

YMCA THAMES GATEWAY

England & Wales · Charity number 1133269

Details

Other names	ROMFORD YMCA
Status	Registered
Legal form	Charitable company
Company number	06102037
Registered	2009-12-11
Register	View on the Charity Commission register

Contact

Address	YMCA Rush Green Road Romford RM7 0PH
Phone	01708766211
Email	Heatherstevenson@ymcatg.org
Website	www.ymcatg.org

Activities

Objects: A) TO UNITE THOSE WHO, REGARDING JESUS CHRIST AS THEIR GOD AND SAVIOUR ACCORDING TO THE HOLY SCRIPTURES, DESIRE TO BE HIS DISCIPLES IN THEIR FAITH AND IN THEIR LIFE, AND TO ASSOCIATE THEIR EFFORTS FOR THE EXTENSION OF HIS KINGDOM. B) TO LEAD YOUNG PEOPLE TO THE LORD JESUS CHRIST AND TO FULLNESS OF LIFE IN HIM. C) TO PROVIDE OR ASSIST IN THE PROVISION IN THE INTERESTS OF SOCIAL WELFARE OF FACILITIES FOR RECREATION AND OTHER LEISURE TIME OCCUPATION FOR MEN, WOMEN AND CHILDREN WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE. D) 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. E) 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. F) 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

Activities: We focus on young people & help them play an active & fulfilling role within their communities. We call this a youth minded community approach. We are proud of our Christian heritage & ethos. Our vision is of

an inclusive Christian movement transforming communities so that all young people can belong, contribute & thrive. We provide community-based activities & service to meet local need.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Accommodation/housing, Religious Activities, Arts/culture/heritage/science, Amateur Sport, Economic/community Development/employment, Recreation
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, LOCAL
- Barking And Dagenham
- Bexley
- Essex
- Greenwich
- Havering
- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£9,718,177	£11,740,699	£11,815,115	212
2024-03-31	£10,155,316	£10,265,694	£14,804,998	210
2023-03-31	£9,540,139	£10,238,119	£15,051,853	257
2022-03-31	£8,219,097	£7,051,451	£14,600,505	184
2021-03-31	£6,509,771	£6,877,916	£13,504,257	157
2020-03-31	£6,330,033	£6,502,020	£13,556,012	217

Trustees

Name	Role	Appointed
Anthony Garrett		2026-01-26
Denis Kinyera		2026-01-26
Jason Fielden		2025-06-23
Lewis Devonish		2026-01-26
Linda Johnston		2026-01-26
Marie Mostaeddi		2024-09-02
Mark Johnston-Wood		2025-07-22
Mark Richard Farrar		2021-09-09
Michael Youngson		2026-06-03
Peter John Batt		2025-06-23

Linked charities

- ROMFORD YOUNG MEN'S CHRISTIAN ASSOCIATION (1133269-1)

YMCA THAMES GATEWAY

England & Wales - Charity number 1133269

Accounts

A graphic in the top left corner consisting of several overlapping triangles in shades of blue, purple, green, and yellow, creating a geometric, abstract shape.

YMCA THAMES GATEWAY GROUP

SERVING COMMUNITIES IN ESSEX, KENT & LONDON



Here for young people
Here for communities
Here for you

Company Registration No. 06102037 (England and Wales)
Charity Registration No. 1133269 (England and Wales)
HCA Registration No. L4547

YMCA THAMES GATEWAY

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

YMCA THAMES GATEWAY

COMPANY INFORMATION

Details of trustees, secretary and registration numbers of the charity are given in the trustees' report.

Registered office	YMCA Thames Gateway Group Rush Green Road Romford Essex RM7 0PH
Auditor	HW Fisher LLP Acre House 11-15 William Road London NW1 3ER United Kingdom
Bankers	National Westminster Bank PLC 10 South Street Romford Essex RM1 1RD
Solicitors	Bates Wells 10 Queen Street Place London EC4R 1BE
Investment managers	Barclays Bank Plc 1 Churchill Place London E14 5HP

YMCA THAMES GATEWAY

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YMCA THAMES GATEWAY

CEO AND CHAIRMAN'S REPORT

FOR THE YEAR ENDED 31 MARCH 2022

We hoped – like everyone else – that COVID-19 would be a distant memory in this year's report but sadly, at the time of writing, it is still very present. Although it's not affecting our business as much as it was during the last financial year, it still remains in daily conversation.

It's thanks to the pandemic that this year has remained challenging for our YMCA but it's also shown the resilience and passion that our staff, residents and members have.

In April 2021, we were still meeting online more than in person and working from home was the norm. However, on 12 April, we were delighted to be able to reopen our gym and welcome members back in to work out. Divider screens were in place, and wearing masks while moving around the building was encouraged, but it was starting to feel 'normal' again. Not long after, on 17 May, we restarted group exercise classes, with reduced numbers at this stage but it was wonderful to have so many people back in our Romford hub. On 19 July Government restrictions were completely lifted in regards to exercise and we were able to offer full capacity classes once again.

Yet during the pandemic, people welcomed the flexibility to work from home more and this has really changed things for us. Working out at home, thanks to online fitness offerings; being able to pick children up from school and bring them home again means less need for after school clubs or holidays clubs - just two of the examples that have affected our service delivery areas.

So we have had to adapt and change, to accommodate this new flexibility. From 1 September, we started opening our gym 24 hours a day, providing members and residents with somewhere to channel their energy at a time that suits them. We have continued to work with local councils, creating and delivery food hampers to families in need. We have retained our enhanced online fitness programme, allowing people to work out at home should they choose to. We have had to make some difficult decisions to close a couple of our after school clubs. But every decision taken has been for the good of the business and the communities we serve. We're fortunate that, as an organisation, we're able to adapt and flex to community need – it's one of the unique traits of YMCA.

From a Governance point of view, there were a few changes to our Board. Sue Unsworth-Tomlinson resigned 20 September 2021 and former Vice Chair, Desmond Potter, resigned as a Trustee on 29 November 2021. We thank them immensely for their support and time over their years with us. However, we also officially welcomed Mark Farrar and Ann Furminger, who were appointed on 1 September 2021. Both Trustees joined us from the YMCA West Kent Board as part of the merger's governance arrangements, agreed between both organisations.

While there have been challenges and concerns, there have been more positives and highs for Thames Gateway Group this past year. We have shown ourselves to be tough in the face of adversity, present and reactive, always supporting our communities – just as our founder, George Williams, hoped for when he started the movement back in 1844.

We are here for good.



Mark Saunders
Chair



Dave Ball
CEO

YMCA THAMES GATEWAY

TRUSTEES' AND DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees and Directors present their report along with the financial statements of the group and charitable company for the year ending 31 March 2022. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with applicable law and the requirements of the Financial Reporting Standard 102.

PERSONNEL

Details of personnel are given below:

Honorary Officers

Patron:

Rt Rev Roger Sainsbury

Vice Presidents:

Sandra Cox

Val Goodwin

Dave Harris

Board of Management

Trustees

The Trustees who served during the year and up to the date of signature of the financial statements are:

- Mark Saunders (Chair)
- Father Martin Howse (Resigned 7 March 2023)
- Rita Asamoah
- Cheryl Burden (Vice Chair)
- Mark Farrar (Appointed 20 September 2021)
- Ann Furminger (Appointed 20 September 2021)
- Soji Otudeko (Treasurer)
- Desmond Potter (Resigned 29 November 2021)
- Jennifer Samuels
- Dominic Scott-Malden
- Alice Strevens
- Sue Unsworth-Tomlinson (Resigned 20 September 2021)

Company Secretary

Karen Knapp

The Executive Team

- | | |
|---|---|
| • Chief Executive | - Dave Ball |
| • Executive Director of Finance & Resources | - Paul Setterfield ACMA, CGMA
(Left February 2023) |
| • Interim Executive Director of Finance and IT | - Elizabeth Cockburn ACMA, CGMA
(Joined February 2023) |
| • Executive Director of Operations | - Steve Brightwell |
| • Director of Housing | - Brian Cooke
(Left November 2022) |
| • Director of Housing | - Richard Bellis
(Joined February 2023) |
| • Director of Marketing, Communications & Fundraising | - Laura Coyle |
| • Director of People | - Remi Tondou |
| • Director of Programmes | - Joanna Read (Left July 2021) |
| • Director of Quality & Compliance | - Karen Knapp |
| • Executive PA | - Heather Stevenson |

ORIGINS AND MISSION

YMCA believes in fairness and opportunity. There are essential building blocks for a full and rewarding life: a safe home; acceptance; guidance; friendship; physical and mental health; academic support; employment skills; and access to real opportunities.

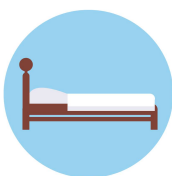
Many young people have never known these things; other people have lost one or more as they grew up, but we all need them.

All of us. At YMCA, we provide these critical foundations for a fresh, strong start for young people and a better quality of life in the community. Just like 22-year-old draper George Williams did, way back in 1844. George, along with 11 friends, organised the first Young Men's Christian Association (YMCA), a refuge of Bible study and prayer for young men seeking escape from the hazards of life on the streets of London.

Today, YMCA has grown to serve more than 65 million people in 120 countries regardless of age, race, gender, sexual orientation or socio-economic background. As the largest and oldest youth charity in the world, YMCA Thames Gateway Group is extremely proud to be one of the 116 independent, local YMCAs spread across England and Wales.

YMCA Thames Gateway was formed in 2015 following the merger of YMCA Romford and YMCA Thames Gateway (South). In April 2021, a further merger with YMCA West Kent saw the Association become YMCA Thames Gateway Group. In January 2022, a smaller yet very relevant housing charity, based in West Kent - The Bridge Trust - joined the family and became The Bridge Trust Project.

Serving 21 communities in eight boroughs, YMCA TGG aims to help people to develop their full potential in mind, body and spirit. We create supportive and inclusive spaces, where young people can belong, contribute and thrive through our work which is broken down into five core areas:



Accommodation

YMCA is the largest provider of safe, supported housing for young people in England and Wales. Our philosophy of supporting young people holistically means we provide not only a bed but also help a young person gain the training, skills and confidence to go on to lead independent lives. Through our numerous sites, across five boroughs, we provide 476 young people with accommodation each and every night, 365 days a year; young people who would otherwise be homeless, or at risk of homelessness. In the past year we have provided in the region of 37,000 meals to our residents.



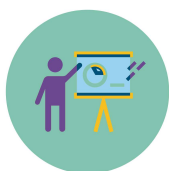
Children's, youth and family work

We are an Ofsted registered childcare provider, offering nursery, preschool, after school clubs, holiday clubs and youth-focused activities to over 4,000 children each year. We also run parent and toddler provisions and birthday parties where we engage with over 3,000 children and families per year. We support many of the vulnerable families in our communities through funded places and our family inclusion work.



Health and Wellbeing

Supporting good mental and physical health was incredibly important during the COVID pandemic, and this focus has continued. We believe that everyone should have access to facilities to support their physical wellbeing, and that good physical health works hand in hand with strong mental wellbeing. We currently have over 1,750 registered members using our fitness facilities, and while we have found that a number of people have continued to exercise from home post-pandemic, our digital offering has increased to include more of our instructor-led classes.



Training and Education

Helping residents to develop their skills and experience will enhance the opportunities available to them in the future. As such, we offer training around basic life skills, such as cooking and budgeting, as well as provide support for seeking work and employment. We helped 620 young people develop basic life skills, 381 with work and employment skills, and 109 with mental health support.



Support and Advice

Being able to provide solid and factual advice to our residents is incredibly important. Offering support on benefits, education, employment, housing and health and wellbeing aids them on their journey. During the 2021/22 financial year, our support workers helped 567 vulnerable young people, offering housing and benefits advice among other areas, to ensure that they leave our care in a more positive place than they were in when they came to us. Our full-time Chaplain provides pastoral support to our staff and customers alike.

2021/22 INTERIM OBJECTIVES

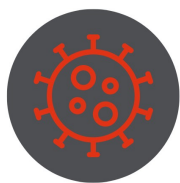
The revised set of objectives developed off the back of the unprecedented situation we found ourselves in with the Covid pandemic will see us through until the end of 2022, and can be seen below. However, it should be noted that a new strategy has been developed by the Leadership team and was approved by the Board in March 2022. Alongside the strategy, priorities and actions for the first year (2022-23) have been agreed.



People development

The pandemic demonstrated the commitment of our staff. We will succeed if they succeed, and so we will continue to invest in them and their development:

- We will set up a staff reference group which will help us continue to improve the staff experience and benefits
- We will work with our BAME staff to understand how we are doing as an employer and report our findings to the Board
- We shall continue our Leadership Development Programme and involve YMCA Thames Gateway in the Leadership Roadshow.



Forward to post COVID-19

We need to transition from the world as it looks – and how we look – post COVID-19 into the new normal:

- To design and implement develop the “reopen plans” for all sites
- To develop robust financial plans that ensure financial covenants are met
- To stress test and scenario plan for the areas that may need to adapt and change.



Deepen relationships and amplify our voice

The pandemic has given us a huge leap forward both in our communities and with new partners. We should preserve and grow these partnerships, amplifying our voice:

- Preserve and develop community partnerships through a new plan
- Design and implement a new stakeholder engagement plan
- Amplify our voice with a new “Here for Good” communications drive.



Over the line

Several key developments will be completed so that increased services can be delivered:

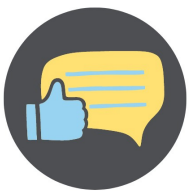
- West Kent merger including The Bridge Trust – to complete and integrate into the YMCA Thames Gateway family
- Brentwood Foyer – to complete on the purchase and open this new branch
- Park View modular build at Rush Green – to complete and open the accommodation
- Masterplan for Romford – to complete the planning process, and design/secure the delivery and partnership model
- Greenwich community hub – complete pre-planning and design service models.



Technology acceleration

Having good technology can support a business to become the best it can be:

- A redesigned, streamlined website that offers a better visitor experience
- Develop the Workplace platform to offer more of an intranet facility
- Utilise the Inform platform to its full potential.



Deeper and stronger

Listen and adapt to our members' feedback as habits and needs change:

- Build upon and grow the success of "digital fitness"
- Develop our impact measurement tools to understand what members need/want
- Build a GAP analysis of all services.

STRATEGIC REPORT

The descriptions under the following headings meet the company law requirements for the Trustees to present a strategic report:

- Achievements and Performance
- Housing Review
- Children's Services Review
- Health and Wellbeing Review
- Financial Review

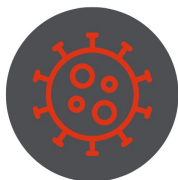
ACHIEVEMENTS AND PERFORMANCE

This section details our achievements and performance against the 2021/22 interim objectives, set to see us through until December 2022.

People development



- Though workforce capacity and recruitment issues temporarily blighted our course of achievement over the past year, we remain committed to the set-up of a staff reference group. This task will most likely be integrated with the piece of work on 'Great Place to Work' in our new five-year objectives
- We galvanised BAME staff to attend group meetings - one at leadership level and the second where all BAME staff were invited to an open BAME Forum to share and discuss their experiences at YMCATG as well as contribute any ideas or initiatives. The Board's EDI Champion was kept up to date by the Chief Executive
- We have successfully enrolled a number of our managers and upcoming leaders onto the Leadership Development Programmes, in which they can achieve Level 3 or Level 5 CMI accreditation. This is now an established programme that has entered its second year of enrolments, so far three people have successfully completed the 18 months course and we have had a few extensions. Our leaders have hosted and continue to be involved in the Leadership Roadshows with a number of other YMCAs across the country.



Forward to post COVID-19

- Reopening plans were designed and involved staff from core areas of the business. They were amended as Government information came to light, and restrictions were lifted. However, this was always with our more vulnerable community members at the heart, as well as understanding the use of some of our buildings had changed for our residents
- Financial plans were developed and once this report is complete, information will be shared.



Deepen relationships and amplify our voice

- Community partnerships, especially linked to our Dartford branch, have continued to thrive. These have resulted in additional funding for community projects being secured, and future plans being developed
- A stakeholder engagement plan is in development with personas being identified and agreed to aid communication with our different audiences. In addition, a new focus on customer impact and member journey in 2022/23 will complement this work further
- "Here for Good" is becoming language used through our written work and a development of our brand guidelines will embed this further in the coming months.



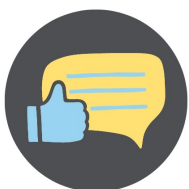
Over the line

- The integration of YMCA West Kent into the YMCA Thames Gateway family started in April 2021, with The Bridge Trust coming into the fold in January 2022. System integration work continues and restructure work is also underway to ensure we're working as one team across the entire Association
- Brentwood Foyer was purchased and a significant refurbishment piece of work was successfully completed. The first residents moved in to our newest branch in early July 2022 and by November we were full. That meant 40 new homes for vulnerable young people
- Park View, after numerous delays outside of our control, officially saw its first residents move in in July 2021. The modular build has provided high quality move-on accommodation for 39 young people, and was officially opened at an event in September 2021. The building has since been nominated for an architectural award and we're awaiting the outcome
- Plans for the redevelopment of the Romford site are underway and both the London Borough of Barking & Dagenham and the London Borough of Havering are fully supportive of our plans. Pre-planning is underway, partners have been secured, and work continues on his exciting development
- The conversations around the Greenwich community hub have ceased for the time being due to unrealistic costs relating to the housing element of the scheme. It is hoped the conversation will be resurrected.



Technology acceleration

- A new YMCA Thames Gateway website was introduced in October 2021 after more than 18 months of development. The website is now on brand and meets national brand requirements as well as a better user experience for all
- Workplace – the internal communications channels used by YMCA Thames Gateway – has the potential to offer an intranet solution at no cost. Work has begun with branded documents and templates now available through the Knowledge Library functionality, and a hub for the organisation's Policies and Procedures currently underway, due to be completed in March 2023
- The housing offer in West Kent has now been integrated onto Inform, and the functionality of the platform is being explored further.



Deeper and stronger

- Our digital fitness offer continues and the offer has grown, thanks to a demand in this area of our work. Online booking for the gym and classes has also been retained post-pandemic, as regulation of use allows us to monitor the attendance/no-shows as well as popularity of activities
- Following the departure of the Strategic Information Manager in September 2020, a revaluation of what was needed from this role has taken place and a new role created. The Head of Customer Experience and Impact joined the organisation in July 2022 and will shape the way we engage with our members, develop a customer experience strategy and look at impact measurement tools to influence our work.

HOUSING REVIEW

Our Housing service has traditionally operated within four main locations - Romford, Dartford, Greenwich and Ashford. However, in the 2021/22 financial year, our activity has extended into Tonbridge, Tunbridge Wells and Brentwood.

We strive to provide good quality supported housing that is designed to break the cycle of homelessness. If done correctly, with the right support, many residents go on to live the most fulfilling lives - but equally homelessness prevention in the right circumstances can prove to be the most appropriate solution. Following the success of our homelessness prevention work during the COVID-19 pandemic, we have continued with this initiative in many areas of operation, ensuring young people remain within the family home where possible.

Our Housing and Support offer provides a core service that is duplicated across all locations. This is primarily built around best practice, high standards and our mission. Equally all locations work very differently depending on contract requirements and demands of the local authorities. This flexibility in service, and our ability to mobilise quickly to the need of local housing strategies and challenges, has allowed us to grow, secure additional opportunities and remain relevant where other providers struggle. In many areas of operation, we are proud to say that we are considered the supported housing provider of choice.

During 2021-22, we accommodated a total of 502 adults and children across our stock. In that time, 26,000 hours of direct support were delivered with over 1,500 third-party referrals made to enhance the support received. There were 87 successful move-ons during the year, with 100% of those residents still maintaining a tenancy after their first six months.

