

YMCA TRINITY GROUP

ANNUAL REPORT AND FINANCIAL STATEMENTS

2018-19



*Inspiring communities,
transforming young lives*



YMCA is the trusted
local charity for
young people



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Report of the Chief Executive



Jonathan Martin
CEO

Welcome to YMCA Trinity Group's Annual Report for 2018-19. We've had a busy year, building on the success of our merger in October 2017.

We now cover communities across 7,100 km² with a population of over 1.4 million people. It's an area of great diversity – areas of affluence and deprivation; some of the fastest growing cities in the UK; large rural areas; famous University cities; small market towns and coastal villages alike.

We have added two new settings to our **Childcare** portfolio, in Ipswich and Newmarket. Early years work is a fundamental building block for young people, helping them to be ready for school and able to learn and develop to their full potential. We're proud to be OFSTED rated 'Good' at all our sites, and now progress our journey to be an 'Outstanding' provider.

We added our Newmarket setting mid-year, so we hadn't budgeted for it and we're growing our newer settings at Providence and Grundisburgh. This means in the short-term running at a deficit, but we have a strong model to track this into surplus once child numbers rise.

In **Accommodation** we've added additional bed spaces. This reflects the growing housing needs of young people, but also reflects that we are seeing more complex challenges which are taking us, on average, a little longer to support clients through. Moving young people into independent living after YMCA is also becoming harder as housing supply lessens and demand grows.

We've taken some time to see if we can find a long-term solution to this problem right across our patch. Part of this saw us employ an Accommodation Director to lead this strategic work.

This year's **Sleep Easy** events were very successful. We held one in each of Cambridge, Ipswich & Peterborough raising over £20,000. A huge thanks to the support of many local businesses and individuals, but especially Howard Group, Ipswich Town Football Club and Peterborough Cathedral.

Youth Work is also an important way to support young people. Our youth groups reflect their local communities, addressing different issues – from gangs to homework, joblessness to higher education choices. Our youth groups have been particularly needed in Ipswich which unfortunately saw a summer of escalating violence amongst gangs. This has a huge impact on young people, either directly for those who might be involved, but also indirectly as young people feel scared to go out or engage in activities for fear of what might happen.

We're also very happy with our continued provision of **Appropriate Adult and Reparation** services. This year we saw a huge increase in demand for our appropriate adults in supporting vulnerable adults across Cambridgeshire. Our job readiness work, **Access 2 Employment**, is also growing, offering long- and short-term interventions, helping young people into sustainable employment.

Our **Respect** project continues to offer support and change attitudes to young people as both the victims and perpetrators of domestic violence.

An ongoing theme across YMCA work is **Mental Health**. This affects not just young people, but some of the older clients we work with too. Our partnership with Thrive, who have created a Mental Health phone-based app, continues to strengthen and we are looking to roll out a national programme giving school children access to it. We also continue to extend our Mental Health programmes to include Teacher Training, as well as offering counselling, group and art therapies to our partner schools.

Peterborough

Cambridge

Ipswich

Benefitting Individuals and the Community

Health & Wellbeing is continuing to add members from all parts of our community, regardless of ability. It's a joy to pass our gyms and see them full of people of diverse backgrounds, ages and levels of fitness. The programme of classes also continues to expand, offering an A-Z coverage – aerobics to zumba!

We updated the Health & Fitness management system at a cost of over £30,000 to help improve both our customer journey, but also to help us identify our impact better. We're also looking at how we can apply the successful 'Gym Accelerator' programme from our Cambridge & Peterborough sites, to the gym in Ipswich.

Our community venue, **The Cresset**, turned 40 this year. As you'd expect we had a birthday party, complete with cake, to celebrate! It has again offered YMCA and some of its projects a home, as well as hosting other partners – such as Peterborough City Council, City College Peterborough and Vivacity. Once again the theatre, conference rooms and shops were busy, and last year's refurbishment of The Fayre Spot pub really began to pay dividends, attracting new customers and welcoming more of our local community.

We have some exciting things coming up. We're looking at how we deliver our Accommodation support in light of Psychologically Informed Environment, to ensure we remain relevant to our residents. We're also changing the way and type of information we hold to best understand our impact and how we might improve.

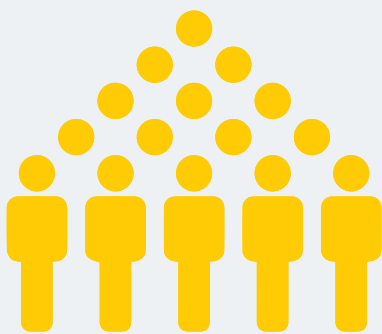
We've been supported by a number of companies this year – Howard Group; Co-Op Distribution; Skanska; Doubletree by Hilton Cambridge; Handelsbanken; Lloyds Bank – your support is very much appreciated.

As always I must say a huge thank you to our staff, volunteers and Board of Trustees. Together their skill, passion, dedication and tireless efforts make a massive impact on our local communities.

Next year YMCA celebrates its 175th anniversary. I think the key to this longevity is adaptability and always striving to fulfil the needs of our local communities.



Jonathan Martin
CEO



We now cover
communities across
7,100 km²
with a population of over
1.4 million
people



422
bed spaces



238
Childcare spaces
across 5 settings

Strategic Report



“I feel safe at YMCA and I feel like it is my home. I have made so many friends that I now call family.”

Kelly - Ipswich resident

Strategic Direction

Introduction

YMCA Trinity Group is part of a federation of over 116 YMCAs across England and Wales. Our vision is to help create supportive, inclusive and transforming communities where young people can truly belong, contribute and thrive. At the heart of how we work in communities, and with each other, are strong and committed relationships rooted in our

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

SUPPORT & ADVICE:

"We believe every young person should have someone they can trust."



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



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

ACCOMMODATION:

"We believe every young person should have a safe place to stay."



YMCA is the largest provider of safe, supported accommodation for young people in England and Wales. In YMCA Trinity Group we have eight residential sites and 15 houses, with over 400 units available across our region.

We offer supported and emergency housing for young people, including care leavers, homeless young people, unaccompanied asylum seeker children, and young people with special needs. In addition we offer parent and child supported housing, as well as student accommodation.

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

FAMILY WORK:

"We believe every family should have the support they need to develop and lead fulfilling lives."



Being part of a healthy, stable family gives a young person the best start in life. Across YMCA Trinity Group we offer a range of support to families including five fully operational childcare settings providing places for 238 children on a daily basis.



To meet growing demand, we continue to invest in mental health training and interventions, offering much needed support to students and teachers in schools and colleges.

Our youth work offer has continued to expand across YMCA Trinity Group, operating in both community venues and schools. We currently offer youth support in 33 schools and 12 venues, with a mobile van providing additional support to families and young people where it is most needed, particularly during school holidays.

HEALTH & WELLBEING:

"We believe everyone should enjoy the benefits of good health and wellbeing."



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

We currently own three state-of-the-art gyms in Peterborough, Cambridge and Ipswich, which are open to the communities we serve at affordable prices.

We provide sessions for people with long-term conditions and disabilities, and we work closely with local GPs, NHS stroke teams and community nurses who refer their patients to us.

We also offer a range of physical activity programmes for all ages including young person-led health education projects.

TRAINING & EDUCATION:

"We believe every young person should be able to fulfill their potential."



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



Through our mental health intervention work, we have recognised the serious issues facing so many young children in our schools. As a result, we have developed and launched a new School Teacher Training Programme aimed at supporting teachers to understand the complexities that young people face with mental health problems and to train teachers to spot the signs at an early stage. This work has been supported by the introduction of our mental health app 'Thrive' which has already significantly improved the mental health of school children in YMCA Trinity Group's region.



“Wonderful nursery. Our daughter attends Providence in Ipswich and we couldn’t be happier with the care and support she receives.”

Hannah - Parent

Strategic Targets and Impact Report

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

Each year we strive to deliver relevant and impactful work to ensure we are meeting the needs of both our young people and the communities in which we work.

Over the coming pages are the key strategic targets we set ourselves, and a brief description of what we have been able to achieve over the last 12 months. In addition we highlight meaningful data and statistics which illustrate our impact, and set out our plans and ambitions for the coming year.

Public Benefit

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

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



Impact Report

Accommodation



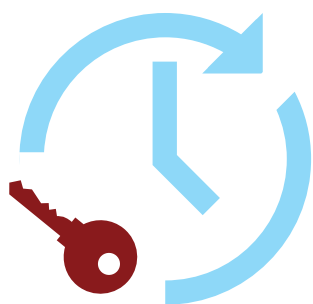
“We believe every young person should have a safe place to stay”

Our achievements - 2018-19

Target	Achievements
To increase overall bed spaces by 10% by 2020.	Statistical Data Returns show an overall increase of 4.5% in the number of units.
To maintain an overall occupancy rate of 90%, a throughput of 125% and planned ‘move-ons’ of at least 80% of our clients staying in our supported accommodation programmes.	Average occupancy across all our sites was 90%. Throughput was 135% and our planned ‘move-ons’ were 87.5%.
To conduct an audit of the move-on requirements for the charity and investigate the provision of more move-on accommodation for our clients across the region we serve.	The move-on audit was completed across all sites and provided useful data on the move-on demands. It highlighted the expectations of our residents for self-contained accommodation. As part of our new Accommodation Strategy we will be setting out how we can deliver more move-on accommodation and meet the expectations of our residents.
To improve our data analysis and use of metrics to provide a better service to our clients.	Data and metric information has improved during the year including live void information across our services. A new Quality & Performance Manager post has been created to lead on this area of work and continue to improve our data and use of metrics.
To fully complete the migration from paper to an electronic system to improve the reporting of the client journey and the social impacts achieved.	The new system has been purchased and implementation is taking place during 2019. The system will be live in November 2019.
To continue searching for a Queen Anne House relocation site across Cambridge.	Despite a number of commercial discussions with interested parties, no progress has been made during this financial year. We are continuing to explore a range of options including relocation and the feasibility of remaining at the site.



In the last year we
housed and supported over
650 people



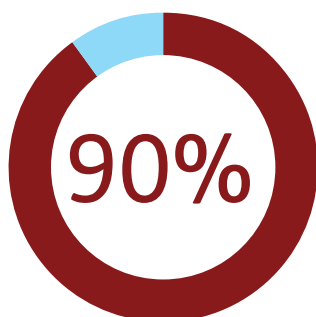
We moved someone on
in a planned way every

31 hours

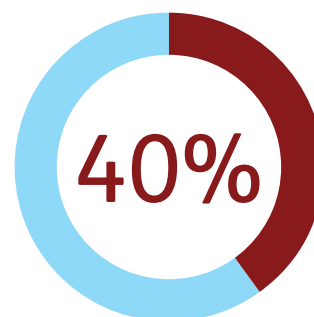


We offered

over 90,000
supported hours to our residents



On average we had a full year
occupancy of 90%
across all our sites



Over 40% of our residents
are in employment, training or
education





Case study - Parent and Child Accommodation Service

Rachel's Story (not her real name)

"I moved in to YMCA one week before giving birth to my son. Before finding accommodation here I had been sofa surfing and was worried about potentially having my child removed from my care due to having no secure accommodation. When I moved in to YMCA I was made to feel very welcome. I was able to return after giving birth and this is when I started working with my project worker. I have enjoyed my experience here and have found my project worker to be really supportive, especially around issues with my oldest child.

"Attending Easy Peasy Pods has been particularly helpful and has made a big difference to me and my son. The support provided and activities on offer have helped my

child to grow and explore without me worrying or being too protective. It has helped me get my independence back and grow in confidence as a parent. The sessions have helped my son's development grow a lot quicker and he has advanced in a lot of areas, especially with walking. It has also helped his confidence as he is not afraid to try new experiences and he is very independent.

"One of my achievements during my time at YMCA has been being signed off from social services care. I believe the support from YMCA has played a big part in this and I no longer have social services involvement in my life. I am now looking to secure my own independent accommodation and am very excited for the future."





YMCA Trinity Group accommodation staff collecting the Suffolk Voluntary Organisation of the Year award at the Suffolk High Sheriff Awards 2019 for our Rebuilding Broken Lives project in Suffolk.

As part of the project, YMCA Trinity Group runs 'CYPS Houses', a programme which focuses on supporting and offering accommodation to 16- to 17-year-olds in care for up to two years. Last year, we supported around 50 young people.

Future Strategic Targets 2019-2020

In 2019 we will be implementing a new comprehensive Accommodation Strategy that has been developed with input from both staff and clients.

The strategy will have four key themes:

1. Buildings – improving our accommodation stock.
2. Clients – implementing a Psychologically Informed Environment approach that focuses on the strengths, wellbeing and aspirations for our clients.
3. Teams – ensuring our staff teams have the right resources, training and skills to deliver safe and effective services.
4. Growth – increasing the number of people we can support.

The strategy will be implemented through a delivery plan with progress monitored by our Board.

Impact Report

Support & Advice



“We believe every young person should have someone they can trust.”

Our achievements - 2018-19

Target	Achievements
Youth Justice	
To grow and replicate our youth justice work in other areas.	We have expanded our provision to cover Peterborough, Cambridge, Kings Lynn and surrounding areas.
To increase the number of vulnerable people supported in the Appropriate Adult and Reparation contract by 10%.	We now support 40% of vulnerable young people and 60% of vulnerable adults in the county through our appropriate adult service, which has significantly increased in demand since starting the service in August 2018. We support around 30% more young people than the previous year, due to covering both Cambridge and Peterborough.
To increase our volunteer base by 10%.	We now cover with 70% volunteers across both Cambridge and Peterborough, however we want to continue to grow this with an additional 15% covering our Peterborough service.
Respect	
To increase the awareness of domestic violence by increasing the number of young people engaged with Respect from 423 to 450.	507 young people engaged through workshops and the Break4Change project.

Youth Justice

(Reparation and Appropriate Adult Services)



182 young people
have completed their reparation hours



We are working with
14 different projects



Case study - Respect

The impact of the Break4Change programme on one family

Mum B was referred to the Break4Change programme via a school referral. Her 15-year-old son had been diagnosed with autism and ADHD and exhibited abusive behaviours including violent threats, screaming, name calling, abusive language and physical harm such as pushing and hitting. The family were waiting for a CAMHS referral.

Both Mum B and her son attended five out of the six sessions. The sixth was missed due to ill health, but Young Person B was so keen to attend that he Skyped into the session to be a part of the Young Persons group.

Mum B reported on how the programme had impacted on them:

- That across the weeks her son's temper subsided and he was calmer.
- He was frustrated when the programme ended.
- She started to feel at times that she had regained control.
- She had benefited from having space to think and process her own emotions.
- She had found the group work positive, sharing experiences with other parents, and had stayed in contact with one of the other group members.
- That the Break4Change programme had helped to build trust in their relationship.



Case study - Appropriate Adult Sam's story (not his real name)

The Appropriate Adult service recently worked with Sam, a homeless 15-year-old arrested for a series of street robberies in Cambridge. Sam had been arrested twice and had since become homeless. He has a history of self-harm and depression, which was a factor in his arrests.

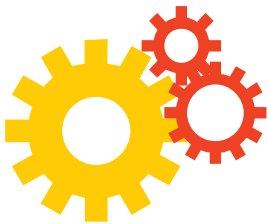
With support from one of our appropriate adults, Sam was able to complete a form for Lucid Adult Dyslexia Screening. The AA also raised concerns with the custody officer and medical staff, which resulted in involvement from social services, to support Sam with his mental health and housing.

The actions of the Appropriate Adult service helped to:

1. Identify Sam's medical needs.
2. Flag up safeguarding concerns linked to homelessness.
3. Follow up by social services in preparation for his court appearance and his ongoing care needs.
4. Support reduction in future offending.

Respect

(Youth Domestic Abuse Project)



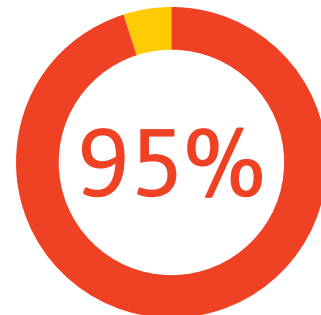
Delivered a workshop to **498 learners** in secondary schools and to young people participating in the National Citizens Service



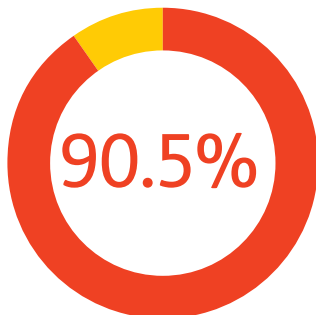
Facilitated 3 programmes dealing with adolescent to parent abuse across Cambridgeshire, supporting **23 parents and 9 young people**



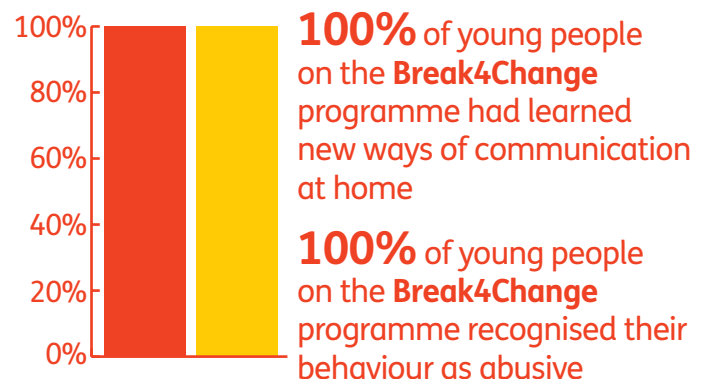
78% of learners reported an increased awareness of what abusive behaviour is in a relationship



95% of parents on the **Break4Change** programme stated it had helped them improve or develop a safety plan



90.5% agreed/strongly agreed that their knowledge of how and where to access support had improved



100% of young people on the **Break4Change** programme had learned new ways of communication at home

100% of young people on the **Break4Change** programme recognised their behaviour as abusive



Reparations in the community

Our Reparation project recently received funding for some wood for the New Church project in Peterborough. This wood was used to build some raised beds so the church can grow vegetables to put into the food bank which it runs.

The young people completing their reparation hours have been involved in making the beds and will continue be involved in growing the vegetables, as well as using the left over wood to make a table which is being used for coffee mornings and community activities within the church.



We have completed

1,995

reparation hours



Future Strategic Targets 2019-2020

Youth Justice

- To continue to reduce sessional costs.
- To recruit more volunteers.
- To create mechanisms to provide more intelligent data around service demand for vulnerable adults, in order to source further funding.
- To deliver a volunteer retention plan, which will provide more opportunities to undertake relevant and meaningful training.
- To reduce reparation group sizes to allow each young person to benefit from more training and development.
- To continue to develop good relationships between the Reparation service and the Youth Offending Services in Peterborough and Cambridgeshire with the aim of increasing referrals.

Respect

- To engage more partners to work with us on identifying families that need support and delivery of programmes.
- To increase the number of young people and families that we work with.

Impact Report

Family Work - Childcare



“We believe every family should have the support they need to develop and lead fulfilling lives.”

Our achievements - 2018-19

Target	Achievements
To expand our inclusive Childcare provision across the Trinity Group area with mission at the heart of delivery, and opening at least one setting each year.	Two new settings have opened during the year. YMCA Childcare Providence opened in April 2018 and YMCA Childcare Exning Road opened in September 2018.
To provide quality Childcare, attaining a minimum of 'Good' Ofsted rating.	YMCA Childcare Water Lane received a 'GOOD' Ofsted rating at its inspection on 8th June 2018. YMCA Childcare St. Margaret's Road was identified as one of four settings in Suffolk with the potential to be 'OUTSTANDING' in Ofsted by Suffolk County Council's early years team. All settings provided excellent childcare throughout the year and continued to develop new programmes and work with their local communities.
To deliver one early intervention programme that will educate children, families and young people.	Workshops for phonics and maths were planned in Lowestoft for parents and carers to participate in. Home learning resources have been created to enhance parent partnership and home engagement. 34 families from Grundisburgh and Providence have engaged in home learning activities through an online app. It has promoted positive parent partnership between setting and home and feedback has been positive. One parent commented that the app had given them more inspiration for activities at home with their child.
To provide a minimum of five Childcare apprenticeships.	During the year YMCA Childcare has supported eight childcare apprentices. Four have completed their Level 3 qualification, with two progressing into permanent roles within the organisation.
To increase qualifications of staff by a minimum of one level amongst 20% of staff.	16.7% of staff have increased their qualifications by a minimum of one level.
To ensure all Childcare menus and cooking activity programmes encourage healthy eating for all children in our care.	Displays in each setting promote healthy eating. Nine different menu cards have been created and displayed for parents and carers to access. 62 menu cards have been selected. YMCA Childcare Providence has created breakfast bags for parents and carers with the use of Fareshare donations. Bags include healthy foods along with inspirational quotes and healthy eating information.
To work with business, Local Government and funders to co-create and deliver at least two positive after-school and 'during the holidays' programmes across the Trinity Group region.	YMCA Trinity Group worked alongside Sacrewell Farm to develop a holiday club programme for the Easter and Summer breaks. Unfortunately, due to some internal factors Sacrewell Farm was unable to continue with the support with the development of the holiday club.



6 members of staff
have increased their level of qualification
through attending college, university or
apprenticeships



3 staff members
have successfully
completed apprenticeships



YMCA Childcare has supported
22 student placements



YMCA Childcare has
engaged with
397 children



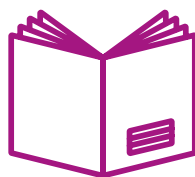
128,164 hours
of childcare delivered
across 5 settings



52 children
transitioned from YMCA
Childcare to school



100% of children
have had positive outcomes
through progress shown in
learning journeys



55 families
engaged in Home
Learning project



YMCA Childcare has raised
£1,164.51
through fundraising and
sponsored events

Success stories and new initiatives

YMCA Childcare **Water Lane** received a 'GOOD' Ofsted rating at their 2018 inspection. The inspector reported that 'staff quickly recognise when children require additional support for their emotional wellbeing and provide this in a way that meets family needs'.

YMCA Childcare **St. Margaret's Road** was identified as one of four settings in Suffolk with the potential to be 'OUTSTANDING' in Ofsted by Suffolk County Council's early years team. They have worked closely with SCC early years advisor to devise action plans on ways to continually improve the provision at an outstanding level.

YMCA Childcare **Grundisburgh** and **Providence** were chosen to participate in the Champions for Children training to develop children's communication and language development through parental engagement, enhancing home learning. 34 families engaged with the activities provided.

YMCA Childcare in **Lowestoft** has set up an intergenerational programme with a local care home where the children undertake monthly visits, taking part in various activities with the residents such as craft and singing.

All of our Childcare settings have been working closely with their local communities. **Exning Road** has visited the local fire station and has had a visit from the community nurse. **Providence** has worked alongside the local library with supported reading sessions for children, parents and carers. **St. Margaret's Road** has worked with students from a local college to renovate the outside area.

“Fantastic nursery and brilliant staff, my little girl has come on so well with her speech, development and toilet training since starting. She loves attending and always talks about the staff and her friends.”

Leah - Parent





Future Strategic Targets 2019-2020

- To continually improve quality throughout our settings and through parent partnerships.
- To expand our childcare provision across YMCA Trinity Group, including holiday club development.
- To support staff with continuous professional development.
- Support and engage practitioners in understanding mental health awareness.
- To raise awareness and profile of YMCA Childcare.

Impact Report

Family Work - Youth Projects



“We believe every family should have the support they need to develop and lead fulfilling lives.”

