonging for the young people who take part as well as helping to reduce the risk of family breakdown and/or youth homelessness. Youth work is a core part of the Group's activities and is ancillary to social housing objectives.

The youth work offer is very much a part of the wider responsibilities and obligations of being a local housing provider. It enables us to support the community, add value to the neighbourhood, and proactively tackle / prevent anti-social behaviour.

The scope and scale of any future increases in youth work, or other ancillary community activities, will be proportionate to local need and aligned to the regulatory expectations around value for money and ensuring the protection of social housing assets.

The funding framework



With regard to the funding framework:

- The model for social housing activities is established and operates well;
- The model for family support activities is wholly funded and is backed by commissioned income.
- Investment income receipts and Nursery and Community income remain volatile.

The Group is committed to solid financial planning and setting surplus budgets to ensure that activities are sustainable and will actively serve beneficiaries in the medium to long term. The Company will invest in new social housing services where it is prudent to do so. Furthermore, it will take steps in the event that any services suffer from economic, social or market downturns.

Future of social housing

The social housing strategy now sits firmly in the overarching #Mission25 strategy to double our impact by 2025. There are several key concepts in the mission that have specific relevance to our Social Housing activities and these include:

- #MakingHomes
- #BetterPlaces
- #GoingGreen

Each of these concepts will see us deliver a staff and resident led improvement in the social impact our social housing activities deliver. That being both in quantity and quality terms, seeing us double the number of units we are able to provide, double the positive outcomes and opportunities for our residents and have the impact our activities have on the environment around us.

Several key redevelopment / development activities sit at the heart of the strategy, each with varying degrees of secured (or in final stages of negotiation) public sector funding. That funding being an enabler to expand the overall length / reach of the Dynamic Pathway to Independence.

The most notable of the development projects being the Peartree Hostel redevelopment in Welwyn Garden City. This has been progressing steadily over recent years, with planning permission having been awarded in October 2020. The project is now programmed to commence in the final quarter of 2022/23, pending final validation of procurement and land sale (cash receipt) elements. The headline programme currently sees practical completion scheduled for the second quarter of 2024/25. Oversight and scrutiny of the project being provided via the Property Development Committee (PDC).

Ongoing efforts to maintain and improve social housing performance (best value) in both occupancy and rent realisation will be maintained. This will be aligned with an increased focus on team training and ongoing engagement with the Insight / KPI dashboard systems.

Resident involvement

The inclusion of resident feedback and the 'lived experience' voice sits at the heart of our activities and is further enhanced through the activities of #Mission25, our strategy to double out impact over the next five years. There are a number of concepts contained in the mission, but the most relevant to this topic being:

- #ProjectConnect
- #MakingHomes

Within these concepts, and actively underpinned by the move to mobilise the Digital Support Journey, there is a specific focus to 'connect' stakeholders from across the organisation. This will bring together staff, volunteers and residents from all areas with the specific aim of eliciting feedback, opinion and suggestions.

Initial examples include workshops relating to the creation of a standardised Psychologically Informed Environment (PIE) colourway strategy to support the #BetterPlaces concept. Other input has helped shape and refine our new Intensive (rough-sleeper / complex needs) services, both in living environment and support aspect terms. That input being pivotal in the overall DPI becoming the preferred model of operation across Hertfordshire.

Throughout the next year we will maintain periodic / structured meetings led by #Connecting Together and personal engagement sessions, site based resident meetings and specific training & education workshops, all led by the housing teams.

Alongside this our overarching commitment, via the Chaplaincy Team, to attract, train and embed volunteers will remain a constant. This extra resource provides a completely different voice to the support / resident journey and offers considerable extra value.

Risks and uncertainties

Risks that may prevent the Group achieving its objectives are considered and reviewed by the Trustee Board, Audit & Risk Committee and Executive Management Team on a periodic basis as part of the corporate planning processes. The risks are recorded and assessed in terms of their impact and probability. Major risks, presenting the greatest threats to the Company are reported to Trustee Board every six months. The strategic risk register is reviewed at every Audit & Risk Committee meeting. In addition, people related risks are reviewed by the Governance & People Committee every six months. The Group's major risks over the last 12 months related to:

- The impact of Covid19,
- Loss of income and/or contracts,
- Safeguarding / service user reputational incident,
- Regulatory Compliance

- Development cost overrun,
- Property compliance,
- Cyber and Information security,
- Executive capacity,
- Fraud and theft.

The principal financial risks relate to loss of income and/or contracts and development programme cost escalation. Whilst the Audit & Risk Committee reviews controls and standards, the Resources Committee proactively monitors and challenges the financial and service performance of the Group.

The principal property and information risks relate to systems, process and monitoring. Further investments are being made in a new information system for safety compliance monitoring and reporting, which is discussed regularly in a special forum and overseen by a dedicated Trustee. Ongoing investments on information security projects and checks remain paramount.

The principal people risk relates to safeguarding and ensuring that the best interests of beneficiaries are protected, which is discussed regularly in a special forum and overseen by a dedicated Trustee.

With the external support and facilitation by Campbell Tickell, the Trustee Board has refined its understanding of its strategic risk appetite. This has previously been discussed at Audit & Risk Committee and was discussed in a strategy workshop. The product of this was a new strategic risk appetite map approved 2020/21, which continues to inform our decisions.

On an annual basis, the Group reviews its key policies and controls frameworks. These included the financial regulations as well as the Code of Governance, committee terms of reference, code of conduct, safeguarding, fraud, whistleblowing, health & safety, UK GDPR, equal opportunities and risk management policies.

The risk management and internal controls arrangements are described in more detail in the Report of the Trustee Board on page 9.

Borrowings

At year end, the Group had long term borrowings of £4,400,128 (2021: £1,528,168) which are secured against income generating assets: the supported housing hostels. In approving the Operating and Financial Review, the Trustees are also approving the Strategic Report in their capacity as directors of the Group.

The Operating and Financial Review and the Strategic Report were approved by the Trustee Board on 21 September 2022 and signed on their behalf by:



Andrew Newell
Chair and Trustee

Independent auditor's report to the members and trustees of One YMCA

Opinion

We have audited the financial statements of One YMCA for the year-ended 31 March 2022 which comprise the consolidated and company statements of comprehensive income, the consolidated and company statements of changes in reserves, the consolidated and company balance sheets, the consolidated statement of cash flows and notes to the financial statements, 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's and parent charitable company's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from January 2019; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustee Board (which includes the directors' report), and the Operating and Financial Review and Strategic 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustee Board, the Operating and Financial Review and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report contained within the Report of the Trustee Board, the Operating and Financial Review and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustee Board, the Operating and Financial Review or the Strategic Report.

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

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the Statement of Responsibilities of the Trustee Board set out on page 11, the trustees (who are also the directors of the charitable company 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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulation of registered providers of social housing, Ofsted, and Health and Safety regulation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and the Housing and Regeneration Act 2008, and we considered other factors such as tax compliance.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to areas of estimation uncertainty and manual accounting journals. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing a sample of manual journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

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

Use of our report

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



Tracey Young (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London EC4R 1AG

Date: 28.9.22

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2021 £
Turnover	3	19,501,186	15,614,169
Operating expenditure	3	<u>(19,379,165)</u>	<u>(14,644,377)</u>
Operating Surplus	4	122,021	969,792
(Loss) on disposal of property, plant and equipment	5	(83,404)	(21,335)
Interest receivable and other income	6	92,397	90,835
Interest and financing costs	7	(70,481)	(60,204)
Movement in fair value of financial instruments	13	<u>261,644</u>	<u>542,898</u>
Surplus for the year		322,177	1,521,986
Actuarial gains relating to Pension Fund	18	-	-
Total comprehensive income for the year		<u>322,177</u>	<u>1,521,986</u>

COMPANY STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2022 £	2021 £
Turnover	3	17,911,720	13,996,884
Operating expenditure	3	<u>(17,791,136)</u>	<u>(13,354,362)</u>
Operating Surplus	4	120,584	642,522
(Loss) on disposal of property, plant and equipment	5	(83,404)	(21,335)
Interest receivable and other income	6	92,397	90,835
Interest and financing costs	7	(70,481)	(60,204)
Movement in fair value of financial instruments	13	<u>261,644</u>	<u>542,898</u>
Surplus for the year		320,740	1,194,716
Actuarial gains relating to Pension Fund	18	-	-
Total comprehensive income for the year		<u>320,740</u>	<u>1,194,716</u>

The accompanying notes form part of these financial statements.

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

GROUP	Income & expenditure reserve	Restricted reserve	Property revaluation reserve	Total
	£	£	£	£
Balance at 1 April 2021	10,690,900	-	5,381,819	16,072,719
Surplus from income and expenditure account	340,876	(18,699)	-	322,177
Transfer from revenue reserve to restricted reserve.	(150,000)	150,000	-	-
Transfer from revaluation reserve to income and expenditure reserve	65,609	-	(65,609)	-
Balance at 31 March 2022	10,947,385	131,301	5,316,210	16,394,896

The £150,000, transfer between general and restricted funds relates to last year's donation to the ECP-OY -double impact fund.

COMPANY	Income & expenditure reserve	Restricted reserve	Property revaluation reserve	Total
	£	£	£	£
Balance at 1 April 2021	10,283,321	-	5,381,819	15,665,140
Surplus from income and expenditure account	320,740	-		320,740
Transfer from revaluation reserve to income and expenditure reserve	65,609	-	(65,609)	-
Balance at 31 March 2022	10,669,670	-	5,316,210	15,985,880

The £65,609 transfer between funds relates to the release of the revaluation reserve to offset increased depreciation as a result of the revaluation of assets on adoption of FRS 102.

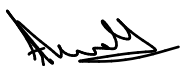
BALANCE SHEET
AS AT 31 MARCH 2022

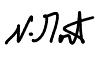
Registered company 04430743

	Notes	2022 £	Group 2021 £	2022 £	Company 2021 £
Fixed assets					
Tangible fixed assets	11,12	18,963,726	13,792,921	18,963,726	13,792,921
Investments	13	3,289,557	3,027,913	3,289,557	3,027,913
		<u>22,253,283</u>	<u>16,820,834</u>	<u>22,253,283</u>	<u>16,820,834</u>
Current assets					
Trade and other debtors	14	2,495,357	805,653	2,570,708	741,899
Stock		3,982	-	3,982	-
Cash and cash equivalents		<u>3,975,299</u>	<u>6,281,783</u>	<u>3,271,785</u>	<u>5,640,106</u>
		<u>6,474,638</u>	<u>7,087,436</u>	<u>5,846,475</u>	<u>6,382,005</u>
Creditors: falling due within one year	15	(4,724,176)	(3,656,996)	(4,533,729)	(3,431,144)
Net current assets		<u>1,750,462</u>	<u>3,430,440</u>	<u>1,312,746</u>	<u>2,950,861</u>
Creditors: falling due after more than one year	16	(6,721,851)	(3,283,907)	(6,721,851)	(3,283,907)
Pension funds	18	(838,298)	(822,648)	(838,298)	(822,648)
Provision for liabilities and charges	17	(48,700)	(72,000)	(20,000)	-
Total net assets		<u>16,394,896</u>	<u>16,072,719</u>	<u>15,985,880</u>	<u>15,665,140</u>
Capital and reserves					
Housing property revaluation reserve		5,316,210	5,381,819	5,316,210	5,381,819
Revenue reserve		10,947,385	10,690,900	10,669,670	10,283,321
Restricted reserve	21	131,301	-	-	-
Total reserves		<u>16,394,896</u>	<u>16,072,719</u>	<u>15,985,880</u>	<u>15,665,140</u>

The accompanying notes form part of these financial statements.

The accounts were approved by the Trustee Board on 21st September 2022 and were signed on its behalf by:

Andrew Newell  Chair and Trustee

Nicholas Maurant  Treasurer (up to 31st March 2022) and Trustee

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	2022	2021
	£	£
Net cash generated from operating activities		
Surplus for the financial year	322,177	1,521,986
Adjustments for non-cash items:		
Depreciation of tangible fixed assets	514,707	511,382
Decrease / (Increase) in trade and other receivables	(1,689,704)	452,954
Increase in trade and other creditors	1,588,521	2,229,165
(Increase)/decrease in stocks	(3,982)	-
Loss / (gain) on fixed asset disposals	83,404	21,335
Movement in fair value of financial instruments	(261,644)	(542,898)
Pension costs less contributions payable	42,899	31,211
Interest paid	43,176	33,768
Interest received	(92,397)	(90,835)
Cash generated from operating activities	547,157	4,168,068
Cash flow from investing activities		
Purchase of tangible fixed assets	(5,775,072)	(578,705)
Proceeds from the sale of investments	2,862,555	-
Proceeds from the purchase of investments	(2,862,555)	-
Interest received	92,397	90,835
Net cash from investing activities	(5,682,675)	(487,870)
Cash flows from financing activities		
Interest paid	(43,176)	(33,768)
Loan redemption	(1,415,994)	-
Loan addition	4,363,104	-
Repayments of borrowings	(74,900)	(74,742)
Net cash used in financing activities	2,829,034	(108,510)
Net increase in cash and cash equivalents	(2,306,484)	3,571,688
Cash and cash equivalents at beginning of year	6,281,783	2,710,095
Cash and cash equivalents at end of year	3,975,299	6,281,783
Cash and cash equivalents at 31 March		
Cash at bank	3,975,299	6,281,783
	3,975,299	6,281,783

The accompanying notes form part of these financial statements.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 22

1. Status

The Company is a company limited by guarantee, registered under the Companies Act 2006 registration number 4430743, a registered charity number 1102301 and registered with the Regulator of Social Housing as a social housing provider registration number H4418. The charity meets the definition of a public benefit entity under FRS 102.

The registered office is Charter House, Charter Place, Watford, Hertfordshire WD17 2RT.

Each member of the Company undertakes to contribute such amount as may be required (not exceeding £1.00) to the assets of the Company in the event of the same being wound up while he or she is a member or within one year after he or she ceases to be a member for payment of the debt and liabilities of the Company contracted before he or she ceases to be a member and of the costs, charges and expenses of winding up and for the adjustment of the rights of the contributories among themselves. If upon the winding up or dissolution of the Company there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid or distributed among the members of the Company but shall be transferred to The National Council of Young Men's Christian Association (Incorporated) for its general purposes.

2. Principal accounting policies

The financial statements are prepared in accordance with Financial Reporting Standard 102 and the Statement of Recommended Practice: accounting by registered social housing providers 2018 ("SORP") and comply with the Accounting Direction for private registered providers of social housing 2019.

In the view of the trustees in applying the accounting policies adopted, an area of judgement relates to the provision for dilapidations as disclosed in 2(p). No other judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year. No complex financial instruments are held.

(a) Basis of accounting

Assets and liabilities are initially recognised at historical cost or transaction values unless otherwise stated in the relevant accounting policy notes. Those assets measured at fair value are re-measured at each balance sheet date.

(b) Basis of consolidation

The Group financial statements consolidate those of the Company and its subsidiary undertaking of Early Childhood Partnership, drawn up to 31 March 2022. Profits or losses on intra-group transactions are eliminated in full in accordance with FRS 102.

(c) Going concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Trustees' Report. On this basis, the Trustee Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements. No material uncertainties exist.

(d) Turnover

Turnover comprises rental and service charge income receivable in the year and other services at invoiced value (excluding VAT) of goods and services supplied in the year.

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

Revenue grants are receivable when the conditions for receipts of agreed grant funding have been met. Charges for support services funded by Housing Related Support and Family & Children's Centres are recognised as they fall due under the contractual arrangements with Administering Authorities.

Where an asset is acquired at undervalue a notional grant is recognised in respect of the difference between the purchase price and the fair value of the asset. The trustees determine the fair value based on the available data including external valuations.

(e) **Expenditure**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular categories they have been allocated to activities on a basis consistent with the use of resources. Support and other central costs have been apportioned to each activity on the basis of turnover and staff numbers.

(f) **Debtors and creditors**

Short-term debtors are measured at transaction price, less any impairment and short-term creditors are measured at the transaction price.

(g) **Housing properties**

Housing properties are principally properties available for rent. The properties at Peartree Lane, Welwyn Garden City and Charter House, Watford were revalued upon the implementation of FRS102 and SORP. The Company elected to measure housing properties on the date of transition at its fair value and use that fair value as its deemed cost at that date. The valuation is based upon an Existing Use Value for Social Housing (EUV-SH) basis by an independent professional advisor qualified by the Royal Institute of Chartered Surveys to undertake valuations.

Housing properties are stated at cost less depreciation, the cost of future additions being the cost of acquiring land and buildings and expenditure incurred in respect to improvements.

Work 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.

(h) **Housing properties and depreciation**

The Company separately identifies the major components that comprise its housing properties, and charges depreciation, so as to write down the cost of each component to its estimated residual value, on a straight-line basis, over its estimated useful economic life.

The Company depreciates the major components of its housing properties at the following annual rates:

<u>Component</u>	<u>Useful economic life</u>
Structure (Leased)	Residue of lease
Structure	80 years
Roofs	30 years
Windows	20 years
Kitchens	20 years
Bathrooms	30 years
Heating	20 years
Lifts	15 years

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

Where the unexpired lease term is shorter than the longest component life envisaged, the unexpired term of the lease is adopted as the useful economic life.

(i) **Other tangible fixed assets and depreciation**

Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. The principal annual rates used for other assets are:

<u>Component</u>	<u>Useful economic life</u>
Non-Housing Leasehold improvements	Over the term of the lease
Fixture and fittings	5 years
Motor Vehicles	5 years
ICT	3 - 7 years (depending upon items)

(j) **Operating leases**

Rentals payable under the operating leases are charged on a straight-line basis over the lease term. The benefits of lease incentives entered into after the date of transition to FRS 102 are recognised in income and expenditure over the lease period.

The Company has taken advantage of the exemption in FRS 102 section 35 to continue to treat incentives received on leases entered into before the date of transition on the same basis as at the date of transition.

(k) **Pensions**

Hertfordshire County Council Pension Fund

The Company is a participating employer in the Hertfordshire County Council Pension Fund (HCCPF) in respect of employees already in the scheme who transferred from other admitted local authority bodies. The scheme is a multi-employer defined benefit scheme and the Company's share of the results of the scheme is shown within the accounts in accordance with FRS 102.

For the HCCPF, scheme assets are measured at fair values. Scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit is presented separately from other net assets on the balance sheet. A net surplus is recognised only to the extent that it is recoverable by the Company.