Development

During this period, we purchased a disused building - previously operated by The Foyer Federation - in Brentwood, and worked with the Local Authority to design an offer that would benefit the community. Not only will this make 40 much-needed accommodation units available, it also creates an exciting opportunity for YMCA Thames Gateway to develop a new branch of operation. We're excited about our future role in Brentwood and our friends at Brentwood Council have expressed their excitement of having a YMCA in their borough.

This financial year also saw the coming together of YMCA Thames Gateway and West Kent YMCA. This merger provided an excellent opportunity to bring together a wide variety of skills and experience to enhance the delivery of further bed spaces of supported housing. This joining of forces has begun to open up additional opportunities with both the local authorities and the county council which will see the branch grow over the next 12 months.

Our residents

Resident engagement was an area of priority for the Housing team during 2021/22, with an aim of ensuring that residents were actively contributing to the delivery of the services that they received. During the year, there were 38 residents involved in the resident panels. We joined TPAS (Tenant Participation Advisory Service) as a mark of our commitment in this area and to ensure we are using all tools and best practices. Each location has a Residents' Forum which not only focuses on the housing offer but also the other services residents benefit from such as catering, health and wellbeing and property. This has ensured that a collective responsibility and response for the holistic service that is received.

In addition, activities were – and continue to be – developed to enhance a resident's stay with us. Time and time again research has presented that the negative effects of living within a hostel environment is damaging to resident's mental health and wellbeing. Thankfully our

TRUSTEES' AND DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

residents have always had access to additional activities such as the gymnasium and education. However the service is adamant that residents will not simply occupy a room. It has been made a core mission that residents will have an experience with us that will leave a lifelong impression. Our resident activities have increased by almost 200%, with some activities being organised and delivered by residents as well as staff. We have embedded our residential programme that has seen 75 residents from our entire network benefit from time away at Othona, and we're currently working on a number of international opportunities to broaden our resident's life experience.

Our accommodation

During the year, the Housing and Property services worked together to roll out a new minimum room standard. This saw a more modern room specification delivered to a higher standard which has made our rooms more inviting and easier to let, with one recent resident commenting **"Wow, I was not expecting this - this is amazing"**. We have also found that the rooms that have received an upgrade have positively impacted on repair and void costs, as rooms are returned in a much better condition.

Although we came out of the COVID-19 lockdown during this period, the post pandemic recovery had only started and will remain a challenge for a number of years. The main impacts on the housing services during this period were:

- Residents who had been on **furlough** were being made redundant, and many residents faced unemployment post furlough - support staff helped them navigate through and secure alternative rental streams such as housing benefit
- Moratorium on legal action around tenant arrears, often referred to as the **ban on eviction act**, ended and those with the highest rent areas in tenanted properties moved into verification stage of pre-action protocol ready for judicial eviction. Following intensive support and sheer determination by staff, out of the 12 possible legal cases, only one resulted in eviction
- The **Everybody-in campaign**, designed to move as many street sleepers into accommodation during COVID-19, slowed down and saw a reduction in referrals and parental evictions. Other demands on the service equally reduced during this time, so staff shifted strategies and managed to maintain good occupancy levels
- During lockdown, supported housing was exempt from many restrictions within the housing sector. This gave us the opportunity to move more residents in to local authority housing and private rental than previously, but sadly this slowed down significantly in the post-pandemic environment. Move-on accommodation is again a challenge for staff and residents.

We generated £11million worth of social value with a net value of £9.7 million. This equates to a ratio of 7:1. For every £1 we spend running our service, we generate £7 of social return. The HACT value calculator has allowed us - for the first time - to include some of the property improvement works within this year's assessment, giving us a broader understanding of our social value.

As is often the case, behind any successful service is an incredible team of staff whose commitment and dedication to the people we serve is unquestionable, often putting the needs of our customers above their own. It is those staff that we recognise and celebrate within this year's housing update.

CHILDREN'S SERVICES REVIEW

Our Children's Services support families in settings across the Local Authorities of Havering, Barking & Dagenham, Bexley and North Kent (Dartford). We offer After School and Holiday Club provision as well as Preschool and Nursery early years childcare settings. Most of our provision is based within Local Authority (LA) target areas, meaning we work with some of the more vulnerable families within the LA's community and the majority of our early year's income comes from LA funded places. Our settings have a higher than average number of children with special educational needs, and children linked to social services, or in receipt of Early Years Pupil Premium (EYPP).

Early Years

We believe that **all** children should be offered the best start in life, and our aim is to ensure that all our early years children should leave us 'school ready'. This approach has been proven to offer them the best chance of positive outcomes, the effects of which last into the child's adult life. For our After School and Holiday Club provisions, we have developed curriculums that ensure that children are provided with opportunities to belong, contribute and thrive.

During 2021/2022, we cared for 404 children in our Early Years settings and 536 children attended our After School and Holiday Clubs.

Following on from the pandemic during 2020 and 2021, many of our settings opened with a phased approach and we have been building their occupancy back up throughout the 2021/22 academic year.

- Unfortunately, our Swanscombe Preschool had to close its doors in January 2022. Recruitment of a manager and deputy was very challenging and unsuccessful; rent costs were high; and the use of both playrooms was removed by the landlord for 35% for the week – therefore the setting was no longer deemed financially viable. This is reflected slightly in the number of Early Years children cared for across the year of 2021/2022 compared to the previous year (down to 404 from 428)
- Throughout the year, both our Temple Hill and Oakfield nursery provisions have built their occupancy back up to 80-90% against both site's maximum occupancy numbers
- Our Lakeside nursery built its numbers from 23% occupancy in March 2021 to 48%. As a new setting, opening just six months prior to the pandemic, this is most definitely in line with its expectations. This nursery currently has a maximum capacity of 58 children per session, but the space is being reconsidered. This is due to the space requirements for the different ages being cared for, as we are currently looking after a larger number of children under two years of age.

Since 2019, we have been offering a support service for our most vulnerable families through our new Family Inclusion Project. This project has seen our funded Family Inclusion Co-ordinator working with caseloads for individuals, as well as developing family workshops. She has also worked closely with the Special Educational Needs Co-ordinators to ensure that all children's needs are met to the highest standard.

Our family support work has developed and grown each year, and last year we provided support to over 500 of our families. We provided families with activities, and used online digital platforms to run workshops and support sessions for many of our families throughout the pandemic - this has evolved further throughout 2021/2022. We have held many workshops from understanding the EYFS, story sacks, behaviour support and school readiness support with hints and tips to use at home. We have also successfully organised family events such as fun-days, six-week challenges that promote family health and wellbeing, and festive parties supported by the Local Authorities. Each event has reached over 100 families, with over 300

families attending our family fun-day events! Our Family Inclusion Co-ordinator, Hayley McCann, was recognised with a National Nursery World COVID-19 Hero Commendation (www.nurseryworld.co.uk/other/article/nursery-world-awards-2021-covid-19-hero),

Birthday Parties

Due to the pandemic, we were unable to offer birthday parties until July 2021, in line with Government guidelines. However, we have used the downtime to review our parties and are excited to offer a new range of themes from July 2021. These will include science, jungle and design-your-own sports party. We have also increased our range of additional items to allow more personalisation to parties, and we were still able reach over 3,000 children between July 2021 and March 2022.

After School Clubs

The pandemic impacted the extent to which families rely on After School Club services because of the introduction of hybrid working. Many families are using this increased flexibility to manage their childcare responsibilities in a way that minimises their reliance on After School Club services.

So, while we did see a signification drop due to the pandemic, our numbers have been slowly increasing in our offsite provisions. We worked with the schools to reduce rental costs to support these services. In September 2021, we made the decision to close the After School Club offered onsite at YMCA Romford (for Drapers' Maylands Primary School) earlier than planned due to it no longer being cost effective and the school's desire to run inhouse. Within the same month, we opened a new After School Club at Crownfields Primary School in Collier Row, and a Breakfast Club at St. Peter's Primary School in Romford.

The Temple Hill after school provision has been ticking along slowly. There are between seven and 12 children on role each evening, and we continue to collect from The Gateway and Dartford Primary Academy schools in Kent. We plan to try and build numbers but this is very restrictive in terms of recruitment as the club is run by the nursery team.

Holiday Club

We were awarded Holiday Activities and Food (HAF) funding through the London Boroughs of Havering and Barking & Dagenham. This meant that we could offer Holiday Club spaces during Easter, four weeks of the summer holidays and December school holidays, to families living in Havering and Barking & Dagenham, whose children receive free school meals. This has brought in an additional £150,538.34 of revenue to support the programme. It also means our numbers are really strong – around 60 children per day - and we have created additional awareness within our community. We hope that this programme will be running for the next two years.

In February 2022, we received the news that we had been successful in applying for HAF funding in Kent, which allowed us to run a small 20-place holiday provision in our Temple Hill nursery during the Easter Holiday period. This generated an additional £4,880 in March/April 2022.

HEALTH AND WELLBEING REVIEW

Our Health and Wellbeing Services operate out of our Romford branch, with members coming from the boroughs of Barking and Dagenham and Havering. The range of services we offer includes:

- gym membership
- fitness classes
- Personal Training
- sports programme
- cancer and stroke rehabilitation
- after school clubs
- PE lessons (Activ8)
- specialist sports, gym sessions and classes for young people, seniors and people with additional needs

During 2021/22, our Direct Debit paying members accounted for 678 members, with an additional 94 paying annual memberships and a further 1,003 registered as "Pay and Play" – a total of 1,775 members.

We continue to battle with the saturated gym and fitness market in both Barking & Dagenham and Havering, with no less than 10 large-scale, known branded gyms within a five-mile radius. Many of our members remain loyal because they enjoy being part of the community we offer, as well as being able to exercise somewhere relaxed and comfortable. We're very grateful to them for their loyalty and support.

With it playing a prominent role during the COVID-19 pandemic, we have retained our digital offer and it is now included within our standard membership packages. We completed the development of a virtual RPM room, which launched in September 2020, and is an alternative offer for those that want to take a class at a time that suits them. We have brought in new business through the NHS blood donation drive, hosting sessions on a regular basis.

Our Health and Wellbeing highlights:

- Continuing our digital programme as part of our membership offer, streaming through our classes onsite
- Condensing our membership packages to ensure a clear offer
- Securing £6,000 of funding for our Cancer Rehab programme
- Welcoming our Senior Citizen's Group into Health & Wellbeing
- Reviewing room hire, introducing community rates and streamlining all prices
- Relaunching the climbing wall
- Supporting a resident on his personal journey of their development of becoming a personal trainer
- Introducing a Personal Training tiered system, depending on specialism of the PT
- Supporting our residents with additional physical activities
- Our gym becoming a 24-hour offer
- Development of an online booking system for both gym and classes.

YOUTH SERVICES REVIEW

This year at Woolwich Youth Zone (WYZ) we have worked with 154 children and young people through one-to-one mentoring, group mentoring and clubs. Half of these young people are regulars, attending six sessions or more. We've also met a further 263 children and young people through detached outreach work in the Woolwich area.

This year we have run 45 Schools Group Mentoring sessions, working with 60 'at risk' young people in the local secondary school. In addition, through our centre on the Woolwich Dockyard Estate, we have provided 84 club sessions and trips, 35 music workshops and 39 facilitated sport sessions, which were focused on introducing children and young people to new sports. We've also welcomed new team members to fill staff vacancies - a new Therapeutic Youth Worker, Sessional Worker and Youth Work Manager.

Clubs

At the start of the academic year in September 2021, we were unable to reopen clubs due to staff shortages. However, we offered weekly sports sessions to connect with regular attendees and ran detached outreach sessions to meet new young people, informing them about YMCA and the services we offer.

We were able to restart our clubs in November - Mondays for 12-18-year olds and Tuesdays for 8-11s - and have seen the number of attendees significantly grow ever since. We secured funding to purchase a refurbished Mac computer as well as software for our music studio, and now offer group sessions as well as one-to-one time in the recording studio. These music workshops are a great opportunity for children and young people get creative, express themselves and tell their story, with the added opportunity to develop skills.

We also secured funding to run facilitated sports sessions such as street dance, Muay Thai boxing and tag rugby, and partnered with Fight for Peace, a local youth charity, to offer boxing sessions with a professional coach - a big favourite with the youth. We took a group to 'Snow Camp', an amazing opportunity they wouldn't otherwise have, to learn to ski or snowboard alongside developing life skills in group workshops. All who participated were awarded a certificate and are keen to continue the course.

Our clubs are full of varied, changing, fun activities shaped by child and youth feedback. This year these have included arts and crafts, cooking workshops, indoor and outdoor sports, games, 'skills builder' and mentoring activities - such as a teamwork or communication challenges, and we have a sensory 'chill space' and a "Let's Talk" corner with topical discussions and quizzes.

Through continued training, procedure review and the introduction of team reflective practice, we've grown as a trauma informed provision. Principles of safety, trustworthiness, choice, collaboration and empowerment are embedded. Our clubs are designed to be a fully inclusive 'safe space', particularly for any vulnerable children and young people and those 'at risk' (e.g. to becoming NEET or involved in crime), and layout, plans and practices are regularly reviewed based upon their feedback. Our staff ratios ensure a leader is always available for a one-to-one chat, offering support, and 264 of these took place at clubs last year. Comprehensive briefings, debriefings, client risk assessment and safeguarding matrixes ensure concerns and feedback are picked up and acted upon. Necessary referrals are made and, in some cases this year, we've continued to work alongside social services and schools to better support children and young people.

Mentoring

In the last year we've provided over 60 one-to-one mentoring sessions and informal 'drop ins' for children and young people who need further support. An example of this casework is Diego.

Diego is a 13-year-old boy who lives in a crowded flat with his extended family. The team, observing him at clubs and in school, noticed he displayed indications of neurodivergence, particularly autism. As a result, he found it difficult to interact and was vulnerable to bullying. His mentor helped him to process his emotions and improve his verbal communication. He thrived from this focused attention, grew in resilience and there's been noticeable improvement in how he interacts with his peers. Through our recommendation, the school they are now assessing him for autism.



All the children and young people we've worked with over the last year, in both one-to-one mentoring and Schools Group Mentoring, have shown significant improvement on our Skills Matrix. This matrix enables us to measure progress in teamwork and relationships, self-awareness, leadership and communication skills, resilience, confidence and a healthy lifestyle.

Our Schools Group Mentoring programme has worked with 60 new young people this year - 30 girls and 30 boys - in school years 7 and 8. This eight-week programme teaches the areas of the Skills Matrix through interactive sessions combining group activities, discussions, visual and kinaesthetic tasks, alongside opportunities for individual reflection. Young people who've taken part in this programme have told us that these sessions have helped them to become better listeners, reflect on their behaviour and be more responsible, express their emotions better, resolve conflicts and grow in confidence so they're now able to speak up and share their thoughts in class and make friends.

FINANCIAL REVIEW

YMCA Thames Gateway Group's main sources of income arise from our charitable activities in three main business areas; Housing, Community Health and Wellbeing and Children's Services. Our Housing income is made up from a mixture of personal rental payments and housing benefit payments for residents living in our hostel or move-on accommodation. Community Health income is made up from member subscriptions, income from members using our fitness facilities, and income from external bodies in payment for fitness services. Children's Services income is predominantly from payments for the use of our childcare facilities, including our nurseries and pre-schools. We also receive income from other sources including our Catering services, as well as from Venue hire, training and investment income. During the year, we acquired a subsidiary, YMCA West Kent, which is recognised in our operating income as a gift of £3,108,812.

Turnover for the 12 months ending 31 March 2022 was £8,360,539 (exclusive of the gift mentioned above) (£6,465,127 2020/21), and expenditure was £8,632,036 (£6,808,140 2020/21). This resulted in an operating deficit of £271,497 on the year (operating deficit of £343,033 2020/21).

Following the lifting of lockdown restrictions in July 2021, our services were able to start rebuilding. We faced challenges as we found, like other businesses, that our trading environment had changed significantly. We have had to realign our activities to cater for changing demand from our members and customers. Our budget for 2021-22 reflected our expectation that it would take some time for us to fully recover from the impact of lockdown on our business model. Despite this, our income was £208,760 less than planned in the budget.

We were very pleased to open our new social housing development, Park View, during 2021/22. This provided much needed move-on accommodation for our residents and had a positive impact on our revenues during the year.

In view of the challenging recruitment environment, our Board agreed that we should implement an association wide minimum wage of £10 per hour, meaning that no staff member would be paid less than this amount. This came into effect from the 1st of April 2021. The full impact of this increase was mitigated by savings due to vacancies. Overall, our staffing costs were £801,409 higher than the previous year. However, there were £865,986 of additional costs arising in respect of the new subsidiaries acquired. Operating expenditure was controlled well during the year, we were able to offset some of our income shortfall compared with budget with £148,645 savings against our operating costs budget.

Investment performance for the year was positive with the portfolio value bouncing back from the losses suffered earlier in the year. After interest charges, investment performance and the addition of West Kent YMCA to our Group, we are pleased to report a surplus of £2,858,424 (2021: deficit of £51,755) for the year.

Our cash position was adversely impacted by the renovation costs of our new social Housing units in Brentwood. Managing our cashflows has been a key aspect of the last financial year. We were able to use our Treasury Management and Annual Investment policy, introduced last year, to support our treasury function. We have been able to increase our cash and cash equivalents by £414,064 during the year.

We maintain sufficient reserves to enable us to fulfil the objectives of the Association. These reserves are held in a combination of both fixed and current assets, including an investment portfolio managed on the Board's behalf by our investment managers Barclays Wealth.

INVESTMENT POLICY AND PERFORMANCE

During the last financial year (20/21), the Board instructed our investment managers, Barclays Wealth, to maintain a balanced portfolio with a medium level of risk. The Trustees made the decision to move our investment assets out of a managed portfolio, and to invest the proceeds in the Barclays Charity Fund, which is a unit-based fund that meets our ethical investment requirements.

The quarter to the end of March 2022 saw asset values reduce by £30k despite good growth in March where there was a bounce back from losses suffered in January and February. Dividend distributions over the quarter from the fund totalled around £8k. The fund balance now stands at £1.78m, and we saw growth over the 21-22 financial year of around £100k. We have a portfolio finance facility which provides access to cash at short notice. Our fund manager confirmed that there is minimal exposure to Russian stocks. Approximately 3.5% of the portfolio is in emerging market debt, with only a small exposure to Russia. Our emerging market equity exposure is largely Asian focused so there is minimal Russian exposure from here. There is no exposure to Russian companies within our direct holdings in either bonds or equities, albeit some companies will have underlying business exposures. This we continue to monitor carefully. In aggregate this adds up to a total exposure in the Barclays Charity Fund of circa 0.1%.

Income from investments was £44,800, compared to £44,644 in 2020/21. At 31 March 2022, our portfolio value totalled £1,780,581.

RESERVES POLICY

The Association's reserves are made up of both free reserves and designated reserves.

The Association currently has a number of designated or restricted reserves. The largest designated reserves are the Property Asset Fund, which recognises the funds tied up in the physical property assets of the Association and the Investment Revaluation Reserve, which recognises the increases in the valuations of assets held in our investment portfolio. The designation of the reserves is reviewed on an annual basis by the Finance Committee.

The Trustees consider free reserves to be the liquid assets (current assets plus investments, less current liabilities) available to the Association, and available for the running of our charitable services. These free reserves do not preclude the continuing need for fundraising to fulfil the objects of the Association.

The Board consider that the free reserves should cover a minimum of four months operating expenditure. At the end of the financial year free reserves totalled £2,547,693 (£1,589,044 2021/22) which covers approximately 5 months of operating expenditure at current expenditure levels.

The Reserves Policy is reviewed annually by the Finance Committee.

LIST OF FUNDERS

YMCA Thames Gateway is registered with The Fundraising Regulator and the Group has adopted and abide by The Code of Fundraising Practice. This ensures we have a strong fundraising framework and that we are compliant with the Data Protection Act 2018 in all our fundraising activities.

Our Fundraising team secured **£362,089** in total, made up of £76,260 in grants and a further £285,829 from fundraising and community fundraising activities.