Our achievements - 2018-19

Target	Achievements
To secure sufficient funding to enable all our Youth Projects to expand and become sustainable.	We secured funding of £498,262 for Youth Lowestoft to continue delivering services for the next three years. We have developed a business plan to create an e-commerce site, to deliver training skills, development and generate income.
To expand youth activities across the Trinity Group region.	We have identified a need for provision of youth services in Peterborough and are working with a number of partners. By working as a collective we are helping to form youth boards, giving young people a greater voice and enabling them to lead on the provision they would like to see in their communities.
To explore the opportunity to create a YMCA Community Hub at Murrayside Community Centre and deliver a business case to support the programme.	YMCA Youth has been working with Ipswich local authority to create a sustainable plan for Murrayside. This has included providing a community consultation day, delivering much needed services from the centre and re-engaging previous service users to come back to the centre. We are using this work to develop a feasibility study with the support of an external company.
To implement a volunteer recruitment programme across the Trinity Group region in order to increase our volunteer numbers by 20% and hours donated by 10%.	We have maintained our volunteers in Youth Lowestoft, but have increased our volunteer support in Ipswich by 100.
To ensure all youth programmes encourage healthy eating.	All youth programmes provide healthy food choices. Youth Lowestoft has delivered 456 cooking sessions to 114 young people, which provide healthy recipes on a budget.
To deliver five early intervention programmes that will educate children, families and young people.	Within our schools work we have worked with 3,184 individual young people and delivered sessions focusing on healthy relationships, body confidence, thinking skills, anxiety management and knife crime awareness.





Case study - Youth Projects

Working together with Suffolk Mind

YMCA Youth was approached by Suffolk Mind to deliver a youth group working with young people who had low self-esteem, low confidence and were from an area of deprivation. We decided due to the nature of the group, we would create a small youth group and develop a plan to integrate them into another larger youth group at a later stage.

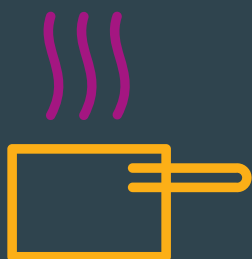
The group consisted of 10 young people, five of whom were home schooled and were extremely isolated from their community. Staff provided young people with a weekly drop in, trips, a residential break and informal learning opportunities. The youth team focused particularly on building relationships with other young people, but also with adults. They worked with the young people's families as well, by supporting parents and advocating on their behalf.

One family in particular had three sisters, who were all home schooled. They all struggled to communicate with their peers and found making eye contact or talking to adults near impossible. Staff applied a consistent approach with them, by providing a welcoming environment and reassurance whilst also encouraging them to push their own boundaries. The sisters began to trust the young people and staff, they were excited to attend the sessions and slowly they began to make

eye contact and interact with everyone. As their confidence grew, they began to talk to staff about their aspirations and struggles in life.

The sisters had a real desire to re-engage with mainstream education, but were unsure whether they could, but also to have this conversation with their parent. Staff took this burden from them and worked with them to communicate this with their parent and supported them in this process. The youth team also began to slowly introduce them to other staff members, as well as other young people who attended another youth group.

All three sisters now attend a much larger youth group, which has up to 40 young people attend per session. They have begun forming strong and healthy friendships with peers. They now have active social lives, which includes sleepovers, parties and going out with their friends at the weekend. They are also all re-engaged with mainstream education and loving every minute of it.



Delivered funding of
456 cooking sessions
to 114 young people



Increased volunteer
support by
100%



we have worked with
3,184
young people in schools



we have worked with
3,785 young people
on our youth programmes



Case study - Youth projects

Breaking down barriers in Ipswich

The Youth team took 24 young people from Ipswich on a day trip to Winter Wonderland in London at Christmas, with dinner at the Hardrock Café. This was a really special opportunity for all young people who attended.

Significantly, the young people came from different postcodes within Ipswich. While this may not seem important, Ipswich is a town divided, with a lot of street violence, including one young person recently lost their life due to postcodes. To bring these young people together to do something they had never experienced before was a tremendous step forward.

All those who came took part in ice skating, and we were pleased to see older members of the group supporting younger people, who they normally wouldn't engage

with. None of the young people who came had ever ice skated before, so this was a new experience and challenge they took on. The majority of the young people had never been to London before, with some who had not been outside of the Ipswich boundary.

The experience gave the young people an opportunity to leave Ipswich, to try new things, make new friends and break down some invisible barriers between communities.





Future Strategic Targets 2019-2020

- To develop allotment and cooking sessions into all areas of our Youth services.
- To develop a feasibility study to create a YMCA Community Hub at Murrayside community centre.
- To develop key programmes for at risk young people.
- To develop an e-commerce site which includes opportunities for skills, and training development for young people.
- To secure sufficient funding for Youth services in Ipswich and our schools programme in Lowestoft.

Impact Report

Health & Wellbeing



“We believe everyone should enjoy the benefits of good health and wellbeing.”

Our achievements - 2018-19

Target	Achievements
To ensure high standards of quality delivery by improving customer satisfaction.	We opened a second studio in Peterborough following feedback from members about class capacity. This enabled us to widen the class programme and offer an increased variety of activities for members.
To retain at least 95% of existing membership.	A new membership system has been introduced, which will report more accurately on this data. However, estimated figures from the old system suggest we are close to meeting this target.
To develop appropriate marketing and recruitment campaigns to increase membership.	New social media accounts for each gym have been created with input direct from the Health and Wellbeing team members to help build the brand and the community. Review of door drop postcodes carried out to ensure we target the most likely areas for growth.
To undertake a review of our gym strategy and consider options for growth.	We continue to work through the five-year strategy for Cambridge and Peterborough, and are currently working on proposals for implementing an accelerator programme for Ipswich.
To identify and deliver at least two health and wellbeing programmes at each site to enhance our existing programmes.	The recruitment of a new Gym Co-ordinator at each site has enabled improved support and services to the community, and we are confident this will lead to more new initiatives in the coming year. Peterborough: We introduced a programme for families in the new studio in Summer 2018, including Mums & Tots classes, encouraging families to exercise together. Cambridge: We have worked in collaboration with other agencies to provide gym services to their clients struggling with mental health issues. Ipswich: We have begun developing relationships with community groups in order to provide services to their clients.



40 members
with conditions and disabilities received
one-to-one support in our gyms



Total gym sessions averaged
3,000 per month, that's

36,000
for the year!



**3,764 room
hire hours**
for community activities



141 hours
of sports hall use



Average annual class
attendance was

24,000



Qualified 30 prisoners and
24 prison staff in their
**First Teacher
Qualification**



Case study - Health and wellbeing **Peterborough**

Ryan began his volunteering journey with us at only 16 in 2013, whilst swimming in the special Olympics team (he won a silver medal!) and has since completed his Level 1 Gym course, Level 2 Instructor course and his BTEC Level 3. Ryan says that *"Working with YMCA has given me the confidence to teach people, great communication, listening skills and I love the gym here as it's not stereotypical."*

Ryan's next goal is to participate in the triathlon in the National Games in 2021 held in Liverpool. Ryan's mum said that *"YMCA has given Ryan opportunities and through you he has found his calling."*



Future Strategic Targets 2019-2020

- To develop relationships with local GP surgeries to generate referrals through social prescribing.
- To work to increase customer engagement and referrals utilising social media to build a community of members.
- To investigate opportunities in Ipswich and develop a strategy for growth and development.
- To work with local healthcare services to offer additional mental health support for staff and volunteers.



"YMCA Gym has helped me gain confidence and make new friends after my stroke."

Graham - Gym member, Peterborough



Impact Report

Training and Education



“We believe every young person should be able to fulfil their potential.”

Access 2 Employment Peterborough

- We worked with 28 families
- Over 70 home visits conducted



25 CVs
written and
updated



**5 clients offered
employment**



We enabled our clients to apply for over
100 job opportunities

eMploY-ABILITY Peterborough, Kings Lynn, West Norfolk

- Received 80 clients
- Supported 13 people to find employment



**Supported 28 people
in work placements
and volunteering roles**



17 positive
programme exits



33 CVs
written and updated

Our achievements - 2018-19

Target	Achievements
To develop a Case for Support for our Access to Employment project to increase funding levels by submitting at least four bids in the next 12 months.	From our case support that we have built from acquired data and statistics we have: <ul style="list-style-type: none"> • Been successful in acquiring funding from 3CS, the funding provider for Job Centre Plus, to deliver x 24 week programmes for single parents in Peterborough. • Been successful to extend on our Building Better Opportunities contract for a further worker to cover Kings Lynn & West Norfolk. • We have been allocated funding from the Sleep Easy events to deliver an employment worker in Cambridge.
To grow our A2E service by increasing our supported clients from 80 to 100 and the number of CVs created by 25% to 80.	With the inclusion of both Building Better Opportunities & Connecting Families clients we have met the target of 100 clients supported.



Pilot Scheme Success

We completed a 6-week pilot in Cambridge to showcase the need of an employment support worker to support our Queen Anne House residents. In this time we:

- Engaged and positively supported eight residents.
- Wrote eight CVs and covering letters.
- All residents were offered support.
- One resident was offered employment.
- Three residents had job interviews.



eMploy-ABILITY Penny's story

Penny has been on the eMploy-ABILITY programme since November 2017. Penny is claiming Employment Support Allowance and was recovering from an illness. Penny came onto the programme as she was trying to return to work and needed help and support on overcoming barriers to help her get back onto her feet. After being diagnosed with dyslexia recently, she was able to understand why she had found her previous work in catering so difficult. She had struggled with taking orders, and making mistakes had made it difficult to keep a job, which in turn had caused her to suffer from severe anxiety and depression.

After meeting with Amy, Penny has come on leaps and bounds and we have been very proud of the progress that she has made. We identified that Penny may suit a position in retail, as it has similar transferrable skills from catering and aspects of the job that Penny enjoyed, such as working with customers. Penny identified that she would like to take on some volunteering roles to gain experience. Amy got in touch with Pat from PCVS who gave us some local available positions, and together as a team, Amy and Pat supported Penny in applying for roles.

Following a successful period volunteering in a retail position for MAGPAS, Penny has been looking for jobs online and has successfully secured an interview for a paid retail position. She is also enrolling for a Level 1 retail course at Peterborough City College.



“Before finding this project, I was sat at home all day drinking coffee. Now I feel like I have a sense of worth and value.” Penny S

Future Strategic Targets 2019-2020

- To secure funding for a part-time employment key worker at Queen Anne House.
- To apply for funding through the communities' support fund at Peterborough City Council to deliver support to single parents.
- To continue our funding with Connecting Families for the final year of the programme.
- To continue our work and extension of funding through our work with BBO eMploy – ABILITY.



Impact Report

Training and Education

Mental Health and Teacher Training



“We believe every young person should be able to fulfil their potential.”

Our achievements - 2018-19

Target	Achievements
Mental Health	
To develop a whole-school approach to wellbeing, which will help improve outcomes for young people and staff in at least five schools.	We launched our consultation programme to help schools develop a positive wellbeing culture. Five schools have accessed the programme, and it has since been included as part of a local blueprint involving statutory services. We have also been commissioned to support up to 20 schools in Fenland and East Cambs over 2019/20 as part of the Opportunity Area programme.
To create sustainable self-help tools that will increase resilience by harnessing the use of technology.	In October 2018 we launched student and staff versions of The Thrive App – a clinically proven and NHS approved tool for the prevention, detection and self-management of common mental health issues. Over this period, we have worked with 12 schools and provided 4,500 apps to students and staff.
To work with other organisations to increase the quality and scale of our mental health provision for schools through partnership programmes with at least two new providers.	We have been able to develop approved status with a number of key organisations. We have developed new partnerships with Multi-Academy Trusts and cluster groups to deliver services, as well as being commissioned by the Department for Education to provide training in the Opportunity Area of Fenland and East Cambs. We have worked with other leading charities to develop a consortium called Fullscope, which aims to address gaps in provision for 0-25 year olds across Cambridgeshire & Peterborough.
Teacher Training	
To increase awareness of how mental health theory can be used to support young people by increasing our training offer across schools and colleges.	Three times as many staff attended our training this year compared to the last. Our successful tender for over £50,000 to deliver a range of mental health training courses to schools as part of the Opportunity Area in Fenland and East Cambs achieved unprecedented success – so much so that we have been re-commissioned to extend the programme further.
To deliver at least two bespoke or amended courses to enhance our training portfolio.	New programmes include Managing Challenging Behaviour workshops and student awareness workshops. We also organised a Mental Health in Schools afternoon which was attended by 21 schools, to provide an opportunity for others to network about issues that affect their work.
To get a minimum of 15 new schools to attend training courses.	54 new schools engaged with us, with 99% recommending the service and training.

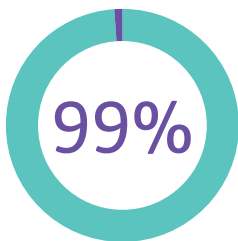


We trained
135 schools
 and 1,210 teachers in mental health
 (Three times as many as last year!)



94%

of young person assessments showed an improvement in outcome measures after secondary school



99%

of schools recommended our mental health training and service



89%

of schools stated an overall improvement in outcome measures after just 14 weeks of primary school therapy



284

young people supported with mental health clinical interventions over 2,345 hours



1,234 self-help apps
provided to residents in our accommodation service

4,429 self-help apps
provided to 12 schools



Future Strategic Targets 2019-2020

Mental Health

- To develop school provision to offer wider support as part of a sustainable and cost effective bespoke solution – 10 schools to sign up to our Day Rate programme.
- To work with YMCA England & Wales to scale out use of the Thrive App across the federation to enable more people to benefit from self-help tools and preventive solutions.
- To increase awareness of our work amongst statutory services and influence local mental health provision and strategic plans - through attendance at meetings and forum membership.

Teacher Training

- To create clarity of our offer and increase the relevance of our work by introducing a mental health competency framework and aligning our courses to the various roles within settings.
- To create opportunities to enhance learning so that schools can continue their development through the creation of new courses and refresher training.
- To apply school training to other audiences and raise awareness amongst those in different settings such as housing and early years.

Impact Report

The Cresset



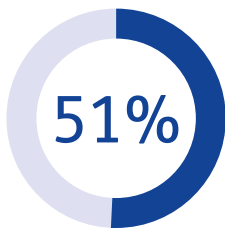
“An inclusive, supportive community hub where people can connect, celebrate, and play a part.”

Our achievements - 2018-19

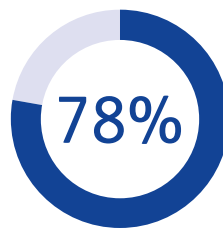
Target	Achievements
To set a new vision, mission and values for the business, and develop a forward-thinking strategy to shape growth and development of the business in the coming years.	A new five-year strategic plan was developed using contributions and discussions with staff at all levels, and presented to the board of directors in November. The team are now working towards developing projects which will contribute to the objectives set in the strategy.
To investigate options for partnership working, which could potentially generate an income stream using the main kitchen.	While early conversations with a potential partner did not come to fruition, this is still an option for future work. In the meantime, a restructure in the management of Food and Beverage Operations will open further opportunities, and we are currently investing in the infrastructure of the kitchen to make it a more attractive prospect for potential partners.
To restructure the kitchen team and review the food offer across all business areas with the intention of increasing quality, consistency and income growth.	A new menu was introduced, and opening times extended in The Fayre Spot which has led to considerable growth in the food trade. In order to develop this further across the business, a second tier restructure is planned, to combine management of food and liquor sales in a more strategic way and maximise our opportunities for future growth and innovation.
To research and develop new initiatives in programming and marketing, utilising new technologies and fresh approaches to audience development.	Over the year we implemented a new system for theatre admissions, with ticket scanners being introduced at the door. This will have the benefit of allowing “print at home” ticketing to our customers in the coming year, improving service and reducing costs. In marketing we continue to move away from print media into digital channels, and have seen a significant increase in website traffic and online orders as a result.



Over 62,000
people attended 160 public
performances and events
in the theatre this year



51% of theatre tickets were booked online, compared to 44% in the previous year



78% of our theatre audiences came from within the PE postcode area



We engaged with over **1,900 young people** through our performing arts programme and partnerships



Over 500 members of the local community attended the **free 40th birthday** celebrations in August

40th Birthday Celebrations

2018 marked 40 years since the official opening of The Cresset, and in August a free party was held in celebration. Over 500 members of the community attended, many of whom have been visiting The Cresset since it opened! Birthday cake, children's entertainment, live music, free activities and community stalls made for a fantastic street party feel, and we were delighted to see so many people taking part.

The celebration was an excellent reflection of The Cresset's community ethos, that alongside the commercial activity is a true community hub offering entertainment, hospitality and services to all.

Guest Book

"The Cresset is part of Peterborough's social history."
Marian

"The Cresset is a great hub for the community."
C. Harwood

"Great to have The Cresset on our doorstep!"
Vera


"This fantastic place is so important to everyone."
Sharon

Future Strategic Targets 2019-2020

- To restructure the management of Food and Beverage operations to continue to increase growth in both food and liquor sales across the business.
- To work towards increasing the number of stand up live music gigs hosted, by developing a package and forming relationships with new promoters.
- To implement print at home ticketing to improve service to customers.
- To develop a theatre membership scheme to reward customer loyalty and aid audience development.

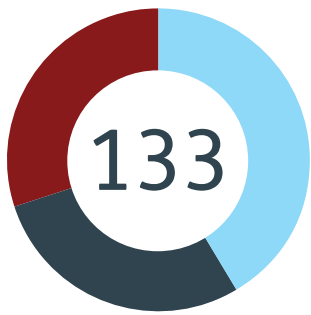
Focus Area - Marketing & Fundraising

Sleep Easy

A young person wearing a dark knit beanie, a thick brown scarf, and a dark jacket is standing in front of a large, bright campfire at night. They have their hands held out towards the fire to warm themselves. The background is dark and blurry, suggesting an outdoor setting like a field. A large, dark red diagonal shape overlaps the bottom left of the image, containing white text.

“Sleeping rough is tough.
And we were in a nice
field on a nice night.”

Sleep Easy Cambridge Participant



133 total sleepers

Peterborough 55

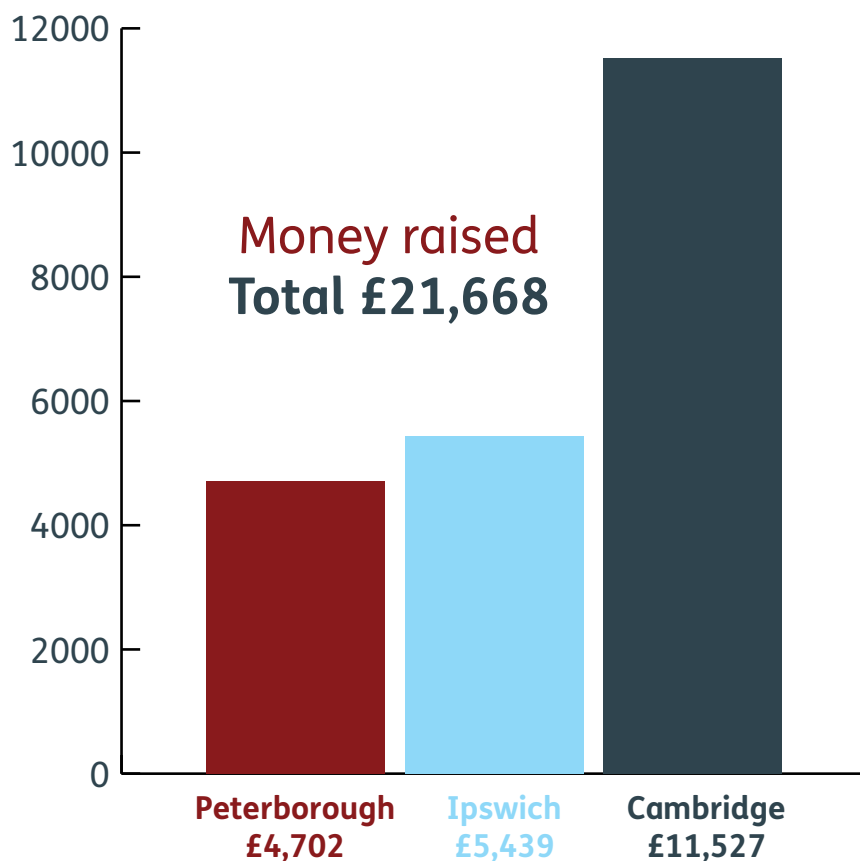
Ipswich 38

Cambridge 40



28

volunteers gave
their time



YMCA Trinity Group hosted three Sleep Easy events in the year 2018-19; in Peterborough, Ipswich and Cambridge.

Each event saw people from all walks of life building cardboard shelters and spending a night under the stars to raise money for YMCA and to highlight the increasing issue of homelessness in our region.

All the money raised is put back into providing additional services for YMCA residents, including counselling services and help with finding employment. YMCA Accommodation is not just about a place to stay, but about supporting young people in their journey towards independent living and these services are a big part of that.



Focus Area - Marketing & Fundraising

Youth Jam

“A celebration of Peterborough’s young talent.”

“We were all blown away by the level of talent amongst Peterborough’s young people.”

Jonathan Martin - CEO

In 2018 we secured a grant of £10,000 from Big Lottery to stage a follow-up event to the Celebration of Youth Day held in 2016 - **Youth Jam 2018**.

The event took place on 21 July in Cathedral Square, Peterborough, and was a great success. Hundreds of performers, and many more members of the public enjoyed a wide range of entertainment in the sunshine.

Youth Jam formed part of Peterborough Celebrates, a year-long series of events across the city in celebration of the Cathedral's 900th anniversary. Fantastic support

was received from the public, community groups, our wonderful volunteers, Peterborough City Council, Peterborough Regional College and many more local organisations.

Performances from dance groups, singers, bands and theatre groups all took to the stage in Cathedral Square and the acoustic performance space in St John's Church.



50 volunteers
gave their time



Over 2,500
people attended



Over £400 raised
on the day



Over 250 young
performers took to the stage



20 local community
groups involved



400 people
took part in the grand finale





"I feel happy, safe and cared for when I am at YMCA."

Young person at Shine – Youth Lowestoft

Performance and Value for Money

Value for Money Statement 2018/19

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

The Finance Department has undertaken a benchmarking exercise on procurement with other YMCAs in the region which has resulted in costs for services like insurance and professional fees being significantly reduced. Utility costs have been reduced through better efficiency from investment in new lighting and heating systems across main sites and the use of a broker facility for group purchasing of supplies.

Following the publication in June 2019 of the Value for Money metrics guidance from the Regulator of Social Housing, we will be considering ways in which we can further measure performance against our peers.

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

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

Value for Money Metrics:	2019	2018
1 Reinvestment % Investment in housing properties in the year as a percentage of the gross book value at the year end	1.0%	2.8%
2A New supply delivered (social housing units) Total social housing units acquired in the year as a percentage of total social housing units owned at the year end	4.3%	38.1%
3 Gearing % Total net debt (loans – cash- short term liquid investments) as a percentage of housing properties at cost	-10.7%	-9.6%
4 Earnings before interest, tax, depreciation, and amortisation (EBITDA, major repairs included) interest cover % Surplus generated compared to interest payable	440%	4474%
5 Headline social housing cost per unit	£12,572	£8,463
6A Operating margin (social housing lettings only) %	7.8%	9.0%
6B Operating margin (overall) %	0.1%	46.1%
7 Return on capital employed	-0.2%	18.0%

The merger with YMCA Suffolk Ltd in 2017/18 has led to exceptional variances in the resulting metrics for year end 2019 when compared to 2018 and sector benchmarks. We have reported the metrics shown at 2A, 4, 6B and 7, whilst acknowledging that they may not be appropriate measures of underlying core performance for the year.

Financial Review 2018/19

Summary statements acknowledge that the financials for 2018/19 are the 12 months' activity of YMCA Trinity Group. The prior year incorporates the merger data from 1st October 2017 which influences comparative results.

Consolidated income increased by £2,742,799 (40.9%) to £9,440,009. For the charity itself, income increased by £2,631,106 (48.2%) to £8,087,147.