The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Remeasurements are reported in other comprehensive income.

YMCA Pension Plan

The Company 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 the company.

As described in note 18 the Company has a contractual obligation to make pension deficit payments over the period to April 2029, accordingly this is shown as a liability in these accounts. In addition, the company is required to contribute £28k pa (2021: £26k pa) to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

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

Group Personal Pension Plan (defined contribution)

The Company also makes contributions to a group personal pension plan (defined contribution) provided by Aviva which is open to all employees.

(l) Social Housing Grant

Social Housing Grant (SHG) is receivable from Homes England as a contribution towards the capital cost of housing schemes. The Company has taken advantage of transitional relief for deemed cost and treated all SHG grant on transition under the performance model in accordance with SORP. Any subsequent SHG grants received for housing properties are recognised in income over the useful life of the housing property structure and, where applicable, its individual components (excluding land) under the accruals model.

SHG due from Homes England or received in advance is included as a current asset or liability. SHG is subordinated to the repayment of loans by agreement with Homes England. SHG released on sale of a property may be repayable but is normally available to be recycled and is credited to a Recycled Capital Grant Fund and included in the balance sheet in creditors.

Where individual components are disposed of and this does not create a relevant event for recycling purposes, any grant which has been allocated to the component is released to the income and expenditure account. Upon disposal of the associated property, the Company is required to recycle these proceeds; as such a contingent liability is disclosed to reflect this.

(m) Other Grants

Other grants are receivable from local authorities and other organisations and are accounted for under the accruals model. Capital grants are recognised in income over the expected useful life of the asset. Grants in respect of revenue expenditure are credited to the income and expenditure in the same period as the expenditure to which they relate.

(n) Investments

Investments held as fixed assets are valued at mid-point of the quotation in the Stock Exchange daily official list. Any movements in the fair value of investments are recognised in income and expenditure.

(o) Interest Free Loans

Long term loans carrying no interest are disclosed at amortised cost using the market rate of similar debt instruments – the effective interest method.

(p) Provisions for Liabilities

Provision has been made for expected property costs at the end of the leases held by the Early Childhood Partnership subsidiary. This is based on the lease terms, management's assessment of the property condition and external evidence supporting the likely costs. This estimation involves a level of judgment and will be reassessed annually.

(q) Holiday pay accrual

The group recognises an accrual for annual leave accrued by employees as a result of services rendered in the current period, and which employees are entitled to carry forward and use within the next 12 months. The accrual is measured at the salary cost payable for the period of absence.

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

(r) **Fund Accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. The revaluation of properties is reported separately in the property revaluation reserve. This is the difference between the fair value of social housing properties and the historical cost carrying value.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

3. Group - Turnover, operating costs and operating surplus

2022	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	6,695,973	(6,258,783)	437,190
Other social housing activities:			
Housing related support	2,847,854	(2,842,855)	4,999
Total – social housing activities	9,543,827	(9,101,638)	442,189
Other non-social housing	665,474	(657,598)	7,876
Total housing activities	10,209,301	(9,759,236)	450,065
Non-social housing activities			
Health & wellbeing – budget gyms	253,629	(377,550)	(123,921)
Health & wellbeing – other	284,189	(463,706)	(179,517)
Child and family services	5,053,780	(4,845,531)	208,249
Nursery	2,011,247	(2,479,857)	(468,610)
Youth	621,986	(810,403)	(188,417)
Community Centre	139,817	(310,137)	(170,320)
Government grants taken to income	88,731	(88,731)	-
Donation*	675,000	(195,000)	480,000
Other grants taken to income	44,996	(44,996)	-
Other	118,510	(4,018)	114,492
	9,291,885	(9,619,929)	(328,044)
	19,501,186	(19,379,165)	122,021

*Donation represents a property bequest valued at £675k

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

Group - Turnover, operating costs and operating surplus

2021	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	6,337,863	(4,874,965)	1,462,898
Other social housing activities:			
Housing related support	2,155,192	(2,012,498)	142,694
Total – social housing activities	8,493,055	(6,887,463)	1,605,592
Other non-social housing	536,826	(555,700)	(18,874)
Total housing activities	9,029,881	7,443,163	1,586,718
Non-social housing activities			
Health & wellbeing – budget gyms	90,850	(441,465)	(350,615)
Health & wellbeing – other	56,782	(122,620)	(65,838)
Child and family services	4,755,212	(4,325,503)	429,709
Nursery	1,139,312	(1,164,299)	(24,987)
Youth	125,810	(455,793)	(329,983)
Community Centre	106,235	(145,386)	(39,151)
Government grants taken to income	269,986	(269,986)	-
Donation	-	-	-
Other grants taken to income	12,477	(12,477)	-
Other	27,624	(263,685)	(236,059)
	6,584,288	(7,201,214)	(616,926)
	15,614,169	(14,644,377)	969,792

Company - Turnover, operating costs and operating surplus

2022	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	6,695,973	(6,258,783)	437,190
Other social housing activities:			
Housing related support	2,847,854	(2,842,855)	4,999
Total – social housing activities	9,543,827	(9,101,638)	442,189
Other non-social housing	665,473	(657,597)	7,876
Total housing activities	10,209,300	(9,759,235)	450,065
Non-social housing activities			
Health & wellbeing – budget gyms	253,629	(377,550)	(123,921)
Health & wellbeing - other	284,189	(463,706)	(179,517)
Child and family services	3,266,586	(3,059,774)	206,812
Nursery	2,024,709	(2,493,319)	(468,611)
Youth	621,986	(810,403)	(188,417)
Community Centre	139,817	(310,137)	(170,320)

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

Turnover, operating costs and operating surplus (continued)

	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Government grants taken to income	88,731	(88,731)	-
Donation*	675,000	(195,000)	480,000
Other grants taken to income	44,996	(44,996)	-
Other	302,776	(188,284)	114,492
	7,702,420	(8,031,901)	(329,481)
	17,911,720	(17,791,136)	120,584

*Donation represents a property bequest valued at £675k

Company - Turnover, operating costs and operating surplus

2021	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	6,337,863	(4,874,965)	1,462,898
Other social housing activities:			
Housing related support	2,155,192	(2,012,498)	142,694
Total – social housing activities	8,493,055	(6,887,463)	1,605,592
Other non-social housing	536,826	(555,700)	(18,874)
Total housing activities	9,029,881	(7,443,163)	1,586,718
Non-social housing activities			
Health & wellbeing – budget gyms	90,850	(441,465)	(350,615)
Health & wellbeing – other	56,782	(122,620)	(65,838)
Child and family services	3,012,970	(2,880,745)	132,225
Nursery	1,139,312	(1,164,299)	(24,987)
Youth	125,810	(455,793)	(329,983)
Community Centre	106,235	(145,386)	(39,151)
Government grants taken to income	269,986	(269,986)	-
Donation	-	-	-
Other grants taken to income	12,477	(12,477)	-
Other	152,581	(413,685)	(261,103)
	4,967,003	5,911,199	(944,196)
	13,996,884	13,354,362	642,522

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

Turnover, operating costs and operating surplus (continued)

Operating costs for social housing:

	Group		Company	
	2022	2021	2022	2021
Management	(3,284,458)	(2,261,242)	(3,284,458)	(2,261,242)
Services	(1,694,728)	(1,796,028)	(1,694,728)	(1,796,028)
Routine maintenance	(406,896)	(180,319)	(406,896)	(180,319)
Planned maintenance	(234,211)	(98,250)	(234,211)	(98,250)
Rent losses from bad debts	(315,383)	(237,781)	(315,383)	(237,781)
Depreciation of housing properties and equipment	(323,107)	(301,345)	(323,107)	(301,345)
	(6,258,783)	(4,874,965)	(6,258,783)	(4,874,965)
Void losses: notional calculation of income lost from vacant rooms	(1,189,229)	(336,814)	(1,189,229)	(336,814)
Number of registered accommodation units	603	468	603	468

4 Operating surplus

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
The operating surplus is arrived at after charging:				
Depreciation	514,707	511,382	514,707	511,382
Operating lease payments:				
- Land and buildings	689,150	205,321	689,150	205,321
- Vehicles	8,415	-	8,415	-
Auditors' remuneration (excluding VAT)				
- Fees payable for the audit of the financial statements	27,200	24,500	22,500	21,000

5. Gain / (loss) on sale of fixed assets

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Disposal proceeds	-	-	-	-
Carrying value of fixed assets	83,404	21,335	83,404	21,335
	83,404	21,335	83,404	21,335

6. Interest receivable and other income

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Interest receivable and similar income	1,259	1,740	1,259	1,740
Income from listed investments	91,138	89,095	91,138	89,095
	92,397	90,835	92,397	90,835

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

7. Interest and financing costs

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Defined benefit pension charge	27,305	26,436	27,305	26,436
Loan and bank overdrafts	43,176	33,768	43,176	33,768
	70,481	60,204	70,481	60,204

8 Executive Team remuneration

The Executive Team comprises the Chief Executive, Director of Family Support, Director of Operations, Director of Business Development and Director of Corporate Resources. Each of these is a member of the Aviva defined contribution pension scheme. Both the Company and employee make contributions to this money purchase scheme.

The full-time equivalent number of staff who received emoluments:	2022	2021
	No	No
£60,001 to £70,000	3	2
£80,001 to £90,000	1	1
£100,001 to £110,000	1	1
£110,001 to 120,000	1	1

9. Employee information

	Group		Company	
Average monthly number of employees:	2022	2021	2022	2021
	No	No	No	No
Housing	111	95	111	95
Support Services	49	30	49	30
Sports, health & fitness	20	24	20	24
Child & family services	176	136	176	136
Youth & community	22	14	22	14
Orbital Community Centre	19	12	19	12
Early Childhood Partnership	55	43	-	-
Total	452	354	397	311
	2022	2021	2022	2021
	£	£	£	£
Staff costs (for the above persons)				
Wages and salaries	8,607,203	6,976,296	7,585,953	6,068,549
Social security costs	731,036	599,264	647,563	525,953
Other pension costs	465,396	363,304	427,164	329,560
	9,803,635	7,398,864	8,660,680	6,924,062

During the year, termination payments of £139,250 (2021: £78,758) were recognised as an expense as compensation for loss of office.

10. Taxation

The Company is a registered charity qualifying for relief from income and capital gains taxes on its charitable activities.

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

11. Group and Company – Tangible fixed assets (housing)

	Freehold property	Housing long leasehold property	Housing property improv'm'ts	WIP	Total
	£	£	£	£	£
Cost					
At 1 April 2021	6,621,000	4,856,000	2,239,769	268,017	13,984,786
Additions	-	-	-	5,490,605	5,490,605
Transfer from WIP	-	-	467,088	(467,088)	-
Disposals	-	-	(127,476)	-	(127,476)
At 31 March 2022	6,621,000	4,856,000	2,579,381	5,291,534	19,347,915
Depreciation					
At 1 April 2021	549,982	390,708	1,282,876	-	2,223,566
Providing during year	103,574	55,817	106,678	-	266,069
Disposals	-	-	(47,033)	-	(47,033)
At 31 March 2022	653,556	446,525	1,342,521	-	2,442,602
Net book value					
At 31 March 2022	5,967,444	4,409,475	1,236,860	5,291,534	16,905,313
At 31 March 2021	6,071,018	4,465,292	956,893	268,017	11,761,220

12. Group and Company – Tangible fixed assets (non-housing)

	Other property	Long leasehold property	Leasehold improv'm'ts	Fixtures, fittings & equipment	Vehicles	WIP	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2021	129,394	760,000	1,609,235	1,912,857	6,157	11,655	4,429,298
Additions	-	-	117,991	166,476	-	-	284,467
Transfer from WIP	-	-	11,655	-	-	(11,655)	-
Disposals	-	-	(4,900)	-	(6,157)	-	(11,057)
Cost at 31 March 2022	129,394	760,000	1,733,981	2,079,333	-	-	4,702,708
Depreciation							
At 1 April 2021	76,129	61,115	819,829	1,434,367	6,157	-	2,397,597
Providing during year	3,341	8,736	72,969	169,749	(6,157)	-	248,638
Released on disposal	-	-	(1,940)	-	-	-	(1,940)
At 31 March 2022	79,470	69,851	890,858	1,604,116	-	-	2,644,295
Net book value							
At 31 March 2022	49,924	690,149	843,123	475,217	-	-	2,058,413
At 31 March 2021	53,265	698,885	789,406	478,489	-	11,655	2,031,701

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

13. Investments

	2022 Group £	2021 Group £	2022 Company £	2021 Company £
Fair value				
As at 1 April 2021				
Listed on a recognised stock exchange	3,027,913	2,485,014	3,027,913	2,485,014
Additions	2,862,555	-	2,862,555	-
Disposals	(2,862,555)	-	(2,862,555)	-
Realised gains / (losses) on disposals	844,346	-	844,346	-
Unrealised (losses) / gains on valuation	(582,702)	542,898	(582,702)	542,898
As at 31 March 2022	3,289,557	3,027,912	3,289,557	3,027,912

An investment in 1 £1 ordinary share in YMCA Development Company Limited, a private limited company registered in England and Wales (company 11220819), was made in September 2019. The £1 is unpaid and the company was dormant until 31/03/2022 and active since 1/4/2022.

14. Debtors

	2022 Group £	2021 Group £	2022 Company £	2021 Company £
Rent arrears (including housing benefit, and resident arrears)	1,147,101	803,227	1,147,101	803,227
Less provision for doubtful debt	(740,495)	(492,431)	(740,494)	(492,431)
	406,606	310,796	406,607	310,796
Students (Steiner college)	-	58,752	-	58,752
	406,606	369,548	406,607	369,548
Trade debtors	1,080,685	109,226	1,056,982	51,910
Less provision for doubtful debt	(1,385)	(260)	(1,385)	(260)
	1,079,300	108,966	1,055,597	51,650
Other debtors	18,668	50,031	18,667	50,031
Prepayments and accrued income	990,783	277,108	989,837	256,674
Amounts due from subsidiary	-	-	100,000	13,996
	2,495,357	805,653	2,570,708	741,899

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

15. Creditors

Amounts falling due within one year	2022 Group £	2021 Group £	2022 Company £	2021 Company £
Current instalments due on loans (see note 16 for security details)	130,669	72,003	130,669	72,003
Trade creditors	431,724	241,844	424,153	183,044
Other taxes / social security costs	172,782	206,156	154,811	182,381
Other creditors	790,822	490,287	751,645	471,483
Amounts due to subsidiary	-	-	11,857	-
Deferred grant income	93,173	28,324	93,172	28,324
Accruals and deferred income	3,105,006	2,618,381	2,967,422	2,493,909
	4,724,176	3,656,995	4,533,729	3,431,144

16. Creditors

Amounts falling due after more than one year	2022 Group £	2021 Group £	2022 Company £	2021 Company £
Bank loan	4,222,417	1,408,309	4,222,417	1,408,309
Other loans	47,042	47,606	47,042	47,606
Deferred grant income	2,452,392	1,827,992	2,452,392	1,827,992
	6,721,851	3,283,907	6,721,851	3,283,907

A loan of £124,000 was made by Watford Borough Council in 1977. The loan is interest-free and is repayable over the term of the lease. The amount due of £47,356 at 31 March 2022 (2021: £47,916) is the measurement of the liability after discounting for the income rate of return.

£1,664,500 borrowed from HSBC in 2018 at 2.07% above the Bank's sterling Bank Rate was fully repaid during the year (2021: £1,480,001). A facility of £9,000,000 was agreed in February 2022 with CAF Bank at 1.67% above the Bank of England's base rate and is repayable over a 25-year term. The amount due at 31 March 2022 was £4,352,772 (2021: £Nil).

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

Based on the earliest repayment date, borrowings are repayable as follows:

	2022 Group	2021 Group	2022 Company	2021 Company
One year or less	130,669	72,003	130,669	72,003
One year or more but less than two years	133,837	73,578	133,837	73,578
Two years or more but less than five years	421,296	230,463	421,296	230,463
Five years or more	3,714,326	1,151,874	3,714,326	1,151,874
	4,400,128	1,527,918	4,400,128	1,527,918

The lease of Charter House, Watford is held as security for the above Watford Borough Council loan.

The CAF Bank facility is secured against the freeholds of:

- a) Crest Road, High Wycombe and
- b) 4 Northgate End, Bishop's Stortford.

Deferred Capital Grants

	2022 Group	2021 Group	2022 Company	2021 Company
	£	£	£	£
Deferred income as at 1 April	1,856,316	276,623	1,856,316	276,623
Additions	734,245	1,592,170	734,245	1,592,170
Released to Statement of Comprehensive Income	(44,996)	(12,477)	(44,996)	(12,477)
As at 31 March	2,545,565	1,856,316	2,545,565	1,856,316

Deferred income to be released to the statement of comprehensive income:

	2022 Group	2021 Group	2022 Company	2021 Company
	£	£	£	£
In less than one year	93,173	28,324	93,173	28,324
In more than one year	2,452,392	1,827,992	2,452,392	1,827,992
	2,545,565	1,856,316	2,545,565	1,856,316

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

17. Provision for liabilities and charges

	2022 Group £	2021 Group £	2022 Company £	2021 Company £
As at 1st April	72,000	47,000	-	-
Arising during the year	20,000	25,000	20,000	-
Used during the year	(43,300)	-	-	-
As at 31 March	<u>48,700</u>	<u>72,000</u>	<u>20,000</u>	<u>-</u>

A provision for dilapidations to premises is being held to cover the costs of any necessary reinstatement and repairs to the properties at the termination of the lease.

18. Pensions

The Company has recognised pension liabilities relating to two schemes, the multi-employer defined benefit pension plan for employees of the YMCAs in England, Scotland and Wales and the Hertfordshire County Council Pension Fund.

Total Pension creditor:

	2022 £	2021 £
Current	111,231	90,138
Greater than one year	838,298	822,648
	<u>949,529</u>	<u>912,786</u>

Hertfordshire County Council Pension Fund (HCCPF)

The HCCPF is a multi-employer scheme, administered by Hertfordshire County Council under the regulations governing the Local Government Pension Scheme, a defined benefit scheme. The most recent formal actuarial valuation was completed as at 31 March 2020 and the results have been projected forward using approximate methods, allowing for the different financial assumptions required under FRS102, to 31 March 2022 by a qualified independent actuary.