We have been fortunate to receive financial support from a number of companies and would particularly like to note the following funders and partners:

- Amazon
- Arnold Clark Community Foundation
- Asda Foundation
- Bericote Powerhouse
- Dartford Borough Council
- Havering Changes/ACE
- Kent Community Foundation
- LandAid
- London Youth
- Mayor of London's Office
- Neighbourly
- Sport England
- Stone Parish Council
- Tesco Bags of Help
- The Rotary Club of Woolwich
- William Kendall Small Grants Scheme

We'd also like to acknowledge our ongoing partnership work with:

- BBC Children in Need
- Greater London Authority
- Kent County Council
- Royal Borough of Greenwich
- The National Lottery Community Fund

VOLUNTEERS AND FUNDRAISING

Unfortunately, the pandemic meant that we were unable to welcome any international volunteers into our YMCA this year but we were hugely grateful to all the local volunteers who gave up their time to support with food hamper delivery, make donations and find out more about how they can get involved with our work.

VALUE FOR MONEY

Providing value for money is vital for any charity. Ensuring that we don't compromise on quality while ensuring we get as much as we can for our money, means spending less, spending well and spending wisely.

A focus on value for money is an objective that all staff are now aware of. Every role has a requirement to think about the value for all orders they are placing, questioning costs they believe to be too high, and getting multiple quotes for purchases.

By looking at value for money we want to make sure that:

- what we do is relevant and leads to benefits for young people (spend wisely)
- how we work is efficient and effective so we don't waste time or money (spend less)
- we get a good return from what we spend and make wise choices (spend well).

Over the past year, we generated £207,654 of value for money savings. This was a combination of additional income, cashable and non-cashable saving, and was achieved across all departments.

Here are some highlights:

- £39,000 secured through the Reaching Communities Fund to support our family inclusion work
- £21,500 donation from Dartford Borough Council to support the community café at the Roundhouse
- £40,000 raised locally to support the furnishing of the properties at Park View
- £25,000 savings made through partnership-working with a recruitment agency, securing 50% discount on staff and no finders fees
- £6,000 funding secured through Kent County Council to facilitate reconnect fun days
- £25,000 COVID response fund granted from YMCA England & Wales
- £15,800 worth of move-on deposits raised by the Housing team to support residents' move-on to independent living
- £800 savings made from acquisition of charity rate antivirus software.

PLANS FOR FUTURE PERIODS – REVISED OBJECTIVES 2022-2027

Following several business planning sessions, a new set of strategic objectives were developed. These are shared below, with more specific objectives detailed on the next page. The progress made against these will be monitored by our Quality and Compliance team, and regular reports will be provided to our Board of Trustees.

1. STRENGTHEN THE BRANCHES

We will strengthen existing branches



This will include looking to develop new areas of work in current branches which will ensure that they are financially sustainable, offer a balanced portfolio of work and are of a high quality. We will develop our skills to win significant contracts, and our capacity to deliver them. New branches will only be developed within the Gateway or Kent area. These geographies include South Newham, Ebbsfleet, Basildon, Gravesham, and the Medway towns.

2. INVEST IN OUR PEOPLE

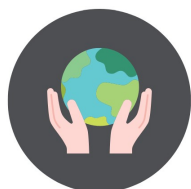
We will become a 'Great Place to Work' and aspire to be the very best employer



We will provide competitive salaries and annual leave, plus a wealth of health and wellbeing initiatives. We will be a flexible employer and help people lead balanced lives. We know that to be the best we need to attract and retain the best people. We will identify and invest in leaders, nurturing talent and providing progression pathways. We will succession plan for key roles.

3. EMBRACE SUSTAINABILITY

We will futureproof YMCA TGG by developing a policy statement and a five-year sustainability strategy



Our sustainability work will have a broad scope, focusing on business and financial sustainability as well as environmental sustainability around food services, building development and transport.

4. COMPLETE THE MASTERPLAN

We shall complete the Romford Masterplan providing a new state of the art



YMCA Community Hub for Havering and Barking & Dagenham residents. We shall use national thought leaders to help us with design and content, and partner with our key stakeholders to ensure the development is a success.

5. TELL OUR STORY

We are a progressive organisation that is open to all



We shall tell this story in powerful and creative ways, ensuring the communities we serve understand and embrace our mission and our values.

DETAIL BEHIND THE NEW OBJECTIVES

	Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5
	Strengthen the Branches	Invest in our People	Embrace Sustainability	Complete the Masterplan	Tell our story
	We will strengthen existing branches	We will become a 'Great Place to Work' and aspire to be the very best employer	We will futureproof YMCA TGG by developing a policy statement and a five-year sustainability strategy	We shall complete the Romford Masterplan providing a new state of the art YMCA Community Hub for Havering and Barking & Dagenham residents	We are a progressive organisation that is open to all
Priority 1	Branches to be financially sustainable, offer a balanced portfolio of work and are of high quality	Achieve 'Great Place to Work' Certification	Develop a sustainability strategy which defines the scope of our sustainability work	Provide a new state of the art YMCA Community Hub for Havering and Barking & Dagenham residents	Tell our story in creative ways
Priority 2	Strengthen existing branches which will include the development of new areas of work	Attract and retain the best people in the workplace	Environmental Sustainability Project Steering Group (ESPSG) meets and scopes out the opportunities, priorities and challenges		Ensure the communities we serve understand and embrace our mission and values
Priority 3	Develop our approach to winning significant contracts and our capacity to deliver them	Identify and invest in future leaders			
Priority 4	New branches to only be developed within Essex, Thames Gateway or Kent	Implement and embed a Trauma Informed approach to the workforce			

STRUCTURE, GOVERNANCE AND MANAGEMENT

YMCA Thames Gateway is a Christian community, a Housing Association offering sports, arts, education, retail, fitness and wellbeing, youth and children's services, and international programmes. YMCA Thames Gateway was established in 2020 following a merger between YMCA Thames Gateway and YMCA West Kent. The charity serves communities in North East and South East London, Essex and Kent, and principally in the London Boroughs of Havering, Barking & Dagenham, and Greenwich & Bexley, as well as Dartford, Tonbridge and Ashford in Kent.

YMCA Thames Gateway is a company limited by guarantee, incorporated on 13 February 2007 (company number 06102037) and governed by its Memorandum and Articles of Association, last updated on 28 July 2015. It is also a registered charity (number 1133269) and a registered social housing provider (registration number L4547).

The charity is led by an elected Board of Management, which is representative of the community and membership. The Chief Executive, appointed by the Board of Management, is the Executive Officer of the Association. The Association's strategic direction is set by the Board of Management and responsibility for delivering the strategic plan is delegated to the Chief Executive and the Executive Team. Operational decisions are made by the Executive Team and Departmental Managers, and are implemented by staff teams across the Association. The Board of Management also has delegated sub-committees that report to it including the Finance Committee, Audit & Risk Committee, Asset Management & Development Committee, People Committee and the Operations & Programme Committee.

The Association is open to all regardless of age, gender, faith or disability; it seeks and works for the 'whole person' development of all, in body, mind and spirit. This year has been incredibly challenging but we aim to touch the lives of a large number of people each year – through our housing offering, Health and Wellbeing services, Early Years and primary settings, youth services, birthday parties, education and training programmes, and trading arm.

YMCA Thames Gateway is an autonomous charity affiliated to the National Council of YMCAs and is part of the worldwide YMCA movement. YMCA Thames Gateway is committed to the Christian aims and purposes of the YMCA Movement.

YMCA Thames Gateway uses the most appropriate media for the recruitment of Board Members at any given time. This may include informal soundings within partner communities, e.g. Local Government, church groups, and organisations specialising in the provision of volunteers and trustees. We advertise internally within our current membership to recruit Board Members and use external advertising where appropriate. Suitable candidates who have expressed interest submit an application which is vetted for suitability by our Company Secretary and a small working group, taking into consideration what specialism they would bring to the Board. Following this, suitable potential candidates are invited to an interview. The interview panel is empowered to recommend to the board the appointment of the new board member. An induction plan is in place for new board members.

The Trustees confirm that the charity fully complies with the Regulator of Social Housing (RSH) Governance and Financial Viability Standard. During the year RSH reporting and regulatory requirements were reviewed and discussed to ensure compliance.

RISK MANAGEMENT

The charity Trustees have considered the major risks to which the charity is exposed and have reviewed those risks and established systems and procedures to manage those risks. The major risks which the charity has been exposed to as identified by the Trustees are:

- Major capital work requirements on our buildings
- Failure to generate sufficient surpluses to meet future liabilities
- Introduction of legislation regulating supported housing provision for 16-17-year olds
- Challenging recruitment landscape meaning we are unable to fill key staff posts
- The unknown impact of the COVID-19 global pandemic and how services will recover post pandemic

The above risks have been identified and reviewed and action plans are in place to mitigate these risks including allocation of resources strategic and development planning, board recruitment and recruitment of property industry professionals to advise the board.

GOING CONCERN

Due to the uncertainties generated by the COVID-19 global pandemic, the Trustees agreed a five-year strategy for the Group covering the period April 2022 to March 2027. Our expected operating result for the year ended 31 March 2023 remains a deficit for the Group due to challenges associated with the integration of YMCA West Kent and the ongoing effects of the pandemic. The focus on strengthening the branches is central to the strategy moving forward. In addition, the Finance Committee and Executive are stress testing the key budget income lines to test their veracity under pressure. There are also contingency plans in place should future performance not achieve what is aspired. Plans for closures of the projects that cannot meet required minimum financial standards will be put in place. As a result, the projections from April 2023 are to return to a surplus position. Accordingly, and with the expected ongoing support of our lenders, the Trustees have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. As a consequence, they continue to adopt the going concern basis in preparing financial statements.

PUBLIC BENEFIT STATEMENT

The Group meets the Charity Commission's general guidance on public benefit through the work the Group undertakes to a wide range of people, many of whom are vulnerable, as detailed in pages 30 to 62.

ENERGY AND CARBON REPORT

As the group has not consumed more than 40,000 kWh of energy in this reporting period, it qualifies as a low energy user under these regulations and is not required to report on its emissions, energy consumption or energy efficiency activities.

STATEMENT OF DISCLOSURE TO AUDITOR

So far as each person who was a trustee at the date of approving this report is aware, there is no relevant audit information of which the Group's auditor is unaware. Additionally, the trustees individually have taken all the necessary steps that they ought to have taken as trustees in order to make themselves aware of all relevant audit information and to establish that the Group's auditor is aware of that information.

The trustees' report, including the strategic report, was approved by the Board of Trustees on 20 April 2023 and signed on their behalf by:



Mark Saunders
Chair and Trustee

TRUSTEES' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 MARCH 2022

The trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees 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 law). 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 group and of the surplus or deficit of the company and group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the housing SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company and 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 the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF YMCA THAMES GATEWAY

Opinion

We have audited the financial statements of YMCA Thames Gateway (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the group statement of comprehensive income, the group balance sheet, the company balance sheet, the group statement of changes in reserves, the company statement of changes in reserves, the group statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent company's affairs as at 31 March 2022 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' 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 and parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF YMCA THAMES GATEWAY

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in trustees responsibilities statement, the trustees 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 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 parent charity'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 intend to liquidate the charity 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.

As part of our planning process:

- We enquired of management the systems and controls the group and charity has in place, the areas of the financial statements that are mostly susceptible to the risk of irregularities and fraud, and whether there was any known, suspected or alleged fraud. The charity did not inform us of any known, suspected or alleged fraud.
- We obtained an understanding of the legal and regulatory frameworks applicable to the group and charity. We determined that the following were most relevant: the Housing SORP 2018, Charity SORP, FRS 102, Charities Act 2011, Companies Act 2006, Employment Law, Data Protection GDPR, Health and Safety and safeguarding of vulnerable people.
- We considered the incentives and opportunities that exist in the group and charity, including the extent of management bias, which present a potential for irregularities and fraud to be perpetuated, and tailored our risk assessment accordingly.
- Using our knowledge of the group and charity, together with the discussions held with the group and charity at the planning stage, we formed a conclusion on the risk of misstatement due to irregularities including fraud and tailored our procedures according to this risk assessment.

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF YMCA THAMES GATEWAY

The key procedures we undertook to detect irregularities including fraud during the course of the audit included:

- Identifying and testing journal entries and the overall accounting records, in particular those that were significant and unusual.
- Reviewing the financial statement disclosures and determining whether accounting policies have been appropriately applied.
- Reviewing and challenging the assumptions and judgements used by management in their significant accounting estimates, in particular in relation to investment properties.
- Assessing the extent of compliance, or lack of, with the relevant laws and regulations.
- Testing key income lines, in particular cut-off, for evidence of management bias.
- Assessing the validity of the classification of income, expenditure, assets and liabilities between unrestricted, designated and restricted funds.
- Performing a physical verification of key assets.
- Obtaining third-party confirmation of material bank and loan balances.
- Documenting and verifying all significant related party balances and transactions.
- Reviewing documentation such as the charity board minutes for discussions of irregularities including fraud.
- Reviewing key consolidation journals.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements even though we have properly planned and performed our audit in accordance with auditing standards. The primary responsibility for the prevention and detection of irregularities and fraud rests with the trustees of the group and charity.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://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 company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Carol Rudge

Carol Rudge (Senior Statutory Auditor)

For and on behalf of

Chartered Accountants

Statutory Auditor

Acre House

11-15 William Road

London

NW1 3ER

United Kingdom

20 Apr 2023

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YMCA THAMES GATEWAY

GROUP STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2022

		2022	2021
	Notes	£	£
Income	3	8,360,539	6,465,127
Operating costs		(8,632,036)	(6,808,140)
Operating deficit	4	(271,497)	(343,033)
Gift of subsidiaries	29, 30	3,108,812	-
Interest receivable and similar income	7	44,800	44,644
Interest payable and similar expenses	8	(106,917)	(69,756)
Fair value gains and losses on fixed asset investments	9	99,226	306,390
Fair value gains and losses on investment properties	13	(16,000)	10,000
Surplus/(deficit) before taxation		2,858,424	(51,755)
Tax on profit/(loss)	11	-	-
Total comprehensive income/(loss) for the financial year		2,858,424	(51,755)

As described in note 29, on the first day of the year ended 31 March 2022 the parent was gifted YMCA West Kent. In the year ended 31 March 2021, the group consisted only of the parent charity and therefore the figures in the 2021 column are the entity figures for YMCA Thames Gateway from the prior year.

YMCA THAMES GATEWAY

GROUP BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	12	20,798,722		17,285,020	
Investment properties	13	944,000		580,000	
Investments	14	1,780,581		1,686,629	
		23,523,303		19,551,649	
Current assets					
Stocks	17	7,411		8,257	
Debtors	18	638,680		567,471	
Cash at bank and in hand		675,215		261,151	
		1,321,306		836,879	
Creditors: amounts falling due within one year	19	(1,498,194)		(1,532,886)	
Net current liabilities			(176,888)		(696,007)
Total assets less current liabilities			23,346,415		18,855,642
Creditors: amounts falling due after more than one year	20		(4,203,297)		(3,243,885)
Deferred grants	22		(2,780,437)		(2,107,500)
Net assets			16,362,681		13,504,257
Reserves					
Restricted funds	24	113,117		14,387	
Revaluation reserve	25	4,326,407		4,429,509	
Income and expenditure reserve		11,923,157		9,060,361	
Total reserves			16,362,681		13,504,257

As described in note 29, on the first day of the year ended 31 March 2022 the parent was gifted YMCA West Kent. In the year ended 31 March 2021, the group consisted only of the parent charity and therefore the figures in the 2021 column are the entity figures for YMCA Thames Gateway from the prior year.

20 Apr 2023

The financial statements were approved by the board of trustees and authorised for issue on and are signed on its behalf by:



O Otudeko
Trustee

YMCA THAMES GATEWAY

COMPANY BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	12	18,351,718		17,285,020	
Investment properties	13	535,000		580,000	
Investments	14	3,023,713		1,686,629	
		21,910,431		19,551,649	
Current assets					
Stocks	17	7,411		8,257	
Debtors	18	503,286		567,471	
Cash at bank and in hand		245,876		261,151	
		756,573		836,879	
Creditors: amounts falling due within one year	19	(1,243,027)		(1,532,886)	
Net current liabilities			(486,454)		(696,007)
Total assets less current liabilities			21,423,977		18,855,642
Creditors: amounts falling due after more than one year	20		(4,043,035)		(3,243,885)
Deferred grants	22		(2,780,437)		(2,107,500)
Net assets			14,600,505		13,504,257
Reserves					
Restricted funds	24	66,701		14,387	
Revaluation reserve	25	4,326,407		4,429,509	
Income and expenditure reserve		10,207,397		9,060,361	
Total reserves			14,600,505		13,504,257

As permitted by s408 Companies Act 2006, the charity has not presented its own income and expenditure account and related notes. The charity's surplus for the year was £1,096,248 (2021 - £51,755 deficit).

20 Apr 2023

The financial statements were approved by the board of directors and authorised for issue on and are signed on its behalf by:



O Otudeko
Trustee

Company Registration No. 06102037

YMCA THAMES GATEWAY

GROUP STATEMENT OF CHANGES IN RESERVES

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Restricted funds £	Revaluation reserve £	Profit and loss reserves £	Total £
Balance at 1 April 2020		4,730	4,532,521	9,018,761	13,556,012
Year ended 31 March 2021:					
Loss and total comprehensive income for the year		9,657	-	(61,412)	(51,755)
Other movements		-	(103,012)	103,012	-
Balance at 31 March 2021		14,387	4,429,509	9,060,361	13,504,257
Year ended 31 March 2022:					
Profit and total comprehensive income for the year		98,730	-	2,759,694	2,858,424
Other movements		-	(103,102)	103,102	-
Balance at 31 March 2022		113,117	4,326,407	11,923,157	16,362,681

YMCA THAMES GATEWAY

COMPANY STATEMENT OF CHANGES IN RESERVES

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Restricted funds £	Revaluation reserve £	Profit and loss reserves £	Total £
Balance at 1 April 2020		4,730	4,532,521	9,018,761	13,556,012
Year ended 31 March 2021:					
Deficit and total comprehensive income for the year		9,657	-	(61,412)	(51,755)
Other movements		-	(103,012)	103,012	-
Balance at 31 March 2021		14,387	4,429,509	9,060,361	13,504,257
Year ended 31 March 2022:					
Surplus and total comprehensive income for the year		52,314	-	1,043,934	1,096,248
Other movements		-	(103,102)	103,102	-
Balance at 31 March 2022		66,701	4,326,407	10,207,397	14,600,505

YMCA THAMES GATEWAY

GROUP STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	33	1,032,283		(215,810)	
Interest paid		(46,431)		(18,476)	
Net cash inflow/(outflow) from operating activities		985,852		(234,286)	
Investing activities					
Purchase of tangible fixed assets		(1,476,359)		(2,923,514)	
Cash received from gift of subsidiaries		220,173		-	
Other investment income received		44,800		44,644	
Net cash used in investing activities		(1,211,386)		(2,878,870)	
Financing activities					
Proceeds from borrowings		1,017,466		1,584,305	
Repayment of borrowings		(377,868)		(114,347)	
Net cash generated from financing activities		639,598		1,469,958	
Net increase/(decrease) in cash and cash equivalents		414,064		(1,643,198)	
Cash and cash equivalents at beginning of year		261,151		1,904,349	
Cash and cash equivalents at end of year		675,215		261,151	

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Company information

YMCA Thames Gateway is a private company limited by guarantee incorporated in England and Wales and is a registered provider of social housing. The registered office is YMCA Thames Gateway, Rush Green Road, Romford, Essex, RM7 0PH.

YMCA Thames Gateway was established in July 2015 following a merger between Romford YMCA Limited and YMCA Thames Gateway (south) Limited.

The group consists of YMCA Thames Gateway and all of its subsidiaries.