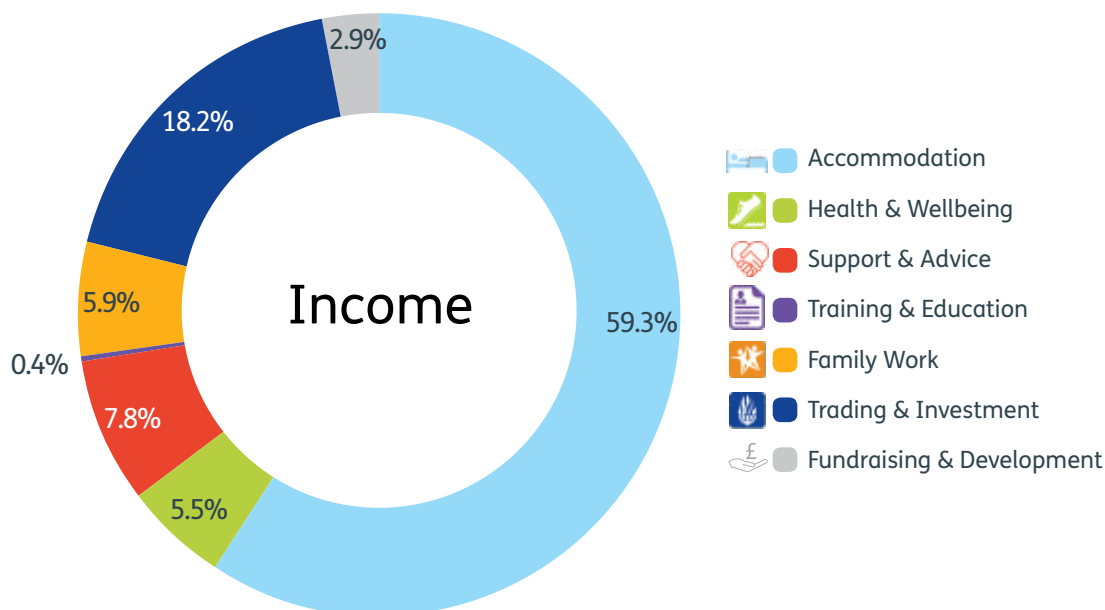
Income from Supporting People increased by £173,145 contributing to the group total of £975,681 in the year.

Activity	2018/19	2017/18
	£	£
Accommodation	5,597,893	3,706,055
Health & Wellbeing	523,239	522,036
Support & Advice	734,981	480,229
Training & Education	36,434	33,937
Fundraising & Development	275,374	130,989
Family Work - Children's Nurseries	557,734	239,246
TRADING: Trading & Investment	1,714,354	1,584,718
TOTAL INCOME	9,440,009	6,697,210

The charity received £372,998 of restricted funding from the Big Lottery Grant to deliver community projects compared to £264,104 in 2017/18.

The unspent balance is held as a restricted reserve on the balance sheet and is included within total restricted reserves stated as as £63,756 (2018: £28,964) at the year end March 2019.

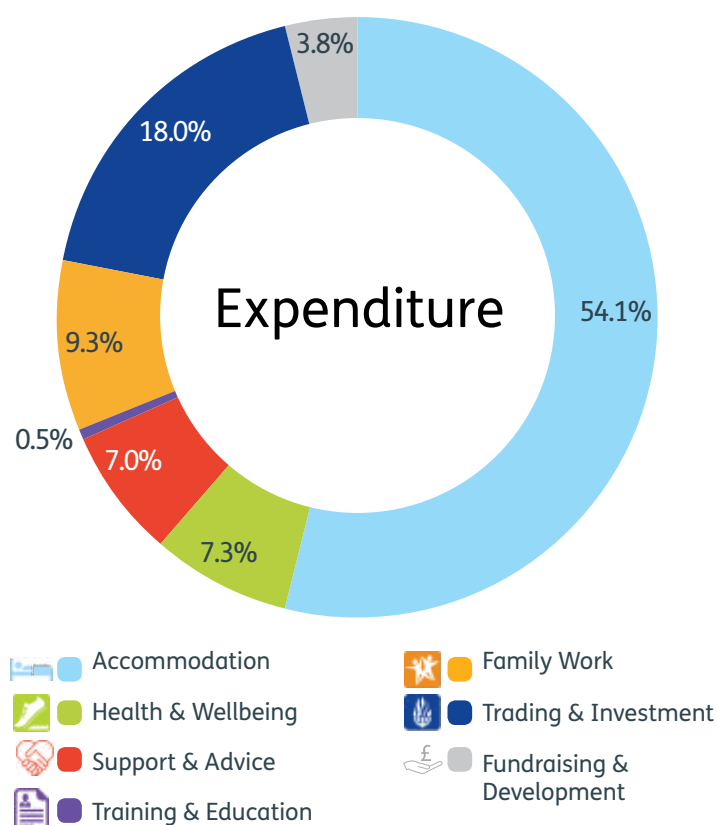
YMCA Income 2018/19 by Activity



YMCA Operating Costs	2018/19	2017/18
	£	£
Charitable	7,402,867	4,703,811
Trading	1,709,029	1,558,878
Fundraising	368,071	267,523
TOTAL COSTS	9,479,967	6,530,212

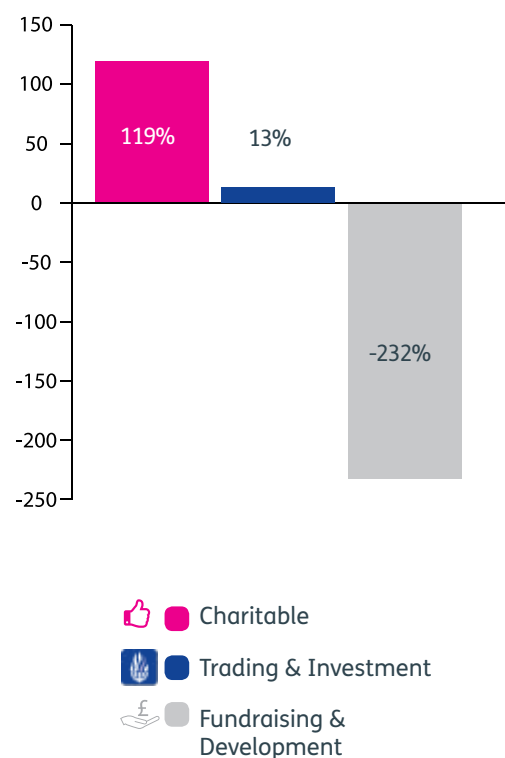
Total operating costs for the year equated to £9,479,967 (2018: £6,530,212). This increase reflects the first full year of trading as YMCA Trinity Group following the merger which took place in October 2017. This demonstrates the charity's investment in fundraising activities as part of its strategy to diversify its income streams. Total expenditure is analysed as follows:

YMCA Expenditure 2018/19 by Activity



This resulted in a net contribution as follows:

YMCA Net Contribution/Loss 2018/19 by Activity



YMCA Net Contribution/(loss)	2018/19	2017/18
	£	£
Charitable	47,414	277,692
Trading & Investment	5,325	25,840
Fundraising	(92,697)	(136,534)
NET (LOSS)/CONTRIBUTION	(39,958)	166,998

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

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

Future Financial Implications

The group participates in a closed contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCA's. Under FRS 102 the pension agreement

plan liability is disclosed on the Balance Sheet, further details are given in note 25 (page 76) to the financial statements.

Reserves

The total consolidated reserves of the group are £11,332,321 (2018: £11,414,481). The charity has restricted funds relating to the Big Lottery grant which amounted to £27,375 (2018: £28,964). Restricted reserves were created for Sleep Easy of £15,979, Suffolk Community Foundation £6,402 and Youth Project £14,000 in the year.

The Trustees have determined that monies should be set aside for uninterrupted provision of high quality services to young people; this includes keeping their homes in a good state of repair. The charity owns other investment properties including Haywood House which was re-developed to flats in 2016/17. Taylor House was sold in 2018/19 generating a gain on disposal of £32,592.

The amount invested in the various buildings at the year-end amounted to £13,031,595 (2018: £13,065,229) and these reserves are tied up in buildings and functional assets. As such,

these are not available for the use of the charity. These assets are used by the charity to achieve the charitable objects which is predominantly housing focused. The organisation is developing its Asset Management strategy in the next financial year 2019/20.

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

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

Legal and Administrative Information

Officers, Professional advisers and association information for the year ended 31 March 2019

President

Vacancy

Vice Presidents

D Jones, O.B.E.

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

The Board of Directors

Mr Ian Dow
(Chairman)

Mr Jordan Bambridge
(appointed 24/9/18)

Mr Dominic W Bowles
Reverend Anthony Chandler

Mr Derek Forder
(resigned 23/7/18)

Mrs Kay E Hoggett

Mrs Julie Horne

Mr Andrew Lucas

Mrs Antonia MacLean

Mr Simon Pickering

Mrs Mary Sanders MBE

Mr David Swanney
(resigned 24/9/18)

Mrs Chris Wilkinson
(appointed 7/12/18)

Chief Executive

Mr Jonathan Martin

Company Secretary

Mr Neil Portor

Registered Office

Queen Anne House
Gonville Place
Cambridge CB1 1ND

Bankers

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

Solicitors

Hewitsons
Shakespeare House
42 Newmarket Road
Cambridge CB5 8EP

Auditors

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

Registered Social Housing Provider Number

H4179

Registered Charity Number

1069810

Company Registration Number

3561613

Governance

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

Trustee Board

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

Oversight Committee	Remuneration Committee	Development and Advisory Committees (East, Central and West)	Cresset Limited
Meets four times a year to review financial performance (including the Audited Accounts feedback), Risk, Health & Safety and Human Resource issues.	Oversees the staff benefits package, including recommendation to the Board of any annual salary increase, and it monitors the performance of the Chief Executive.	The three are locally based groups looking at project performance, local challenges and networks and helping the Board understand the local landscape.	The Board oversees the financial and outcome performance of the Cresset subsidiary. It meets quarterly and includes direct representation from the Board by a Trustee.

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

Retired Trustees

During the year David Swanney and Derek Forder stepped down from the Board.

New Trustees

A small working party of three Trustees and the Chief Executive review our annual Board skills audit and seek to recruit new Trustees into areas where we might lack expertise. During this year, the focus has been on recruiting Trustees with skills in finance/business planning, spiritual guidance and people with a safeguarding background.

- Chris Wilkinson
- Jordan Bambridge

An induction is given to all new Trustees.

Objects

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

- To advance the Christian faith for the benefit of the public.
- To promote social inclusion for the benefit of the public by preventing people from becoming socially excluded, and assisting those who have been socially excluded to integrate into society. (For the purpose of this clause ‘socially excluded’ means persons being excluded from society or parts of society by reason of their social, physical or economic circumstances).

- To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life.
- To provide or assist in the provision of education for persons of all ages with the object of developing their physical, mental or spiritual capacities.
- To relieve or assist in the relief of persons of all ages who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

And to provide, improve and manage houses and hostels, flats and residential accommodation for young people, men and women, who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

Executive Pay

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

Principal Risks and Uncertainties

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

Key Risks Areas:

Risk Area	Management
Funding: YMCA projects may be impacted by changes in policy at both Local and Central Government level.	<ul style="list-style-type: none"> • Positive relationships with Local Authorities. • Supporting YMCA England & Wales to engage with Central Government. • Diversification of funding to include greater generated income. • Reviewing cost-effectiveness. • Development of new services. • Investment in Fundraising capacity.
Safeguarding: YMCA clients may be at risk from abuse.	<ul style="list-style-type: none"> • Robust Safeguarding Policy & Procedure, reviewed annually. • A staff Committee from across the organisation to ensure high quality implementation of the policy and procedures. • A safeguarding dashboard presented to the Oversight Committee. • An outside agency to support our safeguarding and keep us up to date with developments and learning.
Pension: YMCA Defined Benefit Scheme's deficit increases and impacts costs dramatically.	<ul style="list-style-type: none"> • Biennial independent actuarial advice requested by Trustees. • Engagement with the Pension Scheme on issues and actions to maintain or reduce the pension liability. • Biennial consideration of S75 buy-out.
Reputation: An incident or occurrence may damage or have a negative impact on how people perceive the organisation.	<ul style="list-style-type: none"> • Pro-active management of projects. • Strong policies and procedures. • Positive relationships with media. • Professional PR support in place. • Monitoring of complaints. • Review of incidents, including near-misses.
Data Security: Loss of personal data or an outside agency attempting to access information nefariously.	<ul style="list-style-type: none"> • Robust information husbandry of policies and procedures. • Professional IT support. • Pro-active approach to data safety. • Staff training. • GDPR Compliance.
Health & Safety	<ul style="list-style-type: none"> • The Group's safety manager undertakes management of all safety matters for the Group. • The Health & Safety policy is agreed and signed off by the Board, once it has been to the Oversight Committee for comment. • An H&S report (covering every aspect of safety that is noted within the groups Health & Safety policy) is submitted to the Board on an annual basis, in September. • Fire, asbestos, Legionella, COSHH compliance checks are undertaken throughout the Group on a 3-monthly basis by the Group Safety Manager. • All risk assessments for staff are developed and personally issued to staff and volunteers, and accident and near miss and fire reporting is collated by the H&S Manager. • The Health & Safety Committee meets 3-monthly to discuss any safety matters that need resolution or further action, has 16 members of staff, nominally 1 person from each area of the business, and includes the Support Services Director in its number.
Staff and Volunteers: Failure to recruit or retain staff or volunteers.	<ul style="list-style-type: none"> • Regular 1-2-1s and support meetings. • Investors in People accreditation. • Training and development opportunities. • Staff and Volunteer welfare. • Staff benefits. • HR Dashboard set up to monitor key trends.

Governance and Financial Viability Standard and Code of Governance

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

Public Benefit

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

Statement of Directors' Responsibilities

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

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

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

The Directors are responsible for ensuring that arrangements are made for keeping proper books of account with respect to YMCA's transactions and its assets and liabilities such as to enable every statement of comprehensive income of YMCA Trinity Group to give a true and fair view of the income and expenditure of the period and every statement of financial position of the state of affairs of YMCA and to ensure that the financial statements comply with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008, and The Accounting Direction for Private Registered Providers of Social Housing 2015.

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

Internal Controls

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

Recommendations from the Internal Controls Audit were adopted following a report to the Oversight Committee in May. The Board of Directors, through its sub-committees, receives reports and develops action plans to implement the continuous improvement and development process, which includes risk assessment and mapping. Significant risks are highlighted and monitored by the Executive Team, which is lead by the Chief Executive. All major risks to which YMCA is exposed and identified from these procedures have been reviewed by the Board of Directors. Mitigation of risk is continually being developed or enhanced.

Statement of Disclosure of Information to Auditors

We, the Directors of YMCA Trinity Group who held office at the date of approval of these financial statements as set out from page 44 each confirm, so far as we are aware, that:

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



By **Ian Dow**

Chairman of the Board

Approved by the Board on 23 September 2019

YMCA TRINITY GROUP

INDEPENDENT AUDITORS REPORT FOR THE YEAR ENDED 31 MARCH 2019

Opinion

We have audited the financial statements of YMCA Trinity Group for the year ended 31 March 2019 which comprise the group and parent (YMCA) statement of comprehensive income, the group and YMCA statement of financial position, the group and YMCA statement of cash flows, the consolidated statement of changes in reserves and the related notes including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS102 "the Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice) .

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and YMCA's affairs as at 31 March 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2015.

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 association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Board's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Board has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

INDEPENDENT AUDITORS REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2019

Other information

The Board is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report (incorporating the Board report).

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

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

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

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

YMCA TRINITY GROUP

INDEPENDENT AUDITORS REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2019

Responsibilities of the board

As explained more fully in the Board's responsibilities statement set out on page 47, the Board members (who are also the directors of YMCA Trinity Group for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors responsibilities for the audit of the financial statements

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

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

Use of our report

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



Kerry Hilliard ACA FCCA CTA - Senior Statutory Auditor

for and on behalf of Stephenson Smart & Co

Statutory Auditor

36 Tyndall Court

Commerce Road

Lynchwood

Peterborough

PE2 6LR

Date: 23rd September 2019

YMCA TRINITY GROUP

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2019

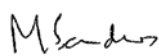
		Group		YMCA	
		2019	2018	2019	2018
	Note	£	£	£	£
Turnover	2	9,440,009	6,697,210	8,087,147	5,456,041
Cost of sales	2	(1,132,230)	(1,053,583)	-	-
Gross surplus		8,307,779	5,643,627	8,087,147	5,456,041
Operating costs	2	(8,347,737)	(5,476,629)	(8,163,475)	(5,307,499)
Fair value of non-exchange transactions	30	-	2,964,115	-	2,964,115
Negative goodwill		-	(43,124)	-	-
Operating (deficit)/surplus		(39,958)	3,087,989	(76,328)	3,112,657
Interest receivable	3	6,518	8,762	6,388	8,638
Interest and financing costs	4	(79,682)	(75,487)	(79,682)	(75,487)
Gain on disposal of investment property	13	32,592	-	32,592	-
(Deficit)/surplus before taxation		(80,530)	3,021,264	(117,030)	3,045,808
Taxation	15	(1,630)	(5,922)	-	-
(Deficit)/surplus and total comprehensive income for the year		(82,160)	3,015,342	(117,030)	3,045,808

All of the above amounts relate wholly to continuing operations.
The notes on pages 55 to 78 form part of these financial statements.

The financial statements were approved by the Board of Directors on 23 September 2019.



Mr I Dow
Director



Mrs M Sanders
Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810


HCA No. H4179

YMCA TRINITY GROUP

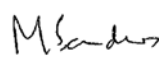
STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 MARCH 2019

		Group		YMCA	
		2019	2018	2019	2018
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	8 & 12	13,031,595	13,065,229	12,948,082	12,973,135
Investment property	13	2,566,421	2,916,421	2,566,421	2,916,421
Investment in subsidiaries	14	-	-	19,874	19,874
		15,598,016	15,981,650	15,534,377	15,909,430
Current assets					
Stock		28,568	30,732	6,394	10,099
Trade and other debtors	16	939,524	685,187	907,029	935,639
Investments	17	1,002,458	651,289	1,002,458	651,289
Cash and cash equivalents		1,397,215	1,711,141	1,226,072	1,374,463
		3,367,765	3,078,349	3,141,953	2,971,490
Less creditors:					
Amounts falling due within one year	18	(1,785,727)	(1,888,225)	(1,677,413)	(1,758,625)
Net current assets		1,582,038	1,190,124	1,464,540	1,212,865
Total assets less current liabilities		17,180,054	17,171,774	16,998,917	17,122,295
Less creditors:					
Amounts falling due after more than one year	19	(5,834,054)	(5,745,244)	(5,798,066)	(5,703,520)
Provision for liabilities		(13,679)	(12,049)	-	-
Total net assets		11,332,321	11,414,481	11,200,851	11,418,775
Capital and reserves					
General reserves	20	11,268,565	11,385,517	11,137,095	11,389,811
Restricted reserves		63,756	28,964	63,756	28,964
		11,332,321	11,414,481	11,200,851	11,418,775

The financial statements were approved and authorised for issue by the board on 23 September 2019.



Mr I Dow
Director



Mrs M Sanders
Director

The notes on pages 55 to 78 form an integral part of the financial statements.

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2019

	General reserve £	Restricted Reserve £	Total £
Balance as at 31 March 2018	11,385,517	28,964	11,414,481
Total comprehensive income for the year	(82,160)	-	(82,160)
Transfers of restricted income and expenditure to/from general reserve	(34,792)	34,792	-
Balance at 31 March 2019	11,268,565	63,756	11,332,321

YMCA TRINITY GROUP

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2019

		Group		YMCA	
		2019	2018	2019	2018
	Note	£	£	£	£
Net cash generated from operating activities	28	272,865	2,032,525	398,073	1,744,694
Cash flow from investing activities					
Purchase of tangible fixed assets		(478,689)	(845,186)	(443,696)	(792,079)
Proceeds from sale of tangible fixed assets		200	-	200	
Proceeds from sale of investment property		382,592	-	382,592	
Interest received		6,518	8,762	6,388	8,638
Cash flow from financing activities					
Interest paid		(79,682)	(75,487)	(79,682)	(75,487)
Increase in loans		-	250,650	-	200,000
Repayment of borrowings		(66,561)	(48,776)	(61,097)	(45,692)
Net change in cash and cash equivalents		37,243	1,322,488	202,778	1,040,074
Cash and cash equivalents at beginning of the year		2,362,430	1,039,942	2,025,752	985,678
Cash and cash equivalents at end of the year		2,399,673	2,362,430	2,228,530	2,025,752
Represented by:					
Investments		1,002,458	651,289	1,002,458	651,289
Cash and cash equivalents		1,397,215	1,711,141	1,226,072	1,374,463
		2,399,673	2,362,430	2,228,530	2,025,752

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

LEGAL STATUS

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

The group comprises YMCA and its subsidiary undertakings, The Cresset Ltd and YMCA Suffolk (Services) Ltd. The subsidiary undertakings are incorporated in England under the Companies Act 2006 and are not individually registered with Homes England.

1. ACCOUNTING POLICIES

1.1 Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 and the Statement of Recommended Practice for registered housing providers: Housing SORP 2014. As a public benefit entity, the Group has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102.

The financial statements comply with the Companies Act 2006, the Housing Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015. The accounts are prepared on the historical cost basis of accounting as modified by the revaluation of investment property and are presented in sterling.

On 1 October 2017 the assets and liabilities of YMCA Suffolk Ltd were transferred to YMCA Cambridgeshire and Peterborough to form YMCA Trinity Group. The results for the period 1 October 2017 to 31 March 2018 are reflected within the 2017/18 financial year and on that basis the comparative figures are not entirely comparable.

Parent Company Disclosure Exemptions

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

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

1.2 Basis of consolidation

The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertakings, The Cresset Ltd and YMCA Suffolk (Services) Ltd, as at 31 March 2019 using the acquisition method of accounting as required. Where the acquisition method is used, the results of the subsidiary undertakings are included from the date of acquisition, being the date the group obtains control.

1.3 Going concern

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

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2019**

1. ACCOUNTING POLICIES (continued)

1.4 Significant judgements and estimates

Significant management judgements

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

Categorisation of housing properties

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

Estimation uncertainty

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

a) Tangible fixed assets

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

b) Valuation of investment properties

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

1.5 Turnover

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

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

1.6 Housing properties

Housing properties are those held for the provision of social housing or to otherwise provide social benefit. Housing properties are stated at cost less accumulated depreciation and impairment losses. The cost of properties is their purchase price together with incidental costs of acquisitions. Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements. Depreciation is calculated as shown in note 1.9.

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

1. ACCOUNTING POLICIES (continued)

1.7 Investment properties

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

1.8 Other tangible fixed assets and depreciation

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

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

1.9 Depreciation of housing properties

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

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

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

1.10 Investment in subsidiaries

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

As detailed in note 29, the assets and liabilities of YMCA Suffolk (Services) Limited were transferred to the parent undertaking on 1 August 2018. The company has been dormant since that date.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

1. ACCOUNTING POLICIES (continued)

1.11 Social Housing and other government grants

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

1.12 Other grants

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

1.13 Taxation - value added tax

The group charges VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered and not recoverable. VAT payable or recoverable at the year end is included as a current liability or asset.

1.14 Operating leases

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

1.15 Stock

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

1.16 Pension scheme

The group participated in a multi-employer defined benefit pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members and accruals on 30 April 2007. The plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Trinity Group therefore the scheme is accounted for as a defined contribution scheme. As described in note 25, YMCA Trinity Group has a contractual obligation to make pension deficit payments over a period to April 2027, accordingly this is shown as a liability in these accounts. In addition, YMCA Trinity Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the statement of comprehensive income.

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

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

1. ACCOUNTING POLICIES (continued)

1.17 BUSINESS COMBINATIONS

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

1.18 Financial instruments

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

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

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

1.19 Impairment

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

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

1.20 Reserves policy

The group aims to maintain free reserves at a level representing a minimum of 2 months salary expenditure and to cover the cyclical maintenance fund. The free reserves at 31 March 2019 are considered to be appropriate and in line with the policy.