The employer's contribution to the HCCPF by the Company for the year ended 31 March 2022 was £40,000 (2021: £nil).

Estimated employer's contributions to the HCCPF during the accounting period commencing on 1 April 2022 is £nil.

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

Financial assumptions	31 March 2022 % per annum	31 March 2021 % per annum
Discount rate	2.70	2
Future salary increases	3.60	3.25
Inflation	3.20	2.85

Mortality assumptions

Life expectancy is based on the Fund's Vita curves with improvements in line with the CMI 2018 model, an allowance for smoothing of recent mortality experience and a long-term rate of improvement of 1.25% per annum for women and men.

	2022 No. of years	2021 No. of years
Current Pensioners:		
Males	21.9	22.1
Females	24.4	24.5
Future Pensioners*:		
Males	22.9	23.2
Females	26	26.2

**Figures assume members aged 45 as at last formal valuation date.*

Amounts recognised in the statement of comprehensive income	2022 £000's	2021 £000's
Current service cost	16	7
Total defined benefit cost recognised in surplus or deficit	16	7

Reconciliation of opening and closing balances of the present value of scheme liabilities

	2022 £000's	2021 £000's
Opening scheme liabilities	224	162
Current service cost	16	7
Past service costs	33	-
Interest cost	5	4
Contributions by members	-	4
Remeasurements	(16)	48
Benefits paid	(1)	(1)
Closing scheme liabilities	261	224

Reconciliation of opening and closing balances of fair value of plan assets

	2022 £'000	2021 £'000
Opening fair value of scheme assets	234	190
Interest income	5	4
Return on plan assets (in excess of interest income)	2	37
Contributions by employer	40	-
Scheme participants' contributions	-	4
Benefits paid	(1)	(1)
Closing value of fair value of plan assets	280	234

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

Major categories of scheme assets as a % of total plan assets

	2022	2021
	%	%
Equities	55	59
Bonds	25	26
Property	13	11
Cash	7	4
	100	100

Sensitivity analysis

	Approximate % increase to Employer Liability	Approximate monetary amount (£000's)
Change in assumptions at year ended 31 March 2022		
0.1% decrease in real discount rate	2	5
1 year increase in member life expectancy	4	10
0.1% increase in the salary increase rate	0	0
0.1% increase in the pension increase rate	2	4

HCC Pension fund asset / liability

2022	2021
£	£
-	-

The scheme results produce a fair value of employer assets greater than the present value of the fund liabilities. The resulting surplus has not been recognised as an asset in the balance sheet as at 31st March 2022 or March 2021. As a result, remeasurements of £nil (2021: £nil) were recognised as actuarial movements rather than the full £10k.

Pensions – YMCA Pension Plan

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

The most recent completed three year valuation was as at 1 May 2020. The assumptions used which have the most significant effect on the results of the valuation are those relating to the assumed rates of return on assets held before and after retirement of 2.59% and 1.09% respectively, the increase in pensions in payment of 2.99% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.0 years, female 24.4 years, and 23.7 years for a male pensioner, female 26.1 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £146.1m, 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 £39 million. The company has been advised that it will need to make monthly contributions of £11.6k from 1 May 2022. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. Agreed future deficit contributions have been discounted using a rate of 3% (2021: 3%). The current recovery period is 7 years commencing 1st May 2022.

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

YMCA Pension fund liability

	2022	2021
	£	£
At 1 April	912,787	881,575
Increase in liability	126,674	118,596
Paid in year	(117,236)	(113,821)
Unwinding of discount included in finance costs	27,304	26,436
At 31 March	949,529	912,786

	As at 31 Mar 22	As at 31 Mar 21
	£	£
Repayable within one year	111,231	90,138
Repayable in more than one year	959,341	954,900
Discount	(121,043)	(132,252)
	949,529	912,786

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

19. Group analysis of changes in net debt

	1 April 2021	Cash flows	Non-cash movement	31 March 2022
	£	£	£	£
Cash at bank	6,281,783	(2,306,484)	-	3,975,299
Loans falling due within 1 year	(72,003)	72,003	(130,669)	(130,669)
Loans falling due after more than 1 year	(1,455,915)	(2,944,213)	130,669	(4,269,459)
	4,753,865	(5,178,694)	-	(424,829)

	1 April 2020	Cash flows	Non-cash movement	31 March 2021
	£	£	£	£
Cash at bank	2,710,095	3,571,688	-	6,281,783
Loans falling due within 1 year	(66,626)	66,626	(72,003)	(72,003)
Loans falling due after more than 1 year	(1,536,034)	8,112	72,003	(1,455,915)
	1,107,435	3,646,430	-	4,753,865

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**20. Operating lease commitments**

The future minimum lease payments are set out below. Leases relate to the rental of properties in eight locations and one vehicle.

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
The following operating lease payments are committed to be paid				
within 1 year	740,766	359,107	740,766	359,107
within 1-2 years	514,881	306,924	514,881	306,924
within 5 years	1,249,029	246,624	1,249,029	246,624
	2,504,676	912,655	2,504,676	912,655

21. Restricted Funds

Period ended March 2022	1 April 2021	Income	Expenditure	31 March 2022
Group	£	£	£	£
Big Lottery Fund – YOUTHRIVE Project	-	217,442	(217,442)	-
HCF HAPpy grant	-	-	-	-
Children in Need	-	31,866	(31,866)	-
Harpur Trust	-	33,539	(33,539)	-
Male Victims	-	65,801	(65,801)	-
Violence & Exploitation Reduction Unit	-	17,474	(17,474)	-
Bedfordshire and Luton Community	-	16,685	(16,685)	-
Children in Need Covid Booster	-	-	-	-
CAST (Comic Relief)	-	-	-	-
National Lottery Grant – Dads Aloud	-	2,444	(2,444)	-
Wishing Tree	-	1,713	(1,713)	-
Safelives	-	-	-	-
Friends of Eastcotts Fund	-	-	-	-
Big Lottery	-	158,103	(158,103)	-
Steele Charitable Trust	-	25,000	(25,000)	-
Youth empowerment fund	-	2,017	(2,017)	-
HAF grant - BBC	-	5,000	(5,000)	-
ECP-OY-Double impact	-	150,000	(18,699)	131,301
National Lottery Awards for All	-	3,292	(3,292)	-
HAF grant	-	1,760	(1,760)	-
Herts Community Foundation - holiday club funding	-	2,869	(2,869)	-
RAF Benevolent Fund	-	3,000	3,000	-
	-	738,005	(606,704)	131,301

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

Company	1 April 2021	Income	Expenditure	31 March 2022
	£	£	£	£
Big Lottery Fund – YOUTHRIVE Project	-	217,442	(217,442)	-
HCF HAPpy grant	-	-	-	-
National Lottery Awards for All	-	3,292	(3,292)	-
HAF grant	-	1,760	(1,760)	-
Herts Community Foundation - holiday club funding	-	2,869	(2,869)	-
RAF Benevolent Fund	-	3,000	(3,000)	-
	-	228,363	(228,363)	-

**Period ended March
2021**

Group	1 April 2020	Income	Expenditure	31 March 2021
	£	£	£	£
Big Lottery Fund – YOUTHRIVE Project	-	70,943	(70,943)	-
HCF HAPpy grant	-	1,360	(1,360)	-
Big Lottery Fund – Horizons project	-	164,474	(164,474)	-
Children in Need	-	39,383	(39,383)	-
Harpur Trust	-	44,813	(44,813)	-
Male Victims	-	74,857	(74,857)	-
Violence & Exploitation Reduction Unit	-	22,182	(22,182)	-
Bedfordshire and Luton Community	-	6,504	(6,504)	-
Children in Need Covid Booster	-	3,600	(3,600)	-
CAST (Comic Relief)	-	5,000	(5,000)	-
Bedfordshire police	-	1,223	(1,223)	-
National Lottery Grant – Dads Aloud	-	4,313	(4,313)	-
Wishing Tree	-	3,500	(3,500)	-
Safelives	-	1,176	(1,176)	-
Friends of Eastcotts Fund	18,156	-	(18,156)	-
	18,156	443,328	461,484	-

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

Company	1 April 2020 £	Income £	Expenditure £	31 March 2021 £
Big Lottery Fund – YOUTHRIVE Project	-	70,943	(70,943)	-
HCF HAPpy grant	-	1,360	(1,360)	-
	-	72,303	(72,303)	-

22. Related party transactions

	2022 £	2021 £
One YMCA balance owed to ECP	11,857	-
ECP balance owed to One YMCA	100,000	13,997

23. Capital commitments

	2022 £	2021 £
Contracts placed for future capital commitments not provided in the financial statements	591,804	584,829
Commitments approved by the Board but not contracted for	15,808,392	-
Total	16,400,196	584,829

The above capital commitments will be financed through loans, land sale and cash reserves totalling £7,828,026 with the balance of £8,572,170 funded through public sector grant. The contracted capital commitments at the 31 March 2022 relate to the conversion of three floors within Charter House to studio flats, new bathrooms to be installed at the High Wycombe hostel and leasehold improvements at two additional sites.

24. Contingent liabilities

As at 31 March 2022, there was a contingent liability in respect of social housing grant that was awarded to the Company in prior years. There is a potential for repayment or recycling in accordance with the Regulator of Social Housing's guidance in the event that the sites were disposed of and/or taken out of social housing uses. The properties are:

- Charter House, Watford - £2.9m of social housing grant awarded in 1977 to facilitate the construction of the site.
- Peartree Lane, Welwyn Garden City - £570k of social housing grant awarded in 1995 to facilitate the construction of the Hostel 2 building.
- 4 Northgate End, Bishop's Stortford - £782k of social housing grant awarded in 1995 to facilitate the construction of the building.
- Crest Road, High Wycombe - £6.1m of social housing grant awarded between 1994 and 2005 to facilitate the construction of the scheme.

All of these assets remain in social housing use and the Company has no plans to change the status of the sites.

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

25. Membership

As at 31 March 2022, there were 38 members of the Company (2021: 38).

26. Post Balance Sheet Events

On 1 April 2022, Signpost CIO (charity number 1167027) became a subsidiary of One YMCA. Signpost deliver counselling support for children and young people across Hertfordshire which complement our therapeutic support services for adults. By coming together, both charities can now offer this crucially needed service for people of all ages across Hertfordshire, Bedfordshire, and Buckinghamshire.

On 1 August 2022, Haven First (company number 03366848) became a subsidiary of One YMCA, with a full merger anticipated on 1st April 2023. Haven First is registered with the Regulator of Social Housing and provides 93 accommodation units across North Hertfordshire and Stevenage, which will complement our housing provision and allow both charities to deliver “more than the sum of their parts” for service users.

ONE YMCA

England & Wales - Charity number 1102301

Accounts

Registered company:	4430743
Registered charity:	1102301
Registered housing provider:	H4418

**ONE YMCA
(LIMITED BY GUARANTEE)**

REPORTS AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

REPORTS AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

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CORPORATE INFORMATION

TRUSTEE BOARD AND BOARD OFFICERS

Chair	Andrew Newell
Vice Chair:	Nicholas Maurant
Treasurer:	Nicholas Maurant
Trustees:	John Ball Max Beddard Simon Box Jane Cotton Clare Hearnshaw (to 9 November 2020) Ben Johnson (to 31 December 2020) John Knight Nicola Lucas Nicholas Maurant Andrew Newell Sal Thirlway Javier Uriarte Nicola Grinstead Alan Victor John Robinson (from 20 July 2020)
Company Secretary:	Jonathan Kalemera

CORPORATE INFORMATION

Registered company:	4430743
Registered charity:	1102301
Registered housing provider:	H4418
Registered office:	Charter House, Charter Place, Watford, Hertfordshire, WD17 2RT

EXECUTIVE MANAGEMENT TEAM

Chief Executive	Guy Foxell
Director of Family Services	Serreta Pritchard
Director of Operations	Mark Turner
Director of Business Development	Michael Howe
Director of Corporate Services	Jonathan Kalemera

AUDITORS, BANKERS, INVESTMENT MANAGER AND SOLICITORS

Auditor (External)	Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG
Auditor (Internal)	BDO (UK) LLP, 55 Baker Street, London, W1U 7EU
Bankers:	HSBC Plc, 44-52 Lattimore Road, St Albans, Hertfordshire, AL1 3XL
Investment manager:	CCLA Investment Management Ltd, Senator House, 85 Queen Victoria Street, London, EC4V 4ET
Solicitors:	Bates Wells Braithwaite LLP, 10 Queen Street Place, London, EC4R 1BE

REPORT OF THE TRUSTEE BOARD

The Trustee Board presents its annual report together with the audited financial statements for the year ended 31 March 2021.

Organisation

The Group operates out of a number of centres across Hertfordshire, Bedfordshire and Buckinghamshire.

The Company is structured by department according to the main service delivery areas which include:

- Accommodation,
- Family work (nursery and children's centres),
- Health and wellbeing,
- Support and advice (youth work and community centre),
- Corporate services (including finance, human resources, safety & compliance and ICT).

The Executive Team consists of the Chief Executive and Executive Directors who report to the Trustee Board and the relevant sub committees covering the main functions.

The national structure of the YMCA Federation allows for further support and, in particular, national policy development.

Trustee Board

The Trustee Board is responsible for the overall governance of the Group. Those who have served during the year are set out on page 3. They hold a dual role of being trustees of a registered charity as well as being directors for the purposes of the Companies Act.

In accordance with the Articles of Association, Trustees serve for a three-year term. At every Annual General Meeting, a number of the members of the Trustee Board retire from office on a rotational basis. The members of the Trustee Board to retire are those who have been longest in office since their last election or appointment. A retiring member of the Trustee Board shall be eligible for re-election for a second and third full-term, but then having served a third term, must stand down as an elected member for a period of one year. Trustees only serving for a maximum of nine years is our stated policy but in extremis could be overruled by the Board of Trustees with explanation provided.

During the period since the last report, John Robinson was welcomed as a new trustee. Also, Clare Hearnshaw and Ben Johnson stood down as Trustees. A Trustee Board Chair review and feedback process was facilitated by the Chair of the Governance & People Committee.

Strategic management

The Trustee Board is responsible for setting an appropriate strategy for the Group. It also ensures that relevant performance measures are in place.

During the year, the Trustee Board:

- Held a special meeting to lead and guide the strategy for doubling our impact by 2025 under Mission 25 whilst dovetailing with an overarching business plan,
- Reviewed terms of reference for the Trustee Board, Early Childhood Partnership and all committees,
- Established the Property Development Committee to replace the Peartree Working Group due to the increase in the number of development projects,
- Reviewed the Code of Governance compliance arrangements,
- Reviewed its key policies along with its financial, investment and people strategies,
- Undertook succession planning work with regard to both the Trustee Board itself and in respect of key staff,

ONE YMCA

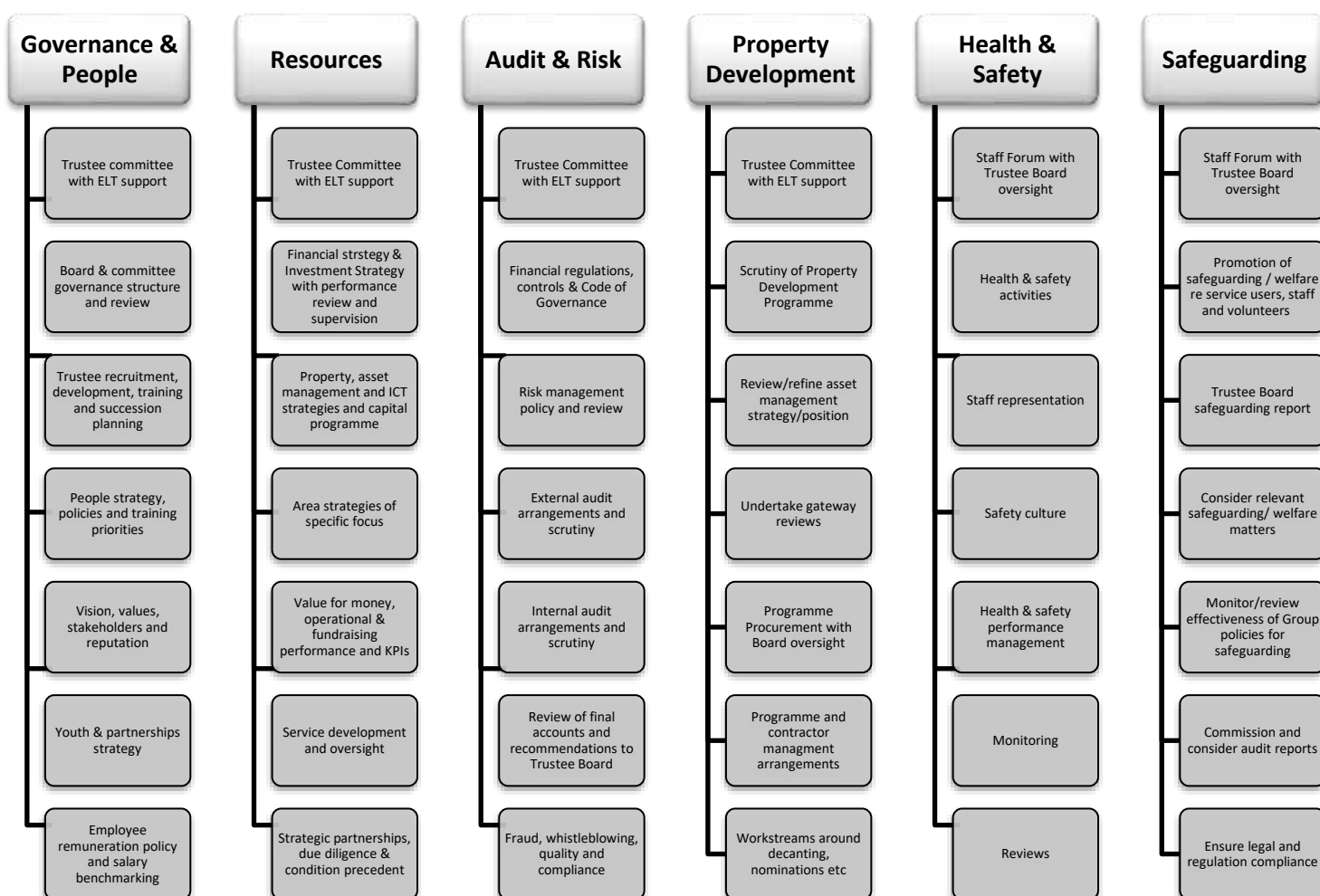
Report and financial statements for the year ended 31 March 2021

- Ensured that group policies and control frameworks such as financial regulations applied on a group basis, and
- Worked with the Executive to implement a plan for mitigating the impact of the Coronavirus pandemic.