1.1 Accounting convention

These financial statements have been prepared in accordance with the "Statement of Recommended Practice for registered social housing providers (2018)", the Accounting Direction for Private Registered Providers of Social Housing 2019 and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties which were held at deemed cost as at 2015 on transition to FRS102 and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

YMCA Thames Gateway meets the definition of a public benefit entity under FRS 102.

The company is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this company, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The company has therefore taken advantage of exemptions from the following disclosure requirements for parent company information presented within the consolidated financial statements:

- Section 7 'Statement of Cash Flows': Presentation of a statement of cash flow and related notes and disclosures;
- Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues': Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income;
- Section 33 'Related Party Disclosures': Compensation for key management personnel.

1.2 Gifts of subsidiaries

In the parent charity financial statements, the excess of the fair value of the assets received over the fair value of the liabilities assumed is recognised as income in the Statement of Comprehensive Income.

Investments in subsidiaries are accounted for at cost less impairment.

1.3 Basis of consolidation

The consolidated group financial statements consist of the financial statements of the parent company YMCA Thames Gateway together with all entities controlled by the parent company (its subsidiaries).

All financial statements are made up to 31 March 2022. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

Subsidiaries are consolidated in the group's financial statements from the date that control commences until the date that control ceases.

1.4 Going concern

The Group's financial position, business activities and factors likely to affect its future development are set out within the Trustees' Report. The Trustee Board's recent strategy to improve the financial performance within housing which will ensure that in the forthcoming years financial performance is strong and that cash is generated. Our expected operating result for the year ended 31 March 2023 remains a deficit but is projected to improve and return to a surplus position during the financial year 2023/24. On this basis, and with expected ongoing support of our lenders, 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.

1.5 Income and expenditure

Income

All incoming resources are included in the statement of comprehensive income when the group has entitlement to the funds, certainty of receipt and the amount can be measured with sufficient reliability.

Housing - rent, services and fees for housing related support are recognised in the period to which they relate.

Training and education - income from service level agreements for the provision of training and education is recognised over the period in which the training and education is delivered.

Supported accommodation - income is recognised to the extent that the group has provided contracted services. Licence charges (from residents) are recognised as receivable, and support charges (from local councils) are recognised in the period the support services are provided on an accruals basis. Income received in advance of the provision of services is deferred on a time basis until such time as the services have been performed.

Donations and legacies - income is recognised when the group is entitled to the income, the receipt is probable and the amount can be reliably measured.

Rental income is recognised over the period to which it relates.

Investment income - investment income is recognised when the group is entitled to receipt. Rental income is recognised over the period to which it relates.

Service charge income is recognised when it falls due.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets except housing properties are stated at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Housing properties are stated at cost and depreciated by component over the estimated useful economic lives of the component categories.

The cost of properties is their purchase price together with incidental costs of acquisitions and improvements, including related management charges. In 2015/16 the transitional FRS 102 rules were adopted. The housing properties were revalued and have been included in the financial statements at deemed cost.

Expenditure on housing and other properties which adds to the value of the property or extends its useful life is capitalised.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold buildings	75-100 years straight line as per below
Leasehold land and buildings	2% straight line or over the life of the lease
Office equipment	20% straight line
Fixtures and fittings	5-10 years straight line
Motor vehicles	4-5 years straight line

Major components are treated as separable assets and depreciated over their useful economic lives as follows:

Land	Not depreciated
Main fabric/structure	75-100 years straight line
Roof structure	50 years straight line
Windows and external doors	20 years straight line
Heating and electrical	10 years straight line
Kitchens and bathrooms	15 years straight line
Carpark & External structures	25 years straight line
Mechanical and plumbing	25 years straight line
Property improvements	25-50 years straight line
Flooring	10 years straight line

Assets under construction are not depreciated, depreciation on these assets will commence when they are brought into use subsequent to the year end.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

No depreciation is provided in respect of freehold land.

Tangible fixed assets are capitalised when their value exceeds £1,000. Smaller items are capitalised when they are part of a group of assets.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.7 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in the Statement of Comprehensive Income.

Where fair value cannot be achieved without undue cost or effort, investment property is accounted for as tangible fixed assets.

1.8 Fixed asset investments

Listed investments are stated at market value. Any unrealised gains or losses are included within the statement of comprehensive income.

1.9 Impairment of fixed assets

At each reporting period end date, the group reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.10 Stocks

Stocks are stated at the lower of cost and estimated selling price.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

1.11 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.12 Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the group's balance sheet when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the group transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Other financial liabilities

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless hedge accounting is applied and the hedge is a cash flow hedge.

Debt instruments that do not meet the conditions in FRS 102 paragraph 11.9 are subsequently measured at fair value through profit or loss. Debt instruments may be designated as being measured at fair value through profit or loss to eliminate or reduce an accounting mismatch or if the instruments are measured and their performance evaluated on a fair value basis in accordance with a documented risk management or investment strategy.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

Derecognition of financial liabilities

Financial liabilities are derecognised when the group's contractual obligations expire or are discharged or cancelled.

1.13 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement has been considered immaterial to the financial statements and has not been included.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

YMCA Thames Gateway and YMCA West Kent 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. The plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Thames Gateway and YMCA West Kent for disclosure in the financial statements.

The scheme's actuary has advised that additional contributions are required in order for the scheme to meet the future obligations of the scheme. The current deficit funding commitment has been included as a creditor in the financial statements, stated at the present value of the liability.

1.15 Interest payable

Interest payable is charged to the Statement of Comprehensive Income in the year in which it is incurred.

1.16 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income and expenditure on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

1.17 Government grants

Social Housing Grant (SHG) is receivable from Homes England as a contribution towards the capital cost of housing schemes. The group 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.

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1.18 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in profit or loss.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.19 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are those which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2 Judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

Valuation of investment properties

Determining the fair value of the group's investment properties as at each balance sheet date involves an element of estimation. The last valuation was carried out by Balmores in 2016, who are not connected with the group. Following on from this, the fair value as at the year end have been agreed to third party websites. The resulting estimation uncertainty is managed by referring to available market evidence for similar properties.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

3 Income

For the year ended 31 March 2022

	Turnover	Operating costs	Operating surplus
	£	£	£
Social housing			
Rent and housing	2,348,522	2,254,520	94,002
Service charges	1,929,439	1,929,978	(539)
Social housing grant	470,929	467,029	3,900
	<u>4,748,890</u>	<u>4,651,527</u>	<u>97,363</u>
Non-social housing activities			
Other income	664,256	830,133	(165,877)
Health and wellbeing	304,158	391,071	(86,913)
Child and family services	1,328,100	1,395,183	(67,083)
Youth services	87,576	210,261	(122,685)
Catering services	74,728	117,062	(42,334)
Other activities	403,150	287,118	116,032
Other income	749,681	749,681	-
	<u>3,611,649</u>	<u>3,980,509</u>	<u>(368,860)</u>
	<u>8,360,539</u>	<u>8,632,036</u>	<u>(271,497)</u>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

3 Income (Continued)

For the year ended 31 March 2021

	Turnover	Operating costs	Operating surplus
	£	£	£
Social housing			
Rent and housing	2,261,672	2,050,796	210,876
Service charges	1,626,308	1,636,937	(10,629)
Social housing grant	534,619	528,627	5,992
Other income	26,427	26,427	-
	<u>4,449,026</u>	<u>4,242,787</u>	<u>206,239</u>
Non-social housing activities			
Health and wellbeing	129,994	373,575	(243,581)
Child and family services	916,529	1,064,190	(147,661)
Youth services	79,277	110,261	(30,984)
Catering services	44,711	80,361	(35,650)
Other activities	275,560	366,956	(91,396)
Other income	570,030	570,030	-
	<u>2,016,101</u>	<u>2,565,373</u>	<u>(549,272)</u>
	<u>6,465,127</u>	<u>6,808,160</u>	<u>(343,033)</u>

Social housing entirely relates to supported housing for both this financial year and the prior year.

Social housing for disclosure purposes only includes those activities carried out by the YMCA Thames Gateway as it is the only registered provider in the group.

4 Operating surplus/(deficit)

	2022	2021
	£	£
Operating surplus/(deficit) for the year is stated after charging/(crediting):		
Fees payable to the group's auditor for the audit of the company's financial statements	21,640	20,000
Fees payable to the auditors of subsidiary entities	11,000	-
Government grants	(40,090)	-
Depreciation of owned tangible fixed assets	458,237	317,981
Operating lease charges	85,080	35,329
	<u>525,867</u>	<u>373,310</u>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

5 Employees

The average monthly number of persons (including directors) employed by the group and company during the year was:

	Group 2022 Number	2021 Number	Company 2022 Number	2021 Number
Housing	75	43	34	43
Community health	10	14	10	14
Children's services	63	78	63	78
Youth services	5	4	5	4
Catering services	13	17	13	17
Executive team	9	10	9	10
Corporate services and administration	27	20	19	20
Site operations and cleaning	16	18	16	18
Membership and reception	15	20	15	20
Total	233	224	184	224

Their aggregate remuneration comprised:

	Group 2022 £	2021 £	Company 2022 £	2021 £
Wages and salaries	4,630,398	3,830,634	3,864,571	3,830,634
Social security costs	318,971	269,435	271,957	269,435
Pension costs	405,403	453,294	352,258	453,294
	5,354,772	4,553,363	4,488,786	4,553,363

The pension charge in 2021 includes an extension of the liability for a further two years as a result of the triennial valuation. This was shown separately on the face of the Statement of Comprehensive Income in 2021, but has been included within operating costs in 2022 as this is considered more appropriate.

The number of employees whose annual emoluments £60,000 or more were:

	Group 2022 Number	2021 Number	Company 2022 Number	2021 Number
£60,000 - £70,000	-	2	-	2
£70,001 - £80,000	3	1	2	1
£80,001 - £100,000	1	1	1	1
	4	4	3	4

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

6 Executive staff emoluments

	2022 £	2021 £
Emoluments	445,923	434,102
Pension contributions	27,657	28,871
Total emoluments	473,580	462,973

The salary received by the highest paid executive staff member (the Chief Executive) was:

	2022 £	2021 £
Emoluments	96,645	95,931

There is no longer a defined benefit scheme in operation for the Chief Executive and therefore no contributions were made in the year. Contributions to the stakeholder pension on behalf of the Chief Executive were £7,732 (2021: £7,674).

7 Interest receivable and similar income

	2022 £	2021 £
Income from fixed asset investments		
Income from other fixed asset investments	44,800	44,644

8 Interest payable and similar expenses

	2022 £	2021 £
Interest on bank overdrafts and loans	46,431	18,476
Other interest on financial liabilities	25,474	27,573
Unwinding of discount on pension obligation	35,012	23,707
Total finance costs	106,917	69,756

9 Fair value gains/(losses) on fixed asset investments

	2022 £	2021 £
Gain on disposal of fixed asset investments	253	472
Movement in market value	98,973	305,918
	99,226	306,390

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration, expenses or benefits from the Group during the year in respect of their duties as trustees.

11 Taxation

As registered charities, YMCA Thames Gateway and YMCA West Kent are exempt from UK tax on income and gains to the extent that these are applied to their charitable objects. No UK tax charges have arisen in either charity during the year (2021: £nil).

Additionally, while West Kent YMCA Trading Limited is a trading company, it was loss-making in the year and therefore there was no tax to pay (2021: £nil).

YMCA THAMES GATEWAY

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

12 Tangible fixed assets

Group	Freehold buildings £	Leasehold land and buildings £	Leasehold improvements £	Assets under construction £	Fixtures and fittings £	Computers £	Motor vehicles £	Total £
Cost								
At 1 April 2021	13,954,175	1,883,975	-	3,162,191	1,897,791	89,902	83,772	21,071,806
Additions	1,307,776	-	-	-	168,583	-	-	1,476,359
Gifted with subsidiaries	2,591,817	-	310,484	-	354,297	-	81,528	3,338,126
Disposals	-	-	-	-	(15,465)	-	-	(15,465)
Transfers	3,162,191	-	-	(3,162,191)	-	-	-	-
At 31 March 2022	21,015,959	1,883,975	310,484	-	2,405,206	89,902	165,300	25,870,826
Depreciation and impairment								
At 1 April 2021	1,427,737	512,214	-	-	1,674,796	88,267	83,772	3,786,786
Depreciation charged in the year	260,935	37,680	20,897	-	138,130	595	-	458,237
Gifted with subsidiaries	297,155	-	142,135	-	321,728	-	81,528	842,546
Eliminated in respect of disposals	-	-	-	-	(15,465)	-	-	(15,465)
At 31 March 2022	1,985,827	549,894	163,032	-	2,119,189	88,862	165,300	5,072,104
Carrying amount								
At 31 March 2022	19,030,132	1,334,081	147,452	-	286,017	1,040	-	20,798,722
At 31 March 2021	12,526,438	1,371,761	-	3,162,191	222,995	1,635	-	17,285,020

The cost of properties is their purchase price together with incidental costs of acquisitions and improvements, including related management charges. In 2015/16 the transitional FRS 102 rules were adopted. The housing properties were revalued and have been included in the financial statements at deemed cost. The historic cost as depreciated at 31 March 2022 is £6,008,743 (2021: £5,565,101).

At the year end, the net book value included in tangible fixed assets in relation to properties used for social housing activities was £18,375,026 (2021: £15,585,211)

YMCA THAMES GATEWAY

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

12 Tangible fixed assets

		(Continued)						
Company		Freehold buildings	Leasehold land and buildings	Assets under construction	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£	£	£	£
Cost								
At 1 April 2021	13,954,175	1,883,975	3,162,191	1,897,791	89,902	83,772	21,071,806	
Additions	1,307,776	-	-	159,390	-	-	1,467,166	
Transfers	3,162,191	-	(3,162,191)	-	-	-	-	
At 31 March 2022	18,424,142	1,883,975	-	2,057,181	89,902	83,772	22,538,972	
Depreciation and impairment								
At 1 April 2021	1,427,737	512,214	-	1,674,796	88,267	83,772	3,786,786	
Depreciation charged in the year	236,142	37,680	-	126,051	595	-	400,468	
At 31 March 2022	1,663,879	549,894	-	1,800,847	88,862	83,772	4,187,254	
Carrying amount								
At 31 March 2022	16,760,263	1,334,081	-	256,334	1,040	-	18,351,718	
At 31 March 2021	12,526,438	1,371,761	3,162,191	222,995	1,635	-	17,285,020	

The cost of properties is their purchase price together with incidental costs of acquisitions and improvements, including related management charges. In 2015/16 the transitional FRS 102 rules were adopted. The housing properties were revalued and have been included in the financial statements at deemed cost. The historic cost as depreciated at 31 March 2022 is £5,368,743 (2021: £5,565,101).

At the year end, the net book value included in tangible fixed assets in relation to properties used for social housing activities was £16,727,500 (2021: £15,585,211)

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

13 Investment property

	Group 2022 £	Company 2022 £
Fair value		
At 1 April 2021	580,000	580,000
Additions through gift of subsidiaries	380,000	-
Net gains or losses through fair value adjustments	(16,000)	(45,000)
At 31 March 2022	944,000	535,000

The fair value of the investment properties has been arrived at on the basis of a valuation carried out by the Trustees as at March 2022. The valuation was made on an open market value basis by reference to market evidence of transaction prices for similar properties.

14 Fixed asset investments

	Notes	Group 2022 £	2021 £	Company 2022 £	2021 £
Investments in subsidiaries	15	-	-	1,243,132	-
Listed investments		1,776,572	1,683,211	1,776,572	1,683,211
Other investments		4,009	3,418	4,009	3,418
		1,780,581	1,686,629	3,023,713	1,686,629

Movements in fixed asset investments

Group	Investments other than loans £	Cash £	Total £
Cost or valuation			
At 1 April 2021	1,683,211	3,418	1,686,629
Valuation changes	98,973	-	98,973
Investment income	-	44,800	44,800
Investment management fees	-	(5,274)	(5,274)
Disposals	(5,631)	5,884	253
Transfer to bank	-	(44,800)	(44,800)
At 31 March 2022	1,776,553	4,028	1,780,581
Carrying amount			
At 31 March 2022	1,776,553	4,028	1,780,581
At 31 March 2021	1,683,211	3,418	1,686,629

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

14 Fixed asset investments (Continued)

Movements in fixed asset investments

Company	Investment in group undertakings	Other investments other than loans	Cash	Total
	£	£	£	£
Cost or valuation				
At 1 April 2021	-	1,683,211	3,418	1,686,629
Additions	1,243,132	-	-	1,243,132
Valuation changes	-	98,992	-	98,992
Investment income	-	-	44,800	44,800
Investment management fees	-	-	(5,293)	(5,293)
Disposals	-	(5,631)	5,884	253
Transfer to bank	-	-	(44,800)	(44,800)
At 31 March 2022	1,243,132	1,776,572	4,009	3,023,713
Carrying amount				
At 31 March 2022	1,243,132	1,776,572	4,009	3,023,713
At 31 March 2021	-	1,683,211	3,418	1,686,629

15 Subsidiaries

Details of the company's subsidiaries at 31 March 2022 are as follows:

Name of undertaking	Registered office
YMCA West Kent	1-23 Belgrave Road, Tunbridge Wells, TN1 2BP
West Kent YMCA Trading Limited	1-23 Belgrave Road, Tunbridge Wells, TN1 2BP
The Bridge Trust Corporation	Tower House, Vale Rise, Tonbridge, TN9 1TB
West Kent YMCA Academy Trust Limited	1-23 Belgrave Road, Tunbridge Wells, TN1 2BP

The financial statements consolidate the results of YMCA West Kent, West Kent YMCA Trading Limited, The Bridge Trust Corporation and West Kent YMCA Academy Trust. YMCA West Kent is held directly by YMCA Thames Gateway which is its sole member with the power to appoint or remove the majority of the trustees. The other entities are all held directly by YMCA West Kent which holds the share capital of West Kent YMCA Trading Limited and has the ability to appoint and remove the majority of members of both The Bridge Trust Corporation and West Kent YMCA Academy Trust.

The Bridge Trust Corporation is dormant as at year ended 31 March 2022 having ceased to trade at 31 January 2022.

West Kent YMCA Academy Trust Limited was dormant throughout the year.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

16 Financial instruments

	Group 2022 £	2021 £	Company 2022 £	2021 £
Carrying amount of financial assets				
Instruments measured at fair value through profit or loss	1,776,572	1,683,211	1,776,572	1,683,211

17 Stocks

	Group 2022 £	2021 £	Company 2022 £	2021 £
Finished goods and goods for resale	7,411	8,257	7,411	8,257

18 Debtors

	Group 2022 £	2021 £	Company 2022 £	2021 £
Amounts falling due within one year:				
Trade debtors	468,295	263,814	381,262	263,814
Other debtors	14,864	10,509	5,156	10,509
Prepayments and accrued income	155,521	293,148	116,868	293,148
	638,680	567,471	503,286	567,471

19 Creditors: amounts falling due within one year

	Notes	Group 2022 £	2021 £	Company 2022 £	2021 £
Other borrowings	21	476,832	608,937	476,832	608,937
Trade creditors		302,396	463,970	236,255	463,970
Other taxation and social security		79,964	64,663	64,874	64,663
Accrued pension deficit contributions		167,890	111,236	141,763	111,236
Other creditors		59,459	135,918	24,742	135,918
Accruals and deferred income		411,653	148,162	298,561	148,162
		1,498,194	1,532,886	1,243,027	1,532,886

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

20 Creditors: amounts falling due after more than one year

	Notes	Group 2022 £	2021 £	Company 2022 £	2021 £
Other borrowings	21	3,177,250	2,405,547	3,177,154	2,405,547
Accrued pension deficit contributions		1,026,047	838,338	865,881	838,338
		<u>4,203,297</u>	<u>3,243,885</u>	<u>4,043,035</u>	<u>3,243,885</u>

21 Loans and overdrafts

	Group 2022 £	2021 £	Company 2022 £	2021 £
Other loans	3,654,082	3,014,484	3,653,986	3,014,484
Payable within one year	476,832	608,937	476,832	608,937
Payable after one year	3,177,250	2,405,547	3,177,154	2,405,547

£923,000 of the balance included in other loans is a loan from YMCA England to acquire the freehold of the Roundhouse hostel as part of the merger with YMCA Thames Gateway (South) Limited. The loan is secured by a fixed charge over the freehold of the Roundhouse hostel. The loan is repayable over 15 years from March 2020. Interest is accrued at 2.5% from the inception of the loan.