1.21 Restricted reserves

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

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

2a. TURNOVER, EXPENDITURE, OPERATING COSTS AND OPERATING SURPLUS

	2019			2018		
	Turnover	Operating cost	Operating surplus/ (deficit)	Turnover	Operating cost	Operating surplus/ (deficit)
	£	£	£	£	£	£
Income from regulated social housing						
Social housing lettings (note 2b)	5,387,442	4,965,860	421,582	3,516,191	3,198,935	317,256
	5,387,442	4,965,860	421,582	3,516,191	3,198,935	317,256
Income from non-regulated activities						
Student and other housing	210,451	159,992	50,459	189,864	146,156	43,708
Health and wellbeing	523,239	689,422	(166,183)	522,036	508,394	13,642
Support and advice	734,981	665,186	69,795	480,229	562,939	(82,710)
Fundraising and development	275,374	368,071	(92,697)	130,989	267,523	(136,534)
Training and education	36,434	43,618	(7,184)	33,937	33,937	-
Childcare and family work	557,734	878,789	(321,055)	239,246	253,450	(14,204)
Cresset activities:						
The Cresset Ltd trading activities	1,278,377	1,100,305	178,072	1,185,678	969,263	216,415
Cresset community activities (note 2c)	273,930	579,611	(305,681)	232,892	574,421	(341,529)
Haywood House	162,047	29,113	132,934	166,148	15,194	150,954
	4,052,567	4,514,107	(461,540)	3,181,019	3,331,277	(150,258)
Total for YMCA Trinity Group	9,440,009	9,479,967	(39,958)	6,697,210	6,530,212	166,998

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

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

Group and YMCA

	2019	2018
	£	£
Particulars of lettings of hostel accommodation		
Rents receivable	1,791,566	1,442,756
Service charges receivable	2,519,601	1,183,901
Net rental receivable	4,311,167	2,626,657
Supporting people contract income	975,681	802,536
Amortised social housing grant	68,910	57,559
Other income	30,243	28,160
Laundry	1,441	1,279
Turnover from social housing lettings	5,387,442	3,516,191
Operating expenditure on social housing lettings	4,965,860	3,198,935
Operating surplus on social housing lettings	421,582	317,256
Rent losses from voids	402,430	304,494

The number of units of hostel accommodation managed was 378 at the beginning of the year and 395 at the end of the year.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

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

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Income from charitable activities				
Rents receivable	75,598	41,110	75,598	41,110
Service charges	101,642	98,793	101,642	98,793
Recharged expenditure	96,690	92,897	96,690	92,897
Other income	-	92	-	92
	<u>273,930</u>	<u>232,892</u>	<u>273,930</u>	<u>232,892</u>
Expenditure on charitable activities				
Provision of premises - staff costs and other	574,476	569,171	574,476	569,171
Governance costs	5,135	5,250	5,135	5,250
	<u>579,611</u>	<u>574,421</u>	<u>579,611</u>	<u>574,421</u>
Operating deficit on charitable activities	<u>(305,681)</u>	<u>(341,529)</u>	<u>(305,681)</u>	<u>(341,529)</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

3. INTEREST RECEIVABLE

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Interest receivable	6,518	8,762	6,388	8,638
	6,518	8,762	6,388	8,638

4. INTEREST PAYABLE AND FINANCING COSTS

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Bank loans and overdrafts	35,976	30,509	35,976	30,509
Other loans	27,888	28,049	27,888	28,049
Deferred benefit pension charge	15,818	16,929	15,818	16,929
	79,682	75,487	79,682	75,487

5. KEY MANAGEMENT PERSONNEL

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

	2019 £	2018 £
Chief Executive gross salary	76,922	71,830
Chief Executive employer pension contributions	4,615	3,776
Key management personnel gross salary	219,351	149,553
Key management personnel employer pension contributions	11,455	10,341

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

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

	2019 no	2018 no
£60,000 - £70,000	1	-
£70,000 - £80,000	1	1

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

Total expenses reimbursed to the Board and senior executives not chargeable to United Kingdom income tax was £9,426 (2018: £4,283).

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

6. EMPLOYEE COSTS

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Wages and salaries	4,795,966	3,468,757	4,200,230	2,698,249
Social security costs	320,105	227,416	296,430	198,061
Pension costs	215,170	135,719	209,156	127,967
	<u>5,331,241</u>	<u>3,831,892</u>	<u>4,705,816</u>	<u>3,024,277</u>

Redundancy costs totalling £33,388 (2018: £1,342) are included in the above figures.

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

	Group 2019	2018	YMCA 2019	2018
Average number of employees	<u>203</u>	<u>195</u>	<u>164</u>	<u>130</u>

The group employed 81 sessional workers during the year who are not accounted for in the above staff numbers (2018: 69).

The group also benefits from the work of 89 (2018: 89) volunteers, whose contribution it acknowledges to be a major asset.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

7. OPERATING RESULTS

The operating surplus is stated after charging:

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Depreciation on housing properties	184,606	142,699	184,606	142,699
Depreciation on other assets	281,190	199,411	261,529	180,300
Operating lease agreements	198,741	87,683	191,240	76,396
Auditors remuneration (including under provision)	36,435	26,788	31,035	22,138

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

	Freehold housing properties £	Long leasehold housing properties £	Total £
Cost			
As at 1 April 2018	9,212,021	1,025,000	10,237,021
Additions	99,941	-	99,941
Disposals	(186,864)	-	(186,864)
As at 31 March 2019	9,125,098	1,025,000	10,150,098
Depreciation			
As at 1 April 2018	1,816,120	54,273	1,870,393
Charge for the year	169,954	14,652	184,606
Eliminated on disposals	(152,177)	-	(152,177)
As at 31 March 2019	1,833,897	68,925	1,902,822
Net Book Value			
As at 31 March 2019	7,291,201	956,075	8,247,276
As at 31 March 2018	7,395,901	970,727	8,366,628

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

9. SOCIAL HOUSING ASSISTANCE

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Total accumulated housing grant at 31 March 2019	5,132,019	5,132,019	5,132,019	5,132,019
Recognised in statement of comprehensive income	1,184,806	1,115,896	1,184,806	1,115,896
Held as deferred income	3,947,213	4,016,123	3,947,213	4,016,123
	5,132,019	5,132,019	5,132,019	5,132,019

10. DEFERRED CAPITAL GRANT

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
At 1 April 2018	4,313,714	1,802,721	4,313,714	1,802,721
Acquisition through business combinations	-	2,270,961	-	2,270,961
Youth in Focus capital grant received	750	48,500	750	48,500
Early Years capital grant received	-	253,132	-	253,132
Released to income in the year	(81,774)	(61,600)	(81,774)	(61,600)
At 31 March 2019	4,232,690	4,313,714	4,232,690	4,313,714
Amounts to be released within one year	81,774	366,505	81,774	366,505
Amounts to be released in more than one year	4,150,916	3,947,209	4,150,916	3,947,209
	4,232,690	4,313,714	4,232,690	4,313,714

11. EXPENDITURE ON WORKS TO EXISTING PROPERTIES

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Refurbishments costs in year - Amounts capitalised	99,941	288,756	99,941	288,756
	99,941	288,756	99,941	288,756

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

12. OTHER FIXED ASSETS - Group					
	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2018	3,100,792	3,636,899	276,167	52,566	7,066,424
Additions	230,000	31,622	117,126	-	378,748
Disposals	(1,148,566)	-	-	-	(1,148,566)
As at 31 March 2019	2,182,226	3,668,521	393,293	52,566	6,296,606
Depreciation					
As at 1 April 2018	2,166,569	155,476	41,547	4,231	2,367,823
Charge for the year	202,634	55,999	5,035	17,522	281,190
Eliminated on disposals	(1,136,726)	-	-	-	(1,136,726)
As at 31 March 2019	1,232,477	211,475	46,582	21,753	1,512,287
Net Book Value					
As at 31 March 2019	949,749	3,457,046	346,711	30,813	4,784,319
As at 31 March 2018	934,223	3,481,423	234,620	48,335	4,698,601
OTHER FIXED ASSETS - YMCA					
	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2018	2,821,101	3,636,899	276,167	52,566	6,786,733
Additions	218,819	31,622	117,126	-	367,567
Disposals	(1,138,280)	-	-	-	(1,138,280)
As at 31 March 2019	1,901,640	3,668,521	393,293	52,566	6,016,020
Depreciation					
As at 1 April 2018	1,978,972	155,476	41,547	4,231	2,180,226
Charge for the year	182,973	55,999	5,035	17,522	261,529
Eliminated on disposals	(1,126,541)	-	-	-	(1,126,541)
As at 31 March 2019	1,035,404	211,475	46,582	21,753	1,315,214
Net Book Value					
As at 31 March 2019	866,236	3,457,046	346,711	30,813	4,700,806
As at 31 March 2018	842,129	3,481,423	234,620	48,335	4,606,507

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

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

13. INVESTMENT PROPERTIES - Group and YMCA

	2019 £	2018 £
At 1 April	2,916,421	2,530,000
Acquisition through business combinations	-	350,000
Additions	-	36,421
Disposals	(350,000)	-
Increase / (Decrease) in value	-	-
At 31 March	<u>2,566,421</u>	<u>2,916,421</u>

Investment properties were valued by professionally qualified external valuers, Lambert Smith Hampton in accordance with the Royal Institution of Chartered Surveyors valuation standards. The valuation was undertaken as at 1 March 2017 and is considered by the directors to continue to reflect the fair value of the investment properties at 31 March 2019.

14. INVESTMENT IN SUBSIDIARIES - YMCA

	2019 £	2018 £
Cost		
As at 31 March 2018 and 31 March 2019	<u>19,874</u>	<u>19,874</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

14. INVESTMENT IN SUBSIDIARY - YMCA (continued)

The Cresset Limited

YMCA holds 100% of the ordinary share capital of The Cresset Limited (incorporated in England and Wales). The principal activity of the company is the operation of the theatre, pub and other commercial trading operations. The summarised results of the subsidiary undertaking in the period were:

	2019 £	2018 £
Profit and loss account		
Income	1,278,377	1,185,678
Cost of sales	(948,325)	(845,664)
Other costs	(151,980)	(123,599)
Net profit for the year	178,072	216,415
Intra group transactions	(98,137)	(183,755)
Interest received	130	124
Tax on profit on ordinary activities	(1,630)	(5,922)
Retained in the subsidiary	78,435	26,862
Balance sheet		
Fixed assets	83,511	77,458
Current assets	645,223	437,196
Creditors due within one year	(527,724)	(387,973)
Creditors due after one year	(35,988)	(41,724)
Provision for liabilities	(13,679)	(12,049)
Net assets	151,343	72,908
Aggregate share capital and reserves	151,343	72,908
	151,343	72,908

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

14. INVESTMENT IN SUBSIDIARY - YMCA (continued)

YMCA Suffolk (Services) Limited

YMCA holds 100% of the ordinary share capital of YMCA Suffolk (Services) Limited (incorporated in England and Wales). The principal activity of the company is the operation of children's day nurseries. As described in note 29, on 31 July 2018, the trade, assets and liabilities of YMCA Suffolk (Services) Ltd were transferred to the parent undertaking, YMCA Trinity Group Ltd. The company has remained dormant since that date. The summarised results of the subsidiary undertaking in the period were:

	2019
	£
Profit and loss account	
Income	172,622
Cost of sales	(183,905)
Other costs	(32,282)
Net (loss) for the year	(43,565)
Retained in the subsidiary	(43,565)
Balance sheet	
Fixed assets	-
Current assets	1
Creditors due within one year	-
Net assets	1
Aggregate share capital and reserves	1
	1

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

15. TAXATION

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Deferred tax:				
Origination and reversal of timing differences	1,630	5,922	-	-

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

16. DEBTORS

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Rent and service charges receivable	667,849	409,202	667,849	409,202
Less: Bad debt provision	(43,181)	(54,992)	(43,181)	(54,992)
Trade debtors	122,468	115,267	104,503	71,874
Other debtors	49,078	67,905	48,482	56,345
Amounts owed from group undertakings	-	-	-	305,630
Prepayments and accrued income	143,310	147,805	129,376	147,580
	939,524	685,187	907,029	935,639

17. INVESTMENTS HELD AS CURRENT ASSETS

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Bank deposit accounts	1,002,328	651,159	1,002,328	651,159
Shares in Santander	130	130	130	130
	1,002,458	651,289	1,002,458	651,289

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

18. CREDITORS FALLING DUE WITHIN ONE YEAR	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Trade creditors	414,972	437,060	341,941	372,433
Rents and service charges received in advance	224,455	180,238	224,455	180,238
Housing loans	2,403	2,242	2,403	2,242
Business loans	64,808	64,536	58,694	58,694
YMCA pension agreement plan	47,903	44,742	47,903	44,742
Deferred capital grant	81,774	366,505	81,774	366,505
Other taxation and social security	118,628	119,979	76,548	70,223
Other creditors	63,461	56,173	62,241	54,523
Amounts due to group undertakings	-	-	419,411	276,407
Accruals and deferred income	751,065	595,409	362,043	332,618
Payments received on account	16,258	21,341	-	-
	<u>1,785,727</u>	<u>1,888,225</u>	<u>1,677,413</u>	<u>1,758,625</u>

19. CREDITORS FALLING DUE AFTER ONE YEAR	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Housing loans	377,595	380,159	377,595	380,159
Business loans	868,351	932,781	832,363	891,057
YMCA pension agreement plan	437,192	485,095	437,192	485,095
Deferred capital grant	4,150,916	3,947,209	4,150,916	3,947,209
	<u>5,834,054</u>	<u>5,745,244</u>	<u>5,798,066</u>	<u>5,703,520</u>

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

After five years	<u>811,944</u>	<u>886,868</u>	<u>811,944</u>	<u>886,868</u>
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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2019

19. CREDITORS FALLING DUE AFTER ONE YEAR (continued)

The two housing loans are repayable by instalments, the last instalments falling due in 2053 and 2054 respectively. The interest rates in force for the year ended 31 March 2019 were 9.5% and 6.625% respectively.

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

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

20. RESERVES - Group

	As at 1 April 2018 £	(Deficit) / Surplus for the year £	Transfers	As at 31 March 2019 £
General reserves	11,378,056	(74,699)	(34,792)	11,268,565
Designated - Sleep Easy	7,461	(7,461)	-	-
Restricted reserves				
Youth in focus project	3,683	-	-	3,683
Respect	17,361	-	6,331	23,692
Shine	7,920	-	(7,920)	-
Sleep Easy	-	-	15,979	15,979
Youth project	-	-	14,000	14,000
Suffolk Community Foundation	-	-	6,402	6,402
Total Reserves	11,414,481	(82,160)	-	11,332,321

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

20. RESERVES - YMCA

	As at 1 April 2018 £	(Deficit) / Surplus for the year £	Capital contribution £	Transfers £	As at 31 March 2019 £
General reserves	11,382,350	(109,569)	(100,894)	(34,792)	11,137,095
Designated - Sleep Easy	7,461	(7,461)	-	-	-
Restricted reserves					
Youth in focus	3,683	-	-	-	3,683
Respect	17,361	-	-	6,331	23,692
Shine	7,920	-	-	(7,920)	-
Sleep Easy	-	-	-	15,979	15,979
Youth project	-	-	-	14,000	14,000
Suffolk Community Foundation	-	-	-	6,402	6,402
Total Reserves	11,418,775	(117,030)	(100,894)	-	11,200,851

Youth in focus project - A 3 year project to prevent young offenders from re-offending through help and support funded by the Big Lottery.

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

Shine - A 3 year youth led project which supports young people aged 8-16 years old to realise their full potential and raise aspirations, funded by Big Lottery.

Sleep Easy - In 2019/20 this will provide an access to employment worker to support residents with help to prepare CV's, applying for jobs and interview techniques.

Youth project - A donation to be spent on youth projects in our area of Suffolk and Cambridgeshire.

Suffolk Community Foundation - various small grants to provide young people and parents with learning and training opportunities and to provide staffing for a youth drop in.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

21. TRANSACTIONS WITH NON-REGULATED GROUP MEMBERS

During the year YMCA charged a management fee of £98,137 (2018: £75,000) to its subsidiary, The Cresset Ltd.

22. MEMBERS

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

23. ACCOMMODATION IN MANAGEMENT

Accommodation owned and managed by YMCA is as follows:

	2019 Number	2018 Number
Supported housing:		
Short stay move on accommodation (3 months)	22	23
Medium stay supported housing (2 years)	375	322
Student accommodation	33	33
Total	430	378

24. OPERATING LEASES

The future minimum operating lease payments are as follows:

Group	2019 £	2018 £
Within one year	43,312	106,820
Between one and two years	163,209	101,222
Between two and five years	158,882	125,617
	365,403	333,659
YMCA	2019 £	2018 £
Within one year	39,394	96,326
Between one and two years	163,209	101,222
Between two and five years	158,882	125,617
	361,485	323,165

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2019

25. PENSION COSTS

The group operates a defined contribution scheme, the assets of which are held separately from those of the group. The charge for the year to the income and expenditure account in relation to this scheme was £144,126 (2018: £67,051). Contributions for employees were a minimum of 3% of salary and the employer contributions were 6%. YMCA also operates a pension scheme through Peoples Pension where the employer and employee contribute 2.5% and NEST where the employer contributes 2% and the employee contributes 3%.

YMCA also participated in a contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCAs in England, Scotland and Wales. The assets of the YMCA Pension Plan are held separately from those of the group and at the year end these were invested in the Mercer Dynamic De-risking Solution, 40% matched portfolio and 60% in the growth portfolio and Schroder (property units only). The charge for the year to the statement of comprehensive income in relation to the plan expenses for this scheme is £10,631 (2018: £10,014).

The most recent completed three year valuation was as at 1 May 2017. 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 3.75% and 2.25% respectively, the increase in pensions in payment of 3.35%, and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.6 years, female 24.6 years, and 24.8 years for a male pensioner, female 26.9 years, retiring in 20 years time. The result of the valuation showed that the actuarial value of the assets was £141.2 million. This represented 81% of the benefits that had accrued to members.

The plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Trinity Group and accordingly the pension deficit is not shown on the balance sheet.

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 2017 showed that the YMCA Pension Plan had a deficit of £33.6 million. YMCA Trinity Group has been advised that it would need to make monthly contributions of £5,046 from 1 May 2018. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. The current recovery period is nine years commencing 1 May 2017.

	Within one year	One to two years	Two to five years	After five years	TOTAL 2019	TOTAL 2018
	£	£	£	£	£	£
As at 31 March 2019	47,903	51,214	175,094	210,884	485,095	529,837
As at 31 March 2018	44,742	47,903	164,203	272,989		

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

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

26. CAPITAL COMMITMENTS - Group and YMCA

	2019 £	2018 £
Capital expenditure authorised by the Board but not contracted for at the year end	-	-
Capital expenditure contracted for but not provided in the financial statements	-	190,819
These are expected to be financed with:		
Internal cash funding	-	85,788
Grant funding	-	105,031
	-	190,819

27. FINANCIAL INSTRUMENTS

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

	2019 £	2018 £
Financial assets:		
Financial assets that are debt instruments measure at amortised cost	3,195,887	2,899,812
Financial liabilities:		
Financial liabilities measured at amortised cost	2,134,673	2,173,168

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

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

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

28. CASH FLOW FROM OPERATING ACTIVITIES

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Surplus/(deficit) for the year	(39,958)	3,087,989	(76,328)	3,112,657
Adjustments for non cash items:				
Depreciation of tangible fixed assets	465,796	342,110	446,135	322,999
Loss on disposal of tangible fixed assets	46,327	2,260	46,226	2,260
Decrease/(increase) in stocks	2,164	(8,290)	3,705	(10,099)
Decrease/(increase) in trade and other debtors	(254,337)	(324,816)	47,142	(614,485)
Increase/(decrease) in trade and other creditors	52,873	3,084,406	(68,807)	3,072,157
Fair value of tangible fixed assets on acquisition	-	(3,801,134)	-	(3,790,795)
Fair value of investment property on acquisition	-	(350,000)	-	(350,000)
Net cash inflow from operating activities	272,865	2,032,525	398,073	1,744,694

29. TRANSFER OF TRADE, ASSETS AND LIABILITIES OF YMCA SUFFOLK (SERVICES) LIMITED

On 1 August 2018 the trade, assets and liabilities of YMCA Suffolk (Services) Limited were transferred to the parent undertaking. Total net liabilities of £100,894 were hived-up to the parent and the waived intercompany balance has been treated as a capital contribution.

30. ACQUISITION OF YMCA SUFFOLK IN PRIOR PERIOD

On 1 October 2017, YMCA Cambridgeshire & Peterborough formally received, with full agreement of all parties, the assets and liabilities of YMCA Suffolk and its subsidiary YMCA Suffolk (Services) Ltd. The company formally changed its name on 23 October 2017 to YMCA Trinity Group.

The total adjustments to the book values of the assets and liabilities of YMCA Suffolk in order to present its net assets at fair value were £556,667, resulting in a fair value at the date of transfer of £2,964,115. This transaction has been treated as an acquisition (non-exchange transaction). The fair value of the recognised assets and liabilities was recognised as a gain or loss in the Statement of Comprehensive Income in the year of the transaction.

“I suffer from anxiety a lot and
it helped me calm down when
I got really stressed out”

Thrive App user



YMCA Trinity Group

Cambridge:
Queen Anne House
Gonville Place
Cambridge
CB1 1ND

Ipswich:
2 Wellington St
Ipswich
IP1 2NU

Peterborough:
The Cresset
Rightwell East
Bretton
Peterborough
PE3 8DX

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





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

YMCA TRINITY GROUP

ANNUAL REPORT AND FINANCIAL STATEMENTS

2018-19



*Inspiring communities,
transforming young lives*



YMCA is the trusted
local charity for
young people



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Report of the Chief Executive



Jonathan Martin
CEO

Welcome to YMCA Trinity Group's Annual Report for 2018-19. We've had a busy year, building on the success of our merger in October 2017.

We now cover communities across 7,100 km² with a population of over 1.4 million people. It's an area of great diversity – areas of affluence and deprivation; some of the fastest growing cities in the UK; large rural areas; famous University cities; small market towns and coastal villages alike.

We have added two new settings to our **Childcare** portfolio, in Ipswich and Newmarket. Early years work is a fundamental building block for young people, helping them to be ready for school and able to learn and develop to their full potential. We're proud to be OFSTED rated 'Good' at all our sites, and now progress our journey to be an 'Outstanding' provider.

We added our Newmarket setting mid-year, so we hadn't budgeted for it and we're growing our newer settings at Providence and Grundisburgh. This means in the short-term running at a deficit, but we have a strong model to track this into surplus once child numbers rise.

In **Accommodation** we've added additional bed spaces. This reflects the growing housing needs of young people, but also reflects that we are seeing more complex challenges which are taking us, on average, a little longer to support clients through. Moving young people into independent living after YMCA is also becoming harder as housing supply lessens and demand grows.

We've taken some time to see if we can find a long-term solution to this problem right across our patch. Part of this saw us employ an Accommodation Director to lead this strategic work.

This year's **Sleep Easy** events were very successful. We held one in each of Cambridge, Ipswich & Peterborough raising over £20,000. A huge thanks to the support of many local businesses and individuals, but especially Howard Group, Ipswich Town Football Club and Peterborough Cathedral.

Youth Work is also an important way to support young people. Our youth groups reflect their local communities, addressing different issues – from gangs to homework, joblessness to higher education choices. Our youth groups have been particularly needed in Ipswich which unfortunately saw a summer of escalating violence amongst gangs. This has a huge impact on young people, either directly for those who might be involved, but also indirectly as young people feel scared to go out or engage in activities for fear of what might happen.

We're also very happy with our continued provision of **Appropriate Adult and Reparation** services. This year we saw a huge increase in demand for our appropriate adults in supporting vulnerable adults across Cambridgeshire. Our job readiness work, **Access 2 Employment**, is also growing, offering long- and short-term interventions, helping young people into sustainable employment.