The Trustee Board is represented on the Early Childhood Partnership Trustee Board.

The Trustee Board utilises a committee structure to undertake some of the detailed work of supervising the activities of the Group in between Trustee Board meetings. The structure is set out in the following matrix on page 6.

ONE YMCA - TRUSTEE BOARD



EARLY CHILDHOOD PARTNERSHIP - TRUSTEE BOARD

Each committee reports its progress to the Trustee Board on a regular basis and has established terms of reference.

ONE YMCA

Report and financial statements for the year ended 31 March 2021

As at 31 March 2021, the membership of each committee was as follows:

Governance & People	Resources	Audit & Risk	Property Development	Health & Safety	Safeguarding Forum
Jane Cotton (Chair)	Nick Maurant (Chair)	John Ball (Chair)	John Knight (Chair)	John Robinson	Sal Thirlway
Simon Box	Nicola Lucas	Max Beddard	Nick Maurant	Director of Operations (Chair)	Director of Family Support (Chair)
Nicola Grinstead	John Knight	Nick Maurant	John Ball	Executive team	Service representatives
	John Robinson	John Robinson	John Robinson	Service representatives	
			Jane Cotton		

In addition, Sal Thirlway (Chair) and Alan Victor served on the Early Childhood Partnership trustee board.

Recruitment of members of the Trustee Board

Members of the Trustee Board are recruited by diverse means with sources including:

- A specialist search agency was engaged to recruit Board Chair and Treasurer,
- Trustee recruitment exercises via national voluntary press and volunteering websites,
- Recommendation from partner organisations,
- Stakeholders,
- Contacts made by staff members and members of the Trustee Board.

The Governance and People Committee agreed a standard job description for trustees. All trustees are interviewed by a panel of Board members. Any preferred candidates initially attend a trustee meeting as observers and, if that meets the expectations of all, then co-option follows. New Trustees are inducted into the Group using an agreed framework and ongoing training is provided through a combination of: trustee updates, attendance at charity conferences / training events and bespoke training. A number of the Trustees also serve, or have served as Trustees of other charities and housing associations which broadens the available skills base and the exposure to training and best practice of the social housing and charity sectors. The Governance & People Committee regularly reviews the trustee skills matrix and identifying future needs.

Executive Leadership Team

The Executive Management Team are the senior staff that manage the Group's operations and comprise the Chief Executive who is supported by Director of Operations, Director of Family Support, Director of Business Development and the Director of Corporate Services. They act within the authority delegated by the Trustee Board.

Employees

The Group recognises the strength of its employees who are committed to the objectives that serve the best interests of its residents and service users. The Group shares information on its objectives, progress and activities through regular management and staff departmental meetings. In addition, an annual staff conference allows the celebration of success, the generation of ideas and positively engages with staff.

The Group is committed to equal opportunities in recruitment, retention and throughout the employee lifecycle.

Gender pay reporting

The Charity has adopted the Living Wage Foundation's Real Living Wage as the baseline for its employees who are engaged on a permanent contract of employment and are not apprentices or retained under TUPE provisions. Moreover, for many years, the Charity has utilised an established job evaluation scheme to ensure that all job roles are properly assessed against an equal pay criteria. The overall workforce gender split is 73% female and 27% male (2020: 74% / 26%).

The gender pay reporting principles demonstrate the following position as a snapshot on 5 April 2021 was:

- Mean gender pay gap – 19% (2020: 10%)
- Median gender pay gap – 2% (2020: Nil)
- Mean bonus gender pay gap – Insufficient data
- Median bonus gender pay gap – Insufficient data
- Proportion of males and females in each quartile pay band –
 - Top quartile – 29% male & 71% female (2020: 39% / 61%);
 - Upper middle quartile – 15% male & 85% female (2020: 14% / 86%);
 - Lower middle quartile – 26% male and 74% female (2020: 33% / 67%);
 - Lower quartile – 32% male and 68% female (no change from 2020)

As at the date of this report, the Charity's management arrangements remain unchanged at 80% male and 20% female at an Executive Leadership level. At the wider Senior Leadership Team level (including ELT), the split is 59% male and 41% female (2020: 64% / 36%), indicating a more balanced leadership team overall in terms of roles held.

Compliance with taxation

The Group is committed to conducting its business with the utmost integrity, transparency and fairness, and in compliance with all relevant rules, regulations and legislation. It values its reputation for ethical behaviour, financial probity and, as a charity, it unequivocally condemns tax evasion in whatever form. The Group will not tolerate tax evasion, or the facilitation thereof, whether committed by or facilitated by staff, suppliers or funders. Moreover, the Group requires all staff to demonstrate the highest standards of honesty at all times and appropriate disciplinary action will be taken wherever tax evasion, or the facilitation thereof, has been proven.

The Group will not engage with any individual or business that does not share our commitment to the prevention of tax evasion. In pursuance of its general obligations, the Group will undertake due diligence on its suppliers to mitigate the risk of facilitation of tax evasion offences and will look to terminate any agreements with suppliers that are not committed to preventing facilitation of tax evasion in compliance with the Criminal Finances Act 2017.

Information security

The Company is committed to information security and continues to promote good and appropriate collection and use of data and information. The Company has invested in staff training, new technology and uplifted its working practices. Both One YMCA and Early Childhood Partnership have the Cyber Essentials accreditation. It is planned to uplift this to Cyber Essentials Plus by the third quarter of the next financial year. Information security is incorporated into the Company's internal audit rolling programme.

Indemnity insurance

The Group's insurance policies indemnify the Trustee Board and Officers against liability when acting for the Group providing their actions are not reckless or fraudulent.

Health and Safety

The Trustees are aware of their responsibilities on all matters relating to health and safety. The Group has prepared detailed health and safety policies and provides staff training and education on health and safety matters. Due impact of the pandemic, the health and safety forum met on two occasions comprising of representatives of all service areas and meetings were chaired by the Director of Operations. We will revert back to quarterly meetings in the next financial year.

The Charity continues to invest in both its people, systems and buildings. In particular:

- a) During the year, on an interim basis, the previous roles of Head of Assets and Head of Safety & Compliance were combined under the Head of Asset Development & Compliance. The change has

provided the necessary authority to the new role to ensure that health and safety requirements are addressed more promptly. In the coming year the organisation-wide compliance arrangements will be under the newly created role of Head of Legal Services and Compliance and roles and responsibilities clearly documented,

- b) The Ultimate Manager IT system for compliance reporting was implemented,
- c) Ongoing fire safety reviews took place to ensure that the Company is best prepared to deal with its buildings,
- d) The recommendations of a BDO Safeguarding Review were substantially addressed during the year,
- e) We plan to appoint an outsourced competent person under the direction of the Head of Legal Services and Compliance in the following financial year.

Creditors' payments

The Group's aim is to pay purchase invoices within 30 days of receipt, or earlier if agreed with the supplier.

Investment powers

In accordance with the Articles of Association, the Trustee Board may exercise the power to delegate to any person, company or other organisation any of the Group's powers of investment, administration or management of all or any part of the money and investments of the Group. Accordingly, the funds held as investments by the Group were managed on behalf of the Trustees by CCLA Investment Management Ltd. The Group has continued to adopt a conservative investment policy that seeks to balance capital preservation and achieving an appropriate return. The cyclical Investment Strategy review process was completed during the year with particular attention being paid to the ethical basis of investment management.

Public Benefit

The Trustee Board held service users at the heart of its approach to formulating the strategic objectives and associated strategies. In doing so, the Trustee Board referred to the guidance contained in the Charity Commission's general guidance on public benefit when planning for the future. Through the work that the Group undertakes in its service areas, it delivers public benefit and serves a wide range of people, many of whom are vulnerable.

Complaints

Our clear and simple complaints policy is issued to all residents and available to all other service users. All complaints received are monitored by the Chief Executive to help ensure an appropriate and timely resolution and also to help identify any recurring issues that may require a different approach.

Donations

During the year, the Group made donations of £136,100 (2020: £45,000) to:

- a) New Hope - £26,000 to support a shared chaplaincy provision,
- b) Haven First - £79,100 for a complex needs / dual diagnosis worker for the following 12 months to fill a known gap in provision in their local area,
- c) Dignify (Youth Pornography Awareness Charity)- £10,000 for delivery of assemblies and counselling support to schools in SW Herts, plus YMCA youth clubs,
- d) Signpost - £10,000 to fund youth counselling,
- e) 21st Century Education Trust - £1,000,
- f) Project 229 - £10,000 to support Domestic Abuse work alongside our own work via ECP.

The Company made a donation to ECP for £150,000 (2020: nil) to be spread in equal amounts across the next three years, restricted to the service delivery and administration costs for existing and new activities delivered by ECP staff which help the wider Group "Double its Impact".

The trustees were satisfied that these donations further the organisation's charitable purposes.

Going Concern

In light of the uncertainties arising from the impact of the coronavirus pandemic the Trustees reviewed the group's financial position and financial forecasts for 2020/21 to test how those uncertainties might affect the entity's ability to continue as a going concern. The Executive produced a number of scenarios including the positive, realistic and severe scenarios modelling income and expenditure as well as cashflows over the foreseeable future. Since then, the Resources Committee has scrutinised financial information including cashflow forecasts to ensure the resilience of the Charity.

Specifically, Trustees reviewed the Group's levels of investment, reserves, cash, the pipeline of new income sources and the systems of financial control and risk management. As a result of this review, the Trustees believe that the group is well placed to manage external, operational and financial risks successfully.

Accordingly, the Trustees have a reasonable expectation that the Charity and the Group have adequate resources to continue in operational existence for the foreseeable future. As a consequence, they continue to support the going concern basis in preparing financial statements

Reserves Policy

Reserves that are unrestricted funds held by the Group should be sufficient to meet all payment obligations and to contribute to the Group fulfilling its aims and purposes. The target level of free reserves is determined annually, by the Trustees upon recommendation from the Resources Committee and must reflect the overall objectives of the Group's Financial Strategy and other plans.

The Trustees consider that the unrestricted funds should be classified into two categories:

- Unrestricted funds for earmarked projects, objectives and risks, and;
- Unrestricted funds that are free reserves held to cover working balances and payment obligations.

The reserves as at 31 March 2021 were as follows:

<u>Reserves</u>	<u>£</u>
Housing property revaluation reserve	5,381,819
Revenue reserve	10,690,900
Restricted reserve	-
Total unrestricted funds (revenue reserve)	<u>£16,072,719</u>

When taking these reserves into account, the revaluation reserve relates to accounting adjustments which are not cash based. The revenue reserve amounted to £10,690,900 of which free reserves total £6,458,352.

In determining the level of unrestricted funds held as free reserves to cover working balances and payment obligations, the Trustees have considered the following matters:

- Six months of salary and running costs are approximately £6 million, and
- Business interruption insurance cover is in place with a two-year indemnity period.

Accordingly, the Trustees consider it prudent to retain working balances of £2.5 million in cash and/or readily realisable unit trust investments that are not designated or earmarked in order to meet unforeseen risks or obligations. The Trustees are content with the current level of reserves.

Risk Management

The Audit & Risk Committee has delegated authority from the Trustee Board to ensure that an active risk management process is in place and forms part of the ongoing organisational activity. During the year, the Trustees reviewed its risk appetite along with its strategic risk register. The register identifies the types of risks the Group faces and prioritises them in terms of potential impact and likelihood of occurrence. The strategic risk register is a standing item at each Audit & Risk Committee and the Trustee Board reviews the strategic risks

on a regular basis. The Trustees are satisfied that the Group's internal financial controls comply in all material respects with the guidelines issued by the Charity Commission and Regulator for Social Housing and has established a separate internal audit function (carried out by an independent internal audit firm) to review risks on a rotational basis. The principal risk affecting the Group continues to be the uncertain external economic environment (compounded by the impact of the Coronavirus pandemic for some services) that could adversely affect income and the cost of the capital/development programme. The Trustees confirm that they have identified and understand the risks to which the Group is subject and that they are being actively managed.

During the year, the Trustees have undertaken a financial strategy review, considered various operating and sensitivity testing scenarios as detailed in the strategic report. These are reviewed on a periodic basis as part of Audit & Risk and Resources Committee work programmes.

Trustees have asked the Executive Leadership Team to develop and implement a stress testing framework in the next financial year in line with the Charity's growth programme under Mission 25.

Internal Controls Assurance

The Trustees acknowledge their overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and not absolute, assurance against material misstatement or loss. One of the primary internal audit exercises during the year was to undertake an analytical review of the Health and Wellbeing system data integrity and the project to replace the system. BDO provided a moderate assurance over both the design and operational effectiveness of the controls in relation to the management of the system change project.

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing and has been in place throughout the year commencing 1 April 2020 up to the date of approval of the report and financial statements.

Key elements of the control framework include:

- Board-approved terms of reference and delegated authorities for Resources, Governance & People, Audit & Risk Committees, Property Development Committee, Health & Safety Forum and Safeguarding Forum,
- Clearly defined management responsibilities for the identification, evaluation and control of significant risks,
- Formal recruitment policies for all staff,
- Established authorisation and appraisal procedures for significant new initiatives and commitments,
- Regular review of cash flow and treasury management by the Resources Committee,
- Reviewing the Register of assets and liabilities, and
- Regular reporting to the appropriate committee on key business objectives, targets and outcomes.

A fraud register is maintained and is reviewed by the Audit & Risk Committee on a regular basis. During the year, there were no findings of fraudulent activity.

The Board cannot delegate ultimate responsibility for the systems of internal control, but has delegated authority to the Audit & Risk Committee to regularly review the effectiveness of the system of internal control for the Group and the annual report of the internal auditor and has reported its findings to the Board.

The Audit & Risk Committee monitored the internal audit plan for the Group throughout the year.

Code of Governance

The Trustee Board is pleased to report that the Group complies with National Housing Federation's Code of Governance (2015). During the course of the year, the Audit & Risk Committee reviewed the compliance framework as well as approving the annual review of Financial Regulations and governance arrangements. As

ONE YMCA**Report and financial statements for the year ended 31 March 2021**

an evolving organisation, the Group will continue to review and develop its governance in order to best serve its beneficiaries.

Annual review of governance and viability standards

The Trustees have reviewed the governance and viability standards and confirm that the Group has complied with them.

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEE BOARD FOR THE REPORT AND FINANCIAL STATEMENTS

General Financial Responsibilities

The Trustee Board is responsible for preparing the Report of the Trustee Board, the Operating and Financial Review and Strategic Report and financial statements in accordance with applicable law and regulations.

Company law requires the Trustee Board to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable laws). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and the surplus or deficit of the Company and the Group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice (SORP) Accounting by Registered Housing Providers 2014 update, have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's and Group's transactions and disclose with reasonable accuracy at any time the financial position of the Company and Group and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Company and Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

- so far as each Trustee is aware, there is no relevant audit information of which the Company's auditors is unaware; and
- the Trustees have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditors is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Annual General Meeting

The annual general meeting will be held on 11 October 2021.

The Report of the Trustee Board was approved by the Trustees on 19 July 2021 and signed on their behalf by:



Andrew Newell
Chair & Trustee

OPERATING & FINANCIAL REVIEW AND STRATEGIC REPORT

Introduction

The report and financial accounts for the year ended 31 March 2021 sets out the activities and achievements of the Charity.

Principal Activity

The Group's principal activity is that of the provision of supported accommodation for single men and women who are in conditions of need. In addition, the Group continues to deliver services to people of all ages offering the opportunity to take part in: children's services, health and wellbeing and youth work.

The Group's mission is to enable people to develop their full potential in body, mind and spirit. The mission is inspired by, and faithful to, Christian values to create a supportive and energising community that is open to all, where young people can truly belong, contribute and thrive.

BUSINESS AND FINANCIAL REVIEW

The 2020/21 year was impacted dramatically by the COVID19 situation, however despite this the Operations Directorate worked hard to identify, secure and capitalise on opportunities wherever presented and appropriate. Specific examples of innovative and strategic working from across Housing and Enterprise included:

- Active in-sector diversification to design and deliver 66 units of highly specialist rough-sleeper supported accommodation, securing £1.19m in revenue funding pa.
- Directly responding to local / central government call to action regarding COVID19 and being pivotal in ending rough sleeping in Watford.
- Creation of the seamless Dynamic Pathway to Independence, offering 5+1 distinct stages of aligned support and accommodation for those escaping homelessness.
- Mobilising Housing First scheme for 10 highly vulnerable / complex individuals in Watford with £316K funding secured over four years.
- Successfully securing £1.9m in capital funding to create 34 units of self-contained (step-down and move-on) accommodation for ex-rough sleepers.
- Award of planning permission for the Peartree Hostel redevelopment project in Welwyn Garden City, enabling the project to continue to move forwards to realisation.
- Identified and secured 53-unit site, with potential expansion to 100 units, to facilitate decant of the Peartree Hostel, enabling redevelopment.
- Secured 40-unit site to provide specialist high-complex (commissioned) supported housing service, attracting £4.6m in revenue funding over five years.
- Retention of the Hertfordshire HRS contract, at circa £1.02m annually, for a further 2 years until 31 March 2023.
- Provision of a C19 rapid testing service within the temporarily closed St Albans Gym space to support the local community.
- Maintained early-years provision for 215 children and families throughout the period, retaining revenue and enabling key-workers to support their communities.
- Negotiation and securing of circa £1.4m in COVID risk mitigation funding via various district and county level revenue streams to protect housing operations.
- Targeting and securing new market entry through the award of framework positions in Luton and Bedford for up to 24 units of 16-18-year-old transitional accommodation.

The Trustee Board supports these measures and the way that they can maximise the resources available for delivering the Group's objectives and serving beneficiaries.

Financial review

The Group returned an operating surplus on the Group's activities of £969,792 (2020: £339,968).

A surplus of £1,521,986 (2020: £296,689) was recorded for the Group after taking into account unrealised investment gain of £542,898 (2020: loss of £67,333) during the year. Total comprehensive income for the year was £1,521,986 (2020: £305,689).