A short term portfolio finance arrangement is in place with Barclays Bank Plc which is repayable on demand. As such, all amounts due under this arrangement are included within creditors due in less than one year in the financial statements. Interest is accruing at a rate equal to Barclays Bank base rate plus 2%. The loan is secured by a fixed charge over the investment portfolio of the group that is managed by Barclays Wealth.

YMCA Thames Gateway have drawn down loans totaling £2,400,000 from Charity Bank to finance the build of 39 new units of accommodation on the Rush Green Road site, including drawing down a new loan of £910,000 during the year. As at 31 March 2022, £2,309,466 is showing as a creditor in relation to these draw downs. Total repayments of £180,723 were made during the year in relation to these drawdowns. Interest is chargeable on these amounts at a rate equal to the Bank of England base rate plus 1.98%. The Charity Bank has a charge over the property with full title guarantee by way of legal mortgage.

22 Deferred grants

	Group 2022 £	2021 £	Company 2022 £	2021 £
Arising from government grants	2,780,437	2,107,500	2,780,437	2,107,500

The above represents a grant from Greater London Authority (the GLA) for the construction of affordable housing which is recognised using the accrual model. This is being released to the profit and loss over a period of 75 years.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

23 Retirement benefit schemes

	2022	2021
Defined contribution schemes	£	£
Charge to profit or loss in respect of defined contribution schemes	405,403	453,294

A defined contribution pension scheme is operated for all qualifying employees. The assets of the scheme are held separately from those of the group in an independently administered fund.

Multi-employer plan

The group participated in a contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCAs in England, Scotland and Wales. The assets of the YMCA Pension Plan are held separately from those of the group and at the year end these were invested in the Mercer Dynamic De-risking Solution, averaging 52% matching portfolio and 49% 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. YMCA Thames Gateway has been advised that it will need to make monthly contributions totalling £11,304 from 1 May 2022. The total monthly contributions for the group amount to £25,816. 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 1 May 2022.

The group has accounted for its share of the deficit as a defined contribution plan, on the basis that it is only liable for its share of the deficit and due to the set-up of the multi employer plan, it is not possible currently to quantify the potential amount that the group may be called upon to pay in the future. This liability is shown in notes 19 and 20.

24 Restricted funds

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
At the beginning of the year	14,387	4,730	14,387	4,730
Incoming resources	459,661	45,000	56,587	45,000
Resources expended	(360,931)	(35,343)	(4,273)	(35,343)
At the end of the year	113,117	14,387	66,701	14,387

This is the aggregate balance of a number of small restricted funds for projects run by the Group.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

25 Revaluation reserve

	Group 2022 £	2021 £	Company 2022 £	2021 £
At the beginning of the year	4,429,509	4,532,521	4,429,509	4,532,521
Transfer in respect of additional depreciation	(103,102)	(103,012)	(103,102)	(103,012)
At the end of the year	4,326,407	4,429,509	4,326,407	4,429,509

The revaluation reserve arose on the adoption of FRS 102 in 2015/16. The operating properties were revalued and under the FRS 102 transitional rules were carried forward at deemed cost. Each year a transfer is made in respect of the additional annual depreciation charge resulting from the revaluation.

26 Designated funds

	Pension reserve £	Investment revaluation reserve £	Property asset fund £	Total £
Group				
At the beginning of the prior year	(685,371)	129,600	9,924,409	9,368,638
Transfers with income and expenditure reserve	(264,203)	577,074	(2,210,192)	(1,897,321)
At the end of the prior year	(949,574)	706,674	7,714,217	7,471,317
Transfers with income and expenditure reserve	(244,363)	(27,674)	1,806,460	1,534,423
At the end of the current year	(1,193,937)	679,000	9,520,677	9,005,740
	Pension reserve £	Investment revaluation reserve £	Property asset fund £	Total £
Company				
At the beginning of the prior year	(685,371)	129,600	9,924,409	9,368,638
Transfers with income and expenditure reserve	(264,203)	577,074	(2,210,192)	(1,897,321)
At the end of the prior year	(949,574)	706,674	7,714,217	7,471,317
Transfers with income and expenditure reserve	(58,070)	(221,674)	(17,967)	(297,711)
At the end of the current year	(1,007,644)	485,000	7,696,250	7,173,606

All reserves listed above are included in Income and expenditure reserves for both the group and the company.

The pension reserve reflects both the short term and long term elements of the deficit reduction payments due on the defined benefit pension scheme.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

26 Designated funds

(Continued)

Investment revaluation reserve - this reserve is the difference between the cost and current market value of revalued investment assets.

Property asset fund - this fund represents the original cost of the land and buildings, net of depreciation charged, related borrowings and grants. In combination with the property revaluation reserve, it represents the net book value of properties held.

27 Operating lease commitments

Lessee

At the reporting end date the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group 2022 £	2021 £	Company 2022 £	2021 £
Within one year	131,019	55,329	56,299	55,329
Between two and five years	336,129	125,632	69,333	125,632
In over five years	84,244	-	-	-
	<u>551,392</u>	<u>180,961</u>	<u>125,632</u>	<u>180,961</u>

28 Related party transactions

During the year recharges totalling £279,308 were made to West Kent YMCA Trading Limited from YMCA West Kent and amounts paid for by the trading subsidiary on behalf of YMCA West Kent by YMCA West Kent totalled £80,441.

At the year end West Kent YMCA Trading Limited owed YMCA West Kent £82,407.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

29 Transfer of funds from subsidiaries

On 1 April 2021 the control of YMCA West Kent was gifted to YMCA Thames Gateway. YMCA West Kent is a charitable company registered in England and Wales with a registered office of 1-23 Belgrave Road, Tunbridge Wells, TN1 2BP. Its registered charity number is 803529 and registered company number is 02512960.

YMCA West Kent has a 100% owned trading subsidiary, West Kent YMCA Trading Limited, which also formed part of the gift. The trading subsidiary has the same registered office as listed above. Its registered company number is 03742102.

The value of the gift is as follows:

	£
Tangible fixed assets	841,819
Investments	380,002
Current assets	391,740
Current liabilities	(148,576)
Non-current liabilities	(221,853)
	1,243,132
Fair value adjustments	-
Total value of gift	1,243,132

The charity considered the net book value of the assets transferred to be materially the same as the fair values and as such there were no fair value adjustments in respect of any of the assets.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

30 Transfer of funds from The Bridge Trust Corporation

On 31 January 2022 The Bridge Trust Corporation became a wholly owned subsidiary of YMCA West Kent which has the power to appoint or remove the majority of trustees. On the same date, an agreement was entered into to transfer all activity to YMCA West Kent. The breakdown of this transfer is shown below:

	£
Tangible fixed assets	1,106,179
Investments	5,596
Current assets	256,297
Current liabilities	(49,975)
	1,318,097
Adjustment for fair value of operational properties	547,583
Total value of gift	1,865,680

At 31 January 2022 the assets and liabilities were valued at fair value. This has resulted in an adjustment to the fair value of the properties included in land and buildings of £547,583.

Any funds obtained or costs incurred after the transfer date of 31 January 2022 were owed to or by YMCA West Kent as they took on the activity of The Bridge Trust Corporation from that date.

Investments held by The Bridge Trust Corporation related to cash held within the investment portfolio. These funds were transferred to the charity's bank account following the 31 January 2022.

All assets and liabilities were immediately transferred on this date other than the bank balance. The cash remains in The Bridge Trust Corporation's bank account and is held on trust for YMCA West Kent. The balance at 31 March 2022 was £229,751.

31 Contingencies

The group is entitled to the freehold reversion in respect of land over which it granted a 70-year lease to National Council of YMCAs (YMCA England & Wales) at peppercorn rent from 7 February 1994. They constructed a residential hostel for young people on site, which was operated by the charity as their managing agent and local housing partner. The premises were refurbished and extended with capital funds from Homes England. Prior to this redevelopment the original lease was extended to 74 years.

On 27 April 2018, YMCA England & Wales sold their lease of Ryder House to YMCA Blackburn. The total Homes England grant value in the building of £1.8m is accounted for by the Leaseholder, YMCA Blackburn as the Registered Provider of Social Housing.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

32 Contingent liabilities

At 31 March 2022 there are £2,780,437 (2021: £2,107,500) of deferred grants in YMCA Thames Gateway from the Greater London Authority (GLA) for the construction of affordable housing.

A contingent liability exists in relation to these grants, as if certain conditions were not met then the grant monies could be due back to the GLA. The largest possible extent of the repayment is the full grant amounts paid so far. These would become repayable if there were any prohibited act committed by the charity as listed in the grant agreement. These acts include offering any consideration to induce the grant award or committing any offence under legislation in respect of fraudulent acts.

A lower level of repayment could become due on a project by project basis if delivery of each project is not achieved as stipulated by the grant agreement, or if any operational, monitoring or reporting requirements listed in the grant agreement are not achieved. Repayable amounts in these instances will usually be a maximum of the total grants made for the specific project in which the breach has occurred, however in instances of issues with delivery the amount repayable will be determined at that time.

33 Cash generated from/(absorbed by) group operations

	2022 £	2021 £
Profit/(loss) for the year after tax	2,858,424	(51,755)
Adjustments for:		
Finance costs	106,917	69,756
Investment income	(44,800)	(44,644)
Fair value loss/(gain) on investment properties	16,000	(10,000)
Depreciation and impairment of tangible fixed assets	458,237	317,981
Payment of pension obligations	(116,511)	(135,654)
Investment management charges	5,274	4,613
Gain on sale of investments	(253)	(472)
Unrealised gains on fixed asset investments	(98,973)	(305,918)
Pension scheme non-cash movement	-	271,299
Fixed assets transferred from the Bridge Trust	(1,653,762)	-
Non-cash gift of subsidiaries	(1,243,132)	-
Increase in deferred grants	672,937	
Movements in working capital:		
Decrease/(increase) in stocks	846	(1,452)
Increase in debtors	(71,209)	(172,457)
Increase/(decrease) in creditors	142,288	(157,107)
Cash generated from/(absorbed by) operations	1,032,283	(215,810)

34 Analysis of changes in net debt - group

	1 April 2021 £	Cash flows £	31 March 2022 £
Cash at bank and in hand	261,151	414,064	675,215
Borrowings excluding overdrafts	(3,014,484)	(639,598)	(3,654,082)
	<u>(2,753,333)</u>	<u>(225,534)</u>	<u>(2,978,867)</u>

YMCA THAMES GATEWAY

England & Wales - Charity number 1133269

Accounts

YMCA THAMES GATEWAY

BARKING & DAGENHAM / DARTFORD
GREENWICH / HAVERING / ASHFORD



Company Registration No. 06102037 (England and Wales)
Charity Registration No. 1133269 (England and Wales)
HCA Registration No. L4547

YMCA THAMES GATEWAY

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

YMCA THAMES GATEWAY

COMPANY INFORMATION

Details of trustees, secretary and registration numbers of the charity are given in the trustees' report.

Registered office	YMCA Thames Gateway Rush Green Road Romford Essex RM7 0PH
Auditor	HW Fisher LLP Acre House 11-15 William Road London NW1 3ER United Kingdom
Bankers	National Westminster Bank PLC 10 South Street Romford Essex RM1 1RD
Solicitors	Bates Wells 10 Queen Street Place London EC4R 1BE
Investment managers	Barclays Bank Plc 1 Churchill Place London E14 5HP

YMCA THAMES GATEWAY

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YMCA THAMES GATEWAY

CEO AND CHAIRMAN'S REPORT

FOR THE YEAR ENDED 31 MARCH 2021

In reflecting on the past year, it is impossible for me to look much beyond a deep appreciation and gratitude to our team of staff and volunteers. I have been humbled by the commitment, resilience, and creative energy demonstrated on a daily basis and lived out over the whole period of the pandemic.

This commitment has enabled us to maintain the financial stability of YMCA Thames Gateway and to continue providing the much-needed services across all of our branches and to our thousands of members. The impact on our YMCA has been huge but we are in a more fortunate position than many, thanks to the forward-thinking and determination of our staff, and the loyalty of our members.

This report will detail much of the work undertaken and will give the reader a glimpse into the past year. There have been big moments for us, including the merger with YMCA West Kent, the decision to purchase the Brentwood Foyer, and the commencement of the building of our modular housing scheme, Park View. However important these are to the future of YMCA Thames Gateway, it's been the myriad of 'quiet kindness' and generous acts that have perhaps been the real impact of the year; and for that I am immensely proud.

The entire 2020/21 financial year saw us battling to keep our services relevant and in demand, to ensure that we were able to continue to generate income. We moved our fitness offering online only, helping our members stay physically well during their time locked in their homes. Our nurseries and pre-schools stayed open for the children of keyworkers. We provided our residents with an additional meal as well as activities to help keep the boredom at bay.

What is yet to be understood is the longer impact of the pandemic on the people of our nation and, as such, the usual rules of strategic planning have had to be replaced by flexibility and the ability to pivot with haste. We shall approach the next year with the same approach. Our team is remarkable and will rise to the challenges.

Despite the pandemic, we have shone in the communities that we serve, adapting our offering to suit the needs that materialised. This report will highlight the successes of the 2020/21 financial year.

Thanks must go to the Board and Committees who help govern YMCA Thames Gateway; the Leadership Team across the Thames Gateway Group; and the many staff and volunteers across our branches.

There were a few of changes to our Board – Gaggandeep Sandhu-Nelson resigned on 21 September 2020 and Desmond Potter resigned as Vice Chair on 30 November 2020, although he has stayed on as a Trustee. Soji Otudeko was appointed as Treasurer on 21 September 2020 and Cheryl Burden as Vice Chair on 30 November 2020. We're so grateful for the support that all Trustees have shown towards us during the pandemic.

A final - and the biggest sense of gratitude - must go to the children and families, the young people, our senior citizens and resident members, who have shown fortitude, resilience and good humour during the most challenging of years.

On behalf of the Board.


Father Martin Howse
Chair


Dave Ball
CEO

YMCA THAMES GATEWAY

TRUSTEES' AND DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees and Directors present their report along with the financial statements of the charitable company for the year ending 31 March 2021. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with applicable law and the requirements of the Financial Reporting Standard 102.

PERSONNEL

Details of personnel are given below:

Honorary Officers

Patron:

Rt Rev Roger Sainsbury

Vice Presidents:

Sandra Cox

Val Goodwin

Dave Harris

Leslie Newey

Board of Management

Trustees

The Trustees who served during the year and up to the date of signature of the financial statements are:

- Father Martin Howse (Chair)
- Rita Asamoah
- Cheryl Burden (Appointed as Vice Chair – 30 November 2020)
- Soji Otudeko (Appointed as Treasurer – 21 September 2020)
- Desmond Potter (Resigned as Vice-Chair – 30 November 2020)
- Jennifer Samuels
- Gaggandeep Sandhu-Nelson (Resigned 21 September 2020)
- Mark Saunders
- Dominic Scott-Malden
- Alice Strevens
- Sue Unsworth-Tomlinson
- Ann Furminger (Appointed 19 July 2021)
- Mark Farrar (Appointed 9 September 2021)

Company Secretary

Karen Knapp

The Executive Team

- | | |
|---|--------------------------------|
| • Chief Executive | - Dave Ball |
| • Executive Director of Finance & Resources | - Paul Setterfield, ACMA, CGMA |
| • Executive Director of Operations | - Steve Brightwell |
| • Director of Housing | - Brian Cooke |
| • Director of Marketing, Communications & Fundraising | - Laura Coyle |
| • Director of People | - Remi Tondou |
| • Director of Programmes | - Joanna Read |
| • Director of Quality & Compliance | - Karen Knapp |
| • Executive PA | - Heather Stevenson |

ORIGINS AND MISSION

The YMCA has a long, established history. As the largest and oldest youth charity in the world, we're extremely proud to be one of the 116 independent, local YMCAs spread across England and Wales. Our history dates back to 1844, and since then, we've grown into a global movement. We are affiliated members of the National Council of YMCAs.

Formed in 2015 following the merger of YMCA Romford and YMCA Thames Gateway (South), YMCA Thames Gateway aims to help people to develop their full potential in mind, body and spirit. We create supportive and inclusive spaces, where young people can belong, contribute and thrive. Covering five boroughs, our work is broken down into five core areas:



Accommodation

A safe place to stay every night is something that we believe every young person should have. Through our numerous sites, across five boroughs, we provide over 400 young people with accommodation each and every night, 365 days a year; young people who would otherwise be homeless, or at risk of homelessness. In the past year we have provided in the region of 37,000 meals to our residents.



Children's, youth and family work

We offer support to families with children of all ages through our pre-schools, nurseries, after school clubs, holiday clubs, birthday parties and youth services. We are an Ofsted registered childcare provider, offering nursery and after school care to 1,000 children each year. Pre-pandemic, we were providing support to 5,000 children and their families through our other services including holiday clubs and birthday parties; and our youth services would usually engage with over 250 young people per year.



Health and Wellbeing

This year more than ever, supporting good mental and physical health has been incredibly important. We believe that everyone should have access to facilities to support their physical wellbeing, and that good physical health works hand in hand with strong mental wellbeing. We have over 2,292 registered members using our fitness facilities, and had to adapt our offering this past year to continue that support from a distance. Our usual activities in schools had to cease but our nurseries and preschools remained open.



Training and Education

Helping residents to develop their skills and experience will enhance the opportunities available to them in the future. As such, we offer training around basic life skills, such as cooking and budgeting, as well as provide support for seeking work and employment.



Support and Advice

Being able to provide solid and factual advice to our residents is incredibly important. Offering support on benefits, education, employment, housing and health and wellbeing aids them on their journey. During the 2020/21 financial year, our support workers helped 477 vulnerable young people, offering tailored one to one support plans. The aim is to ensure that they leave our care in a more positive place than they were in when they came to us. Our full-time Chaplain provides pastoral support to our staff and customers alike.

OBJECTIVES AND ACTIVITIES

Our Strategic Priorities are:

1. growth of impact
2. greater clarity of purpose
3. measurable impact of our charitable work
4. sustainable & diverse business model
5. leadership development
6. increase focus on young people

Our five Strategic Aims provide the foundation for our purpose. We work to transform the communities we work in, to enable more young people to belong, contribute and thrive.



Our Finances

In order to support our improvements and growth, we will develop a sustainable and diverse business model that ensures that we are growing turnover, surpluses and departmental contributions.



Our People

A highly skilled and motivated workforce is a business's most important asset; therefore, it is our aim to continue to invest in our staff.



Our Opportunities

Despite this past year being incredibly challenging, there are plans afoot to offer growth which in turn can increase our impact and secure our future. Our approach will enable us to appraise, prioritise and plan delivery of all development opportunities.



Our Quality

We will develop clear frameworks and use data to ascertain the impact we have on members, which will inform continuous improvements. All service delivery areas will embed an impact measurement framework and this will be monitored and reported on at all levels.



Our Risks

We aim to operate a culture of creativity and innovation, in which risks are identified in all areas of the business. Risks are to be evaluated and proactively controlled rather than avoided.

While our main focus is on helping young people to achieve, developing targeted work for those with specific needs, we work with all members of the communities in which we're located. We believe that everyone should be able to reach their full potential, regardless of their background. Joined-up working is vital to maximise our reach and impact. Our provision is fully integrated across the Association so that, regardless of how or why the young person got in touch with us, we have a better chance at helping them to improve their lives.