Our **Respect** project continues to offer support and change attitudes to young people as both the victims and perpetrators of domestic violence.

An ongoing theme across YMCA work is **Mental Health**. This affects not just young people, but some of the older clients we work with too. Our partnership with Thrive, who have created a Mental Health phone-based app, continues to strengthen and we are looking to roll out a national programme giving school children access to it. We also continue to extend our Mental Health programmes to include Teacher Training, as well as offering counselling, group and art therapies to our partner schools.

Peterborough

Cambridge

Ipswich

Benefitting Individuals and the Community

Health & Wellbeing is continuing to add members from all parts of our community, regardless of ability. It's a joy to pass our gyms and see them full of people of diverse backgrounds, ages and levels of fitness. The programme of classes also continues to expand, offering an A-Z coverage – aerobics to zumba!

We updated the Health & Fitness management system at a cost of over £30,000 to help improve both our customer journey, but also to help us identify our impact better. We're also looking at how we can apply the successful 'Gym Accelerator' programme from our Cambridge & Peterborough sites, to the gym in Ipswich.

Our community venue, **The Cresset**, turned 40 this year. As you'd expect we had a birthday party, complete with cake, to celebrate! It has again offered YMCA and some of its projects a home, as well as hosting other partners – such as Peterborough City Council, City College Peterborough and Vivacity. Once again the theatre, conference rooms and shops were busy, and last year's refurbishment of The Fayre Spot pub really began to pay dividends, attracting new customers and welcoming more of our local community.

We have some exciting things coming up. We're looking at how we deliver our Accommodation support in light of Psychologically Informed Environment, to ensure we remain relevant to our residents. We're also changing the way and type of information we hold to best understand our impact and how we might improve.

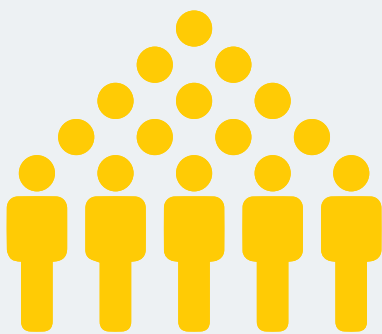
We've been supported by a number of companies this year – Howard Group; Co-Op Distribution; Skanska; Doubletree by Hilton Cambridge; Handelsbanken; Lloyds Bank – your support is very much appreciated.

As always I must say a huge thank you to our staff, volunteers and Board of Trustees. Together their skill, passion, dedication and tireless efforts make a massive impact on our local communities.

Next year YMCA celebrates its 175th anniversary. I think the key to this longevity is adaptability and always striving to fulfil the needs of our local communities.



Jonathan Martin
CEO



We now cover
communities across
7,100 km²
with a population of over
1.4 million
people




422
bed spaces



238
Childcare spaces
across 5 settings

Strategic Report



“I feel safe at YMCA and I feel like it is my home. I have made so many friends that I now call family.”

Kelly - Ipswich resident

Strategic Direction

Introduction

YMCA Trinity Group is part of a federation of over 116 YMCAs across England and Wales. Our vision is to help create supportive, inclusive and transforming communities where young people can truly belong, contribute and thrive. At the heart of how we work in communities, and with each other, are strong and committed relationships rooted in our

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

SUPPORT & ADVICE:

"We believe every young person should have someone they can trust."



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



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

ACCOMMODATION:

"We believe every young person should have a safe place to stay."



YMCA is the largest provider of safe, supported accommodation for young people in England and Wales. In YMCA Trinity Group we have eight residential sites and 15 houses, with over 400 units available across our region.

We offer supported and emergency housing for young people, including care leavers, homeless young people, unaccompanied asylum seeker children, and young people with special needs. In addition we offer parent and child supported housing, as well as student accommodation.

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

FAMILY WORK:

"We believe every family should have the support they need to develop and lead fulfilling lives."



Being part of a healthy, stable family gives a young person the best start in life. Across YMCA Trinity Group we offer a range of support to families including five fully operational childcare settings providing places for 238 children on a daily basis.



To meet growing demand, we continue to invest in mental health training and interventions, offering much needed support to students and teachers in schools and colleges.

Our youth work offer has continued to expand across YMCA Trinity Group, operating in both community venues and schools. We currently offer youth support in 33 schools and 12 venues, with a mobile van providing additional support to families and young people where it is most needed, particularly during school holidays.

HEALTH & WELLBEING:

"We believe everyone should enjoy the benefits of good health and wellbeing."



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

We currently own three state-of-the-art gyms in Peterborough, Cambridge and Ipswich, which are open to the communities we serve at affordable prices.

We provide sessions for people with long-term conditions and disabilities, and we work closely with local GPs, NHS stroke teams and community nurses who refer their patients to us.

We also offer a range of physical activity programmes for all ages including young person-led health education projects.

TRAINING & EDUCATION:

"We believe every young person should be able to fulfill their potential."



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



Through our mental health intervention work, we have recognised the serious issues facing so many young children in our schools. As a result, we have developed and launched a new School Teacher Training Programme aimed at supporting teachers to understand the complexities that young people face with mental health problems and to train teachers to spot the signs at an early stage. This work has been supported by the introduction of our mental health app 'Thrive' which has already significantly improved the mental health of school children in YMCA Trinity Group's region.



“Wonderful nursery. Our daughter attends Providence in Ipswich and we couldn’t be happier with the care and support she receives.”

Hannah - Parent

Strategic Targets and Impact Report

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

Each year we strive to deliver relevant and impactful work to ensure we are meeting the needs of both our young people and the communities in which we work.

Over the coming pages are the key strategic targets we set ourselves, and a brief description of what we have been able to achieve over the last 12 months. In addition we highlight meaningful data and statistics which illustrate our impact, and set out our plans and ambitions for the coming year.

Public Benefit

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

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



Impact Report

Accommodation



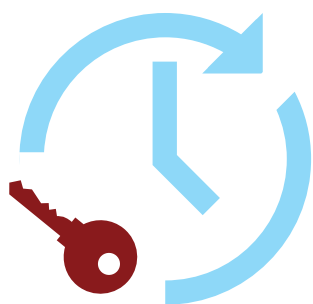
“We believe every young person should have a safe place to stay”

Our achievements - 2018-19

Target	Achievements
To increase overall bed spaces by 10% by 2020.	Statistical Data Returns show an overall increase of 4.5% in the number of units.
To maintain an overall occupancy rate of 90%, a throughput of 125% and planned ‘move-ons’ of at least 80% of our clients staying in our supported accommodation programmes.	Average occupancy across all our sites was 90%. Throughput was 135% and our planned ‘move-ons’ were 87.5%.
To conduct an audit of the move-on requirements for the charity and investigate the provision of more move-on accommodation for our clients across the region we serve.	The move-on audit was completed across all sites and provided useful data on the move-on demands. It highlighted the expectations of our residents for self-contained accommodation. As part of our new Accommodation Strategy we will be setting out how we can deliver more move-on accommodation and meet the expectations of our residents.
To improve our data analysis and use of metrics to provide a better service to our clients.	Data and metric information has improved during the year including live void information across our services. A new Quality & Performance Manager post has been created to lead on this area of work and continue to improve our data and use of metrics.
To fully complete the migration from paper to an electronic system to improve the reporting of the client journey and the social impacts achieved.	The new system has been purchased and implementation is taking place during 2019. The system will be live in November 2019.
To continue searching for a Queen Anne House relocation site across Cambridge.	Despite a number of commercial discussions with interested parties, no progress has been made during this financial year. We are continuing to explore a range of options including relocation and the feasibility of remaining at the site.



In the last year we
housed and supported over
650 people



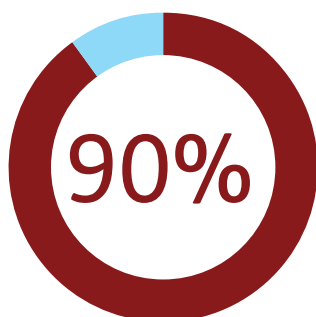
We moved someone on
in a planned way every

31 hours

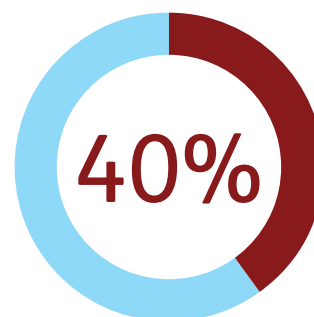


We offered

over 90,000
supported hours to our residents



On average we had a full year
occupancy of 90%
across all our sites



Over 40% of our residents
are in employment, training or
education





Case study - Parent and Child Accommodation Service

Rachel's Story (not her real name)

"I moved in to YMCA one week before giving birth to my son. Before finding accommodation here I had been sofa surfing and was worried about potentially having my child removed from my care due to having no secure accommodation. When I moved in to YMCA I was made to feel very welcome. I was able to return after giving birth and this is when I started working with my project worker. I have enjoyed my experience here and have found my project worker to be really supportive, especially around issues with my oldest child.

"Attending Easy Peasy Pods has been particularly helpful and has made a big difference to me and my son. The support provided and activities on offer have helped my

child to grow and explore without me worrying or being too protective. It has helped me get my independence back and grow in confidence as a parent. The sessions have helped my son's development grow a lot quicker and he has advanced in a lot of areas, especially with walking. It has also helped his confidence as he is not afraid to try new experiences and he is very independent.

"One of my achievements during my time at YMCA has been being signed off from social services care. I believe the support from YMCA has played a big part in this and I no longer have social services involvement in my life. I am now looking to secure my own independent accommodation and am very excited for the future."





YMCA Trinity Group accommodation staff collecting the Suffolk Voluntary Organisation of the Year award at the Suffolk High Sheriff Awards 2019 for our Rebuilding Broken Lives project in Suffolk.

As part of the project, YMCA Trinity Group runs 'CYPS Houses', a programme which focuses on supporting and offering accommodation to 16- to 17-year-olds in care for up to two years. Last year, we supported around 50 young people.

Future Strategic Targets 2019-2020

In 2019 we will be implementing a new comprehensive Accommodation Strategy that has been developed with input from both staff and clients.

The strategy will have four key themes:

1. Buildings – improving our accommodation stock.
2. Clients – implementing a Psychologically Informed Environment approach that focuses on the strengths, wellbeing and aspirations for our clients.
3. Teams – ensuring our staff teams have the right resources, training and skills to deliver safe and effective services.
4. Growth – increasing the number of people we can support.

The strategy will be implemented through a delivery plan with progress monitored by our Board.

Impact Report

Support & Advice



“We believe every young person should have someone they can trust.”

Our achievements - 2018-19

Target	Achievements
Youth Justice	
To grow and replicate our youth justice work in other areas.	We have expanded our provision to cover Peterborough, Cambridge, Kings Lynn and surrounding areas.
To increase the number of vulnerable people supported in the Appropriate Adult and Reparation contract by 10%.	We now support 40% of vulnerable young people and 60% of vulnerable adults in the county through our appropriate adult service, which has significantly increased in demand since starting the service in August 2018. We support around 30% more young people than the previous year, due to covering both Cambridge and Peterborough.
To increase our volunteer base by 10%.	We now cover with 70% volunteers across both Cambridge and Peterborough, however we want to continue to grow this with an additional 15% covering our Peterborough service.
Respect	
To increase the awareness of domestic violence by increasing the number of young people engaged with Respect from 423 to 450.	507 young people engaged through workshops and the Break4Change project.

Youth Justice

(Reparation and Appropriate Adult Services)



182 young people
have completed their reparation hours



We are working with
14 different projects



Case study - Respect

The impact of the Break4Change programme on one family

Mum B was referred to the Break4Change programme via a school referral. Her 15-year-old son had been diagnosed with autism and ADHD and exhibited abusive behaviours including violent threats, screaming, name calling, abusive language and physical harm such as pushing and hitting. The family were waiting for a CAMHS referral.

Both Mum B and her son attended five out of the six sessions. The sixth was missed due to ill health, but Young Person B was so keen to attend that he Skyped into the session to be a part of the Young Persons group.

Mum B reported on how the programme had impacted on them:

- That across the weeks her son's temper subsided and he was calmer.
- He was frustrated when the programme ended.
- She started to feel at times that she had regained control.
- She had benefited from having space to think and process her own emotions.
- She had found the group work positive, sharing experiences with other parents, and had stayed in contact with one of the other group members.
- That the Break4Change programme had helped to build trust in their relationship.



Case study - Appropriate Adult Sam's story (not his real name)

The Appropriate Adult service recently worked with Sam, a homeless 15-year-old arrested for a series of street robberies in Cambridge. Sam had been arrested twice and had since become homeless. He has a history of self-harm and depression, which was a factor in his arrests.

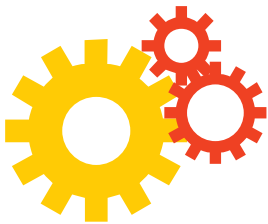
With support from one of our appropriate adults, Sam was able to complete a form for Lucid Adult Dyslexia Screening. The AA also raised concerns with the custody officer and medical staff, which resulted in involvement from social services, to support Sam with his mental health and housing.

The actions of the Appropriate Adult service helped to:

1. Identify Sam's medical needs.
2. Flag up safeguarding concerns linked to homelessness.
3. Follow up by social services in preparation for his court appearance and his ongoing care needs.
4. Support reduction in future offending.

Respect

(Youth Domestic Abuse Project)



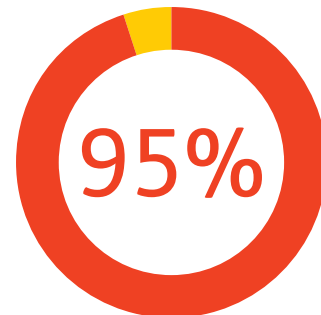
Delivered a workshop to **498 learners** in secondary schools and to young people participating in the National Citizens Service



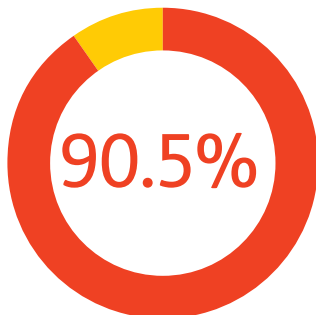
Facilitated 3 programmes dealing with adolescent to parent abuse across Cambridgeshire, supporting **23 parents and 9 young people**



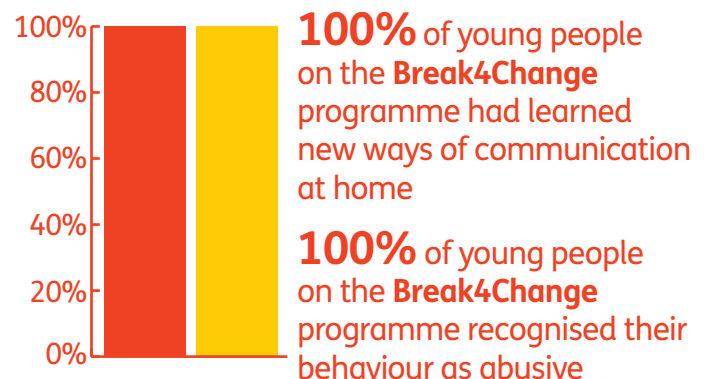
78% of learners reported an increased awareness of what abusive behaviour is in a relationship



95% of parents on the **Break4Change** programme stated it had helped them improve or develop a safety plan



90.5% agreed/strongly agreed that their knowledge of how and where to access support had improved



100% of young people on the **Break4Change** programme had learned new ways of communication at home

100% of young people on the **Break4Change** programme recognised their behaviour as abusive



Reparations in the community

Our Reparation project recently received funding for some wood for the New Church project in Peterborough. This wood was used to build some raised beds so the church can grow vegetables to put into the food bank which it runs.

The young people completing their reparation hours have been involved in making the beds and will continue be involved in growing the vegetables, as well as using the left over wood to make a table which is being used for coffee mornings and community activities within the church.



We have completed

1,995

reparation hours



Future Strategic Targets 2019-2020

Youth Justice

- To continue to reduce sessional costs.
- To recruit more volunteers.
- To create mechanisms to provide more intelligent data around service demand for vulnerable adults, in order to source further funding.
- To deliver a volunteer retention plan, which will provide more opportunities to undertake relevant and meaningful training.
- To reduce reparation group sizes to allow each young person to benefit from more training and development.
- To continue to develop good relationships between the Reparation service and the Youth Offending Services in Peterborough and Cambridgeshire with the aim of increasing referrals.

Respect

- To engage more partners to work with us on identifying families that need support and delivery of programmes.
- To increase the number of young people and families that we work with.

Impact Report

Family Work - Childcare



“We believe every family should have the support they need to develop and lead fulfilling lives.”

Our achievements - 2018-19

Target	Achievements
To expand our inclusive Childcare provision across the Trinity Group area with mission at the heart of delivery, and opening at least one setting each year.	Two new settings have opened during the year. YMCA Childcare Providence opened in April 2018 and YMCA Childcare Exning Road opened in September 2018.
To provide quality Childcare, attaining a minimum of 'Good' Ofsted rating.	YMCA Childcare Water Lane received a 'GOOD' Ofsted rating at its inspection on 8th June 2018. YMCA Childcare St. Margaret's Road was identified as one of four settings in Suffolk with the potential to be 'OUTSTANDING' in Ofsted by Suffolk County Council's early years team. All settings provided excellent childcare throughout the year and continued to develop new programmes and work with their local communities.
To deliver one early intervention programme that will educate children, families and young people.	Workshops for phonics and maths were planned in Lowestoft for parents and carers to participate in. Home learning resources have been created to enhance parent partnership and home engagement. 34 families from Grundisburgh and Providence have engaged in home learning activities through an online app. It has promoted positive parent partnership between setting and home and feedback has been positive. One parent commented that the app had given them more inspiration for activities at home with their child.
To provide a minimum of five Childcare apprenticeships.	During the year YMCA Childcare has supported eight childcare apprentices. Four have completed their Level 3 qualification, with two progressing into permanent roles within the organisation.
To increase qualifications of staff by a minimum of one level amongst 20% of staff.	16.7% of staff have increased their qualifications by a minimum of one level.
To ensure all Childcare menus and cooking activity programmes encourage healthy eating for all children in our care.	Displays in each setting promote healthy eating. Nine different menu cards have been created and displayed for parents and carers to access. 62 menu cards have been selected. YMCA Childcare Providence has created breakfast bags for parents and carers with the use of Fareshare donations. Bags include healthy foods along with inspirational quotes and healthy eating information.
To work with business, Local Government and funders to co-create and deliver at least two positive after-school and 'during the holidays' programmes across the Trinity Group region.	YMCA Trinity Group worked alongside Sacrewell Farm to develop a holiday club programme for the Easter and Summer breaks. Unfortunately, due to some internal factors Sacrewell Farm was unable to continue with the support with the development of the holiday club.



6 members of staff
have increased their level of qualification
through attending college, university or
apprenticeships



3 staff members
have successfully
completed apprenticeships



YMCA Childcare has supported
22 student placements



YMCA Childcare has
engaged with
397 children



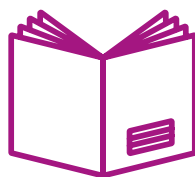
128,164 hours
of childcare delivered
across 5 settings



52 children
transitioned from YMCA
Childcare to school



100% of children
have had positive outcomes
through progress shown in
learning journeys



55 families
engaged in Home
Learning project



YMCA Childcare has raised
£1,164.51
through fundraising and
sponsored events

Success stories and new initiatives

YMCA Childcare **Water Lane** received a 'GOOD' Ofsted rating at their 2018 inspection. The inspector reported that 'staff quickly recognise when children require additional support for their emotional wellbeing and provide this in a way that meets family needs'.

YMCA Childcare **St. Margaret's Road** was identified as one of four settings in Suffolk with the potential to be 'OUTSTANDING' in Ofsted by Suffolk County Council's early years team. They have worked closely with SCC early years advisor to devise action plans on ways to continually improve the provision at an outstanding level.

YMCA Childcare **Grundisburgh** and **Providence** were chosen to participate in the Champions for Children training to develop children's communication and language development through parental engagement, enhancing home learning. 34 families engaged with the activities provided.

YMCA Childcare in **Lowestoft** has set up an intergenerational programme with a local care home where the children undertake monthly visits, taking part in various activities with the residents such as craft and singing.

All of our Childcare settings have been working closely with their local communities. **Exning Road** has visited the local fire station and has had a visit from the community nurse. **Providence** has worked alongside the local library with supported reading sessions for children, parents and carers. **St. Margaret's Road** has worked with students from a local college to renovate the outside area.

“Fantastic nursery and brilliant staff, my little girl has come on so well with her speech, development and toilet training since starting. She loves attending and always talks about the staff and her friends.”

Leah - Parent





Future Strategic Targets 2019-2020

- To continually improve quality throughout our settings and through parent partnerships.
- To expand our childcare provision across YMCA Trinity Group, including holiday club development.
- To support staff with continuous professional development.
- Support and engage practitioners in understanding mental health awareness.
- To raise awareness and profile of YMCA Childcare.

Impact Report

Family Work - Youth Projects



“We believe every family should have the support they need to develop and lead fulfilling lives.”

Our achievements - 2018-19

Target	Achievements
To secure sufficient funding to enable all our Youth Projects to expand and become sustainable.	We secured funding of £498,262 for Youth Lowestoft to continue delivering services for the next three years. We have developed a business plan to create an e-commerce site, to deliver training skills, development and generate income.
To expand youth activities across the Trinity Group region.	We have identified a need for provision of youth services in Peterborough and are working with a number of partners. By working as a collective we are helping to form youth boards, giving young people a greater voice and enabling them to lead on the provision they would like to see in their communities.
To explore the opportunity to create a YMCA Community Hub at Murrayside Community Centre and deliver a business case to support the programme.	YMCA Youth has been working with Ipswich local authority to create a sustainable plan for Murrayside. This has included providing a community consultation day, delivering much needed services from the centre and re-engaging previous service users to come back to the centre. We are using this work to develop a feasibility study with the support of an external company.
To implement a volunteer recruitment programme across the Trinity Group region in order to increase our volunteer numbers by 20% and hours donated by 10%.	We have maintained our volunteers in Youth Lowestoft, but have increased our volunteer support in Ipswich by 100.
To ensure all youth programmes encourage healthy eating.	All youth programmes provide healthy food choices. Youth Lowestoft has delivered 456 cooking sessions to 114 young people, which provide healthy recipes on a budget.
To deliver five early intervention programmes that will educate children, families and young people.	Within our schools work we have worked with 3,184 individual young people and delivered sessions focusing on healthy relationships, body confidence, thinking skills, anxiety management and knife crime awareness.





Case study - Youth Projects

Working together with Suffolk Mind

YMCA Youth was approached by Suffolk Mind to deliver a youth group working with young people who had low self-esteem, low confidence and were from an area of deprivation. We decided due to the nature of the group, we would create a small youth group and develop a plan to integrate them into another larger youth group at a later stage.

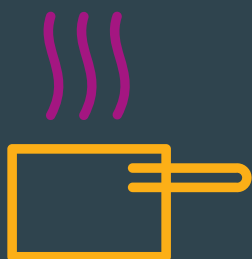
The group consisted of 10 young people, five of whom were home schooled and were extremely isolated from their community. Staff provided young people with a weekly drop in, trips, a residential break and informal learning opportunities. The youth team focused particularly on building relationships with other young people, but also with adults. They worked with the young people's families as well, by supporting parents and advocating on their behalf.

One family in particular had three sisters, who were all home schooled. They all struggled to communicate with their peers and found making eye contact or talking to adults near impossible. Staff applied a consistent approach with them, by providing a welcoming environment and reassurance whilst also encouraging them to push their own boundaries. The sisters began to trust the young people and staff, they were excited to attend the sessions and slowly they began to make

eye contact and interact with everyone. As their confidence grew, they began to talk to staff about their aspirations and struggles in life.