The variance between the two years on a consolidated basis relates to:

- Increased social housing occupancy in 2020/21 compared to 2019/20.
- Recognising the unrealised gain in investment assets at the end of 2020/21.
- A reduction in income due to the closure of both gyms and community hubs throughout the financial year as a result of Covid19.
- A significant reduction in nursery income as a result of keeping the nurseries open for the benefit of key workers only.
- An increased investment in youth activities with a continued downturn in external funding.

The Group has continued to invest in front line service delivery to serve some of the most vulnerable people in the local community.

Within the 2020/21 year and despite the COVID19 situation the Trustee Board maintained Executive focus on delivering optimum performance and ongoing geographical and operational expansion of services. Through innovation and agility, the Operations Directorate achieved a number of key successes across Housing and Enterprise, with a few notable detractors in Enterprise, including:

- Increased revenue and surplus positions resulting from securing of circa £1.4m in COVID support / risk mitigation funding.
- Ongoing improvements in housing division occupancy at an annual average of 96.2% up 1% on previous year.
- Additional improvements in rental realisation with an annual average of 99.1% collection, up 2.6% on previous year.
- Strategic decision to close the Watford community gym to facilitate an expansion of the housing asset base, securing £1.9m in capital funding for development.
- Considerable impact across all areas of Health & Wellbeing, Early Years and Community HUBs due to mandatory COVID related closures through the period. In-Sector diversification to secure new market entry and existing market expansion through the provision of specialist rough-sleeper and move-on accommodation.
- Launch of the Dynamic Pathway to Independence, now recognised as the preferred model of homelessness prevention across Hertfordshire.
- Maintaining all housing division services throughout the COVID period enabling the provision of 185,030 nights of safe and secure sleep for vulnerable individuals.

On an ongoing basis, the Trustee Board is committed to achieving a surplus operating budget. With regard to the 2021/22 financial year, a surplus budget has been set.

The Group closely monitors its banking covenants and credit rating. Throughout the year, it was compliant with all covenant obligations.

Housing metrics

The Group has reviewed its metrics in accordance with the Value for Money Code of Practice. The core housing information is set out in the following table.

Metric	Definition	2021	2020
Business Health			
Operating Margin - Social Housing	Operating surplus or (deficit) from social housing lettings / turnover from social housing lettings	19%	6%
Operating Margin - Overall	Operating surplus or deficit overall / turnover overall	6%	2%
EBITDA MRI interest cover	Earnings before interest, tax, depreciation, amortisation, major repairs included Interest cover %	1798%	918%
Development			
New supply as a % of current units		0%	0%
Gearing*	Short term loans + long term loans - cash and cash equivalents + finance lease obligations / Tangible fixed assets: Housing properties at cost (current period)	-40%	-10%
Outcomes			
Reinvestment %	Development of new properties (housing) + newly built properties acquired + works to existing housing properties + capitalised interest on housing properties + schemes completed / Tangible fixed assets housing at cost	2%	2%
Effective Asset Management			
ROCE	Operating surplus or (deficit) overall / total assets less current liabilities	5%	2%
Cost per unit			
Headline social housing cost		£10,886	£8,977

*The gearing ratio is shown as a negative as the amount of cash exceeds the loan balance.

As a result of a successful property development programme which has attracted and continues to attract public sector funding, significant additional borrowing will be undertaken in the next financial year which will affect the interest cover and gearing ratios.

Value for money

One of the Group's objectives is to provide social housing accommodation and support services to meet the needs of its residents. The aim is to achieve a balance between reasonable cost and good quality. Value for money means:

- Ensuring effective business planning by setting out at the beginning of each financial year what will be achieved with money prior to it being spent.
- Increasing longer term social benefits through the expansion of our internal homelessness prevention pathway, such as with the addition of move-on accommodation units.
- Effectively managing performance to ensure that plans are delivered.

The Group measures its value for money in terms of cash and outputs / outcomes in various ways such as:

- Commissioning of external consultation led Cost Consequences and Added Social Value impact reports,
- External accreditation,
- Financial returns,
- Key performance indicators and benchmarking,
- Service quality,
- Social value benefits to individuals and communities,
- Savings to the public purse,
- Benefits to the organisation and its people,
- Feedback from residents and other service users.

The Group's value for money strategy is to:

- Generate surpluses to maintain a viable organisation, fund the capital programme and to continue to provide and develop services for service users, both present and future;
- Ensure that high levels of service user satisfaction are achieved;
- Comply with its banking covenants;
- Live up to the Group's Values in the delivery of services and value.

As a registered provider of social housing, the value for money objectives over the next three years are to:

- Expand the reach and active mobilisation of the Dynamic Pathway to Independence (DPI) across all geographical areas of operation to maximise the positive social impact of seeking an end to rough-sleeping and homelessness.
- Deliver the maximum viable amount of non-housing elements of the DPI (eg social enterprise vocational opportunities) across the geographical area of operation, to support residents into a position of long term and independent sustainability.
- Seek out and deliver best value through the ongoing efforts to target 'the right support, in the right way, at the right time, in the right place' through the mobilisation and embedding of the Digital Support Journey.
- Work in partnership with a variety of external stakeholders to identify opportunities and meet identified (and unfulfilled needs), delivering meaningful change through innovation and collaboration.
- Continuously improve the value and effectiveness of our social housing services through ongoing monitoring and performance management initiatives, seeking to access and embed resident feedback and the lived-experience voice throughout.
- Deliver best value and optimal performance through an ongoing focus on financial management and the seeking of opportunities to innovate and embed new approaches and technologies.
- Maintain our position of trusted partner with all of the district and county authorities with which we work to support an ongoing agenda of sector alignment and cohesive pathway progression for those escaping homelessness.

Over the last year, the Group has continued in its drive to deliver value for money. Activities that develop the effectiveness of the Group have embraced both governance and operational improvement, including:

Initiative	Status, saving or gain	Comments	
Social housing			
Deliver the budget for social housing	£1,587k operating surplus (All Housing)	A 17.5% (2020: 5.5%) housing return was achieved. This increase was largely as a result of: a) Improved occupancy and reduced levels of bad debt losses, b) Improved commercial housing income levels and associated surplus.	
	£970k operating surplus (Group)	A 6.2% return (2020: 2.4%) after taking into account: a) Expenditure incurred in relation to the Peartree and other development projects.	
	£1,522k Total surplus (Group)	A 9.7% (2020: 2.1%) return after taking into account investment movements.	
Deliver good occupancy performance to maximise income and service delivery to beneficiaries	Substantial improvement	Watford 2018/19 – 91.0% 2019/20 – 94.4% 2020/21 – 96.8%	Welwyn Garden City 2018/19 – 94% 2019/20 – 96.2% 2020/21 – 96.5%
		High Wycombe	Bishop’s Stortford

Initiative	Status, saving or gain	Comments	
		2018/19 – 91.1% 2019/20 – 94.6% 2020/21 - 94.3%	2018/19 – 93.9% 2019/20 – 97.9% 2020/21 - 100%
		Overall occupancy for ALL housing services (inc specialist MCISS, Winter Shelter and Shared Housing services) delivered 96.2% occupancy, although noting a number of specialist services were mobilised during the year and operated for a reduced period of 4-9 months.	
Manage the impact of welfare reform on bad debt (% of housing income not received)	Substantial improvement	Watford 2018/19 – 5.1% 2019/20 - 2.8% 2020/21 - 1.4% High Wycombe 2018/19 – 2.8% 2019/20 - 1.5% 2020/21 - 0.7%	Welwyn Garden City 2018/19 – 3.2% 2019/20 - 7.9% 2020/21 – 0.6% Bishop's Stortford 2018/19 – 6.2% 2019/20 - (0.5%) 2020/21 - 1.6%
		All schemes improved rent collection totals vs last year. Good rent collection is essential to overcome Universal Credit challenges.	
Complete the harmonisation of housing operating procedures across all Hostels	Complete to base (initial) standard level and moving to further advanced standardisation	Overall harmonisation of housing operations (as demonstrated by improved overall performance) is complete. The housing division is now working to standardise service offerings, quality and scalability (to support growth and contract retention) through the embedding of the Dynamic Pathway to Independence.	
Undertake supplier reviews in order to reduce the number of suppliers and/or cost	Ongoing and cost savings are being achieved	Ongoing, but with the advantage of now having the in-house Property Services function created and launched. This will, once fully mobilised and resourced, greatly aid in the harmonisation of a centralised contractor and component sourcing platform which are currently the greatest secondary cost area.	
Use of the Pyramid housing repairs system to track work flow and target job completion	Restructure complete but with ongoing embedding underway	The in-house Property Services function (including a major re-structure) has been created. Ongoing recruitment and resourcing continues to bring the function to full strength, however this includes an emerging procurement piece to identify a 'fit for purpose' repairs maintenance (and potentially compliance) reporting, monitoring and work-flow ICT system.	
Secure new work to increase the units under management and spread overhead costs	Complete with further activities to maintain ongoing growth	Core success in Watford saw us achieve (with partners) an end to rough sleeping through the creation and mobilisation of all stages of the Dynamic Pathway to Independence. The model is now recognised as the preferred model of a single / seamless pathway across Hertfordshire. It is enabling new market entry and further existing market expansion across all geographic areas of operation.	
Financial modelling and stress testing	Ongoing	Extensive financial modelling and stress testing has been undertaken to facilitate our Development Programme through the options appraisal, financing and subsequent delivery. The Group's financial plans and reports were formally assessed by the Resources Committee and the Board in light of the Mission 25 ambition to double our impact. These models continue to be reviewed due to the uncertainties of the impact of the coronavirus pandemic with full scenario planning and stress testing taking place on a regular basis. We are at early stage of conducting an organisation-wide stress testing exercise.	

Initiative	Status, saving or gain	Comments
Non-social housing		
Generate a surplus on Abbots Langley nursery operations and contribute an overhead	£31k deficit £87k overhead	The nursery is rated as Ofsted 'Outstanding' which is an excellent indicator of high standards and good quality service provision. A deficit of (£31k) (2020: surplus £90k) due to the nursery only being available to key workers while running continued to be incurred.
Effective delivery of the Hertfordshire Family Support Service	On track	The contracts are operating well, delivering excellent services to beneficiaries and performing to budget. Service user satisfaction is high, KPI figures have been rising despite lockdown and In Bedford Borough incentivisation payments owing to outstanding performance have been achieved.
Deliver value for money at the Orbital Community Centre	£(39)k deficit	A deficit of £(39)k (2020: £(3)k deficit) A loss of income relating to bookings due to the closure of the community centre for the majority of the financial year.
Performance improvement of Watford Gym	£(104)k deficit	The pressing need for additional homelessness prevention services has led to the difficult decision to close the Watford Gym in favour of an additional 34 units and associated specialist support facilities.
Performance improvement of St Albans Gym	£(247)k deficit	The £(247)k deficit (2020: £1k surplus) was due to the closure of the for the majority of the year as a result of Covid19.
Performance improvement of Abbots Langley Hub	£(53)k deficit	The £(53)k deficit (2020: £(98)k deficit) apparent improvement is due to no overheads being charged for the financial year as a result of Covid19 closures.
Multi Use Games Area	£(12)k deficit	A deficit of £(12)k (2020: £(22)k deficit). The initial hire fees from the MUGA facility have not achieved the budget aspiration set at the investment appraisal stage. A slight improvement was seen during the year but this was offset with Covid19 closures.
Achieve £105k of fundraised income for youth work	£101k achieved	£101k (2020: £50k) funding was awarded from Big Lottery and YMCA England and Wales during the year.
Early Childhood Partnership		
Children's Centre services		
Deliver the budget for the Bedford Borough area	£327k surplus	The budget maximised the deployment of financial resources for beneficiaries.
Deliver the Children's Centre contract to the required performance levels	Successfully delivering the contract	The children's centre contract is underpinned by a series of key performance indicators (KPI) sitting within four performance areas. These KPIs are regularly monitored by the Trustee Board, Council and managers. The team members are clear about which KPIs their activities contribute to, and they understand the links between the KPIs and achieving good outcomes for our children and families. In 2020/21 the Charity achieved two out of three incentivisation KPI targets. These targets covered the number of children seen at the children's centres, target groups engaging in children's centres services, parents reporting increased confidence in age appropriate child development and parents making positive progress in the education and learning area of the family star for targeted intervention. This allowed us to increase staff time to enable us to support more vulnerable families.
	Achieving performance	Activities are delivered in each centre as part of the termly timetable along with family support activities and home visiting. These activities interface with the KPIs and a simple performance management system of "plan, deliver, review and develop" means that good progress is being made to

Initiative	Status, saving or gain	Comments
		meet targets. The Data Officer, in partnership with the local authority, is now using the Children's Centre database to produce increasingly robust evidence of performance.
	Meeting the needs of beneficiaries	The design and delivery of the timetable of activities is informed by local available data. There is an appropriate split between universal, targeted and perinatal activities. For example, ECP deliver Parents as First Teachers (PAFT) as the parenting programme of choice and this is delivered as a targeted service, with the addition of PAFT Connections as a universal group activity. The perinatal team offers Baby Brasseries across five centres, a daily breast-feeding support session, weekly ante natal classes for first time parents (BBB) and one to one support ante-natally and post-natally. In 2020 they worked hard to ensure a high-quality universal service offer was available remotely. This included live and pre-recorded sessions on social media as well as videos to replace information sessions such as Introduction to Solid Food and Preparing for Baby. Our Targeted work also was delivered via video or telephone, ensuring that families continued to receive the support they needed despite the pandemic restrictions.
	Expanding the reach of services	The Charity continues to focus on its success in engaging with priority or excluded groups and are increasingly able to use data to focus resources where they are most needed. The team works with the local authority to deliver play activities on local traveller sites which are very popular. The Charity is supporting a new unborn baby pathway with Council's Head of Social Care. Children's Centres are one of the lead providers for ante-natal work to support the Social Worker's unborn baby single assessment.
	Obtaining positive beneficiary feedback	The Charity's fourth parent survey was carried out at the end of 2020 specifically asking about support offered during the pandemic. We received very positive feedback and a good response rate. Parent feedback was collected via our social media sites. Our effective online parents' forum continues to generate a great deal of discussion. When emerging needs arise, this online forum is a good space to start early discussions with the community to respond to these emerging needs.
Achieve the contract key performance indicator requirements to the satisfaction of the commissioner	Successfully delivering the contract	Monitoring meetings with the local authority take place three times a year. These meetings form part of the annual review. Following our end of year Contract Monitoring visit, our commissioners wrote to us saying "I have been so impressed with the resilience that you have all shown through this challenging period. The creative skills that you have used to enable families to access services via technology have been superb and I have enjoyed watching some of you tell stories and lead singing sessions." The local authority highlighted priority action areas, including the production of a performance report that could be shared with local councillors.
	Continuously planning for future improvements	There is clarity around the priority areas for development in the coming year. The Charity will be looking to compare its performance, particularly in relation to registration and seen figures, with a particular emphasis on targeted groups. The areas for development reflect feedback from the local authority arising from the monitoring meetings and form the basis of the annual service development plan. This plan is considered by the management team and updated monthly.
Service Delivery Plan (SDP) established to improve delivery to beneficiaries	Adopting a reflective practice to develop services	ECP has a service delivery plan which allows us to reflect on how well the Charity is meeting the required outcomes for families. It is used to evaluate strengths and identify areas for improvement. Team members are also encouraged to work reflectively. Each team member completes at least one case study per month where they consider "what worked well" with a particular family, and "even better if", what they might

Initiative	Status, saving or gain	Comments
		have done differently. This reflective practice continues into their monthly supervision, where they are supported to consider how past experience can inform future practice.
	Embracing effective planning	The strong service delivery plan (SDP) focuses on annual targets and breaks them down into a series of priority actions. The SDP is completed with input from a range of stakeholders. It is actioned by the management team and updated monthly and is considered by the Trustees Board and at the monitoring meetings with Bedford Borough Council.
	Monitoring performance and progress	The SDP operates on a RAG system (red, amber, green) with good progress being made. All priority actions are now set against the appropriate KPI(s) and each action is the responsibility of a named person and time limited.
Efficiencies		
Releasing operational savings to increase the workforce delivering front line services	Effectively managing partners' SLAs	Regular contract monitoring meetings take place between the Charity's Partners and the Business Manager. Each partner reports back on the progress it is making towards meeting the service requirements of their service level agreement. This regular performance review is a key part of the Charity's objective of maximising the benefit of services to parents, prospective parents and young children. Each contract monitoring meeting is also used as an opportunity to develop further joint working outside the contract frameworks.
Governance and support services		
Develop ICT accreditation for information security	External accreditation	The Cyber Essentials accreditation remains in place for information security purposes.
Undertake a finance and electronic payments internal audit	Complete	A finance and electronic payments internal audit was undertaken by BDO and a substantial assurance rating was achieved.
Scrutinise electronic payments via internal audit	Complete	A full review of expenditure payments was undertaken by BDO using data analysis methods to ensure probity and good order. This encompassed every individual payment made. A positive assurance rating was obtained in 2020.
Undertake benchmarking on financial matters	Comparing performance	The Charity participated in the Charity Finance Group's Finance Count benchmarking initiative.
	Developing for the future	The electronic ordering, commitments and invoicing system was successfully implemented. It now automates a number of manual processes and deliver efficiencies.
Undertake benchmarking on people matters	Comparing performance	The Charity participated in the Charity Finance Group's People Count benchmarking initiative. Opportunities for organisational development are sought for continuous improvement
	Developing for the future	We have recently re-structured our staff team to ensure that they are in a better position to deliver excellent services, this included re-aligning line management responsibilities and streamlining our admin team to work more fluidly across the whole Borough.

The Group's on-going commitment to value for money and continuous improvement will remain a high priority given the challenges to income streams that every social housing provider faces and the need to keep service users at the heart of decision making. Specific on-going activities will include:

- Performance managing outcomes and costs,
- Responding to service user needs,
- Promoting a high social housing occupancy with good rent collection levels,
- Responding to commissioner funding decisions,
- Investing in the culture and values to maximise the Group's potential, value for money and continuous improvement.

In conjunction with the Group's strategic objectives, the 2020/21 value for money approach will provide the foundation for continuous improvement and efficiency developments.

External Influences

As a diverse charity delivering community services, the Group is influenced by Government policies towards social housing, welfare and voluntary sectors. It is regulated by the Regulator of Social Housing which takes precedence for all areas of its operation over the Charity Commission which monitors its charitable activity. The Trustee Board has agreed its strategic objectives with a view to maintaining the financial health, on-going relevance and viability of each area of its activities as well as ensuring the Group's community impact.