Our Christian faith motivates us every day. As an Association, our concern is for the welfare of young people and the communities they live in. Every single person in these communities is of equal value to us. We welcome people of all faiths and none, and are here to serve those who face disadvantage or exclusion, as well as to challenge discrimination and social justice.

The Trustees have complied with their duty in Section 17 of the Charities Act 2011. This is to have due regard to the guidance published by the Charity Commission. The benefit to the public is manifestly demonstrated by the achievements contained in this report.

TRUSTEES' AND DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT

The descriptions under the headings "Achievements and Performance", "Housing Review", "Children's Services Review", "Health and Wellbeing Review" and "Financial Review" meet the company law requirements for the Trustees to present a strategic report.

ACHIEVEMENTS AND PERFORMANCE

Any overview of our performance against our strategic objectives is detailed as follows:



Our Finances

- The 2020-21 financial year was extremely challenging financially. The COVID-19 pandemic meant that we had to close, or severely restrict, the majority of our community services, which led to there being a significant hit on income. Service income in Fitness, Children's Services, Youth, Catering and Community services was over £800k down on the previous year. We were largely able to mitigate this reduction in core income via utilising the Government's Job Retention Scheme, as well as securing additional financial support from funders and donors, and reduction of spend on overheads. Positively this meant that we were able to protect jobs across the charity and end the year with a small operating surplus. Despite this being a good achievement given the circumstances, we are still somewhat short of achieving our 5% surplus to turnover target, and we will need to rebuild our services over the next 12 months to get our finances back on track
- Fundraising performance during the year was very strong, thanks largely to a huge amount of additional support both in cash and in kind that we received from Government agencies, funders and donors, to support our services through the pandemic. This included over £80k from Local Authority Grants and £25k from YMCA England's COVID-19 response fund. We are grateful for all the support given
- Due to COVID-19 lockdown restrictions, we had to close down our community services for large parts of the year. This included our gym facilities and, as a result, we saw a significant fall in income and membership for those services. Income for our fitness services fell by 70% compared to the 19-20 financial year. Positively, a significant percentage (around 80%) of our members chose to freeze their memberships (rather than cancel) and have returned as members now that services have reopened, and we are very grateful for their loyalty.



Our People

- The Association's performance and ability to achieve its People objectives was severely hampered by COVID and Lockdown, whereby movement on KPIs practically slowed down as other priorities took over during the pandemic
- Staff appraisal for the annual review period 2019-20 ended with a 27% completion rate which meant we did not meet the 60% KPI set. However, this was no surprise given the exceptional circumstances of the last 18 months of the COVID pandemic with most staff on furlough. The

Association's ability to achieve its appraisal target was severely hampered by lockdown restrictions, whereby movement on KPIs practically slowed down as other COVID related priorities took over

- Though we restricted funding for expenditure on staff training during the COVID-19 period to statutory and mandatory online training, we were able to establish our Leadership and Development Programme and we now have 9 managers and supervisors fully enrolled and participating in the CIM accredited programme, helping to ensure that we build and maintain a highly skilled workforce
- By investing 43% of our annual recruitment spend, we were able to implement a new HR information software system in 2020. As a result, we successfully digitised and streamlined almost all of our HR processes including recruitment and performance appraisal review processes
- We developed and produced a new Home Working Policy, a new 'enhanced' Maternity, Adoption & Paternity Policy as well as a Staff Wellbeing Policy which were approved for implementation last November 2020 and 1st April 2021 respectively
- Though we were unable to recruit new apprentices during the COVID pandemic period, during 2020-21 we continued to support the development of existing staff completing apprenticeship courses at NVQ levels 2, 3 and 5 in Business Administration, Childcare, Fitness, Housing and Human Resources.



Our Opportunities

- Following some successful conversations with Brentwood Council, we're soon to take over the Brentwood Foyer building from Clarion Housing. The building will become known as YMCA Brentwood and will provide us with 40 ready-made units of accommodation and see us grow our services into South Essex
- We are continuing discussions with a partner regarding the building of a new Boathouse to help grow boating services and other youth activity in Thamesmead. We have taken over a café space which we will be branding and opening up in the coming months. The plan for this space is to eventually provide hot meals for our nurseries in the south
- We have recently completed on our new 39 move-on units – Park View – on our Rush Green Road site. Our Housing team moved 39 residents in from the Romford hostel, and have also back-filled the hostel rooms too
- Further work is needed to determine the viability of the development of the Rush Green site and we are continuing to look at options – the redevelopment very much remains a priority and we're working hard to come up with the best proposal.



Our Quality

- To ensure that quality remains high and consistent across our service, over 500 cases were audited by senior members of staff during the year. Audits are measured against our service standards, best practice, pledges and regulatory compliance
- To ensure that our resident engagement and inclusion programmes function to the highest standard, and works to a recognised framework, we are now members of the Tenant Participation and Advisory Service (TPAS) where we are aiming to achieve accreditation for our service
- Our contracted services with local authorities are subject to quarterly delivery audits. During the year, four audits were undertaken and all were found to be compliant with no required improvements
- During the year, we carried out a number of exercises to educate residents on the power of complaints and compliments as a form of service improvement. Residents have embraced this and understand that complaints are very much welcomed equally as compliments are
- We are now members of the HouseMark Bench Marking Club for smaller providers. This will allow us to compare how we perform across the sector and create opportunities to learn from others.



Our Risks

- Through delivery of our internal audit plan we assessed our performance against our Risk Management Policy and Procedures, reporting findings to the Audit & Risk Committee in October 2020
- We have made some progress towards increasing our turnover in order to grow our surpluses to meet future spending commitments, however progress has been slowed due to the impact of the Covid-19 Pandemic on services
- All new business opportunities have a separate risk plan to enable us to monitor and mitigate risks.

HOUSING REVIEW

Our Housing service operates within four main locations - Romford, Dartford, Greenwich and Ashford. We primarily provide accommodation for those who find themselves homeless - or at risk of homelessness - within Kent, Essex and London.

We believe that a good quality supported housing provision should be able to break the cycle of homelessness for those that come into its care. Knowing that everyone will have a unique life story that led them to being with us, it is important that our support offer is broad enough to take our customers on the most effective journey to independence. Each location offers specific services to reflect its purpose and our mission.

As with all departments the housing and support service was significantly affected by the challenges of COVID-19, however the impact did not lead to a reduction in service but a significant increase in demand, we saw our waiting list for accommodation and support increase by 80%. Family relationship breakdown, increased homelessness-outreach and widespread job losses were the main factors for increased demand.

Thankfully, we have a dedicated workforce who worked through the entire pandemic and was able to support our resident and many others during this time as you will see as you continue to read.

During 2020/2021, we accommodated 542 people, of which 472 were tenant holders, 52 were children with the remaining 18 being partners. We provided floating support service to around 42 young people, either as first contact or as part of their resettlement plan.

In addition to this and in response to the increased demands of COVID-19 we also supported 31 residents directly from our waiting list into the private sector, referred a further 36 residents to support services closer to their preferred location and worked with our local authorities to house 42 residents within the local housing stock.

Although much of our education, training and employment programmes decreased significantly during the year our activities with our residents doubled, like much of the country our residents found themselves restricted to their homes, it was important that we offered our residents as many distractions as possible to help them through this time. We utilised much of the unused space to provide several social rooms where activities were held such as movie nights, arts and crafts and individual fitness spaces.

During the year we saw the introduction of our much-needed mental health worker at Romford and our in-house counselling service at Dartford, the impact of which is significantly noticeable even with the added stresses that lockdown placed on people's mental health.

During the year our work with our local authorities increased significantly, we have been dedicated in ensuring that we play an active role within their housing challenge, increased pathways have been introduced with all leaving and aftercare teams to ensure those leaving care have continued support and accommodation.

We are working with our partners at Havering Council to establish our first HMO (House of Multiple Occupancy) specifically for those individuals with complex needs, such as offending behaviour and dependency for drug and alcohol. Due to the complex nature of these individuals, they often find themselves assessed out of mainstream supported housing and end up living on the streets. This clientele is no less vulnerable than any other group and deserve equal opportunity for support and a home. Our aim is to duplicate this approach in all locations.

YMCA THAMES GATEWAY

TRUSTEES' AND DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

To the end of the year staff focussed on preparing residents for moving into our new Park View development and backfilling the hostel, Staff were able to secure £40k worth of furniture grants for residents to set up their home and £27k of discretionary rent payments to give them the best start possible.

Our key highlights:

- Despite the challenges of the pandemic, we continued to provide a high-quality service
- We maintained income and occupancy at target level despite a downward trend in the sector
- We saw the introduction of our specialised mental health worker and counselling service
- We crowd-funded over £18k towards residents' deposits for their move-on accommodation
- The team secured over £26k in grants and crowd-funding to prevent eviction due to high rent arrears
- We supported more non-residents with debt, homelessness prevention and one-to-one guidance than before
- The team secured £27K worth of pre-rents and £40k of furniture grants to support those moving into Park View
- Our partnership work continues to thrive we us playing a more active role in local housing strategies
- The service generated £10,443,366.00 of social value during this period
- £434k of value for money initiatives and savings recorded through the housing service for 2020-2021.

CHILDREN'S SERVICES REVIEW

Our Children's Services support families in five main settings within, Havering, Barking & Dagenham, Bexley and North Kent (Dartford). We offer After School Clubs and Holiday Clubs, as well as Preschool and Nursery full-day, early years childcare. Most of our provision is based within Local Authority target areas, meaning we work with some of the more vulnerable families within the community. and the majority of our early years income comes from Local Authority funded places. Our settings have a higher than average number of children with special educational needs, and children linked to social services, or in receipt of EYPP (Early Years Pupil Premium).

Early Years

We believe that **all** children should be offered the best start in life, and our aim is to ensure that all our early years children should leave us 'school ready'. This approach has been proven to offer them the best chance of positive outcomes, the effects of which last into the child's adult life. For our Holiday Clubs and After School Clubs, we have developed curriculums that ensure that children are provided with opportunities to belong, contribute and thrive - the values of the YMCA.

During 2020/2021, we cared for 428 children in our Early Years Settings and 311 children attended our After School and Holiday Clubs.

Throughout the pandemic, most early years provisions were closed between March and September. Therefore our figures are strong considering we were only offering a service for children of key and critical workers for 40% of a very challenging year. All settings opened with a phased approach in September and have been building their occupancy back up since then.

- Our Temple Hill Nursery and Romford Preschool sites offered a service for the children of key and critical workers. Romford Preschool lost a number of children due to the pandemic and, at the end of March 2021, sat at 35%. This has however, built back up and we're now operating at over 75% occupancy, as is Temple Hill Nursery
- Our Lakeside Nursery reopened in June but again mainly for families working within the emergency services or for our most vulnerable families. As of March, it is operating at 23% occupancy - as a new setting, this is in line with expectations

Since 2019, we have been offering a new support service for our most vulnerable families through our new Family Inclusion Project. This project has seen our funded Family Inclusion Co-ordinator working with caseloads for individuals, as well as developing family workshops. She has also supported the Special Educational Needs Practitioners to ensure that all children's needs are met to the highest standard.

Our family support work has grown during the pandemic and we provided support to over 100 of our families. We also sent activities to **all** families so they had activities to complete with their children at home as well as organising digital programmes for them to take part and join in. Our family inclusion work has also been recognised and shortlisted for the National Nursery World COVID-19 Hero Award.

Birthday Parties

Due to the pandemic, we have not been able to offer birthday parties, in line with Government guidelines. However, we have used the downtime to review our parties and are excited to offer a new range of themes from September 2021. These will include science, jungle and design-your-own sports party. We have also increased our range of additional items to allow more personalisation to parties.

After School Clubs

The pandemic really affected the After School Club service, with the Government recommending that if people can work from home, they should, as well as schools being closed for much of the time (except for the children of key and critical workers). In order to remain relevant, we were offering our families activities they could do at home throughout the closures – these were activities to do together as a family. We also provided food-based Happiness Hampers to support our families that really needed help throughout the pandemic.

So, while we did see a signification drop in numbers over the course of the year - which considering the Government's guidance is not surprising - we remained open to offer our community and schools this service. We worked with the schools to reduce, or stop, rental costs to support these services. We unfortunately did lose one After School Club, which was partly due to a change in leadership and a desire to run an inhouse service. But on the flip side, from September 2021, we will be offering a new After School Club at Crownfield School in Collier Row, and a Breakfast Club at St. Peter's Primary School in Romford. We are hopeful that numbers will continue to increase as parents/carers return to work.

Holiday Club

Throughout the pandemic, we offered our community Holiday Club service although, for financial reasons, and knowing the demand wouldn't be as high as normal, we offered a slightly reduced service.

In April 2021, we were awarded Holiday Activities and Food funding through the London Borough of Havering. This meant that we could offer Holiday Club spaces during the Easter holidays and for four weeks of the summer holidays, to families living in Havering whose children receive free school meals. This has brought in an additional £86K of funded revenue to support the programme. It also means our numbers are really strong, reaching 50 children under 12 each day, as well as helping us to launch a youth group for the first time.

Our Children's Services highlights:

- Providing over 600 families with weekly activity packs and resources to engage with at home during the pandemic
- Securing an additional £198K which will allow us to continue with the Family Inclusion Project for the next five years
- Seeing a 90% uptake on parents using the Parent Zone app, which resulted in more parents contributing to their child's learning journals as well as offering the option to make payments online
- Shortlisting of our Family Inclusion Co-ordinator for the COVID-19 Hero Award at the National Nursery World Awards
- And finally, receiving £86K in Holiday Activities and Food funding to support children to attend our Holiday Club provision in Romford.

HEALTH AND WELLBEING REVIEW

Our Health and Wellbeing Services operate out of our Romford branch, with members coming from the boroughs of Barking and Dagenham and Havering. The range of services we offer includes:

- gym membership
- fitness classes
- Personal Training
- sports programme
- cancer and stroke rehabilitation
- after school clubs
- PE lessons (Activ8)
- specialist sports, gym sessions and classes for young people, seniors and people with additional needs

During 2020/2021, our peak month for Direct Debits was in September 2020 with 825 fully paid memberships. Our lowest month was March 2021 with 663 Direct Debits. We did however pick up 5 new customers in January 2021, which is testament to our digital offering being something people want.

Throughout the pandemic, we had to focus on maintaining our direct debit membership. We were able to achieve this through offering a digital online class programme, one-to-one Personal Training sessions, and reintroducing our classes that achieve 50% or more occupancy levels. Logistically this meant moving classes around to maximise the space we have to allow members to attend classes in safe manner.

Both Barking and Dagenham and Havering hosts a large number of gyms and sports centres, and as such, the market is a busy one. From previous research, we know that our members are loyal because they feel part of a community, part of something more than just a gym. By staying in contact with them throughout the lockdown, and by amending our fitness offering based on demand, we have continued to provide an inclusive and highly supportive environment. We pride ourselves on focusing on mental health and social needs alongside physical needs and we will be concentrating on the 40+, special needs and family market.

YMCA Thames Gateway remains committed to offering a vital service to the community and we're constantly reviewing our pricing structure to remain competitive. A recent review of our price points has provided more flexibility for our members.

With the COVID-19 pandemic we have kept our digital offer and it is now included within our membership packages. We completed the virtual RPM room project and launched this in September 2020. We have streamlined our external hirers offer and have ensured they are all on same rates. We have introduced YMCATG basketball and brought in new business from hockey and Irish dancing, to working with the NHS as a nominated venue for blood donation.

Our Health and Wellbeing highlights:

- Launching a Digital Programme as part of our membership offer
- Offering Personal Training both online and one to one, face to face
- Supporting our residents with additional physical activities
- Virtual RPM Room
- Online booking system for both gym and classes
- Small gifts to show support our vulnerable groups (Senior citizens and Stroke rehab)
- Streamlining our external hirers pricing and packages.

YOUTH SERVICES REVIEW

The Woolwich Youth Zone (WYZ) is home to the majority of our youth work offering, although a junior youth club is also run from our Romford site by a group of volunteers.

During the last year at WYZ, we have introduced both one-to-one mentoring (staff to child) and schools group mentoring to work alongside our older and younger clubs. We have also developed these clubs to be based on trauma-informed and therapeutic principles, and include varied activities and discussions (as suggested by young people) and support spaces, ensuring clubs are a safe, consistent hub for young people.

At the start of 2020, the Youth Team were trained in trauma-informed and therapeutic ways of working, and put these into practice both at clubs and as we launched our one-to-one mentoring programme. The plan was to then relaunch clubs (where attendance was low) at Easter, outreaching to the community and letting them know about the provision on offer. Sadly, this couldn't go ahead as the pandemic forced our clubs to close. However, aware of the importance of consistent support in such unsettling and changing times, the team quickly adapted the clubs to be run online, and we were able to offer these straight away to young people without missing a session.

One-to-one mentoring

The one-to-one mentoring quickly grew and developed in line with increasing need, as young people struggled in lockdown, often in small and crowded housing. Some of our most vulnerable young people weren't able to get online and so their mentoring took place outside to ensure continued support.

We were also able to secure 10 laptops and two internet dongles to help support young people who didn't have suitable equipment or internet at home, which meant they were unable to complete their studies and were falling behind. Many of the young people we support through our 1 one-to-one mentoring programme are also on Social Services plans as they cope with family trauma. Over the last year we have solidified relationships with other services (Social Services, Early Help, Schools, CAMHS etc.) to holistically support these young people, who tend to engage best with our service.

Clubs

During the summer holidays in 2020, we were able to offer a series of small group, structured outside sessions which were very popular, giving young people an opportunity to get out, socialise and try new activities. We then went on to launch schools group mentoring during the autumn term in Royal Greenwich Trust school. Through these eight interactive sessions, 'at risk' young people practice methods to help them to build resilience, develop communication and teamwork skills, and grow in self-worth and confidence. Monitoring and feedback showed that all the young people improved in their skills and understanding, and enjoyed the programme - and the school invited us back to work with two more groups in the summer term.

As we came out of lockdown late summer, clubs reopened and then sadly we had to close them again over the winter. However, we introduced online expressive graffiti art, dance and music workshops, which were very popular with the young people.

Since March we've seen the benefits of our clubs being consistently open. Those aged 12-19 have re-established the club as their 'safe space' and attendance has grown, as some have brought their friends along too. Attendance at the younger club remains low but steady. We've also developed the music studio project to accommodate more varied needs.

The COVID-effect

Last fiscal year, despite the pandemic and a short-staffed team, we worked with 41 unique young people and ran 133 one-to-one sessions, alongside eight schools mentoring sessions, and numerous outside activity workshops, online Zoom sessions and clubs. The team have also had regular training, embedded trauma-informed and therapeutic principles in our ways of working, and redeveloped our Skills and Safeguarding Matrixes to better support young people.

Our Youth Services highlights:

- Embedding trauma-informed and therapeutic ways of working
- Developed clubs to be trauma-informed, a consistent safe space where young people have ownership and there are opportunities for learning, development, friendship and self-expression for all
- Launched and developed one-to-one mentoring programme (staff to child), with 133 one-to-ones completed
- Launched Schools Group Mentoring with 100% of young people who took part showing improvement
- Skills and Safeguarding matrix development.

FINANCIAL REVIEW

YMCA Thames Gateway's main sources of income arise from our charitable activities in three main business areas; Housing, Community Health and Wellbeing and Children's Services. Our Housing income is made up from a mixture of personal rental payments and housing benefit payments for residents living in our hostel or move-on accommodation. Community Health income is made up from member subscriptions, income from members using our fitness facilities, and income from external bodies in payment for fitness services. Children's Services income is predominantly from payments for the use of our childcare facilities, including our nurseries and pre-schools. We also receive income from other sources including our catering services, as well as from rental and investment income.

Turnover for the 12 months ending 31 March 2021 was £6,465,127 (£6,269,962 2019/20), and expenditure was £6,530,977 (£6,441,702 2019/20). This resulted in a small operating deficit of £65,850 on the year, before the pension revaluation charge.