The sisters had a real desire to re-engage with mainstream education, but were unsure whether they could, but also to have this conversation with their parent. Staff took this burden from them and worked with them to communicate this with their parent and supported them in this process. The youth team also began to slowly introduce them to other staff members, as well as other young people who attended another youth group.

All three sisters now attend a much larger youth group, which has up to 40 young people attend per session. They have begun forming strong and healthy friendships with peers. They now have active social lives, which includes sleepovers, parties and going out with their friends at the weekend. They are also all re-engaged with mainstream education and loving every minute of it.



Delivered funding of
456 cooking sessions
to 114 young people



Increased volunteer
support by
100%



we have worked with
3,184
young people in schools



we have worked with
3,785 young people
on our youth programmes



Case study - Youth projects

Breaking down barriers in Ipswich

The Youth team took 24 young people from Ipswich on a day trip to Winter Wonderland in London at Christmas, with dinner at the Hardrock Café. This was a really special opportunity for all young people who attended.

Significantly, the young people came from different postcodes within Ipswich. While this may not seem important, Ipswich is a town divided, with a lot of street violence, including one young person recently lost their life due to postcodes. To bring these young people together to do something they had never experienced before was a tremendous step forward.

All those who came took part in ice skating, and we were pleased to see older members of the group supporting younger people, who they normally wouldn't engage

with. None of the young people who came had ever ice skated before, so this was a new experience and challenge they took on. The majority of the young people had never been to London before, with some who had not been outside of the Ipswich boundary.

The experience gave the young people an opportunity to leave Ipswich, to try new things, make new friends and break down some invisible barriers between communities.





Future Strategic Targets 2019-2020

- To develop allotment and cooking sessions into all areas of our Youth services.
- To develop a feasibility study to create a YMCA Community Hub at Murrayside community centre.
- To develop key programmes for at risk young people.
- To develop an e-commerce site which includes opportunities for skills, and training development for young people.
- To secure sufficient funding for Youth services in Ipswich and our schools programme in Lowestoft.

Impact Report

Health & Wellbeing



“We believe everyone should enjoy the benefits of good health and wellbeing.”

Our achievements - 2018-19

Target	Achievements
To ensure high standards of quality delivery by improving customer satisfaction.	We opened a second studio in Peterborough following feedback from members about class capacity. This enabled us to widen the class programme and offer an increased variety of activities for members.
To retain at least 95% of existing membership.	A new membership system has been introduced, which will report more accurately on this data. However, estimated figures from the old system suggest we are close to meeting this target.
To develop appropriate marketing and recruitment campaigns to increase membership.	New social media accounts for each gym have been created with input direct from the Health and Wellbeing team members to help build the brand and the community. Review of door drop postcodes carried out to ensure we target the most likely areas for growth.
To undertake a review of our gym strategy and consider options for growth.	We continue to work through the five-year strategy for Cambridge and Peterborough, and are currently working on proposals for implementing an accelerator programme for Ipswich.
To identify and deliver at least two health and wellbeing programmes at each site to enhance our existing programmes.	The recruitment of a new Gym Co-ordinator at each site has enabled improved support and services to the community, and we are confident this will lead to more new initiatives in the coming year. Peterborough: We introduced a programme for families in the new studio in Summer 2018, including Mums & Tots classes, encouraging families to exercise together. Cambridge: We have worked in collaboration with other agencies to provide gym services to their clients struggling with mental health issues. Ipswich: We have begun developing relationships with community groups in order to provide services to their clients.



40 members
with conditions and disabilities received
one-to-one support in our gyms



Total gym sessions averaged
3,000 per month, that's

36,000
for the year!



**3,764 room
hire hours**
for community activities



141 hours
of sports hall use



Average annual class
attendance was

24,000



Qualified 30 prisoners and
24 prison staff in their
**First Teacher
Qualification**



Case study - Health and wellbeing **Peterborough**

Ryan began his volunteering journey with us at only 16 in 2013, whilst swimming in the special Olympics team (he won a silver medal!) and has since completed his Level 1 Gym course, Level 2 Instructor course and his BTEC Level 3. Ryan says that *“Working with YMCA has given me the confidence to teach people, great communication, listening skills and I love the gym here as it’s not stereotypical.”*

Ryan’s next goal is to participate in the triathlon in the National Games in 2021 held in Liverpool. Ryan’s mum said that *“YMCA has given Ryan opportunities and through you he has found his calling.”*



Future Strategic Targets 2019-2020

- To develop relationships with local GP surgeries to generate referrals through social prescribing.
- To work to increase customer engagement and referrals utilising social media to build a community of members.
- To investigate opportunities in Ipswich and develop a strategy for growth and development.
- To work with local healthcare services to offer additional mental health support for staff and volunteers.



"YMCA Gym has helped me gain confidence and make new friends after my stroke."

Graham - Gym member, Peterborough



Impact Report

Training and Education



“We believe every young person should be able to fulfil their potential.”

Access 2 Employment Peterborough

- We worked with 28 families
- Over 70 home visits conducted



25 CVs
written and
updated



**5 clients offered
employment**



We enabled our clients to apply for over
100 job opportunities

eMploY-ABILITY Peterborough, Kings Lynn, West Norfolk

- Received 80 clients
- Supported 13 people to find employment



**Supported 28 people
in work placements
and volunteering roles**



17 positive
programme exits



33 CVs
written and updated

Our achievements - 2018-19

Target	Achievements
To develop a Case for Support for our Access to Employment project to increase funding levels by submitting at least four bids in the next 12 months.	From our case support that we have built from acquired data and statistics we have: <ul style="list-style-type: none"> • Been successful in acquiring funding from 3CS, the funding provider for Job Centre Plus, to deliver x 24 week programmes for single parents in Peterborough. • Been successful to extend on our Building Better Opportunities contract for a further worker to cover Kings Lynn & West Norfolk. • We have been allocated funding from the Sleep Easy events to deliver an employment worker in Cambridge.
To grow our A2E service by increasing our supported clients from 80 to 100 and the number of CVs created by 25% to 80.	With the inclusion of both Building Better Opportunities & Connecting Families clients we have met the target of 100 clients supported.



Pilot Scheme Success

We completed a 6-week pilot in Cambridge to showcase the need of an employment support worker to support our Queen Anne House residents. In this time we:

- Engaged and positively supported eight residents.
- Wrote eight CVs and covering letters.
- All residents were offered support.
- One resident was offered employment.
- Three residents had job interviews.



eMploY-ABILITY

Penny's story

Penny has been on the eMploY-ABILITY programme since November 2017. Penny is claiming Employment Support Allowance and was recovering from an illness. Penny came onto the programme as she was trying to return to work and needed help and support on overcoming barriers to help her get back onto her feet. After being diagnosed with dyslexia recently, she was able to understand why she had found her previous work in catering so difficult. She had struggled with taking orders, and making mistakes had made it difficult to keep a job, which in turn had caused her to suffer from severe anxiety and depression.

After meeting with Amy, Penny has come on leaps and bounds and we have been very proud of the progress that she has made. We identified that Penny may suit a position in retail, as it has similar transferrable skills from catering and aspects of the job that Penny enjoyed, such as working with customers. Penny identified that she would like to take on some volunteering roles to gain experience. Amy got in touch with Pat from PCVS who gave us some local available positions, and together as a team, Amy and Pat supported Penny in applying for roles.

Following a successful period volunteering in a retail position for MAGPAS, Penny has been looking for jobs online and has successfully secured an interview for a paid retail position. She is also enrolling for a Level 1 retail course at Peterborough City College.



“Before finding this project, I was sat at home all day drinking coffee. Now I feel like I have a sense of worth and value.” Penny S

Future Strategic Targets 2019-2020

- To secure funding for a part-time employment key worker at Queen Anne House.
- To apply for funding through the communities' support fund at Peterborough City Council to deliver support to single parents.
- To continue our funding with Connecting Families for the final year of the programme.
- To continue our work and extension of funding through our work with BBO eMploY – ABILITY.



Impact Report

Training and Education

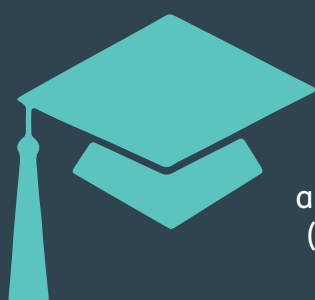
Mental Health and Teacher Training



“We believe every young person should be able to fulfil their potential.”

Our achievements - 2018-19

Target	Achievements
Mental Health	
To develop a whole-school approach to wellbeing, which will help improve outcomes for young people and staff in at least five schools.	We launched our consultation programme to help schools develop a positive wellbeing culture. Five schools have accessed the programme, and it has since been included as part of a local blueprint involving statutory services. We have also been commissioned to support up to 20 schools in Fenland and East Cambs over 2019/20 as part of the Opportunity Area programme.
To create sustainable self-help tools that will increase resilience by harnessing the use of technology.	In October 2018 we launched student and staff versions of The Thrive App – a clinically proven and NHS approved tool for the prevention, detection and self-management of common mental health issues. Over this period, we have worked with 12 schools and provided 4,500 apps to students and staff.
To work with other organisations to increase the quality and scale of our mental health provision for schools through partnership programmes with at least two new providers.	We have been able to develop approved status with a number of key organisations. We have developed new partnerships with Multi-Academy Trusts and cluster groups to deliver services, as well as being commissioned by the Department for Education to provide training in the Opportunity Area of Fenland and East Cambs. We have worked with other leading charities to develop a consortium called Fullscope, which aims to address gaps in provision for 0-25 year olds across Cambridgeshire & Peterborough.
Teacher Training	
To increase awareness of how mental health theory can be used to support young people by increasing our training offer across schools and colleges.	Three times as many staff attended our training this year compared to the last. Our successful tender for over £50,000 to deliver a range of mental health training courses to schools as part of the Opportunity Area in Fenland and East Cambs achieved unprecedented success – so much so that we have been re-commissioned to extend the programme further.
To deliver at least two bespoke or amended courses to enhance our training portfolio.	New programmes include Managing Challenging Behaviour workshops and student awareness workshops. We also organised a Mental Health in Schools afternoon which was attended by 21 schools, to provide an opportunity for others to network about issues that affect their work.
To get a minimum of 15 new schools to attend training courses.	54 new schools engaged with us, with 99% recommending the service and training.

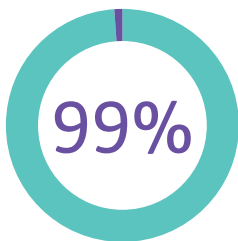


We trained
135 schools
 and 1,210 teachers in mental health
 (Three times as many as last year!)



94%

of young person assessments showed an improvement in outcome measures after secondary school



99%

of schools recommended our mental health training and service



89%

of schools stated an overall improvement in outcome measures after just 14 weeks of primary school therapy



284

young people supported with mental health clinical interventions over 2,345 hours



1,234 self-help apps
provided to residents in our accommodation service

4,429 self-help apps
provided to 12 schools



Future Strategic Targets 2019-2020

Mental Health

- To develop school provision to offer wider support as part of a sustainable and cost effective bespoke solution – 10 schools to sign up to our Day Rate programme.
- To work with YMCA England & Wales to scale out use of the Thrive App across the federation to enable more people to benefit from self-help tools and preventive solutions.
- To increase awareness of our work amongst statutory services and influence local mental health provision and strategic plans - through attendance at meetings and forum membership.

Teacher Training

- To create clarity of our offer and increase the relevance of our work by introducing a mental health competency framework and aligning our courses to the various roles within settings.
- To create opportunities to enhance learning so that schools can continue their development through the creation of new courses and refresher training.
- To apply school training to other audiences and raise awareness amongst those in different settings such as housing and early years.

Impact Report

The Cresset



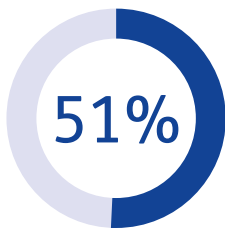
“An inclusive, supportive community hub where people can connect, celebrate, and play a part.”

Our achievements - 2018-19

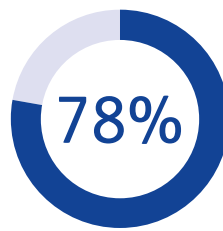
Target	Achievements
To set a new vision, mission and values for the business, and develop a forward-thinking strategy to shape growth and development of the business in the coming years.	A new five-year strategic plan was developed using contributions and discussions with staff at all levels, and presented to the board of directors in November. The team are now working towards developing projects which will contribute to the objectives set in the strategy.
To investigate options for partnership working, which could potentially generate an income stream using the main kitchen.	While early conversations with a potential partner did not come to fruition, this is still an option for future work. In the meantime, a restructure in the management of Food and Beverage Operations will open further opportunities, and we are currently investing in the infrastructure of the kitchen to make it a more attractive prospect for potential partners.
To restructure the kitchen team and review the food offer across all business areas with the intention of increasing quality, consistency and income growth.	A new menu was introduced, and opening times extended in The Fayre Spot which has led to considerable growth in the food trade. In order to develop this further across the business, a second tier restructure is planned, to combine management of food and liquor sales in a more strategic way and maximise our opportunities for future growth and innovation.
To research and develop new initiatives in programming and marketing, utilising new technologies and fresh approaches to audience development.	Over the year we implemented a new system for theatre admissions, with ticket scanners being introduced at the door. This will have the benefit of allowing “print at home” ticketing to our customers in the coming year, improving service and reducing costs. In marketing we continue to move away from print media into digital channels, and have seen a significant increase in website traffic and online orders as a result.



Over 62,000
people attended 160 public
performances and events
in the theatre this year



51% of theatre tickets were booked online, compared to 44% in the previous year



78% of our theatre audiences came from within the PE postcode area



We engaged with over **1,900 young people** through our performing arts programme and partnerships



40th Birthday Celebrations

2018 marked 40 years since the official opening of The Cresset, and in August a free party was held in celebration. Over 500 members of the community attended, many of whom have been visiting The Cresset since it opened! Birthday cake, children's entertainment, live music, free activities and community stalls made for a fantastic street party feel, and we were delighted to see so many people taking part.

The celebration was an excellent reflection of The Cresset's community ethos, that alongside the commercial activity is a true community hub offering entertainment, hospitality and services to all.

Guest Book

"The Cresset is part of Peterborough's social history."
Marian

"The Cresset is a great hub for the community."
C. Harwood

"Great to have The Cresset on our doorstep!"
Vera


"This fantastic place is so important to everyone."
Sharon

Future Strategic Targets 2019-2020

- To restructure the management of Food and Beverage operations to continue to increase growth in both food and liquor sales across the business.
- To work towards increasing the number of stand up live music gigs hosted, by developing a package and forming relationships with new promoters.
- To implement print at home ticketing to improve service to customers.
- To develop a theatre membership scheme to reward customer loyalty and aid audience development.

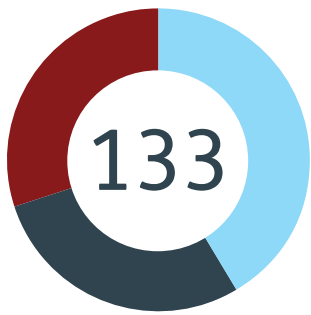
Focus Area - Marketing & Fundraising

Sleep Easy

A young person wearing a dark jacket and a knit hat is standing in front of a large campfire at night. They are holding their hands over the fire to warm them. The background is dark and blurry, suggesting a field or forest at night.

“Sleeping rough is tough.
And we were in a nice
field on a nice night.”

Sleep Easy Cambridge Participant



133 total sleepers

Peterborough 55

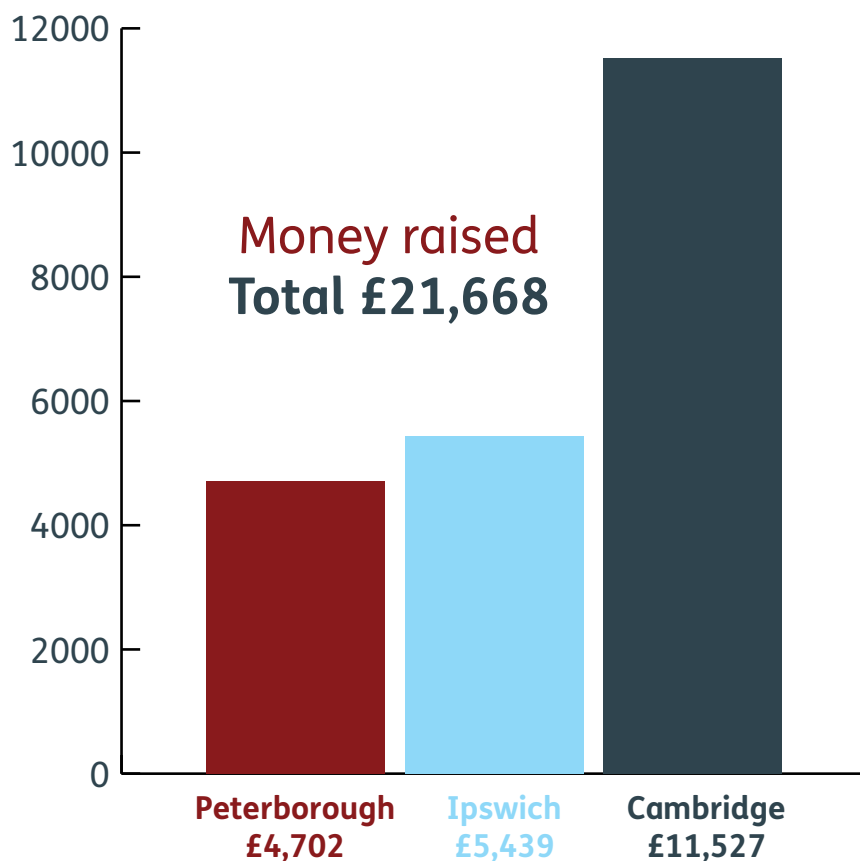
Ipswich 38

Cambridge 40



28

**volunteers gave
their time**



YMCA Trinity Group hosted three Sleep Easy events in the year 2018-19; in Peterborough, Ipswich and Cambridge.

Each event saw people from all walks of life building cardboard shelters and spending a night under the stars to raise money for YMCA and to highlight the increasing issue of homelessness in our region.

All the money raised is put back into providing additional services for YMCA residents, including counselling services and help with finding employment. YMCA Accommodation is not just about a place to stay, but about supporting young people in their journey towards independent living and these services are a big part of that.



Focus Area - Marketing & Fundraising

Youth Jam

“A celebration of Peterborough’s young talent.”

“We were all blown away by the level of talent amongst Peterborough’s young people.”

Jonathan Martin - CEO

In 2018 we secured a grant of £10,000 from Big Lottery to stage a follow-up event to the Celebration of Youth Day held in 2016 - **Youth Jam 2018**.

The event took place on 21 July in Cathedral Square, Peterborough, and was a great success. Hundreds of performers, and many more members of the public enjoyed a wide range of entertainment in the sunshine.

Youth Jam formed part of Peterborough Celebrates, a year-long series of events across the city in celebration of the Cathedral's 900th anniversary. Fantastic support

was received from the public, community groups, our wonderful volunteers, Peterborough City Council, Peterborough Regional College and many more local organisations.

Performances from dance groups, singers, bands and theatre groups all took to the stage in Cathedral Square and the acoustic performance space in St John's Church.



50 volunteers
gave their time



Over 2,500
people attended



Over £400 raised
on the day



Over 250 young
performers took to the stage



20 local community
groups involved



400 people
took part in the grand finale





"I feel happy, safe and cared for when I am at YMCA."

Young person at Shine – Youth Lowestoft

Performance and Value for Money

Value for Money Statement 2018/19

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

The Finance Department has undertaken a benchmarking exercise on procurement with other YMCAs in the region which has resulted in costs for services like insurance and professional fees being significantly reduced. Utility costs have been reduced through better efficiency from investment in new lighting and heating systems across main sites and the use of a broker facility for group purchasing of supplies.

Following the publication in June 2019 of the Value for Money metrics guidance from the Regulator of Social Housing, we will be considering ways in which we can further measure performance against our peers.

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

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

Value for Money Metrics:	2019	2018
1 Reinvestment % Investment in housing properties in the year as a percentage of the gross book value at the year end	1.0%	2.8%
2A New supply delivered (social housing units) Total social housing units acquired in the year as a percentage of total social housing units owned at the year end	4.3%	38.1%
3 Gearing % Total net debt (loans – cash- short term liquid investments) as a percentage of housing properties at cost	-10.7%	-9.6%
4 Earnings before interest, tax, depreciation, and amortisation (EBITDA, major repairs included) interest cover % Surplus generated compared to interest payable	440%	4474%
5 Headline social housing cost per unit	£12,572	£8,463
6A Operating margin (social housing lettings only) %	7.8%	9.0%
6B Operating margin (overall) %	0.1%	46.1%
7 Return on capital employed	-0.2%	18.0%

The merger with YMCA Suffolk Ltd in 2017/18 has led to exceptional variances in the resulting metrics for year end 2019 when compared to 2018 and sector benchmarks. We have reported the metrics shown at 2A, 4, 6B and 7, whilst acknowledging that they may not be appropriate measures of underlying core performance for the year.

Financial Review 2018/19

Summary statements acknowledge that the financials for 2018/19 are the 12 months' activity of YMCA Trinity Group. The prior year incorporates the merger data from 1st October 2017 which influences comparative results.

Consolidated income increased by £2,742,799 (40.9%) to £9,440,009. For the charity itself, income increased by £2,631,106 (48.2%) to £8,087,147.

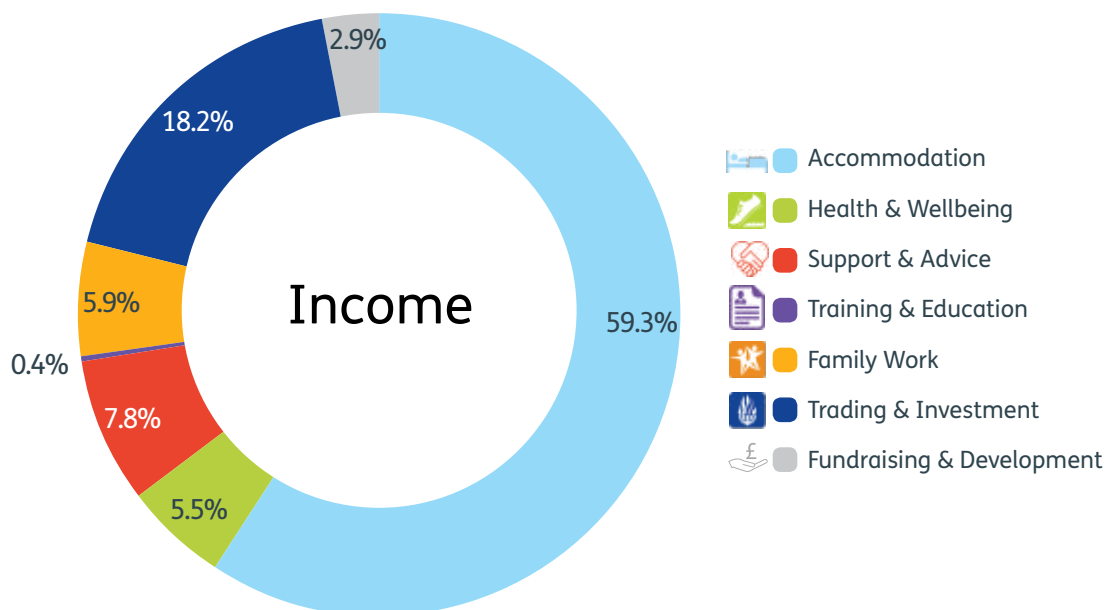
Income from Supporting People increased by £173,145 contributing to the group total of £975,681 in the year.

Activity	2018/19	2017/18
	£	£
Accommodation	5,597,893	3,706,055
Health & Wellbeing	523,239	522,036
Support & Advice	734,981	480,229
Training & Education	36,434	33,937
Fundraising & Development	275,374	130,989
Family Work - Children's Nurseries	557,734	239,246
TRADING: Trading & Investment	1,714,354	1,584,718
TOTAL INCOME	9,440,009	6,697,210

The charity received £372,998 of restricted funding from the Big Lottery Grant to deliver community projects compared to £264,104 in 2017/18.