Objectives and Strategy

The charitable objects of the Group arise from its acceptance of the Basis of Union of the YMCA of England, Ireland and Wales, adopted by the British YMCA Assembly held in Birmingham in 1973, which are:

- To unite those who, regarding Jesus Christ as their God and Saviour according to the Holy Scriptures, desire to be His disciples in the faith and in their life, and to associate their efforts for the extension of His Kingdom.
- To lead young people to the Lord Jesus Christ and to fullness of life in Him.
- 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.
- To provide residential accommodation for persons of all ages who are in need, hardship or distress by reason of their social, physical or economic circumstances.

Various strategies are employed to achieve the charity's objectives within service areas of:

- Accommodation,
- Family work,
- Health and wellbeing,
- Support and advice,
- Training and education.

Achievements and performance

In relation to the strategic objectives and despite the COVID19 situation the group has made a substantial positive impact upon many lives during the year. We have supported 65,709 local people to belong, contribute and thrive in their communities, specifically including:

Accommodation

- Supporting 992 vulnerable individuals to escape rough-sleeping and avoid homelessness across Hertfordshire and Buckinghamshire.
- Launching 66 specialist supported accommodation units for rough-sleepers with high-complex and challenging behaviour needs.
- Helping 463 of our residents to move-on positively towards independence and more appropriate longer-term homes.
- Providing 468 units of supported accommodation across Hertfordshire and Buckinghamshire as part of various local homelessness prevention pathways.
- Stepped in to provide COVID compliant winter night shelter and NRPDF services to 22 individuals nightly through the winter period.
- Providing a total of 185,030 nights of sleep in a safe, secure and supported environment.
- Met the needs of the most complex rough-sleepers with the mobilisation of 10 units of Housing First accommodation in conjunction with our partner RP landlord.

- Commence the development of 34 units of self-contained move-on accommodation to provide greater long-term opportunities of independence for our residents.

Health and wellbeing

- Helped 3,292 local members of our community to improve and develop their personal health and wellbeing.
- Delivered 1,056 different, varied, enjoyable and COVID-safe health and wellbeing classes in our centres.
- Engaged with and supported 1,893 children and young people to get fit and stay healthy.
- Provided specialist activities to help 612 physically and mentally disabled individuals to participate in health and wellbeing activities every week.

Family work

Nursery

- Maintained our services for 215 children of key-worker families throughout the COVID19 period so their parents could continue to support their communities.

Hertfordshire Family Centres – East Quadrant

- We have now registered 9,117 children under the age of five years since October 2018, which is an incredible number which has only been possible through sheer determination by the whole team. This equates to 41% of the total number of under-five's in the East Quadrant.
- With the Family Support Workers being based in clinics and local hospitals alongside their Hertfordshire Community Trust colleagues, we have seen significant advances in working relationships which have been benefiting the families they both work with. Our Family Matters Meetings take place regularly with conversations to ensure that both teams know who is supporting each family, what that involves and any arising issues.
- Our contract monitoring meetings with our Commissioners have been very positive with much encouraging feedback. The three-day meetings include observations of sessions, joint reviews with our health colleagues as well as showcasing the highlights of our 90-page workbook detailing all the excellent work taken place each quarter.
- The District Partnership events and Advisory Board meetings are generally well attended and provide excellent local information which we use to ensure we enhance our services.
- We have recently introduced Emerging Needs packages of support to enable our Early Start Workers to provide much needed early intervention to families.
- From March 2020, with the Covid-19 pandemic we mobilised to a very new way of working extremely quickly. Staff moved to working from home, produced videos for Facebook, set up our own You Tube channel, online training courses and a platform to host them from. Our Commissioners were very impressed with all that we achieved as our staff went the extra mile to ensure that our service remained at the top of our game.

Youth

- Youth Work continues to grow in our newest delivery areas (Aylesbury and High Wycombe). Our High Wycombe youth club receives great support from four churches in the local area providing twelve volunteers to enable us to run weekly sessions.
- Our established delivery areas of Welwyn Garden City and Hatfield have added new sessions to their weekly programme; an additional youth club in South Hatfield and a new partnership with Hatfield Town Council's Wellbeing team.
- We've been successful with grant funding from both YMCA England and Wales and The National Lottery Community Fund, these grants will enable us to deliver much needed mental well-being support to young people as they access our sessions and activities. This has enabled our partnership with Signpost Youth Counselling to be strengthened as we jointly deliver the YOUthrive project.

- Researching young people's views and opinions is central to the development of our work; we've successfully carried out research for Welwyn Hatfield Borough Council, St. John's Church Boxmoor and Wormley and Turnford BIG Local.

Community Hubs

- Welcomed visitors from the local community throughout the year.
- Organised and facilitated over 200 different activities for a wide range of groups and individuals each week.
- Worked with a local community pre-school to provide 45 local children the opportunity to make friends, develop and learn.

Individual services operate differently because of the various regulatory and monitoring frameworks that are in place to accord to standards set by the Regulator of Social Housing, Charity Commission and Ofsted. Key performance indicators tend to be set within contracts agreed with commissioners such as County/unitary Councils (Housing Related Support, Family Support Centres, and Children's Centres), Local Councils and other funders (Trusts & Foundations etc.). Performance against these is monitored on a regular basis.

Accreditations

The Group continues to work hard to secure and maintain accreditations that reflect the quality, compliance and impact of work undertaken. These currently embrace:

- a) Investors in People – Silver,
- b) Ofsted – Outstanding – for Charters Nursery, Abbots Langley,
- c) Centre for Housing Support – Service Excellence Standards,
- d) SafeContractor - Charity,
- e) Cyber Essentials – One YMCA and Early Childhood Partnership,
- f) Fundraising Regulator,
- g) Disability Aware,
- h) Mindful Employer.

The Group will continue to seek accreditations where it is in the best interests of the charity and its beneficiaries to do so.

Strategic developments on new activities

- The creation of the Dynamic Pathway to Independence (DPI), and its recognition of the preferred model of operation across Hertfordshire, will direct the ongoing enhancement of existing services and design / mobilisation of new services to meet local need.
- The ongoing Peartree Hostel Redevelopment project, with planning approval now in place, will move forwards to construction during this next year in order to secure the facility for the long term in that area.
- The ongoing drive to ensure long term viability and sustainability will see a strategic focus on expanding the type, scope and scale of service delivery (aligned to the DPI) into all geographical areas of operation.
- Efforts will be ongoing to improve the overall delivery of a holistic housing and homelessness prevention service (in line with the DPI) so as to best position the charity for future opportunities and re-commissioning of existing services.
- Ongoing collaboration with district, county and central government partners will be maintained to ensure alignment with commissioning priorities and opportunities to positively influence where appropriate.
- Various re-development projects will be ongoing and see the creation of additional units of accommodation in previously underutilised (existing) assets, working to increase the scope of the DPI offering in operational areas.

- Efforts to drive performance improvement through the creation and continuous improvement of the Insight / KPI dashboards will be maintained, with aligned profile building activities to highlight social impact and success.

Looking to the future

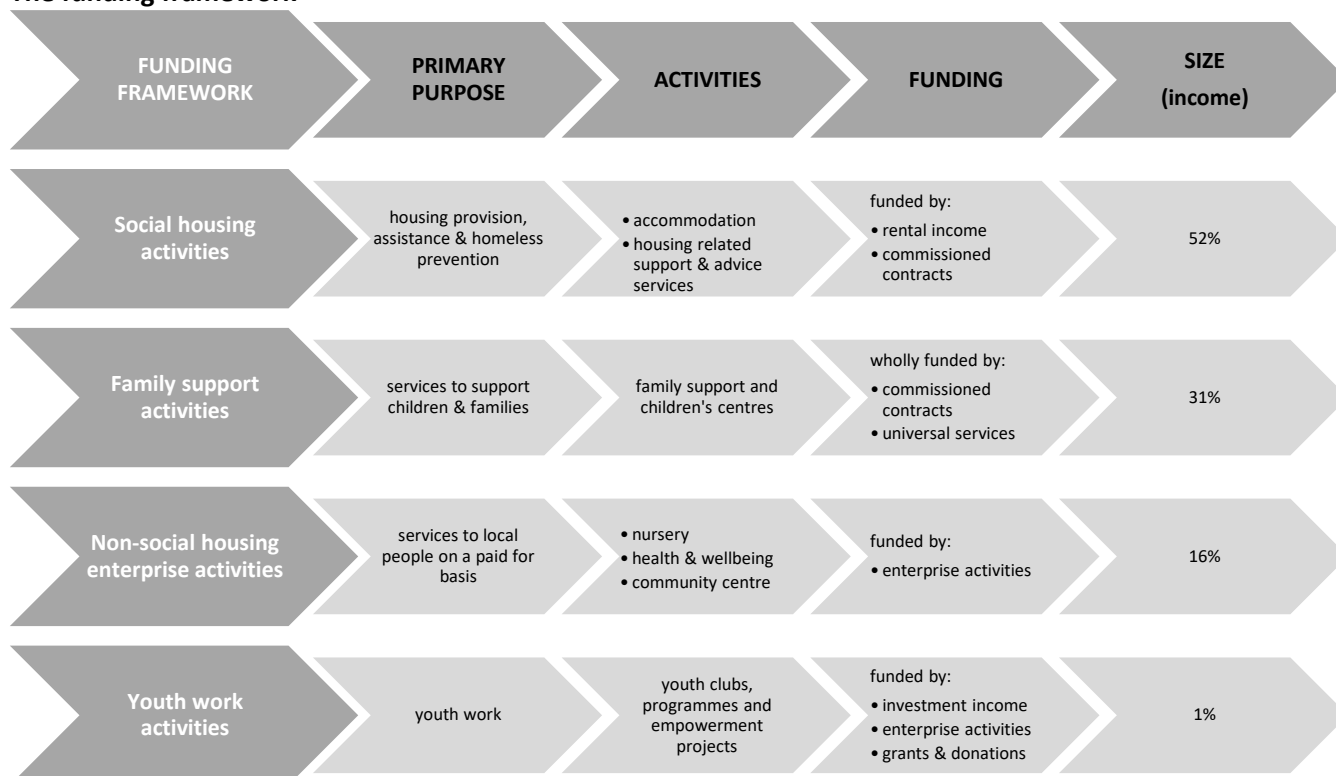
The Group is committed to developing a strong and vibrant organisation in order to serve its residents, beneficiaries and the local community. In doing so, it will:

- Actively progress the Peartree Redevelopment Programme to achieve a new solution for YMCA housing in Welwyn Garden City,
- Work with partners to promote shared mission and objectives where collaboration or working alongside partners can deliver better outcomes for beneficiaries,
- Develop existing service delivery,
- Improve value for money,
- Competitively bid for local authority commissioned service delivery contracts,
- Widen the breadth and strength of income streams,
- Effective marketing plans to drive up customer demand, retention and income levels,
- Submit more fundraising bids.

The Group has continued to adopt the framework for delivering services so that both social housing and non-social housing activities are kept in balance. The funding framework diagram set out below details the various components.

Youth work activities are a vital contribution to vibrant and sustainable communities. They provide a sense of belonging for the young people who take part as well as helping to reduce the risk of family breakdown and/or youth homelessness. Youth work is a core part of the Group's activities and is ancillary to social housing objectives. The size of the programme alongside its potential expansion does not pose any risk to social housing activities.

The funding framework



With regard to the funding framework:

- The model for social housing activities is established and operates well;
- The model for family support activities is wholly funded and is backed by commissioned contract income.
- The model for non-social housing enterprise activities is developing and contributes to youth work funding. Investment income receipts and Abbots Langley Nursery are performing very well.

The Group is committed to solid financial planning and setting surplus budgets to ensure that activities are sustainable and will actively serve beneficiaries in the medium to long term. The Company will invest in new social housing services where it is prudent to do so. Furthermore, it will take steps in the event that any services suffer from economic, social or market downturns.

Future of social housing

The social housing strategy now sits firmly in the overarching #Mission25 strategy to double our impact by 2025. There are several key concepts in the mission that have specific relevance to our Social Housing activities and these include:

- #MakingHomes
- #BetterPlaces
- #GoingGreen

Each of these concepts will see us deliver a staff and resident led improvement in the social impact our social housing activities deliver. That being both in quantity and quality terms, seeing us double the number of units we are able to provide, double the positive outcomes and opportunities for our residents and have the impact our activities have on the environment around us.

Several key redevelopment / development activities sit at the heart of the strategy, each with varying degrees of secured (or in final stages of negotiation) public sector funding. That funding being an enabler to expand the overall length / reach of the Dynamic Pathway to Independence.

The most notable of the development projects being the Peartree Hostel redevelopment in Welwyn Garden City. This has been progressing steadily over recent years, with planning permission having been awarded in October 2020. The project will, pending final funding confirmation and under the scrutiny of the Property Development Committee, progress to a construction stage within the next financial year.

Ongoing efforts to maintain and improve social housing performance (best value) in both occupancy and rent realisation will be maintained. This will be aligned with an increased focus on team training and ongoing engagement with the Insight / KPI dashboard systems.

Residents' involvement

The inclusion of resident feedback and the 'lived experience' voice sits at the heart of our activities and is further enhanced through the activities of #Mission25, our strategy to double out impact over the next five years. There are a number of concepts contained in the mission, but the most relevant to this topic being:

- #ProjectConnect
- #MakingHomes

Within these concepts, and actively underpinned by the move to mobilise the Digital Support Journey, there is a specific focus to 'connect' stakeholders from across the organisation. This will bring together staff, volunteers and residents from all areas with the specific aim of eliciting feedback, opinion and suggestions.

Initial examples include workshops relating to the creation of a standardised Psychologically Informed Environment (PiE) colourway strategy to support the #BetterPlaces concept. Other input has helped shape and refine our new Intensive (rough-sleeper / complex needs) services, both in living environment and support aspect terms. That input being pivotal in the overall DPI becoming the preferred model of operation across Hertfordshire.

Throughout the next year we will maintain periodic / structured meetings led by #Connecting Together and personal engagement sessions, site based resident meetings and specific training & education workshops, all led by the housing teams.

Alongside this our overarching commitment, via the Chaplaincy Team, to attract, train and embed volunteers will remain a constant. This extra resource provides a completely different voice to the support / resident journey and offers considerable extra value.

Risks and uncertainties

Risks that may prevent the Group achieving its objectives are considered and reviewed by the Trustee Board, Audit & Risk Committee and Executive Management Team on a periodic basis as part of the corporate planning processes. The risks are recorded and assessed in terms of their impact and probability. Major risks, presenting the greatest threats to the Company are reported to Trustee Board every six months. The strategic risk register is reviewed at every Audit & Risk Committee meeting. In addition, people related risks are reviewed by the Governance & People Committee every six months. The Group's major risks relate to:

- The impact of Covid19,
- Loss of income and/or contracts,
- Safeguarding / service user reputational incident,
- Regulatory Compliance
- Development cost overrun,
- Property compliance,
- Information security,
- Executive capacity,
- Fraud and theft.

From the beginning of 2020/21 to date, risk management has been primarily focused on managing and in some cases mitigating the impact of the Coronavirus pandemic on the safety of our residents, service users and staff along with the resilience of the Charity as some of our services such as gyms and group activities were closed. Trustees and the Executive Team also set out to explore ways in which our assets and resources would be used to support more vulnerable people such as the homeless and childcare for key workers through this difficult period. The Executive Team and Trustees put in place an action plan to address these areas and have worked with the Senior Management Team to successfully deliver the plan.

The principal financial risks relate to loss of income and/or contracts and development programme cost escalation. Whilst the Audit & Risk Committee reviews controls and standards, the Resources Committee proactively monitors and challenges the financial and service performance of the Group.

The principal property and information risks relate to systems, process and monitoring. Further investments are being made in a new information system for safety compliance monitoring and reporting. Ongoing investments on information security projects and checks remain paramount.

The principal people risk relates to safeguarding and ensuring that the best interests of beneficiaries are protected.

With the external support and facilitation by Campbell Tickell, the Trustee Board has refined its understanding of its strategic risk appetite. This has previously been discussed at Audit & Risk Committee and was discussed in a strategy workshop. The product of this was a new strategic risk appetite map approved 2020/21.

On an annual basis, the Group reviews its key policies and controls frameworks. These included the financial regulations as well as the Code of Governance, committee terms of reference, code of conduct, safeguarding, fraud, whistleblowing, health & safety, UK GDPR, equal opportunities and risk management policies. The next reviews are scheduled for July to November 2021.

The risk management and internal controls arrangements are described in more detail in the Report of the Trustee Board on page 4.

Borrowings

At year end, the Group had long term borrowings of £1,528,168 (2020: £1,602,660) which are secured against income generating assets: the supported housing hostels. In approving the Operating and Financial Review, the Trustees are also approving the Strategic Report in their capacity as directors of the Group.

The Operating and Financial Review and the Strategic Report were approved by the Trustee Board on 19 July 2021 and signed on their behalf by:



Andrew Newell
Chair and Trustee

Independent auditor's report to the members of One YMCA

Opinion

We have audited the financial statements of One YMCA for the year-ended 31 March 2021 which comprise the consolidated and company statements of comprehensive income, the consolidated and company statements of changes in reserves, the consolidated and company balance sheets, the consolidated statement of cash flows and notes to the financial statements, 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's and parent charitable company's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from January 2019; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Board (which includes the directors' report), and the Operating and financial review and Strategic 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Board, the Operating and financial review and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report contained within the Report of the Board, the Operating and financial review and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Board, the operating and financial review or the strategic report.