Financial performance was significantly impacted during the year by the pandemic, with many of our community services having to close during lockdowns. This reduced service income by around £800k compared to income levels in the previous financial year. We were able to successfully offset this reduction in income by utilising the Government's Job Retention Scheme grants and COVID-19 support grants, as well as growing our housing income during the year, with income from social housing increasing by £411k compared to 2019/20 income levels. Overall this meant that income increased by around £200k in the year, which was a 3% increase on 2019/20.

Despite this increase in income from social housing lettings, we had expected to open our new Park View development in the year, which suffered delays on construction. This meant that overall income from Housing was lower than expected, and this impacted on our bottom line surplus.

Expenditure was controlled well during the year, and we only saw a small increase in expenditure compared to the prior year, and this was despite additional expenditure on cleaning and costs associated with the YMCA West Kent merger being incurred.

Investment performance for the year was very positive with the portfolio value bouncing back from the losses suffered in February and March 2020 with an increase in portfolio value over the year of around £300k. Conversely there was a triennial pension revaluation carried out during the year, which saw increases to the scheme deficit and so we have had to increase our pension provision by £277k in line with the increase in deficit. This has been disclosed as a separate item on the income and expenditure account of its impact on our results.

After interest charges, investment performance and the pension fund revaluation, the overall deficit for the year was £51,755.

Our cash position worsened significantly in the year, mainly due to the build costs associated with the Park View development. Managing our cashflows has been a key aspect of the last financial year, considering the impact from the COVID-19 impact and the Park View development. As a result, we have developed a Treasury Management and Annual Investment policy to support our treasury function moving forwards.

We maintain sufficient reserves to enable us to fulfil the objectives of the Association. These reserves are held in a combination of both fixed and current assets, including an investment portfolio managed on the Board's behalf by our investment managers Barclays Wealth.

YMCA THAMES GATEWAY

TRUSTEES' AND DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

The key funding sources have come mainly from public sector organisations such as the London Borough of Barking & Dagenham and Dartford Council (via housing benefit payments), as well as income received direct from members for use of our facilities, and from families for use of our childcare services.

In view of the scale of public sector spending reductions, the Association aims to continue to diversify revenue streams. Where funding is available, it is often on the condition that we evidence effective delivery of specific key performance indicators, and therefore, YMCA Thames Gateway must ensure that all projects are delivered efficiently and meet the targets set.

VOLUNTEERS AND FUNDRAISING

As part of an international organisation, we're proud to be involved in worldwide partnerships supporting young people. Our current links are with YMCAs in Belarus (Vitebsk YMCA), Bulgaria, Nepal, Sierra Leone and Hong Kong, and over the past year, we have welcomed an international volunteer from Columbia.

We currently have 51 active volunteers registered with YMCA Thames Gateway, fulfilling roles on our Board and committees as well as supporting social groups for vulnerable members of our communities. During the pandemic, we were overwhelmed by the response from our communities, which saw a number of people come forward to support with food hamper delivery, make donations and find out more about how they can get involved with our work.

LIST OF FUNDERS

Our Fundraising team secured £241,130.57 in total, made up of £132,569.77 in grants (including business support grants) and a further £132,735.09 from fundraising and community fundraising activities. We received a grant from Kent County Council for our Dartford-based housing services, and for the provision of free places at our nurseries.

There has been a large amount of COVID-response funding available and we have been fortunate to receive financial support from a number of places. We would particularly like to note the following funders and partners:

- | | |
|-------------------------------------|----------------------------------|
| • Asda Foundation | • LandAid |
| • Bericote Properties Ltd | • London Community Response Fund |
| • British Science Week | • Mayor of London's Office |
| • Card Factory Foundation | • neighbourly |
| • Charlton Athletic Community Trust | • Sport England |
| • Dartford Borough Council | • Stone Parish Council |
| • Kent Community Foundation | • Tesco Bags of Help |
| • Kent Police Property Fund | • The Rotary Club of Woolwich |

We'd also like to acknowledge our ongoing partnership work with:

- BBC Children in Need
- Greater London Authority
- Kent County Council
- Royal Borough of Greenwich

INVESTMENT POLICY AND PERFORMANCE

The Board has instructed the investment managers, Barclays Wealth, to maintain a balanced portfolio with a medium level of risk. During the year, the Trustees made the decision to move our investment assets out of a managed portfolio, and to invest the proceeds in the Barclays Charity Fund, which is a unit-based fund that meets our ethical investment requirements.

Income from investments was £44,644, compared to £60,071 in 2019/20, the decrease being primarily linked to the drop in portfolio valuation at the start of the year and reduction in dividend yield during the pandemic. The portfolio value grew by £306k over the year due to the bounce back of share values, which had fallen in March 2020 at the outset of the pandemic. At 31 March 2021, our portfolio value totalled £1,686,629.

RESERVES POLICY

The Association's reserves are made up of both free reserves and designated reserves.

The Association currently has a number of designated or restricted reserves. The largest designated reserves are the Property Asset Fund, which recognises the funds tied up in the physical property assets of the Association and the Investment Revaluation Reserve, which recognises the increases in the valuations of assets held in our investment portfolio. The designation of the reserves is reviewed on an annual basis by the Finance Committee.

The Trustees consider free reserves to be the liquid assets (current assets plus investments, less current liabilities) available to the Association, and available for the running of our charitable services. These free reserves do not preclude the continuing need for fundraising to fulfil the objects of the Association.

The Board consider that the free reserves should cover a minimum of four months operating expenditure. At the end of the financial year free reserves totalled £1,589,044 which covers approximately 13 weeks of operating expenditure at current expenditure levels. This is slightly below our target level of free reserves and our plan in future periods is to create surpluses to build our reserves.

The Reserves Policy is reviewed annually by the Finance Committee.

VALUE FOR MONEY

Providing value for money is vital for any charity. Ensuring that we don't compromise on quality while ensuring we get as much as we can for our money, means spending less, spending well and spending wisely.

A focus on value for money is an objective that all staff are now aware of. Every role has a requirement to think about the value for all orders they are placing, questioning costs they believe to be too high, and getting multiple quotes for purchases.

By looking at value for money we want to make sure that:

- what we do is relevant and leads to benefits for young people (spend wisely)
- how we work is efficient and effective so we don't waste time or money (spend less)
- we get a good return from what we spend and make wise choices (spend well).

Over the past year, we generated £627,593 of value for money savings. This was a combination of additional income, cashable and non-cashable saving, and was achieved across all departments. Here are some highlights:

- £365,000 of additional housing rental income secured through a forensic review of service charges and operating costs
- £47,000 of free and heavily discounted Microsoft operating licenses through our IT team
- £26,300 in crowdfunding raised by the Housing team to settle residents' arrears to help avoid eviction
- £25,000 secured by the Fundraising team to fund vouchers for our food bank and community hamper project
- £20,150 grant obtained by the Fundraising team to provide extra meals for residents and additional support during the COVID pandemic
- £18,750 worth of free counselling service secured for our most vulnerable residents.
- £18,000 worth of move-on deposits raised by the Housing team to support residents' transitional journeys
- £15,000 secured by our Fundraising team to support our family inclusion work
- £10,000 worth of additional support from an international volunteer, arranged through the Human Resources team
- £5,000 worth of savings by the Human Resources department by delivering 16 in-house training courses
- £2,000 discount secured through our Quality and Compliance team for core training packages.

PLANS FOR FUTURE PERIODS

Despite having an approved five-year business plan, covering us until the end of 2022, we developed a revised set of objectives to see us through until the end of 2022. These were agreed following a three-session business planning activity, involving YMCA Thames Gateway's Leadership Team, and are based on the unprecedented situation we find ourselves with the COVID-19 pandemic.

People development

The pandemic demonstrated the commitment of our staff. We will succeed if they succeed, and so we will continue to invest in them and their development:

- We will set up a staff reference group which will help us continue to improve the staff experience and benefits

YMCA THAMES GATEWAY

TRUSTEES' AND DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

- We will work with our BAME staff to understand how we are doing as an employer and report our findings to the Board
- We shall continue our Leadership Development Programme and involve YMCA Thames Gateway in the Leadership Roadshow.

Forward to post COVID-19

We need to transition from the world as it looks – and how we look - post COVID-19 into the new normal:

- To design and implement develop the “reopen plans” for all sites
- To develop robust financial plans that ensure financial covenants are met
- To stress test and scenario plan for the areas that may need to adapt and change.

Deepen relationships and amplify our voice

The pandemic has given us a huge leap forward both in our communities and with new partners. We should preserve and grow these partnerships, amplifying our voice:

- Preserve and develop community partnerships through a new plan
- Design and implement a new stakeholder engagement plan
- Amplify our voice with a new “Here for Good” communications drive.

Over the line

Several key developments will be completed so that increased services can be delivered:

- West Kent merger including The Bridge Trust – to complete and integrate into the YMCA Thames Gateway family
- Brentwood Foyer – to complete on the purchase and open this new branch
- Park View modular build at Rush Green – to complete and open the accommodation
- Masterplan for Romford – to complete the planning process, and design/secure the delivery and partnership model
- Greenwich community hub – complete pre-planning and design service models.

Technology acceleration

Having good technology can support a business to become the best it can be:

- A redesigned, streamlined website that offers a better visitor experience
- Develop the Workplace platform to offer more of an intranet facility
- Utilise the Inform platform to its full potential.

Deeper and stronger

Listen and adapt to our members’ feedback as habits and needs change:

- Build upon and grow the success of “digital fitness”
 - Develop our impact measurement tools to understand what members need/want
- Build a GAP analysis of all services

YMCA THAMES GATEWAY

TRUSTEES' AND DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

YMCA Thames Gateway is a Christian community, a Housing Association offering sports, arts, education, retail, fitness and wellbeing, youth and children's services, and international programmes. YMCA Thames Gateway was established in 2020 following a merger between YMCA Thames Gateway and YMCA West Kent. The charity serves communities in North East and South East London, Essex and Kent, and principally in the London Boroughs of Havering, Barking & Dagenham, and Greenwich as well as Dartford, Tonbridge and Ashford in Kent.

YMCA Thames Gateway is a company limited by guarantee, incorporated on 13 February 2007 (company number 06102037) and governed by its Memorandum and Articles of Association, last updated on 28 July 2015. It is also a registered charity (number 1133269) and a registered social housing provider (registration number L4547).

The charity is led by an elected Board of Management, which is representative of the community and membership. The Chief Executive, appointed by the Board of Management, is the Executive Officer of the Association. The Association's strategic direction is set by the Board of Management and responsibility for delivering the strategic plan is delegated to the Chief Executive and the Executive Team. Operational decisions are made by the Executive Team and Departmental Managers, and are implemented by staff teams across the Association. The Board of Management also has delegated sub-committees that report to it including the Finance Committee, Audit Committee, Asset Management & Development Committee, People Committee and the Operations & Programme Committee.

The Association is open to all regardless of age, gender, faith or disability; it seeks and works for the 'whole person' development of all, in body, mind and spirit. This year has been incredibly challenging but we aim to touch the lives of a large number of people each year – through our housing offering, Health and Wellbeing services, Early Years and primary settings, youth services and birthday parties.

YMCA Thames Gateway is an autonomous charity affiliated to the National Council of YMCAs and is part of the worldwide YMCA movement. YMCA Thames Gateway is committed to the Christian aims and purposes of the YMCA Movement.

YMCA Thames Gateway uses the most appropriate media for the recruitment of Board Members at any given time. This may include informal soundings within partner communities, e.g. Local Government, church groups, and organisations specialising in the provision of volunteers and trustees. We advertise internally within our current membership to recruit Board Members and use external advertising where appropriate. Suitable candidates who have expressed interest submit an application which is vetted for suitability by our Company Secretary and a small working group, taking into consideration what specialism they would bring to the Board. Following this, suitable potential candidates are invited to an interview. The interview panel is empowered to recommend to the board the appointment of the new board member. An induction plan is in place for new board members.

The Trustees confirm that the charity fully complies with the Regulator of Social Housing (RSH) Governance and Financial Viability Standard. During the year RSH reporting and regulatory requirements were reviewed and discussed to ensure compliance.

TRUSTEES' AND DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

RISK MANAGEMENT

The charity Trustees have considered the major risks to which the charity is exposed and have reviewed those risks and established systems and procedures to manage those risks. The major risks which the charity has been exposed to as identified by the Trustees are:

- Major capital work requirements on our buildings
- Failure to generate sufficient surpluses to meet future liabilities
- The unknown impact of the COVID-19 global pandemic

The above risks have been identified and reviewed and action plans are in place to mitigate these risks including allocation of resources strategic and development planning, board recruitment and recruitment of property industry professionals to advise the board.

RESPONSE TO THE COVID-19 GLOBAL PANDEMIC

As stated in last year's report, the COVID-19 pandemic that spread across the world had a detrimental impact on our services and finances. Our first closure was on 23rd March 2020, with the first half of the 2020-21 financial year really feeling the impact.

However, with some creativity, teamwork and desire not to be beaten, we were able to shift our fitness moving to an online, digital presence which retained a large number of members. Our childcare services remained open throughout, providing vital support to the keyworkers working in our schools, in our hospitals and in our supermarkets, to name but a few.

One huge piece of work that we delivered was around supporting families who found themselves in food poverty during the pandemic, perhaps due to job loss or furlough. Thanks to some fantastic work by our Fundraising team, funding was secured to provide hundreds of food hampers, as well as additional meals for our residents and small gifts to show our social group members that we were thinking of them during what was an incredibly challenging time, mentally, emotionally and physically.

This initial reaction to what would become a sustained period of uncertainty made YMCA Thames Gateway stand out in the community as being there for all in a time of need. This created a welcomed shift in the perception about what we do, and we're keen to harness this going forward from both an understanding and fundraising perspective.

STATEMENT OF DISCLOSURE TO AUDITOR

So far as each person who was a trustee at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the trustees individually have taken all the necessary steps that they ought to have taken as trustees in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

The trustees' report, including the strategic report, was approved by the Board of Trustees.

Dave Ball
Chief Executive



YMCA THAMES GATEWAY

TRUSTEES' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 MARCH 2021

The trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees 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 law). 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 of the surplus or deficit of the company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the housing and charities SORPs;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF YMCA THAMES GATEWAY

Opinion

We have audited the financial statements of YMCA Thames Gateway (the 'company') for the year ended 31 March 2021 which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2021 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF YMCA THAMES GATEWAY

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 our audit:

- the information given in the trustees' report, which includes the strategic report and the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report included within the trustees' report.

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

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

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors 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 directors 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 directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the 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

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF YMCA THAMES GATEWAY

misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

As part of our planning process:

- We enquired of management the systems and controls the charity has in place, the areas of the financial statements that are mostly susceptible to the risk of irregularities and fraud, and whether there was any known, suspected or alleged fraud. The charity did not inform us of any known, suspected or alleged fraud.
- We obtained an understanding of the legal and regulatory frameworks applicable to the company. We determined that the following were most relevant: the Housing SORP 2018, Charity SORP, FRS 102, Charities Act 2011, Companies Act 2006, Employment Law, Data Protection GDPR, Health and Safety and safeguarding of vulnerable people.
- We considered the incentives and opportunities that exist in the charity, including the extent of management bias, which present a potential for irregularities and fraud to be perpetuated, and tailored our risk assessment accordingly.
- Using our knowledge of the charity, together with the discussions held with the charity at the planning stage, we formed a conclusion on the risk of misstatement due to irregularities including fraud and tailored our procedures according to this risk assessment.

The key procedures we undertook to detect irregularities including fraud during the course of the audit included:

- Identifying and testing journal entries and the overall accounting records, in particular those that were significant and unusual.
- Reviewing the financial statement disclosures and determining whether accounting policies have been appropriately applied.
- Reviewing and challenging the assumptions and judgements used by management in their significant accounting estimates, in particular in relation to investment properties.
- Assessing the extent of compliance, or lack of, with the relevant laws and regulations.
- Testing key income lines, in particular cut-off, for evidence of management bias.
- Assessing the validity of the classification of income, expenditure, assets and liabilities between unrestricted, designated and restricted funds.
- Testing a sample of Coronavirus Job Retention Scheme claims to assess the reasonableness and accuracy of these claims.
- Performing a physical verification of key assets.
- Obtaining third-party confirmation of material bank and loan balances.
- Documenting and verifying all significant related party balances and transactions.
- Reviewing documentation such as the charity board minutes for discussions of irregularities including fraud.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements even though we have properly planned and performed our audit in accordance with auditing standards. The primary responsibility for the prevention and detection of irregularities and fraud rests with the trustees of the charity.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://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 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

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF YMCA THAMES GATEWAY

state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

HW Fisher LLP

Sailesh Mehta (Senior Statutory Auditor)
For and on behalf of HW Fisher LLP

Chartered Accountants
Statutory Auditor

Acre House
11-15 William Road
London
NW1 3ER
United Kingdom

29 September 2021

YMCA THAMES GATEWAY

INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	£	2021 £	£	2020 £
Income	3		6,465,127		6,269,962
Cost of sales					
Pension revaluation charge		(277,163)		-	
Other		(4,648,674)		(4,605,863)	
			<u>(4,925,857)</u>		<u>(4,605,863)</u>
Gross surplus			1,539,270		1,664,099
Administrative expenses			<u>(1,882,303)</u>		<u>(1,835,839)</u>
Operating deficit	4				
Deficit before pension revaluation charge		(65,870)		(171,740)	
Pension revaluation charge		(277,163)		-	
			<u>(343,033)</u>		<u>(171,740)</u>
Interest receivable and similar income	7		44,644		60,071
Interest payable and similar expenses	8		(69,756)		(60,318)
Fair value gains and losses on fixed asset investments	9		306,390		(203,817)
Fair value gains and losses on investment properties	13		10,000		61,000
			<u>(51,755)</u>		<u>(314,804)</u>
Deficit before taxation					
Tax on deficit	11		-		-
Deficit for the financial year			<u>(51,755)</u>		<u>(314,804)</u>

The Income and Expenditure Account has been prepared on the basis that all operations are continuing operations.

YMCA THAMES GATEWAY

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	2020 £
Fixed assets			
Tangible assets	12	17,285,020	14,679,487
Investment properties	13	580,000	570,000
Investments	14	1,686,629	1,384,852
		<u>19,551,649</u>	<u>16,634,339</u>
Current assets			
Stocks	15	8,257	6,805
Debtors	16	567,471	395,014
Cash at bank and in hand		261,151	1,904,349
		<u>836,879</u>	<u>2,306,168</u>
Creditors: amounts falling due	17	(1,532,886)	(1,502,407)
Net current (liabilities)/assets		<u>(696,007)</u>	<u>803,761</u>
Total assets less current liabilities		<u>18,855,642</u>	<u>17,438,100</u>
Creditors: amounts falling due after more than one year	18	(3,243,885)	(1,774,588)
Deferred grants	20	(2,107,500)	(2,107,500)
Net assets		<u>13,504,257</u>	<u>13,556,012</u>
Reserves			
Restricted funds	23	14,387	4,730
Revaluation reserve	24	4,429,509	4,532,521
Other reserves	25	7,471,317	9,368,638
Income and expenditure account		1,589,044	(349,877)
		<u>13,489,870</u>	<u>13,551,282</u>
Members' funds		<u>13,504,257</u>	<u>13,556,012</u>

The financial statements were approved by the board of directors and authorised for issue on 27/09/2021 and are signed on its behalf by:


 Father M D Howse
 Trustee

Company Registration No. 06102037

YMCA THAMES GATEWAY

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2021

	Restricted funds £	Revaluation reserve £	Designated funds £	Income and expenditure £	Total £
Balance at 1 April 2019	7,525	4,635,533	7,789,351	1,438,407	13,870,816
Year ended 31 March 2020					
Deficit and total comprehensive income for the year	(2,795)	-	-	(312,009)	(314,804)
Other movements	-	(103,012)	1,579,287	(1,476,275)	-
Balance at 31 March 2020	4,730	4,532,521	9,368,638	(349,877)	13,556,012
Year ended 31 March 2021					
Deficit and total	9,657	-	-	(61,412)	(51,755)
Other movements	-	(103,012)	(1,897,321)	2,000,333	-
Balance at 31 March 2021	14,387	4,429,509	7,471,317	1,589,044	13,504,257

YMCA THAMES GATEWAY

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	28	(80,156)		2,725,929	
Interest paid		(18,476)		(975)	
Net cash (outflow)/inflow from operating activities		(98,632)		2,724,954	
Investing activities					
Purchase of tangible fixed assets		(2,923,514)	(1,612,645)		
Cash from investment portfolio		44,644	610,071		
Net cash used in investing		(2,878,870)		(1,002,574)	
Financing activities					
Proceeds from borrowings		1,584,305	200,975		
Repayment of borrowings		(114,347)	-		
Payment of pension obligations		(135,654)	(131,701)		
Net cash generated from financing activities		1,334,304		69,274	
Net (decrease)/increase in cash and cash equivalents		(1,643,198)		1,791,654	
Cash and cash equivalents at beginning of year		1,904,349		112,695	
Cash and cash equivalents at end of year		261,151		1,904,349	

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Company information

YMCA Thames Gateway is a private company limited by guarantee incorporated in England and Wales. The registered office is YMCA Thames Gateway, Rush Green Road, Romford, Essex, RM7 0PH.