The unspent balance is held as a restricted reserve on the balance sheet and is included within total restricted reserves stated as as £63,756 (2018: £28,964) at the year end March 2019.

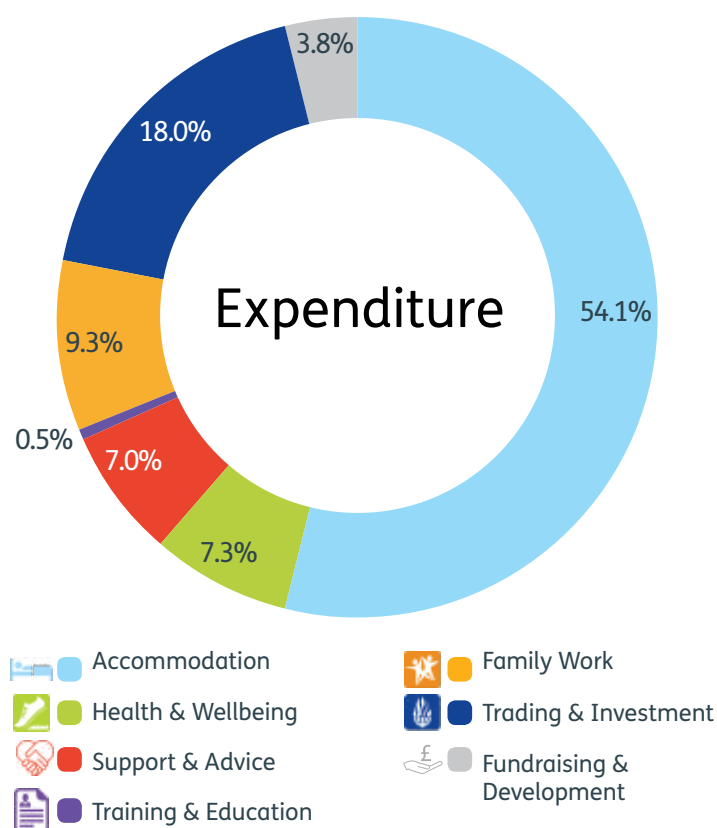
YMCA Income 2018/19 by Activity



YMCA Operating Costs	2018/19	2017/18
	£	£
Charitable	7,402,867	4,703,811
Trading	1,709,029	1,558,878
Fundraising	368,071	267,523
TOTAL COSTS	9,479,967	6,530,212

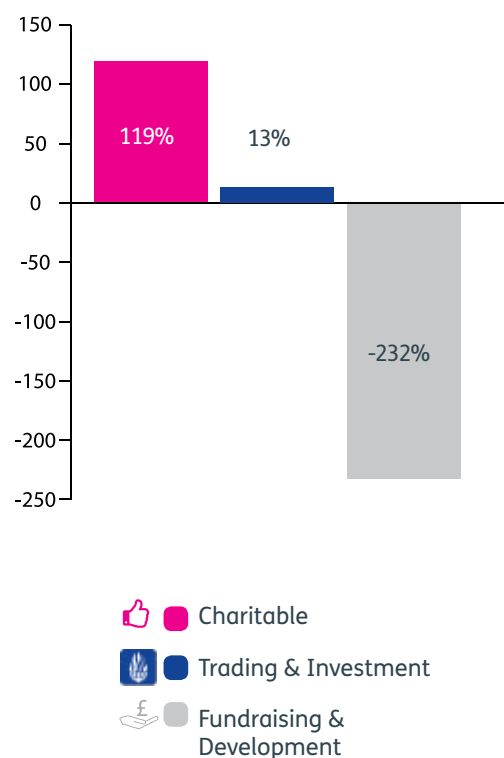
Total operating costs for the year equated to £9,479,967 (2018: £6,530,212). This increase reflects the first full year of trading as YMCA Trinity Group following the merger which took place in October 2017. This demonstrates the charity's investment in fundraising activities as part of its strategy to diversify its income streams. Total expenditure is analysed as follows:

YMCA Expenditure 2018/19 by Activity



This resulted in a net contribution as follows:

YMCA Net Contribution/Loss 2018/19 by Activity



YMCA Net Contribution/(loss)	2018/19	2017/18
	£	£
Charitable	47,414	277,692
Trading & Investment	5,325	25,840
Fundraising	(92,697)	(136,534)
NET (LOSS)/CONTRIBUTION	(39,958)	166,998

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

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

Future Financial Implications

The group participates in a closed contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCA's. Under FRS 102 the pension agreement

plan liability is disclosed on the Balance Sheet, further details are given in note 25 (page 76) to the financial statements.

Reserves

The total consolidated reserves of the group are £11,332,321 (2018: £11,414,481). The charity has restricted funds relating to the Big Lottery grant which amounted to £27,375 (2018: £28,964). Restricted reserves were created for Sleep Easy of £15,979, Suffolk Community Foundation £6,402 and Youth Project £14,000 in the year.

The Trustees have determined that monies should be set aside for uninterrupted provision of high quality services to young people; this includes keeping their homes in a good state of repair. The charity owns other investment properties including Haywood House which was re-developed to flats in 2016/17. Taylor House was sold in 2018/19 generating a gain on disposal of £32,592.

The amount invested in the various buildings at the year-end amounted to £13,031,595 (2018: £13,065,229) and these reserves are tied up in buildings and functional assets. As such,

these are not available for the use of the charity. These assets are used by the charity to achieve the charitable objects which is predominantly housing focused. The organisation is developing its Asset Management strategy in the next financial year 2019/20.

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

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

Legal and Administrative Information

Officers, Professional advisers and association information for the year ended 31 March 2019

President

Vacancy

Vice Presidents

D Jones, O.B.E.

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

The Board of Directors

Mr Ian Dow
(Chairman)

Mr Jordan Bambridge
(appointed 24/9/18)

Mr Dominic W Bowles
Reverend Anthony Chandler

Mr Derek Forder
(resigned 23/7/18)

Mrs Kay E Hoggett

Mrs Julie Horne

Mr Andrew Lucas

Mrs Antonia MacLean

Mr Simon Pickering

Mrs Mary Sanders MBE

Mr David Swanney
(resigned 24/9/18)

Mrs Chris Wilkinson
(appointed 7/12/18)

Chief Executive

Mr Jonathan Martin

Company Secretary

Mr Neil Portor

Registered Office

Queen Anne House
Gonville Place
Cambridge CB1 1ND

Bankers

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

Solicitors

Hewitsons
Shakespeare House
42 Newmarket Road
Cambridge CB5 8EP

Auditors

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

Registered Social Housing Provider Number

H4179

Registered Charity Number

1069810

Company Registration Number

3561613

Governance

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

Trustee Board

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

Oversight Committee	Remuneration Committee	Development and Advisory Committees (East, Central and West)	Cresset Limited
Meets four times a year to review financial performance (including the Audited Accounts feedback), Risk, Health & Safety and Human Resource issues.	Oversees the staff benefits package, including recommendation to the Board of any annual salary increase, and it monitors the performance of the Chief Executive.	The three are locally based groups looking at project performance, local challenges and networks and helping the Board understand the local landscape.	The Board oversees the financial and outcome performance of the Cresset subsidiary. It meets quarterly and includes direct representation from the Board by a Trustee.

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

Retired Trustees

During the year David Swanney and Derek Forder stepped down from the Board.

New Trustees

A small working party of three Trustees and the Chief Executive review our annual Board skills audit and seek to recruit new Trustees into areas where we might lack expertise. During this year, the focus has been on recruiting Trustees with skills in finance/business planning, spiritual guidance and people with a safeguarding background.

- Chris Wilkinson
- Jordan Bambridge

An induction is given to all new Trustees.

Objects

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

- To advance the Christian faith for the benefit of the public.
- To promote social inclusion for the benefit of the public by preventing people from becoming socially excluded, and assisting those who have been socially excluded to integrate into society. (For the purpose of this clause ‘socially excluded’ means persons being excluded from society or parts of society by reason of their social, physical or economic circumstances).

- To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life.
- To provide or assist in the provision of education for persons of all ages with the object of developing their physical, mental or spiritual capacities.
- To relieve or assist in the relief of persons of all ages who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

And to provide, improve and manage houses and hostels, flats and residential accommodation for young people, men and women, who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

Executive Pay

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

Principal Risks and Uncertainties

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

Key Risks Areas:

Risk Area	Management
Funding: YMCA projects may be impacted by changes in policy at both Local and Central Government level.	<ul style="list-style-type: none"> • Positive relationships with Local Authorities. • Supporting YMCA England & Wales to engage with Central Government. • Diversification of funding to include greater generated income. • Reviewing cost-effectiveness. • Development of new services. • Investment in Fundraising capacity.
Safeguarding: YMCA clients may be at risk from abuse.	<ul style="list-style-type: none"> • Robust Safeguarding Policy & Procedure, reviewed annually. • A staff Committee from across the organisation to ensure high quality implementation of the policy and procedures. • A safeguarding dashboard presented to the Oversight Committee. • An outside agency to support our safeguarding and keep us up to date with developments and learning.
Pension: YMCA Defined Benefit Scheme's deficit increases and impacts costs dramatically.	<ul style="list-style-type: none"> • Biennial independent actuarial advice requested by Trustees. • Engagement with the Pension Scheme on issues and actions to maintain or reduce the pension liability. • Biennial consideration of S75 buy-out.
Reputation: An incident or occurrence may damage or have a negative impact on how people perceive the organisation.	<ul style="list-style-type: none"> • Pro-active management of projects. • Strong policies and procedures. • Positive relationships with media. • Professional PR support in place. • Monitoring of complaints. • Review of incidents, including near-misses.
Data Security: Loss of personal data or an outside agency attempting to access information nefariously.	<ul style="list-style-type: none"> • Robust information husbandry of policies and procedures. • Professional IT support. • Pro-active approach to data safety. • Staff training. • GDPR Compliance.
Health & Safety	<ul style="list-style-type: none"> • The Group's safety manager undertakes management of all safety matters for the Group. • The Health & Safety policy is agreed and signed off by the Board, once it has been to the Oversight Committee for comment. • An H&S report (covering every aspect of safety that is noted within the groups Health & Safety policy) is submitted to the Board on an annual basis, in September. • Fire, asbestos, Legionella, COSHH compliance checks are undertaken throughout the Group on a 3-monthly basis by the Group Safety Manager. • All risk assessments for staff are developed and personally issued to staff and volunteers, and accident and near miss and fire reporting is collated by the H&S Manager. • The Health & Safety Committee meets 3-monthly to discuss any safety matters that need resolution or further action, has 16 members of staff, nominally 1 person from each area of the business, and includes the Support Services Director in its number.
Staff and Volunteers: Failure to recruit or retain staff or volunteers.	<ul style="list-style-type: none"> • Regular 1-2-1s and support meetings. • Investors in People accreditation. • Training and development opportunities. • Staff and Volunteer welfare. • Staff benefits. • HR Dashboard set up to monitor key trends.

Governance and Financial Viability Standard and Code of Governance

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

Public Benefit

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

Statement of Directors' Responsibilities

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

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

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

The Directors are responsible for ensuring that arrangements are made for keeping proper books of account with respect to YMCA's transactions and its assets and liabilities such as to enable every statement of comprehensive income of YMCA Trinity Group to give a true and fair view of the income and expenditure of the period and every statement of financial position of the state of affairs of YMCA and to ensure that the financial statements comply with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008, and The Accounting Direction for Private Registered Providers of Social Housing 2015.

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

Internal Controls

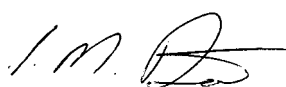
The Directors have considered their responsibilities and systems of internal control and agreed that no significant weaknesses or breaches are considered to exist. The Charity operates a comprehensive annual financial planning and budgeting process, which is approved by the Board. Performance is monitored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

Recommendations from the Internal Controls Audit were adopted following a report to the Oversight Committee in May. The Board of Directors, through its sub-committees, receives reports and develops action plans to implement the continuous improvement and development process, which includes risk assessment and mapping. Significant risks are highlighted and monitored by the Executive Team, which is lead by the Chief Executive. All major risks to which YMCA is exposed and identified from these procedures have been reviewed by the Board of Directors. Mitigation of risk is continually being developed or enhanced.

Statement of Disclosure of Information to Auditors

We, the Directors of YMCA Trinity Group who held office at the date of approval of these financial statements as set out from page 44 each confirm, so far as we are aware, that:

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



By **Ian Dow**

Chairman of the Board

Approved by the Board on 23 September 2019

YMCA TRINITY GROUP

INDEPENDENT AUDITORS REPORT FOR THE YEAR ENDED 31 MARCH 2019

Opinion

We have audited the financial statements of YMCA Trinity Group for the year ended 31 March 2019 which comprise the group and parent (YMCA) statement of comprehensive income, the group and YMCA statement of financial position, the group and YMCA statement of cash flows, the consolidated statement of changes in reserves and the related notes including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS102 "the Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice) .

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and YMCA's affairs as at 31 March 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2015.

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 association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Board's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Board has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

INDEPENDENT AUDITORS REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2019

Other information

The Board is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report (incorporating the Board report).

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

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

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

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

**INDEPENDENT AUDITORS REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2019**

Responsibilities of the board

As explained more fully in the Board's responsibilities statement set out on page 47, the Board members (who are also the directors of YMCA Trinity Group for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors responsibilities for the audit of the financial statements

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

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

Use of our report

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



Kerry Hilliard ACA FCCA CTA - Senior Statutory Auditor

for and on behalf of Stephenson Smart & Co

Statutory Auditor

36 Tyndall Court

Commerce Road

Lynchwood

Peterborough

PE2 6LR

Date: 23rd September 2019

YMCA TRINITY GROUP

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2019

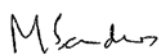
		Group		YMCA	
		2019	2018	2019	2018
	Note	£	£	£	£
Turnover	2	9,440,009	6,697,210	8,087,147	5,456,041
Cost of sales	2	(1,132,230)	(1,053,583)	-	-
Gross surplus		8,307,779	5,643,627	8,087,147	5,456,041
Operating costs	2	(8,347,737)	(5,476,629)	(8,163,475)	(5,307,499)
Fair value of non-exchange transactions	30	-	2,964,115	-	2,964,115
Negative goodwill		-	(43,124)	-	-
Operating (deficit)/surplus		(39,958)	3,087,989	(76,328)	3,112,657
Interest receivable	3	6,518	8,762	6,388	8,638
Interest and financing costs	4	(79,682)	(75,487)	(79,682)	(75,487)
Gain on disposal of investment property	13	32,592	-	32,592	-
(Deficit)/surplus before taxation		(80,530)	3,021,264	(117,030)	3,045,808
Taxation	15	(1,630)	(5,922)	-	-
(Deficit)/surplus and total comprehensive income for the year		(82,160)	3,015,342	(117,030)	3,045,808

All of the above amounts relate wholly to continuing operations.
The notes on pages 55 to 78 form part of these financial statements.

The financial statements were approved by the Board of Directors on 23 September 2019.



Mr I Dow
Director



Mrs M Sanders
Director

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810


HCA No. H4179

YMCA TRINITY GROUP

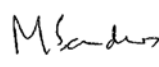
STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 MARCH 2019

		Group		YMCA	
		2019	2018	2019	2018
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	8 & 12	13,031,595	13,065,229	12,948,082	12,973,135
Investment property	13	2,566,421	2,916,421	2,566,421	2,916,421
Investment in subsidiaries	14	-	-	19,874	19,874
		15,598,016	15,981,650	15,534,377	15,909,430
Current assets					
Stock		28,568	30,732	6,394	10,099
Trade and other debtors	16	939,524	685,187	907,029	935,639
Investments	17	1,002,458	651,289	1,002,458	651,289
Cash and cash equivalents		1,397,215	1,711,141	1,226,072	1,374,463
		3,367,765	3,078,349	3,141,953	2,971,490
Less creditors:					
Amounts falling due within one year	18	(1,785,727)	(1,888,225)	(1,677,413)	(1,758,625)
Net current assets		1,582,038	1,190,124	1,464,540	1,212,865
Total assets less current liabilities		17,180,054	17,171,774	16,998,917	17,122,295
Less creditors:					
Amounts falling due after more than one year	19	(5,834,054)	(5,745,244)	(5,798,066)	(5,703,520)
Provision for liabilities		(13,679)	(12,049)	-	-
Total net assets		11,332,321	11,414,481	11,200,851	11,418,775
Capital and reserves					
General reserves	20	11,268,565	11,385,517	11,137,095	11,389,811
Restricted reserves		63,756	28,964	63,756	28,964
		11,332,321	11,414,481	11,200,851	11,418,775

The financial statements were approved and authorised for issue by the board on 23 September 2019.



Mr I Dow
Director



Mrs M Sanders
Director

The notes on pages 55 to 78 form an integral part of the financial statements.

Company Registration No. 03561613 (England and Wales)

Charity Registration No. 1069810

HCA No. H4179

YMCA TRINITY GROUP

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2019

	General reserve £	Restricted Reserve £	Total £
Balance as at 31 March 2018	11,385,517	28,964	11,414,481
Total comprehensive income for the year	(82,160)	-	(82,160)
Transfers of restricted income and expenditure to/from general reserve	(34,792)	34,792	-
Balance at 31 March 2019	11,268,565	63,756	11,332,321

YMCA TRINITY GROUP

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2019

		Group		YMCA	
		2019	2018	2019	2018
	Note	£	£	£	£
Net cash generated from operating activities	28	272,865	2,032,525	398,073	1,744,694
Cash flow from investing activities					
Purchase of tangible fixed assets		(478,689)	(845,186)	(443,696)	(792,079)
Proceeds from sale of tangible fixed assets		200	-	200	
Proceeds from sale of investment property		382,592	-	382,592	
Interest received		6,518	8,762	6,388	8,638
Cash flow from financing activities					
Interest paid		(79,682)	(75,487)	(79,682)	(75,487)
Increase in loans		-	250,650	-	200,000
Repayment of borrowings		(66,561)	(48,776)	(61,097)	(45,692)
Net change in cash and cash equivalents		37,243	1,322,488	202,778	1,040,074
Cash and cash equivalents at beginning of the year		2,362,430	1,039,942	2,025,752	985,678
Cash and cash equivalents at end of the year		2,399,673	2,362,430	2,228,530	2,025,752
Represented by:					
Investments		1,002,458	651,289	1,002,458	651,289
Cash and cash equivalents		1,397,215	1,711,141	1,226,072	1,374,463
		2,399,673	2,362,430	2,228,530	2,025,752

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

LEGAL STATUS

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

The group comprises YMCA and its subsidiary undertakings, The Cresset Ltd and YMCA Suffolk (Services) Ltd. The subsidiary undertakings are incorporated in England under the Companies Act 2006 and are not individually registered with Homes England.

1. ACCOUNTING POLICIES

1.1 Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 and the Statement of Recommended Practice for registered housing providers: Housing SORP 2014. As a public benefit entity, the Group has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102.

The financial statements comply with the Companies Act 2006, the Housing Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015. The accounts are prepared on the historical cost basis of accounting as modified by the revaluation of investment property and are presented in sterling.

On 1 October 2017 the assets and liabilities of YMCA Suffolk Ltd were transferred to YMCA Cambridgeshire and Peterborough to form YMCA Trinity Group. The results for the period 1 October 2017 to 31 March 2018 are reflected within the 2017/18 financial year and on that basis the comparative figures are not entirely comparable.

Parent Company Disclosure Exemptions

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

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

1.2 Basis of consolidation

The consolidated financial statements incorporate the results of YMCA Trinity Group and its subsidiary undertakings, The Cresset Ltd and YMCA Suffolk (Services) Ltd, as at 31 March 2019 using the acquisition method of accounting as required. Where the acquisition method is used, the results of the subsidiary undertakings are included from the date of acquisition, being the date the group obtains control.

1.3 Going concern

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

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2019**

1. ACCOUNTING POLICIES (continued)

1.4 Significant judgements and estimates

Significant management judgements

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

Categorisation of housing properties

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

Estimation uncertainty

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

a) Tangible fixed assets

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

b) Valuation of investment properties

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

1.5 Turnover

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

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

1.6 Housing properties

Housing properties are those held for the provision of social housing or to otherwise provide social benefit. Housing properties are stated at cost less accumulated depreciation and impairment losses. The cost of properties is their purchase price together with incidental costs of acquisitions. Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements. Depreciation is calculated as shown in note 1.9.

**NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 MARCH 2019**

1. ACCOUNTING POLICIES (continued)**1.7 Investment properties**

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

1.8 Other tangible fixed assets and depreciation

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

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

1.9 Depreciation of housing properties

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

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

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

1.10 Investment in subsidiaries

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

As detailed in note 29, the assets and liabilities of YMCA Suffolk (Services) Limited were transferred to the parent undertaking on 1 August 2018. The company has been dormant since that date.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

1. ACCOUNTING POLICIES (continued)

1.11 Social Housing and other government grants

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

1.12 Other grants

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

1.13 Taxation - value added tax

The group charges VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered and not recoverable. VAT payable or recoverable at the year end is included as a current liability or asset.

1.14 Operating leases

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

1.15 Stock

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

1.16 Pension scheme

The group participated in a multi-employer defined benefit pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members and accruals on 30 April 2007. The plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Trinity Group therefore the scheme is accounted for as a defined contribution scheme. As described in note 25, YMCA Trinity Group has a contractual obligation to make pension deficit payments over a period to April 2027, accordingly this is shown as a liability in these accounts. In addition, YMCA Trinity Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the statement of comprehensive income.

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

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

1. ACCOUNTING POLICIES (continued)

1.17 BUSINESS COMBINATIONS

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

1.18 Financial instruments

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

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

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

1.19 Impairment

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

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

1.20 Reserves policy

The group aims to maintain free reserves at a level representing a minimum of 2 months salary expenditure and to cover the cyclical maintenance fund. The free reserves at 31 March 2019 are considered to be appropriate and in line with the policy.