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

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the Statement of Responsibilities of the Trustee Board set out on page 13, the trustees (who are also the directors of the charitable company 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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulation of registered charities and registered providers of social housing, regulation by Ofsted, and Health and Safety regulation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and the Housing and Regeneration Act 2008, and we considered other factors such as tax compliance.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to areas of

estimation uncertainty and manual accounting journals. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing a sample of manual journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

Use of our report

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



Tracey Young (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
Date: 10 September 2021

10 Queen Street Place
London EC4R 1AG

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2020 £
Turnover	3	15,614,169	12,898,341
Operating expenditure	3	<u>(14,644,377)</u>	<u>(12,558,373)</u>
Operating Surplus	4	969,792	339,968
(Loss) / gain on disposal of property, plant and equipment	5	(21,335)	1,426
Interest receivable and other income	6	90,835	97,154
Interest and financing costs	7	(60,204)	(74,527)
Movement in fair value of financial instruments	13	<u>542,898</u>	<u>(67,333)</u>
Surplus for the year		1,521,986	296,689
Actuarial gains relating to Pension Fund	18	-	9,000
Total comprehensive income for the year		<u>1,521,986</u>	<u>305,689</u>

COMPANY STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2020 £
Turnover	3	13,996,884	11,859,078
Operating expenditure	3	<u>(13,354,362)</u>	<u>(11,580,205)</u>
Operating Surplus	4	642,522	278,873
(Loss) / gain on disposal of property, plant and equipment	5	(21,335)	1,426
Interest receivable and other income	6	90,835	97,154
Interest and financing costs	7	(60,204)	(74,527)
Movement in fair value of financial instruments	13	<u>542,898</u>	<u>(67,333)</u>
Surplus for the year		1,194,716	235,594
Actuarial gains relating to Pension Fund	18	-	9,000
Total comprehensive income for the year		<u>1,194,716</u>	<u>244,594</u>

The accompanying notes form part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 MARCH 2021

GROUP	Income & expenditure reserve £	Restricted reserve £	Property revaluation reserve £	Total £
Balance at 1 April 2020	9,085,149	18,156	5,447,428	14,550,733
Surplus from income and expenditure account	1,540,142	(18,156)	-	1,521,986
Transfer from revaluation reserve to income and expenditure reserve	65,609	-	(65,609)	-
Balance at 31 March 2021	10,690,900	-	5,381,819	16,072,719

COMPANY	Income & expenditure reserve £	Restricted reserve £	Property revaluation reserve £	Total £
Balance at 1 April 2020	9,022,996	-	5,447,428	14,470,424
Surplus from income and expenditure account	1,194,716	-	-	1,194,716
Transfer from revaluation reserve to income and expenditure reserve	65,609	-	(65,609)	-
Balance at 31 March 2021	10,283,321	-	5,381,819	15,665,140

The £65,609 transfer between funds relates to the release of the revaluation reserve to offset increased depreciation as a result of the revaluation of assets on adoption of FRS 102.

BALANCE SHEET
AS AT 31 MARCH 2021

Registered company 4430743

	Notes	2021 £	Group 2020 £	2021 £	Company 2020 £
Fixed assets					
Tangible fixed assets	11,12	13,792,921	13,746,933	13,792,921	13,746,933
Investments	13	3,027,913	2,485,014	3,027,913	2,485,014
		<u>16,820,834</u>	<u>16,231,947</u>	<u>16,820,834</u>	<u>16,231,947</u>
Current assets					
Trade and other debtors	14	805,653	1,258,607	741,899	1,169,434
Cash and cash equivalents		<u>6,281,783</u>	<u>2,710,095</u>	<u>5,640,106</u>	<u>2,430,370</u>
		7,087,436	3,968,702	6,382,005	3,599,804
Creditors: falling due within one year	15	3,656,996	2,983,178	3,431,144	2,766,589
Net current assets		<u>3,430,440</u>	<u>985,524</u>	<u>2,950,861</u>	<u>833,215</u>
Creditors: falling due after more than one year	16	3,283,907	1,800,180	3,283,907	1,800,180
Pension funds	18	822,648	794,558	822,648	794,558
Provision for liabilities and charges	17	72,000	72,000	-	-
Total net assets		<u>16,072,719</u>	<u>14,550,733</u>	<u>15,665,140</u>	<u>14,470,424</u>
Capital and reserves					
Housing property revaluation reserve		5,381,819	5,447,428	5,381,819	5,447,428
Revenue reserve		10,690,900	9,085,149	10,283,321	9,022,996
Restricted reserve	21	-	18,156	-	-
Total reserves		<u>16,072,719</u>	<u>14,550,733</u>	<u>15,665,140</u>	<u>14,470,424</u>

The accompanying notes form part of these financial statements.

The accounts were approved by the Trustee Board on 19 July 2021 and were signed on its behalf by:

Andrew Newell



Chair and Trustee

Nicholas Mourant



Treasurer and Trustee

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Net cash generated from operating activities		
Surplus for the financial year	1,521,986	296,689
Adjustments for non-cash items:		
Depreciation of tangible fixed assets	511,382	500,949
Decrease / (Increase) in trade and other receivables	452,954	(66,310)
Increase in trade and other creditors	2,229,165	318,809
Loss / (gain) on fixed asset disposals	21,335	(1,426)
Movement in fair value of financial instruments	(542,898)	67,333
Pension costs less contributions payable	31,211	(89,884)
Interest paid	33,768	45,653
Interest received	(90,835)	(97,154)
Cash generated from operating activities	4,168,068	974,659
Cash flow from investing activities		
Purchase of tangible fixed assets	(578,705)	(498,705)
Proceeds from the sale of tangible fixed assets	-	1,426
Interest received	90,835	97,154
Net cash from investing activities	(487,870)	(400,125)
Cash flows from financing activities		
Interest paid	(33,768)	(45,653)
Repayments of borrowings	(74,742)	(64,429)
Net cash used in financing activities	(108,510)	(110,082)
Net increase in cash and cash equivalents	3,571,688	464,452
Cash and cash equivalents at beginning of year	2,710,095	2,245,643
Cash and cash equivalents at end of year	6,281,783	2,710,095
Cash and cash equivalents at 31 March		
Cash at bank	6,281,783	2,710,095
	6,281,783	2,710,095

The accompanying notes form part of these financial statements.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. Status

The Company is a company limited by guarantee, registered under the Companies Act 2006 registration number 4430743, a registered charity number 1102301 and registered with the Regulator of Social Housing as a social housing provider registration number H4418. The charity meets the definition of a public benefit entity under FRS 102.

The registered office is Charter House, Charter Place, Watford, Hertfordshire WD17 2RT.

Each member of the Company undertakes to contribute such amount as may be required (not exceeding £1.00) to the assets of the Company in the event of the same being wound up while he or she is a member or within one year after he or she ceases to be a member for payment of the debt and liabilities of the Company contracted before he or she ceases to be a member and of the costs, charges and expenses of winding up and for the adjustment of the rights of the contributories among themselves. If upon the winding up or dissolution of the Company there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid or distributed among the members of the Company but shall be transferred to The National Council of Young Men's Christian Association (Incorporated) for its general purposes.

2. Principal accounting policies

The financial statements are prepared in accordance with Financial Reporting Standard 102 and the Statement of Recommended Practice: accounting by registered social housing providers 2018 ("SORP") and comply with the Accounting Direction for private registered providers of social housing 2019.

In the view of the trustees in applying the accounting policies adopted, an area of judgement relates to the provision for dilapidations as disclosed in 2(p). No other judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year. No complex financial instruments are held.

(a) Basis of accounting

Assets and liabilities are initially recognised at historical cost or transaction values unless otherwise stated in the relevant accounting policy notes. Those assets measured at fair value are re-measured at each balance sheet date.

(b) Basis of consolidation

The Group financial statements consolidate those of the Company and its subsidiary undertaking of Early Childhood Partnership, drawn up to 31 March 2021. Profits or losses on intra-group transactions are eliminated in full in accordance with FRS 102.

(c) Going concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Trustees' Report. On this basis, the Trustee Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements. No material uncertainties exist.

(d) Turnover

Turnover comprises rental and service charge income receivable in the year and other services at invoiced value (excluding VAT) of goods and services supplied in the year.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Revenue grants are receivable when the conditions for receipts of agreed grant funding have been met. Charges for support services funded by Housing Related Support and Family & Children's Centres are recognised as they fall due under the contractual arrangements with Administering Authorities.

Where an asset is acquired at undervalue a notional grant is recognised in respect of the difference between the purchase price and the fair value of the asset. The trustees determine the fair value based on the available data including external valuations.

(e) **Expenditure**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. Support and other central costs have been apportioned to each activity on the basis of turnover and staff numbers.

(f) **Debtors and creditors**

Short term debtors are measured at transaction price, less any impairment and short term creditors are measured at the transaction price.

(g) **Housing properties**

Housing properties are principally properties available for rent. The properties at Peartree Lane, Welwyn Garden City and Charter House, Watford were revalued upon the implementation of FRS102 and SORP. The Company elected to measure housing properties on the date of transition at its fair value and use that fair value as its deemed cost at that date. The valuation is based upon an Existing Use Value for Social Housing (EUV-SH) basis by an independent professional advisor qualified by the Royal Institute of Chartered Surveys to undertake valuations.

Housing properties are stated at cost less depreciation, the cost of future additions being the cost of acquiring land and buildings and expenditure incurred in respect to improvements.

Work 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.

(h) **Housing properties and depreciation**

The Company separately identifies the major components that comprise its housing properties, and charges depreciation, so as to write down the cost of each component to its estimated residual value, on a straight-line basis, over its estimated useful economic life.

The Company depreciates the major components of its housing properties at the following annual rates:

<u>Component</u>	<u>Useful economic life</u>
Structure (Leased)	Residue of lease
Structure	80 years
Roofs	30 years
Windows	20 years
Kitchens	20 years
Bathrooms	30 years
Heating	20 years
Lifts	15 years

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Where the unexpired lease term is shorter than the longest component life envisaged, the unexpired term of the lease is adopted as the useful economic life.

(i) **Other tangible fixed assets and depreciation**

Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. The principal annual rates used for other assets are:

<u>Component</u>	<u>Useful economic life</u>
Non-Housing Leasehold improvements	Over the term of the lease
Fixture and fittings	5 years
Motor Vehicles	5 years
ICT	3 - 7 years (depending upon items)

(j) **Operating leases**

Rentals payable under the operating leases are charged on a straight-line basis over the lease term. The benefits of lease incentives entered into after the date of transition to FRS 102 are recognised in income and expenditure over the lease period.

The Company has taken advantage of the exemption in FRS 102 section 35 to continue to treat incentives received on leases entered into before the date of transition on the same basis as at the date of transition.

(k) **Pensions**

Hertfordshire County Council Pension Fund

The Company is a participating employer in the Hertfordshire County Council Pension Fund (HCCPF) in respect of employees already in the scheme who transferred from other admitted local authority bodies. The scheme is a multi-employer defined benefit scheme and the Company's share of the results of the scheme is shown within the accounts in accordance with FRS 102.

For the HCCPF, scheme assets are measured at fair values. Scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit is presented separately from other net assets on the balance sheet. A net surplus is recognised only to the extent that it is recoverable by the Company.

The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Remeasurements are reported in other comprehensive income.

YMCA Pension Plan

The Company 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 the company.

As described in note 18 the Company has a contractual obligation to make pension deficit payments over the period to April 2029, accordingly this is shown as a liability in these accounts. In addition, the company is required to contribute £28k pa to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Group Personal Pension Plan (defined contribution)

The Company also makes contributions to a group personal pension plan (defined contribution) provided by Aviva which is open to all employees.

(l) Social Housing Grant

Social Housing Grant (SHG) is receivable from Homes England as a contribution towards the capital cost of housing schemes. The Company has taken advantage of transitional relief for deemed cost and treated all SHG grant on transition under the performance model in accordance with SORP. Any subsequent SHG grants received for housing properties are recognised in income over the useful life of the housing property structure and, where applicable, its individual components (excluding land) under the accruals model.

SHG due from Homes England or received in advance is included as a current asset or liability. SHG is subordinated to the repayment of loans by agreement with Homes England. SHG released on sale of a property may be repayable, but is normally available to be recycled and is credited to a Recycled Capital Grant Fund and included in the balance sheet in creditors.

Where individual components are disposed of and this does not create a relevant event for recycling purposes, any grant which has been allocated to the component is released to the income and expenditure account. Upon disposal of the associated property, the Company is required to recycle these proceeds; as such a contingent liability is disclosed to reflect this.

(m) Other Grants

Other grants are receivable from local authorities and other organisations and are accounted for under the accruals model. Capital grants are recognised in income over the expected useful life of the asset. Grants in respect of revenue expenditure are credited to the income and expenditure in the same period as the expenditure to which they relate.

(n) Investments

Investments held as fixed assets are valued at mid-point of the quotation in the Stock Exchange daily official list. Any movements in the fair value of investments are recognised in income and expenditure.

(o) Interest Free Loans

Long term loans carrying no interest are disclosed at amortised cost using the market rate of similar debt instruments – the effective interest method.

(p) Provisions for Liabilities

Provision has been made for expected property costs at the end of the leases held by the Early Childhood Partnership subsidiary. This is based on the lease terms, management's assessment of the property condition and external evidence supporting the likely costs. This estimation involves a level of judgment and will be reassessed annually.

(q) Holiday pay accrual

The group recognises an accrual for annual leave accrued by employees as a result of services rendered in the current period, and which employees are entitled to carry forward and use within the next 12 months. The accrual is measured at the salary cost payable for the period of absence.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

(r) **Fund Accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. The revaluation of properties is reported separately in the property revaluation reserve. This is the difference between the fair value of social housing properties and the historical cost carrying value.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**3. Group - Turnover, operating costs and operating surplus**

2021	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	6,337,863	4,874,965	1,462,898
Other social housing activities:			
Housing related support	2,155,192	2,012,498	142,694
Total – social housing activities	8,493,055	6,887,463	1,605,592
Other non-social housing	536,826	555,700	(18,874)
Total housing activities	9,029,881	7,443,163	1,586,718
Non-social housing activities			
Health & wellbeing – budget gyms	90,850	441,465	(350,615)
Health & wellbeing – other	56,782	122,620	(65,838)
Child and family services	4,755,212	4,325,503	429,709
Nursery	1,139,312	1,164,299	(24,987)
Youth	125,810	455,793	(329,983)
Community Centre	106,235	145,386	(39,151)
Government grants taken to income	269,986	269,986	-
Other grants taken to income	12,477	12,477	-
Other	27,624	263,685	(236,059)
	6,584,288	7,201,214	(616,926)
	15,614,169	14,644,377	969,792

Group - Turnover, operating costs and operating surplus

2020	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	4,452,233	4,112,050	340,183
Other social housing activities:			
Housing related support	1,674,752	1,652,510	22,242
Total – social housing activities	6,126,985	5,764,560	362,425
Other non-social housing	525,800	524,326	1,474
Total housing activities	6,652,785	6,288,886	363,899
Non-social housing activities			
Health & wellbeing – budget gyms	642,776	629,806	12,970
Health & wellbeing – community programmes	109,366	231,095	(121,729)
Child and family services	5,211,180	4,800,728	410,452
Youth	65,953	273,531	(207,578)
Community	179,025	181,785	(2,760)
Other grants taken to income	12,421	12,421	-
Other	24,835	140,121	(115,286)
	6,245,556	6,269,487	(23,931)
	12,898,341	12,558,373	339,968

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**Company - Turnover, operating costs and operating surplus**

2021	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	6,337,863	4,874,965	1,462,898
Other social housing activities:			
Housing related support	2,155,192	2,012,498	142,694
Total – social housing activities	8,493,055	6,887,463	1,605,592
Other non-social housing	536,826	555,700	(18,874)
Total housing activities	9,029,881	7,443,163	1,586,718
Non-social housing activities			
Health & wellbeing – budget gyms	90,850	441,465	(350,615)
Health & wellbeing – other	56,782	122,620	(65,838)
Child and family services	3,012,970	2,880,745	132,225
Nursery	1,139,312	1,164,299	(24,987)
Youth	125,810	455,793	(329,983)
Community Centre	106,235	145,386	(39,151)
Government grants taken to income	269,986	269,986	-
Other grants taken to income	12,477	12,477	-
Other	152,581	413,685	(261,103)
	4,967,003	5,911,199	(944,196)
	13,996,884	13,354,362	642,522

Company - Turnover, operating costs and operating surplus

2020	Turnover	Operating costs	Operating surplus/ (deficit)
	£	£	£
Social Housing: Rent receivable	4,452,233	4,112,050	340,183
Other social housing activities:			
Housing related support	1,674,752	1,652,510	22,242
Total – social housing activities	6,126,752	5,764,560	362,425
Other non-social housing	525,800	524,326	1,474
Housing asset purchase costs & pension project	-	-	-
Total housing activities	6,652,785	6,288,886	363,899
Non-social housing activities			
Health & wellbeing – budget gyms	642,776	629,806	12,970
Health & wellbeing – other	109,366	231,095	(121,729)
Child and family services	4,069,313	3,822,559	246,754
Youth & Community	65,953	273,531	(207,578)
Community	179,025	181,785	(2,760)
Government grants taken to income	-	-	-
Other grants taken to income	12,421	12,421	-
Other	127,439	140,122	(12,683)
	5,206,293	5,291,319	(85,026)
	11,859,078	11,580,205	278,873

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Turnover, operating costs and operating surplus (continued)

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Operating costs for social housing:				
Management	2,261,242	1,966,334	2,261,242	1,966,334
Services	1,796,028	1,437,784	1,796,028	1,437,784
Routine maintenance	180,319	156,246	180,319	156,246
Planned maintenance	98,250	107,135	98,250	107,135
Rent losses from bad debts	237,781	141,006	237,781	141,006
Depreciation of housing properties and equipment	301,345	303,345	301,345	303,345
	4,874,965	4,112,050	4,874,965	4,112,050
Void losses: notional calculation of income lost from vacant rooms	336,814	348,518	336,814	348,518
Number of registered accommodation units <i>(The number of units reduced in 2021 due to the removal of non-social housing units from this figure)</i>	468	483	468	483

4 Operating surplus

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
The operating surplus is arrived at after charging:				
Depreciation	511,382	500,949	511,382	500,949
Operating lease payments:				
- Land and buildings	205,321	116,930	205,321	116,930
Auditors' remuneration (excluding VAT)				
- Fees payable for the audit of the financial statements	24,500	22,500	21,000	20,000

5. Gain / (loss) on sale of fixed assets

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Disposal proceeds	-	1,426	-	1,426
Carrying value of fixed assets	21,335	-	21,335	-
	21,335	1,426	21,335	1,426

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

6. Interest receivable and other income

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Interest receivable and similar income	1,740	11,182	1,740	11,182
Income from listed investments	89,095	85,972	89,095	85,972
	90,835	97,154	90,835	97,154

7. Interest and financing costs

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Defined benefit pension charge	26,436	28,874	26,436	28,874
Loan and bank overdrafts	33,768	45,653	33,768	45,653
	60,204	74,527	60,204	74,527

8. Executive Directors' remuneration

	Basic salary	Pension contribs.	2021 Total	2020 Total
	£	£	£	£
Chief Executive				
Guy Foxell	114,717	9,176	123,893	113,136
Director of Resources				
David Martin (to Nov 2019)	-	-	-	71,444
Director of Family Support				
Serreta Pritchard	62,801	5,023	67,823	65,882
Director of Operations				
Mark Turner	104,938	6,394	111,333	87,358
Director of Business Development				
Michael Howe (from Jan 2020)	58,134	2,333	60,467	13,729
Director of Corporate Service				
Jonathan Kalemera (from Jan 2020)	80,743	-	80,743	12,325
	421,334	22,925	444,259	363,874

The Chief Executive is a member of the Aviva defined contribution pension scheme. Both the Company and Chief Executive make contributions to this money purchase scheme.