YMCA Thames Gateway was established in July 2015 following a merger between Romford YMCA Limited and YMCA Thames Gateway (south) Limited.

1.1 Accounting convention

These financial statements have been prepared in accordance with the "Statement of Recommended Practice for registered social housing providers (2018)", the Accounting Direction for Private Registered Providers of Social Housing (issued by the Homes and Communities agency in September 2015), the Companies Act 2006 and "Accounting and reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective from 1 January 2019)".

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include investment properties and listed investments at fair value. The principal accounting policies adopted are set out below.

YMCA Thames Gateway meets the definition of a public benefit entity under FRS 102.

1.2 Going concern

The trustees have considered the effect of the prolonged Covid-19 outbreak. The trustees consider that the pandemic will have an impact upon the charity's income and activities, however, the extent and quantum of the disruption remains uncertain. The trustees expect there to be limited impact on the housing operations which have continued to perform well throughout the pandemic. Other key service areas in Health and Wellbeing and Children's Services have been more significantly impacted, but based upon current forecasting expectation the trustees consider them to be viable services, and that the impact of Covid-19 will be short to medium term, rather than long term, on the performance and viability of those services. The trustees consider that the charity has sufficient reserves to weather any short-term impact on the income of the charity as a result of Covid-19. The trustees are confident that the charity can continue as a going concern for a period of at least twelve months from the date of approval of these financial statements.

1.3 Income and expenditure

All incoming resources are included in the Income and expenditure account when the company has entitlement to the funds, certainty of receipt and the amount can be measured with sufficient reliability.

Donated services are included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised where there is no financial cost borne by a third party.

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1.4 Tangible fixed assets

Tangible fixed assets except housing properties are stated at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Housing properties are stated at cost and depreciated by component over the estimated useful economic lives of the component categories.

The cost of properties is their purchase price together with incidental costs of acquisitions and improvements, including related management charges. In 2015/16 the transitional FRS 102 rules were adopted. The housing properties were revalued and have been included in the financial statements at deemed cost. For further details, see note 25 of the financial statements.

Expenditure on housing and other properties which adds to the value of the property or extends its useful life is capitalised.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold buildings	1.33% straight line
Leasehold land and buildings	2% straight line
Fixtures and fittings	20% straight line
Office equipment	20% straight line
Motor vehicles	20% straight line

Assets under construction are not depreciated, depreciation on these assets will commence when they are brought into use subsequent to the year end.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to surplus or deficit.

No depreciation is provided in respect of freehold land.

Tangible fixed assets are capitalised when their value exceeds £1,000. Smaller items are capitalised when they are part of a group of assets.

1.5 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in the income and expenditure account.

Where fair value cannot be achieved without undue cost or effort, investment property is accounted for as tangible fixed assets.

1.6 Fixed asset investments

Listed investments are stated at market value. In accordance with the Statement of Recommended Practice published by the National Federation of Housing Association any unrealised gains or losses are included within the income and expenditure account.

1.7 Impairment of fixed assets

At each reporting period end date, the company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

1.9 Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in surplus or deficit, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Impairment of financial assets

Financial assets, other than those held at fair value through surplus and deficit, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in surplus or deficit.

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in surplus or deficit.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

1.10 Taxation

The company has obtained exemption from the Revenue Commissioners in respect of corporation tax, it being a company not carrying on a business for the purposes of making a profit.

1.11 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement has been considered immaterial to the financial statements and has not been included.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

YMCA Thames Gateway participated in a multi-employer defined benefit pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

and accruals on 30 April 2007. The plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Thames Gateway for disclosure in the financial statements.

The scheme's actuary has advised that additional contributions are required in order for the scheme to meet the future obligations of the scheme. The current deficit funding commitment has been included as a creditor in the financial statements, stated at the present value of the liability.

1.13 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

Government grants relating to turnover are recognised as income over the periods when the related costs are incurred. Grants relating to an asset are recognised in income systematically over the asset's expected useful life. If part of such a grant is deferred it is recognised as deferred income rather than being deducted from the asset's carrying amount.

1.14 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in profit or loss.

1.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are those which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

The following judgements have had the most significant effect on amounts recognised in the financial statements.

Valuation of investment properties

Determining the fair value of the charity's investment properties as at each balance sheet date involves an element of estimation. The last valuation was carried out by Balmores in 2016, who are not connected with the company. Following on from this, the fair value as at the year end have been agreed to third party websites. The resulting estimation uncertainty is managed by referring to available market evidence for similar properties.

Pension liability

Determining the value of the charity's defined benefit pension liability involves an element of estimation. 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.

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

3 Income/Service charges

The turnover, operating costs and operating surplus recognised can be analysed as follows:

For the year ended 31 March 2021

	Turnover	Operating costs	Operating surplus
	£	£	£
Social housing lettings			
Rent	2,261,672	(2,050,796)	210,876
Service charges	1,626,308	(1,636,937)	(10,629)
Social housing grant	534,619	(528,627)	5,992
Other income	26,427	(26,427)	-
	<u>4,449,026</u>	<u>(4,242,787)</u>	<u>206,239</u>
Non-social housing			
Health and wellbeing	129,994	(373,575)	(243,581)
Child and family services	916,529	(1,064,190)	(147,661)
Youth services	79,277	(110,261)	(30,984)
Catering services	44,711	(80,361)	(35,650)
Other activities	275,560	(89,793)	185,767
Other income	570,030	(570,030)	-
	<u>2,016,101</u>	<u>(2,288,210)</u>	<u>(272,109)</u>
	<u>6,465,127</u>	<u>(6,530,997)</u>	<u>(65,870)</u>

For the year ended 31 March 2020

	Turnover	Operating costs	Operating surplus
	£	£	£
Social housing lettings			
Rent	2,002,649	2,134,836	(132,187)
Service charges	1,456,772	1,539,093	(82,321)
Social housing grant	442,521	476,376	(33,855)
	<u>3,901,942</u>	<u>(4,150,305)</u>	<u>(248,363)</u>
Non-social housing			
Health and wellbeing	446,612	507,880	(61,268)
Child and family services	1,265,442	1,303,434	(37,992)
Youth services	83,623	102,591	(18,968)
Catering services	145,312	162,562	(17,250)
Other activities	427,031	214,930	212,101
	<u>2,368,020</u>	<u>(2,291,397)</u>	<u>76,623</u>
	<u>6,269,962</u>	<u>(6,441,702)</u>	<u>(171,740)</u>

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

3 Income/Service charges

Rent and services void losses total £188,242 (2020 – £95,520) and are netted off in the above figures for 2020 and 2021.

Other income relates to amounts received under the Coronavirus Job Retention Scheme as a government grant.

4 Operating deficit

	2021 £	2020 £
Operating deficit for the year is stated after charging:		
Fees payable to the company's auditor for the audit of the company's financial statements	20,000	18,000
Depreciation of owned tangible fixed assets	317,981	307,718
Operating lease charges	35,329	36,996

5 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2021 Number	2020 Number
Housing	43	41
Community health	14	15
Children's services	78	75
Youth services	4	3
Catering services	17	17
Executive team	10	6
Corporate services and administration	20	21
Site operations and cleaning	18	19
Membership and reception	20	20
Total	224	217

Their aggregate remuneration comprised:

	2021 £	2020 £
Wages and salaries	3,830,634	3,773,107
Social security costs	269,435	261,257
Pension costs	453,294	155,336
	4,553,363	4,189,700
Redundancy payments made or committed	12,991	9,634

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

The average monthly number of full-time equivalent employees of the association was 157 (2020: 133).

The number of employees whose annual emoluments £60,000 or more were:

	2021 Number	2020 Number
£60,000 - £70,000	2	2
£70,001 - £80,000	1	1
£80,001 - £100,000	1	1
	<u>4</u>	<u>4</u>

6 Executive staff emoluments

	2021 £	2020 £
Emoluments	434,102	393,999
Pension contributions	<u>28,871</u>	<u>26,041</u>
Total emoluments	<u>462,973</u>	<u>420,040</u>

The salary received by the highest paid executive staff member (the Chief Executive) was:

	2021 £	2020 £
Emoluments	<u>95,931</u>	<u>95,217</u>

There is no longer a defined benefit scheme in operation for the Chief Executive and therefore no contributions were made in the year. Contributions to the stakeholder pension on behalf of the Chief Executive were £7,674 (2020: £7,582).

7 Interest receivable and similar income

	2021 £	2020 £
Income from fixed asset investments		
Income from other fixed asset investments	<u>44,644</u>	<u>60,071</u>

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

8 Interest payable and similar expenses

	2021 £	2020 £
Interest on financial liabilities measured at amortised cost:		
Interest on bank overdrafts and loans	18,476	975
Other interest on financial liabilities	27,573	32,491
	<u>46,049</u>	<u>33,466</u>
Other finance costs:		
Unwinding of discount on pension obligation	23,707	26,852
	<u>69,756</u>	<u>60,318</u>

9 Fair value gains/(losses) on fixed asset investments

	2021 £	2020 £
Gain on disposal of fixed asset investments	472	13,970
Movement in market value	305,918	(217,787)
	<u>306,390</u>	<u>(203,817)</u>

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration, expenses or benefits from the Charity during the year in respect of their duties as trustees.

11 Taxation

As a registered charity, YMCA Thames Gateway is exempt from UK tax on income and gains to the extent that these are applied to its charitable objects. No UK tax charges have arisen in the charity during the year (2020: £nil).

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

12 Tangible fixed assets

	Freehold buildings	Leasehold land and buildings	Assets under construction	Fixtures and fittings	Office equipment	Motor vehicles	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2020	13,724,530	1,883,975	577,782	1,788,331	89,902	83,772	18,148,292
Additions	229,645	-	2,584,409	109,460	-	-	2,923,514
At 31 March 2021	13,954,175	1,883,975	3,162,191	1,897,791	89,902	83,772	21,071,806
Depreciation and impairment							
At 1 April 2020	1,254,823	474,534	-	1,568,031	87,645	83,772	3,468,805
Depreciation charged in the year	172,914	37,680	-	106,765	622	-	317,981
At 31 March 2021	1,427,737	512,214	-	1,674,796	88,267	83,772	3,786,786
Carrying amount							
At 31 March 2021	12,526,438	1,371,761	3,162,191	222,995	1,635	-	17,285,020
At 31 March 2020	12,469,707	1,409,441	577,782	220,300	2,257	-	14,679,487

A new affordable housing unit is under construction and the costs incurred to date are shown as assets under construction, on completion, these will be transferred to land and buildings.

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

13 Investment property

	2021 £
Fair value	
At 1 April 2020	570,000
Net gains or losses through fair value adjustments	<u>10,000</u>
At 31 March 2021	<u>580,000</u>

Investment property comprises 530 Upper Brentwood Road. The fair value of the investment property has been arrived at on the basis of a valuation carried out by the Trustees as at March 2021. The valuation was made on an open market value basis by reference to market evidence of transaction prices for similar properties and rental yield.

14 Fixed asset investments

	2021 £	2020 £
Listed investments	1,683,211	1,381,096
Cash	<u>3,418</u>	<u>3,756</u>
	<u>1,686,629</u>	<u>1,384,852</u>

Movements in fixed asset investments

	Investments other than £	Cash £	Total £
Cost or valuation			
At 1 April 2020	1,381,096	3,756	1,384,852
Valuation changes	305,918	-	305,918
Investment income	-	44,644	44,644
Investment management fees	-	(4,613)	(4,613)
Disposals	(3,803)	4,275	472
Transfer to bank	-	(44,644)	(44,644)
At 31 March 2021	<u>1,683,211</u>	<u>3,418</u>	<u>1,686,629</u>
Carrying amount			
At 31 March 2021	<u>1,683,211</u>	<u>3,418</u>	<u>1,686,629</u>
At 31 March 2020	<u>1,381,096</u>	<u>3,756</u>	<u>1,384,852</u>

15 Stocks

	2021 £	2020 £
Finished goods and goods for resale	<u>8,257</u>	<u>6,805</u>

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

16 Debtors: amounts falling due within one year

	2021 £	2020 £
Service charges due	263,814	258,750
Other debtors	10,509	12,644
Prepayments and accrued income	293,148	123,620
	<u>567,471</u>	<u>395,014</u>

17 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Other borrowings	19	608,937	427,736
Trade creditors		463,970	201,166
Taxation and social security		64,663	74,183
Other creditors		247,154	113,901
Accruals and deferred income		148,162	685,421
		<u>1,532,886</u>	<u>1,502,407</u>

18 Creditors: amounts falling due after more than one year

	Notes	2021 £	2020 £
Other borrowings	19	2,405,547	1,089,217
Accrued pension deficit contributions	21	838,338	685,371
		<u>3,243,885</u>	<u>1,774,588</u>

19 Loans and overdrafts

	2021 £	2020 £
Other loans	<u>3,014,484</u>	<u>1,516,953</u>
Payable within one year	608,937	427,736
Payable after one year	<u>2,405,547</u>	<u>1,089,217</u>

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

19 Loans and overdrafts

The long-term loan is a loan from YMCA England to acquire the freehold of the Roundhouse hostel as part of the merger with YMCA Thames Gateway (South) Limited. The loan is secured by a fixed charge over the freehold of the Roundhouse hostel.

The loan is repayable over 15 years from March 2020, with the first two instalments due in 1 year. Interest is accrued at 2.5% from the inception of the loan.

A short-term portfolio finance arrangement is in place with Barclays Bank Plc. The loan is secured by a fixed charge over the investment portfolio managed by Barclays Wealth. Within the year £205,320 was withdrawn from this facility as is classed as a short-term creditor on the balance sheet.

YMCA Thames Gateway have drawn down loans totalling £1,580,000 from Charity Bank to finance the build of 39 new units of accommodation on the Rush Green Road site.

20 Deferred grants

	2021 £	2020 £
Arising from government grants	2,107,500	2,107,500

The above represents a grant from Greater London Authority (the GLA) for the construction of affordable housing which is recognised using the accrual model under the Statement of Recommended Practice for registered social housing providers (2018).

21 Retirement benefit schemes

	2021 £	2020 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	176,111	155,336
Pension revaluation charge	277,163	-

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

Multi-employer plan

YMCA Thames Gateway 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 Thames Gateway 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 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

YMCA THAMES GATEWAY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

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 £36 million and the recovery period is 8 years commencing 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. YMCA Thames Gateway has accounted for its share of the deficit as a defined contribution plan, on the basis that it is only liable for its share of the deficit and due to the set-up of the multi-employer plan, it is not possible currently to quantify the potential amount that YMCA Thames Gateway may be called upon to pay in the future.

The valuation has increased the pension provided by £277,163 in line with the increase in deficit.

YMCA Thames Gateway has recognised its share of the deficit based on monthly contributions of £11,304 from 1 May 2021 over the recovery period and applying a discount factor of 10%.

YMCA Thames Gateway is responsible for 4.53% of the deficit.

22 Members' liability

The company is limited by guarantee, not having a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding £1.

23 Restricted funds

	2021 £	2020 £
At the beginning of the year	4,730	7,525
Incoming resources	45,000	15,285
Resources expended	(35,343)	(18,080)
At the end of the year	14,387	4,730

Miscellaneous special funds - this is the aggregate balance of a number of small restricted funds for projects run by the YMCA.

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FOR THE YEAR ENDED 31 MARCH 2021

24 Revaluation reserve

	2021 £	2020 £
At the beginning of the year	4,532,521	4,635,533
Other movements	(103,012)	(103,012)
At the end of the year	4,429,509	4,532,521

The revaluation reserve arose on the adoption of FRS 102 in 2015/16. The operating properties were revalued and under the FRS 102 transitional rules were carried forward at deemed cost. Each year a transfer is to be made in respect of the additional annual depreciation charge resulting from the revaluation.

25 Designated funds

	Pension reserve £	Investment revaluation reserve £	Property asset fund £	Total £
At 1 April 2019	(796,999)	117,309	8,469,041	7,789,351
Other movements	111,628	12,291	1,455,368	1,579,287
At 31 March 2020	(685,371)	129,600	9,924,409	9,368,638
Other movements	(264,203)	577,074	(2,210,192)	(1,897,321)
At 31 March 2021	(949,574)	706,674	7,714,217	7,471,317

The pension reserve reflects both the short term and long-term elements of the deficit reduction payments due on the defined benefit pension scheme. See note 18.

Investment revaluation reserve - this reserve is the difference between the cost and current market value of revalued investment assets.

Property asset fund - this fund represents the original cost of the land and buildings, net of depreciation charged, related borrowings and grants. In combination with the property revaluation reserve, it represents the net book value of properties held.

26 Operating lease commitments

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	55,329	35,329
Between two and five years	125,632	185,759
	180,961	221,088

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27 Related party transactions

There were no disclosable related party transactions during year (2020: £nil).

28 Cash (absorbed by)/generated from operations

	2021 £	2020 £
Deficit for the year after tax	(51,755)	(314,804)
Adjustments for:		
Finance costs	69,756	60,318
Investment income	(44,644)	(60,071)
Investment management charges	4,613	5,571
Fair value gain on investment properties	(10,000)	(61,000)
Depreciation and impairment of tangible fixed assets	317,981	307,718
Gain on sale of investments	(472)	(13,970)
Unrealised (gain)/loss on fixed asset investments	(305,918)	217,787
Pension scheme non-cash movement	271,299	-
Increase in deferred income	-	2,107,500
Movements in working capital:		
(Increase)/decrease in stocks	(1,452)	821
Increase in debtors	(172,457)	(77,657)
(Decrease)/increase in creditors	(157,107)	553,716
Cash (absorbed by)/generated from operations	(80,156)	2,725,929

29 Analysis of changes in net funds/(debt)

	1 April 2020 £	Cash flows £	Market value £	31 March 2021 £
Cash at bank and in hand	1,904,349	(1,643,198)	-	261,151
Borrowings excluding overdrafts	(1,516,953)	(1,657,594)	160,063	(3,014,484)
	<u>387,396</u>	<u>(3,300,792)</u>	<u>160,063</u>	<u>(2,753,333)</u>

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

30 Residential units under management

	2021 Number	2020 Number
The number of hostel accommodation bed spaces in management	194	194
The number of units of housing accommodation in management:		
George Williams House	10	10
Red Triangle House	4	4
Hedley House	8	8
Church View	10	10
Brookfield Court	9	3
Defiance Walk	40	40
Sarah Turnbull House	44	43
Total	319	312

31 Non-adjusting post balance sheet event note

Post year end YMCA Thames Gateway merged with YMCA West Kent on 1 April 2021.