The full time equivalent number of staff who received emoluments:	2021 No	2020 No
£60,001 to £70,000	2	2
£70,001 to £80,000	0	1
£80,001 to £90,000	1	1
£100,001 to £110,000	1	1
£110,001 to 120,000	1	0

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

9. Employee information

	Group		Company	
Average monthly number of employees:	2021	2020	2021	2020
	No	No	No	No
Housing	95	120	95	120
Support Services	30	22	30	22
Sports, health & fitness	24	23	24	23
Child & family services	136	140	136	140
Youth & community	14	14	14	14
Orbital Community Centre	12	14	12	14
Early Childhood Partnership	43	27	-	-
Total	354	360	311	333
	2021	2020	2021	2020
	£	£	£	£
Staff costs (for the above persons)				
Wages and salaries	6,976,296	5,918,089	6,068,549	5,513,348
Social security costs	599,264	472,847	525,953	444,630
Other pension costs	363,304	312,899	329,560	297,429
	7,398,864	6,703,835	6,924,062	6,255,407

During the year, termination payments of £78,758 (2020: £17,859) were recognised as an expense as compensation for loss of office.

10. Taxation

The Company is a registered charity qualifying for relief from income and capital gains taxes on its charitable activities.

11. Group and Company – Tangible fixed assets (housing)

	Freehold property	Housing long leasehold property	Housing property improv'm'ts	WIP	Total
	£	£	£	£	£
Cost					
At 1 April 2020	6,621,000	4,856,000	2,019,926	-	13,496,926
Additions	-	-	219,843	268,017	487,860
At 31 March 2021	6,621,000	4,856,000	2,239,769	268,017	13,984,786
Depreciation					
At 1 April 2020	441,385	334,892	1,215,323	-	1,991,600
Providing during year	108,597	55,816	67,553	-	231,966
At 31 March 2021	549,982	390,708	1,282,876	-	2,223,566
Net book value					
At 31 March 2021	6,071,018	4,465,292	956,893	268,017	11,761,220
At 31 March 2020	6,179,615	4,521,108	804,603	-	11,505,326

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**12. Group and Company – Tangible fixed assets (non-housing)**

	Other property £	Long leasehold property £	Leasehold improv'm'ts £	Fixtures, fittings & equipment £	Vehicles £	WIP £	Total £
Cost							
At 1 April 2020	129,394	760,000	1,609,235	1,975,725	6,157	3,201	4,483,712
Additions	-	-	-	79,190	-	11,655	90,845
Transfer from WIP	-	-	-	3,201	-	(3,201)	-
Disposals	-	-	-	(145,259)	-	-	(145,259)
Cost at 31 March 2021	129,394	760,000	1,609,235	1,912,857	6,157	11,655	4,429,298
Depreciation							
At 1 April 2020	72,788	52,379	751,045	1,359,736	6,157	-	2,242,105
Providing during year	3,341	8,736	68,784	198,555	-	-	279,416
Released on disposal	-	-	-	(123,924)	-	-	(123,924)
At 31 March 2021	76,129	61,115	819,829	1,434,367	6,157	-	2,397,597
Net book value							
At 31 March 2021	53,265	698,885	789,406	478,489	-	11,655	2,031,701
At 31 March 2020	56,606	707,621	858,190	615,989	-	3,201	2,241,607

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

13. Investments

	2021 Group £	2020 Group £	2021 Company £	2020 Company £
Fair value				
As at 1 April 2020				
Listed on a recognised stock exchange	2,485,014	2,552,347	2,485,014	2,552,347
Unrealised (losses) / gains on valuation	542,898	(67,333)	542,898	(67,333)
As at 31 March 2021	<u>3,027,912</u>	<u>2,485,014</u>	<u>3,027,912</u>	<u>2,485,014</u>

An investment in 1 £1 ordinary share in YMCA Platforms Ltd, a private limited company registered in England and Wales company number 11220819, was made in September 2019. The £1 is unpaid and the company is dormant.

14. Debtors

	2021 Group £	2020 Group £	2021 Company £	2020 Company £
Rent arrears (including housing benefit, and resident arrears)	803,227	427,516	803,227	427,516
Less provision for doubtful debt	(492,431)	(280,890)	(492,431)	(280,890)
	<u>310,796</u>	<u>146,626</u>	<u>310,796</u>	<u>146,626</u>
Students (Steiner college)	58,752	74,880	58,752	74,880
	<u>369,548</u>	<u>221,506</u>	<u>369,548</u>	<u>221,506</u>
Trade debtors	109,226	915,487	51,910	823,628
Less provision for doubtful debt	(260)	(2,349)	(260)	(2,349)
	<u>108,966</u>	<u>913,138</u>	<u>51,650</u>	<u>821,279</u>
Other debtors	50,031	3,900	50,031	3,900
Prepayments and accrued income	277,108	120,063	256,674	120,063
Amounts due from subsidiary	-	-	13,996	2,686
	<u>805,653</u>	<u>1,258,607</u>	<u>741,899</u>	<u>1,169,434</u>

15. Creditors

Amounts falling due within one year	2021 Group £	2020 Group £	2021 Company £	2020 Company £
Current instalments due on loans (see note 16 for security details)	72,003	66,626	72,003	66,626
Trade creditors	241,844	262,748	183,044	247,021
Other taxes and social security costs	206,156	314,797	182,381	304,468
Other creditors	490,287	291,649	471,483	287,780
Amounts due to subsidiary	-	-	-	-
Deferred grant income	28,324	12,477	28,324	12,477
Accruals and deferred income	2,618,381	2,034,881	2,493,909	1,848,217
	<u>3,656,995</u>	<u>2,983,178</u>	<u>3,431,144</u>	<u>2,766,589</u>

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

16. Creditors

Amounts falling due after more than one year	2021 Group £	2020 Group £	2021 Company £	2020 Company £
Bank loan	1,408,309	1,488,118	1,408,309	1,488,118
Other loans	47,606	47,916	47,606	47,916
Deferred grant income	1,827,992	264,146	1,827,992	264,146
	<u>3,283,907</u>	<u>1,800,180</u>	<u>3,283,907</u>	<u>1,800,180</u>

A loan of £124,000 was made by Watford Borough Council in 1977. The loan is interest-free and is repayable over the term of the lease. The amount due of £47,916 at 31 March 2021 (2020: £48,221) is the measurement of the liability after discounting for the income rate of return.

£1,664,500 was borrowed from HSBC in 2018 at 2.07% above the Bank's sterling Bank Rate and is repayable over a 20-year term. The amount due at 31 March 2021 was £1,480,001 (2020: £1,554,439).

Based on the earliest repayment date, borrowings are repayable as follows:	2021 Group	2020 Group	2021 Company	2020 Company
One year or less	72,003	66,626	72,003	66,626
One year or more but less than two years	73,578	68,525	73,578	68,525
Two years or more but less than five years	230,463	217,417	230,463	217,417
Five years or more	1,151,874	1,250,092	1,151,873	1,250,092
	<u>1,527,918</u>	<u>1,602,660</u>	<u>1,527,917</u>	<u>1,602,660</u>

The lease of Charter House, Watford is held as security for the above Watford Borough Council loan.

The HSBC mortgage is secured against the freeholds of:

- a) Peartree Hostel, Welwyn Garden City,
- b) Crest Road, High Wycombe and
- c) 4 Northgate End, Bishop's Stortford.

Deferred Capital Grants	2021 Group £	2020 Group £	2021 Company £	2020 Company £
Deferred income as at 1 April	276,623	279,044	276,623	279,044
Additions	1,592,170	10,000	1,592,170	10,000
Released to Statement of Comprehensive Income	(12,477)	(12,421)	(12,477)	(12,421)
As at 31 March	<u>1,856,316</u>	<u>276,623</u>	<u>1,856,316</u>	<u>276,623</u>

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Deferred income to be released to the statement of comprehensive income:	2021 Group £	2020 Group £	2021 Company £	2020 Company £
In less than one year	28,324	12,477	28,324	12,477
In more than one year	1,827,992	264,146	1,827,992	264,146
	<u>1,856,316</u>	<u>276,623</u>	<u>1,856,316</u>	<u>276,623</u>

17. Provision for liabilities and charges

	2021 Group £	2020 Group £	2021 Company £	2020 Company £
As at 1 st April	72,000	47,000	-	-
Arising during the year	-	25,000	-	-
Used during the year	-	-	-	-
As at 31 March	<u>72,000</u>	<u>72,000</u>	<u>-</u>	<u>-</u>

A provision for dilapidations to premises is being held to cover the costs of any necessary reinstatement and repairs to the properties at the termination of the lease.

18. Pensions

The Company has recognised pension liabilities relating to two schemes, the multi-employer defined benefit pension plan for employees of the YMCAs in England, Scotland and Wales and the Hertfordshire County Council Pension Fund.

Total Pension creditor:

	2021 £	2020 £
Current	90,138	87,017
Greater than one year	822,648	794,558
	<u>912,786</u>	<u>881,575</u>

Hertfordshire County Council Pension Fund (HCCPF)

The HCCPF is a multi-employer scheme, administered by Hertfordshire County Council under the regulations governing the Local Government Pension Scheme, a defined benefit scheme. The most recent formal actuarial valuation was completed as at 31 March 2020 and the results have been projected forward using approximate methods, allowing for the different financial assumptions required under FRS102, to 31 March 2021 by a qualified independent actuary.

The employer's contribution to the HCCPF by the Company for the year ended 31 March 2021 was £nil (2020: £3,854).

Estimated employer's contributions to the HCCPF during the accounting period commencing on 1 April 2021 is £nil.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Financial assumptions	31 March 2021 % per annum	31 March 2020 % per annum
Discount rate	2	2.3
Future salary increases	3.25	2.3
Inflation	2.85	1.9

Mortality assumptions

Life expectancy is based on the Fund's Vita curves with improvements in line with the CMI 2018 model, an allowance for smoothing of recent mortality experience and a long-term rate of improvement of 1.25% per annum for women and men.

	2021 No. of years	2020 No. of years
Current Pensioners:		
Males	22.1	21.9
Females	24.5	24.1
Future Pensioners*:		
Males	23.2	22.8
Females	26.2	25.5

**Figures assume members aged 45 as at last formal valuation date.*

Amounts recognised in the statement of comprehensive income	2021 £000's	2020 £000's
Current service cost	7	8
Total defined benefit cost recognised in surplus or deficit	7	8

Reconciliation of opening and closing balances of the present value of scheme liabilities

	2021 £000's	2020 £000's
Opening scheme liabilities	162	197
Current service cost	7	8
Interest cost	4	5
Contributions by members	4	1
Remeasurements	48	(49)
Benefits paid	(1)	-
Closing scheme liabilities	224	162

Reconciliation of opening and closing balances of the fair value of plan assets

	2021 £'000	2020 £'000
Opening fair value of scheme assets	190	188
Interest income	4	5
Return on plan assets (in excess of interest income)	37	(8)
Contributions by employer	-	4
Scheme participants' contributions	4	1
Benefits paid	(1)	-
Closing value of fair value of plan assets	234	190

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Major categories of scheme assets as a percentage of total plan assets

	2021	2020
	%	%
Equities	59	48
Bonds	26	38
Property	11	10
Cash	4	4
	100	100

Sensitivity analysis

	Approximate % increase to Employer Liability	Approximate monetary amount (£000's)
Change in assumptions at year ended 31 March 2021		
0.5% decrease in real discount rate	10%	21
1 year increase in member life expectancy	3-5%	-
0.5% increase in the salary increase rate	1%	2
0.5% increase in the pension increase rate	8%	18

HCC Pension fund asset / liability

2021	2020
£	£
-	-

The scheme results produce a fair value of employer assets greater than the present value of the fund liabilities. The resulting surplus has not been recognised as an asset in the balance sheet as at 31st March 2021 or March 2020. As a result, remeasurements of £nil (2020:£9k) were recognised as actuarial movements rather than the full £10k.

Pensions – YMCA Pension Plan

The company 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 company and at the year-end these were invested in the Mercer Dynamic De-risking Solution, 40% matching portfolio and 60% in the growth portfolio and Schroder (property units only).

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

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

The valuation prepared as at 1 May 2020 showed that the YMCA Pension Plan had a deficit of £36 million. The company has been advised that it will need to make monthly contributions of £9.8k from 1 May 2021. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. The current recovery period is 8 years commencing 1st May 2021.

YMCA Pension fund liability

	2021	2020
	£	£
At 1 April	881,575	962,461
Increase in liability	118,596	-
Paid in year	(113,821)	(109,760)
Unwinding of discount included in finance costs	26,436	28,874
At 31 March	912,786	881,575

	As at 31	As at 31
	Mar 21	Mar 20
	£	£
Repayable within one year	90,138	87,017
Repayable in more than one year	954,900	895,407
Discount	(132,252)	(101,238)
	912,786	881,186

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

19. Group analysis of changes in net debt

	1 April	Cash flows	Non-cash	31 March
	2020	£	movement	2021
	£		£	£
Cash at bank	2,710,095	3,571,688	-	6,281,783
Loans falling due within 1 year	(66,626)	66,626	(72,003)	(72,003)
Loans falling due after more than 1 year	(1,536,034)	8,112	72,003	(1,455,915)
	1,107,435	3,646,430	-	4,753,865

	1 April	Cash flows	Non-cash	31 March
	2019	£	movement	2020
	£		£	£
Cash at bank	2,245,643	464,452	-	2,710,095
Loans falling due within 1 year	(64,432)	64,429	(66,623)	(66,626)
Loans falling due after more than 1 year	(1,602,656)	-	66,622	(1,536,034)
	578,555	528,881	(1)	1,107,435

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021**20. Operating lease commitments**

The future minimum lease payments are set out below. Leases relate to the rental of properties in eight locations and one vehicle.

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
The following operating lease payments are committed to be paid				
within 1 year	359,107	116,581	359,107	116,581
within 1-2 years	306,924	69,298	306,924	69,298
within 5 years	246,624	125,703	246,624	125,703
	912,655	311,582	912,655	311,582

21. Restricted Funds**Period ended March 2021**

Group	1 April 2020	Income	Expenditure	31 March 2021
	£	£	£	£
Big Lottery Fund – YOUTHRIVE Project	-	70,943	70,943	-
HCF HAPpy grant	-	1,360	1,360	-
Big Lottery Fund – Horizons project	-	164,474	164,474	-
Children in Need	-	39,383	39,383	-
Harpur Trust	-	44,813	44,813	-
Male Victims	-	74,857	74,857	-
Violence & Exploitation Reduction Unit	-	22,182	22,182	-
Bedfordshire and Luton Community	-	6,504	6,504	-
Children in Need Covid Booster	-	3,600	3,600	-
CAST (Comic Relief)	-	5,000	5,000	-
Bedfordshire police	-	1,223	1,223	-
National Lottery Grant – Dads Aloud	-	4,313	4,313	-
Wishing Tree	-	3,500	3,500	-
Safelives	-	1,176	1,176	-
Friends of Eastcotts Fund	18,156	-	18,156	-
	18,156	443,328	461,484	-

Company	1 April 2020	Income	Expenditure	31 March 2021
	£	£	£	£
Big Lottery Fund – YOUTHRIVE Project	-	70,943	70,973	-
HCF HAPpy grant	-	1,360	1,360	-
	-	72,303	72,303	-

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Period ended March 2020

Group	1 April 2019 £	Income £	Expenditure £	31 March 2020 £
BBC Children in Need	-	14,303	14,303	-
National Lottery Grant – Dads Aloud	-	2,253	2,253	-
Friends of Eastcotts Fund	-	18,156	-	18,156
	-	34,712	16,556	18,156

Company	1 April 2019 £	Income £	Expenditure £	31 March 2020 £
BBC Children in Need	-	14,303	14,303	-
	-	14,303	14,303	-

23. Capital commitments

	2021 £	2020 £
Contracts placed for future capital commitments not provided in the financial statements	584,829	27,374

The contracted capital commitments at the 31 March 2021 relate to the conversion of three floors within Charter House to studio flats, new bathrooms to be installed at the High Wycombe hostel and leasehold improvements at two additional sites. All items are current year commitments.

24. Contingent liabilities

As at 31 March 2021, there was a contingent liability in respect of social housing grant that was awarded to the Company in prior years. There is a potential for repayment or recycling in accordance with the Regulator of Social Housing's guidance in the event that the sites were disposed of and/or taken out of social housing uses. The properties are:

- Charter House, Watford - £2.9m of social housing grant awarded in 1977 to facilitate the construction of the site.
- Peartree Lane, Welwyn Garden City - £570k of social housing grant awarded in 1995 to facilitate the construction of the Hostel 2 building.
- 4 Northgate End, Bishop's Stortford - £782k of social housing grant awarded in 1995 to facilitate the construction of the building.
- Crest Road, High Wycombe - £6.1m of social housing grant awarded between 1994 and 2005 to facilitate the construction of the scheme.

All of these assets remain in social housing use and the Company has no plans to change the status of the sites.

NOTES TO THE REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

25. Membership

As at 31 March 2021, there were 38 members of the Company (2020: 40).

26. Post Balance Sheet Events

- a) The last remaining member of the Hertfordshire County Council Pension Fund left the organisation in May 2021. As a result, a pension strain cost of £37k is payable in addition to an exit debt which is to be confirmed.
- b) An application made for funding from the Rough Sleeping Accommodation Programme has been approved by the Ministry of Housing, Communities and Local Government (MHCLG) to allow the refurbishment and fit out of underutilised space at Crest Road, High Wycombe to create 11 units of step down accommodation. A capital grant of £347,839 and revenue funding of £130,396 has been agreed.