1.21 Restricted reserves

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

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

2a. TURNOVER, EXPENDITURE, OPERATING COSTS AND OPERATING SURPLUS

	2019			2018		
	Turnover	Operating cost	Operating surplus/ (deficit)	Turnover	Operating cost	Operating surplus/ (deficit)
	£	£	£	£	£	£
Income from regulated social housing						
Social housing lettings (note 2b)	5,387,442	4,965,860	421,582	3,516,191	3,198,935	317,256
	5,387,442	4,965,860	421,582	3,516,191	3,198,935	317,256
Income from non-regulated activities						
Student and other housing	210,451	159,992	50,459	189,864	146,156	43,708
Health and wellbeing	523,239	689,422	(166,183)	522,036	508,394	13,642
Support and advice	734,981	665,186	69,795	480,229	562,939	(82,710)
Fundraising and development	275,374	368,071	(92,697)	130,989	267,523	(136,534)
Training and education	36,434	43,618	(7,184)	33,937	33,937	-
Childcare and family work	557,734	878,789	(321,055)	239,246	253,450	(14,204)
Cresset activities:						
The Cresset Ltd trading activities	1,278,377	1,100,305	178,072	1,185,678	969,263	216,415
Cresset community activities (note 2c)	273,930	579,611	(305,681)	232,892	574,421	(341,529)
Haywood House	162,047	29,113	132,934	166,148	15,194	150,954
	4,052,567	4,514,107	(461,540)	3,181,019	3,331,277	(150,258)
Total for YMCA Trinity Group	9,440,009	9,479,967	(39,958)	6,697,210	6,530,212	166,998

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

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

Group and YMCA

	2019	2018
	£	£
Particulars of lettings of hostel accommodation		
Rents receivable	1,791,566	1,442,756
Service charges receivable	2,519,601	1,183,901
Net rental receivable	4,311,167	2,626,657
Supporting people contract income	975,681	802,536
Amortised social housing grant	68,910	57,559
Other income	30,243	28,160
Laundry	1,441	1,279
Turnover from social housing lettings	5,387,442	3,516,191
Operating expenditure on social housing lettings	4,965,860	3,198,935
Operating surplus on social housing lettings	421,582	317,256
Rent losses from voids	402,430	304,494

The number of units of hostel accommodation managed was 378 at the beginning of the year and 395 at the end of the year.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

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

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Income from charitable activities				
Rents receivable	75,598	41,110	75,598	41,110
Service charges	101,642	98,793	101,642	98,793
Recharged expenditure	96,690	92,897	96,690	92,897
Other income	-	92	-	92
	<u>273,930</u>	<u>232,892</u>	<u>273,930</u>	<u>232,892</u>
Expenditure on charitable activities				
Provision of premises - staff costs and other	574,476	569,171	574,476	569,171
Governance costs	5,135	5,250	5,135	5,250
	<u>579,611</u>	<u>574,421</u>	<u>579,611</u>	<u>574,421</u>
Operating deficit on charitable activities	<u>(305,681)</u>	<u>(341,529)</u>	<u>(305,681)</u>	<u>(341,529)</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

3. INTEREST RECEIVABLE

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Interest receivable	6,518	8,762	6,388	8,638
	6,518	8,762	6,388	8,638

4. INTEREST PAYABLE AND FINANCING COSTS

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Bank loans and overdrafts	35,976	30,509	35,976	30,509
Other loans	27,888	28,049	27,888	28,049
Deferred benefit pension charge	15,818	16,929	15,818	16,929
	79,682	75,487	79,682	75,487

5. KEY MANAGEMENT PERSONNEL

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

	2019 £	2018 £
Chief Executive gross salary	76,922	71,830
Chief Executive employer pension contributions	4,615	3,776
Key management personnel gross salary	219,351	149,553
Key management personnel employer pension contributions	11,455	10,341

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

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

	2019 no	2018 no
£60,000 - £70,000	1	-
£70,000 - £80,000	1	1

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

Total expenses reimbursed to the Board and senior executives not chargeable to United Kingdom income tax was £9,426 (2018: £4,283).

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

6. EMPLOYEE COSTS

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Wages and salaries	4,795,966	3,468,757	4,200,230	2,698,249
Social security costs	320,105	227,416	296,430	198,061
Pension costs	215,170	135,719	209,156	127,967
	<u>5,331,241</u>	<u>3,831,892</u>	<u>4,705,816</u>	<u>3,024,277</u>

Redundancy costs totalling £33,388 (2018: £1,342) are included in the above figures.

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

	Group 2019	2018	YMCA 2019	2018
Average number of employees	<u>203</u>	<u>195</u>	<u>164</u>	<u>130</u>

The group employed 81 sessional workers during the year who are not accounted for in the above staff numbers (2018: 69).

The group also benefits from the work of 89 (2018: 89) volunteers, whose contribution it acknowledges to be a major asset.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

7. OPERATING RESULTS

The operating surplus is stated after charging:

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Depreciation on housing properties	184,606	142,699	184,606	142,699
Depreciation on other assets	281,190	199,411	261,529	180,300
Operating lease agreements	198,741	87,683	191,240	76,396
Auditors remuneration (including under provision)	36,435	26,788	31,035	22,138

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

	Freehold housing properties £	Long leasehold housing properties £	Total £
Cost			
As at 1 April 2018	9,212,021	1,025,000	10,237,021
Additions	99,941	-	99,941
Disposals	(186,864)	-	(186,864)
As at 31 March 2019	9,125,098	1,025,000	10,150,098
Depreciation			
As at 1 April 2018	1,816,120	54,273	1,870,393
Charge for the year	169,954	14,652	184,606
Eliminated on disposals	(152,177)	-	(152,177)
As at 31 March 2019	1,833,897	68,925	1,902,822
Net Book Value			
As at 31 March 2019	7,291,201	956,075	8,247,276
As at 31 March 2018	7,395,901	970,727	8,366,628

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

9. SOCIAL HOUSING ASSISTANCE

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Total accumulated housing grant at 31 March 2019	5,132,019	5,132,019	5,132,019	5,132,019
Recognised in statement of comprehensive income	1,184,806	1,115,896	1,184,806	1,115,896
Held as deferred income	3,947,213	4,016,123	3,947,213	4,016,123
	5,132,019	5,132,019	5,132,019	5,132,019

10. DEFERRED CAPITAL GRANT

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
At 1 April 2018	4,313,714	1,802,721	4,313,714	1,802,721
Acquisition through business combinations	-	2,270,961	-	2,270,961
Youth in Focus capital grant received	750	48,500	750	48,500
Early Years capital grant received	-	253,132	-	253,132
Released to income in the year	(81,774)	(61,600)	(81,774)	(61,600)
At 31 March 2019	4,232,690	4,313,714	4,232,690	4,313,714
Amounts to be released within one year	81,774	366,505	81,774	366,505
Amounts to be released in more than one year	4,150,916	3,947,209	4,150,916	3,947,209
	4,232,690	4,313,714	4,232,690	4,313,714

11. EXPENDITURE ON WORKS TO EXISTING PROPERTIES

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Refurbishments costs in year - Amounts capitalised	99,941	288,756	99,941	288,756
	99,941	288,756	99,941	288,756

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

12. OTHER FIXED ASSETS - Group					
	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2018	3,100,792	3,636,899	276,167	52,566	7,066,424
Additions	230,000	31,622	117,126	-	378,748
Disposals	(1,148,566)	-	-	-	(1,148,566)
As at 31 March 2019	2,182,226	3,668,521	393,293	52,566	6,296,606
Depreciation					
As at 1 April 2018	2,166,569	155,476	41,547	4,231	2,367,823
Charge for the year	202,634	55,999	5,035	17,522	281,190
Eliminated on disposals	(1,136,726)	-	-	-	(1,136,726)
As at 31 March 2019	1,232,477	211,475	46,582	21,753	1,512,287
Net Book Value					
As at 31 March 2019	949,749	3,457,046	346,711	30,813	4,784,319
As at 31 March 2018	934,223	3,481,423	234,620	48,335	4,698,601
OTHER FIXED ASSETS - YMCA					
	Furniture, fittings and equipment £	Long leasehold property £	Freehold land and buildings £	Motor vehicles £	Total £
Cost					
As at 1 April 2018	2,821,101	3,636,899	276,167	52,566	6,786,733
Additions	218,819	31,622	117,126	-	367,567
Disposals	(1,138,280)	-	-	-	(1,138,280)
As at 31 March 2019	1,901,640	3,668,521	393,293	52,566	6,016,020
Depreciation					
As at 1 April 2018	1,978,972	155,476	41,547	4,231	2,180,226
Charge for the year	182,973	55,999	5,035	17,522	261,529
Eliminated on disposals	(1,126,541)	-	-	-	(1,126,541)
As at 31 March 2019	1,035,404	211,475	46,582	21,753	1,315,214
Net Book Value					
As at 31 March 2019	866,236	3,457,046	346,711	30,813	4,700,806
As at 31 March 2018	842,129	3,481,423	234,620	48,335	4,606,507

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

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

13. INVESTMENT PROPERTIES - Group and YMCA

	2019 £	2018 £
At 1 April	2,916,421	2,530,000
Acquisition through business combinations	-	350,000
Additions	-	36,421
Disposals	(350,000)	-
Increase / (Decrease) in value	-	-
At 31 March	<u>2,566,421</u>	<u>2,916,421</u>

Investment properties were valued by professionally qualified external valuers, Lambert Smith Hampton in accordance with the Royal Institution of Chartered Surveyors valuation standards. The valuation was undertaken as at 1 March 2017 and is considered by the directors to continue to reflect the fair value of the investment properties at 31 March 2019.

14. INVESTMENT IN SUBSIDIARIES - YMCA

	2019 £	2018 £
Cost		
As at 31 March 2018 and 31 March 2019	<u>19,874</u>	<u>19,874</u>

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

14. INVESTMENT IN SUBSIDIARY - YMCA (continued)

The Cresset Limited

YMCA holds 100% of the ordinary share capital of The Cresset Limited (incorporated in England and Wales). The principal activity of the company is the operation of the theatre, pub and other commercial trading operations. The summarised results of the subsidiary undertaking in the period were:

	2019 £	2018 £
Profit and loss account		
Income	1,278,377	1,185,678
Cost of sales	(948,325)	(845,664)
Other costs	(151,980)	(123,599)
Net profit for the year	178,072	216,415
Intra group transactions	(98,137)	(183,755)
Interest received	130	124
Tax on profit on ordinary activities	(1,630)	(5,922)
Retained in the subsidiary	78,435	26,862
Balance sheet		
Fixed assets	83,511	77,458
Current assets	645,223	437,196
Creditors due within one year	(527,724)	(387,973)
Creditors due after one year	(35,988)	(41,724)
Provision for liabilities	(13,679)	(12,049)
Net assets	151,343	72,908
Aggregate share capital and reserves	151,343	72,908
	151,343	72,908

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

14. INVESTMENT IN SUBSIDIARY - YMCA (continued)

YMCA Suffolk (Services) Limited

YMCA holds 100% of the ordinary share capital of YMCA Suffolk (Services) Limited (incorporated in England and Wales). The principal activity of the company is the operation of children's day nurseries. As described in note 29, on 31 July 2018, the trade, assets and liabilities of YMCA Suffolk (Services) Ltd were transferred to the parent undertaking, YMCA Trinity Group Ltd. The company has remained dormant since that date. The summarised results of the subsidiary undertaking in the period were:

	2019
	£
Profit and loss account	
Income	172,622
Cost of sales	(183,905)
Other costs	(32,282)
Net (loss) for the year	(43,565)
Retained in the subsidiary	(43,565)
Balance sheet	
Fixed assets	-
Current assets	1
Creditors due within one year	-
Net assets	1
Aggregate share capital and reserves	1
	1

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

15. TAXATION

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Deferred tax:				
Origination and reversal of timing differences	1,630	5,922	-	-

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

16. DEBTORS

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Rent and service charges receivable	667,849	409,202	667,849	409,202
Less: Bad debt provision	(43,181)	(54,992)	(43,181)	(54,992)
Trade debtors	122,468	115,267	104,503	71,874
Other debtors	49,078	67,905	48,482	56,345
Amounts owed from group undertakings	-	-	-	305,630
Prepayments and accrued income	143,310	147,805	129,376	147,580
	939,524	685,187	907,029	935,639

17. INVESTMENTS HELD AS CURRENT ASSETS

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Bank deposit accounts	1,002,328	651,159	1,002,328	651,159
Shares in Santander	130	130	130	130
	1,002,458	651,289	1,002,458	651,289

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

18. CREDITORS FALLING DUE WITHIN ONE YEAR	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Trade creditors	414,972	437,060	341,941	372,433
Rents and service charges received in advance	224,455	180,238	224,455	180,238
Housing loans	2,403	2,242	2,403	2,242
Business loans	64,808	64,536	58,694	58,694
YMCA pension agreement plan	47,903	44,742	47,903	44,742
Deferred capital grant	81,774	366,505	81,774	366,505
Other taxation and social security	118,628	119,979	76,548	70,223
Other creditors	63,461	56,173	62,241	54,523
Amounts due to group undertakings	-	-	419,411	276,407
Accruals and deferred income	751,065	595,409	362,043	332,618
Payments received on account	16,258	21,341	-	-
	<u>1,785,727</u>	<u>1,888,225</u>	<u>1,677,413</u>	<u>1,758,625</u>

19. CREDITORS FALLING DUE AFTER ONE YEAR	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Housing loans	377,595	380,159	377,595	380,159
Business loans	868,351	932,781	832,363	891,057
YMCA pension agreement plan	437,192	485,095	437,192	485,095
Deferred capital grant	4,150,916	3,947,209	4,150,916	3,947,209
	<u>5,834,054</u>	<u>5,745,244</u>	<u>5,798,066</u>	<u>5,703,520</u>

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

After five years	<u>811,944</u>	<u>886,868</u>	<u>811,944</u>	<u>886,868</u>
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NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2019

19. CREDITORS FALLING DUE AFTER ONE YEAR (continued)

The two housing loans are repayable by instalments, the last instalments falling due in 2053 and 2054 respectively. The interest rates in force for the year ended 31 March 2019 were 9.5% and 6.625% respectively.

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

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

20. RESERVES - Group

	As at 1 April 2018 £	(Deficit) / Surplus for the year £	Transfers	As at 31 March 2019 £
General reserves	11,378,056	(74,699)	(34,792)	11,268,565
Designated - Sleep Easy	7,461	(7,461)	-	-
Restricted reserves				
Youth in focus project	3,683	-	-	3,683
Respect	17,361	-	6,331	23,692
Shine	7,920	-	(7,920)	-
Sleep Easy	-	-	15,979	15,979
Youth project	-	-	14,000	14,000
Suffolk Community Foundation	-	-	6,402	6,402
Total Reserves	11,414,481	(82,160)	-	11,332,321

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

20. RESERVES - YMCA

	As at 1 April 2018 £	(Deficit) / Surplus for the year £	Capital contribution £	Transfers £	As at 31 March 2019 £
General reserves	11,382,350	(109,569)	(100,894)	(34,792)	11,137,095
Designated - Sleep Easy	7,461	(7,461)	-	-	-
Restricted reserves					
Youth in focus	3,683	-	-	-	3,683
Respect	17,361	-	-	6,331	23,692
Shine	7,920	-	-	(7,920)	-
Sleep Easy	-	-	-	15,979	15,979
Youth project	-	-	-	14,000	14,000
Suffolk Community Foundation	-	-	-	6,402	6,402
Total Reserves	11,418,775	(117,030)	(100,894)	-	11,200,851

Youth in focus project - A 3 year project to prevent young offenders from re-offending through help and support funded by the Big Lottery.

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

Shine - A 3 year youth led project which supports young people aged 8-16 years old to realise their full potential and raise aspirations, funded by Big Lottery.

Sleep Easy - In 2019/20 this will provide an access to employment worker to support residents with help to prepare CV's, applying for jobs and interview techniques.

Youth project - A donation to be spent on youth projects in our area of Suffolk and Cambridgeshire.

Suffolk Community Foundation - various small grants to provide young people and parents with learning and training opportunities and to provide staffing for a youth drop in.

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

21. TRANSACTIONS WITH NON-REGULATED GROUP MEMBERS

During the year YMCA charged a management fee of £98,137 (2018: £75,000) to its subsidiary, The Cresset Ltd.

22. MEMBERS

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

23. ACCOMMODATION IN MANAGEMENT

Accommodation owned and managed by YMCA is as follows:

	2019 Number	2018 Number
Supported housing:		
Short stay move on accommodation (3 months)	22	23
Medium stay supported housing (2 years)	375	322
Student accommodation	33	33
Total	430	378

24. OPERATING LEASES

The future minimum operating lease payments are as follows:

Group	2019 £	2018 £
Within one year	43,312	106,820
Between one and two years	163,209	101,222
Between two and five years	158,882	125,617
	365,403	333,659
YMCA	2019 £	2018 £
Within one year	39,394	96,326
Between one and two years	163,209	101,222
Between two and five years	158,882	125,617
	361,485	323,165

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2019

25. PENSION COSTS

The group operates a defined contribution scheme, the assets of which are held separately from those of the group. The charge for the year to the income and expenditure account in relation to this scheme was £144,126 (2018: £67,051). Contributions for employees were a minimum of 3% of salary and the employer contributions were 6%. YMCA also operates a pension scheme through Peoples Pension where the employer and employee contribute 2.5% and NEST where the employer contributes 2% and the employee contributes 3%.

YMCA also participated in a contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCAs in England, Scotland and Wales. The assets of the YMCA Pension Plan are held separately from those of the group and at the year end these were invested in the Mercer Dynamic De-risking Solution, 40% matched portfolio and 60% in the growth portfolio and Schroder (property units only). The charge for the year to the statement of comprehensive income in relation to the plan expenses for this scheme is £10,631 (2018: £10,014).

The most recent completed three year valuation was as at 1 May 2017. 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 3.75% and 2.25% respectively, the increase in pensions in payment of 3.35%, and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.6 years, female 24.6 years, and 24.8 years for a male pensioner, female 26.9 years, retiring in 20 years time. The result of the valuation showed that the actuarial value of the assets was £141.2 million. This represented 81% of the benefits that had accrued to members.

The plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Trinity Group and accordingly the pension deficit is not shown on the balance sheet.

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 2017 showed that the YMCA Pension Plan had a deficit of £33.6 million. YMCA Trinity Group has been advised that it would need to make monthly contributions of £5,046 from 1 May 2018. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. The current recovery period is nine years commencing 1 May 2017.

	Within one year	One to two years	Two to five years	After five years	TOTAL 2019	TOTAL 2018
	£	£	£	£	£	£
As at 31 March 2019	47,903	51,214	175,094	210,884	485,095	529,837
As at 31 March 2018	44,742	47,903	164,203	272,989		

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

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

26. CAPITAL COMMITMENTS - Group and YMCA

	2019 £	2018 £
Capital expenditure authorised by the Board but not contracted for at the year end	-	-
Capital expenditure contracted for but not provided in the financial statements	-	190,819
These are expected to be financed with:		
Internal cash funding	-	85,788
Grant funding	-	105,031
	-	190,819

27. FINANCIAL INSTRUMENTS

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

	2019 £	2018 £
Financial assets:		
Financial assets that are debt instruments measure at amortised cost	3,195,887	2,899,812
Financial liabilities:		
Financial liabilities measured at amortised cost	2,134,673	2,173,168

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

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

YMCA TRINITY GROUP

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2019

28. CASH FLOW FROM OPERATING ACTIVITIES

	Group 2019 £	2018 £	YMCA 2019 £	2018 £
Surplus/(deficit) for the year	(39,958)	3,087,989	(76,328)	3,112,657
Adjustments for non cash items:				
Depreciation of tangible fixed assets	465,796	342,110	446,135	322,999
Loss on disposal of tangible fixed assets	46,327	2,260	46,226	2,260
Decrease/(increase) in stocks	2,164	(8,290)	3,705	(10,099)
Decrease/(increase) in trade and other debtors	(254,337)	(324,816)	47,142	(614,485)
Increase/(decrease) in trade and other creditors	52,873	3,084,406	(68,807)	3,072,157
Fair value of tangible fixed assets on acquisition	-	(3,801,134)	-	(3,790,795)
Fair value of investment property on acquisition	-	(350,000)	-	(350,000)
Net cash inflow from operating activities	272,865	2,032,525	398,073	1,744,694

29. TRANSFER OF TRADE, ASSETS AND LIABILITIES OF YMCA SUFFOLK (SERVICES) LIMITED

On 1 August 2018 the trade, assets and liabilities of YMCA Suffolk (Services) Limited were transferred to the parent undertaking. Total net liabilities of £100,894 were hived-up to the parent and the waived intercompany balance has been treated as a capital contribution.

30. ACQUISITION OF YMCA SUFFOLK IN PRIOR PERIOD

On 1 October 2017, YMCA Cambridgeshire & Peterborough formally received, with full agreement of all parties, the assets and liabilities of YMCA Suffolk and its subsidiary YMCA Suffolk (Services) Ltd. The company formally changed its name on 23 October 2017 to YMCA Trinity Group.

The total adjustments to the book values of the assets and liabilities of YMCA Suffolk in order to present its net assets at fair value were £556,667, resulting in a fair value at the date of transfer of £2,964,115. This transaction has been treated as an acquisition (non-exchange transaction). The fair value of the recognised assets and liabilities was recognised as a gain or loss in the Statement of Comprehensive Income in the year of the transaction.

“I suffer from anxiety a lot and
it helped me calm down when
I got really stressed out”

Thrive App user



YMCA Trinity Group

Cambridge:
Queen Anne House
Gonville Place
Cambridge
CB1 1ND

Ipswich:
2 Wellington St
Ipswich
IP1 2NU

Peterborough:
The Cresset
Rightwell East
Bretton
Peterborough
PE3 8DX

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



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

PRIVATE AND CONFIDENTIAL

The Directors
YMCA Trinity Group
Queen Anne House
Gonville Place
Cambridge
CB1 1ND

Our ref: KH/SS/YMC01

Dear Sirs

REPORT TO MANAGEMENT

The purpose of this letter is to bring to your attention the findings from our audit of YMCA Trinity Group (YMCAT).

These matters came to light during the course of our normal audit tests which are designed to assist us in forming our opinion on the financial statements. Our tests may not necessarily disclose all errors or irregularities and should not be relied upon to do so. However, if any irregularity did come to our attention during our audit tests, we would, of course, inform you immediately.

We have reviewed our independence and confirm that, in our professional judgement, the firm is independent within the meaning of regulatory and professional requirements and the objectivity of the audit engagement partner, Kerry Hilliard, and the audit staff is not impaired.

In addition to the statutory audit, during 2018/19, Stephenson Smart provided the following services to the group and its subsidiaries, The Cresset Ltd (TCL) and YMCA Suffolk (Services) Ltd (YMCASS):

- Corporation Tax compliance work;
- Statutory accounts preparation

We do not consider that our independence is compromised by the provision of these additional services. We have implemented the following safeguards to ensure that our independence is not compromised:

- An internal Ethics Review is undertaken by another audit partner within the firm
- Informed management (Neil Portor) to sign copies of all adjustments made together with the profit reconciliation

We welcome effective communication with the oversight committee as part of the audit process. We would be grateful for any feedback or questions that you may have in connection with the audit.

This report has been prepared for the sole use of the trustees of YMCA Trinity Group and must not be shown to third parties without our prior consent. No responsibilities are accepted by Stephenson Smart towards any party acting or refraining from action as a result of this report.

Finally, we would like to express our thanks to all members of the finance teams who assisted us in carrying out our work.

Yours faithfully


STEPHENSON SMART

23 September 2019



STEPHENSON
SMART

CHARTERED ACCOUNTANTS

36 Tyndall Court
Commerce Road
Lynchwood
Peterborough PE2 6LR
(01733) 343275
www.stephensonsmart.com

Audit approach

There were no changes to our audit approach as set out to you.

Summary of significant audit findings

Significant risk area identified at planning

Revenue recognition – a significant risk in any audit which cannot be rebutted. Income is tested to ensure that system controls are being adhered to and that revenue is recorded correctly within the financial statements.

Findings and recommendations

Each income stream within the financial statements was tested on a sample basis. We assessed and tested the controls over material sources of income and over cash and debtors. Our audit did not highlight any material errors.

Management override – mandatory procedures are carried out to ensure that controls in place are not overridden by management.

Material journals posted during the year were reviewed for reasonableness and agreed to supporting documentation where appropriate. We reviewed estimates within the financial statements (such as the bad debts provision) to ensure that the basis for them was reasonable.

Other key areas relevant to the audit

Management charges

It is essential from a tax and charity law perspective that amounts charged should reflect a true charge for the services provided. To fulfil the public benefit requirement, all activities of the charity should provide public benefit and, as such, the activities of any trading subsidiary should not be cross-subsidised by the parent charity.

Findings and recommendations

Management charges have been reviewed by the finance team and amended as considered appropriate. Whilst the charge is considered reasonable, it is not supported by detailed calculations. Management have agreed to review the position in the coming financial to enable them to further refine the basis of charge. This is a significant exercise due to shared resources and many other interactions between the YMCA and The Cresset Ltd

SIGNIFICANT MATTERS RELEVANT TO OUR AUDIT FOR THE YEAR ENDED 31 MARCH 2019

Internal controls

The purpose of the audit was for us to express an opinion on the financial statements. The audit included consideration of internal controls relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control. Our audit is, therefore, not designed to identify all control weaknesses.

No significant weaknesses in internal controls were identified during our audit work.

Accounting Policies

FRS 102 requires that entities should review their accounting policies regularly to ensure that they are appropriate to its particular circumstances for the purposes of giving a true and fair view.

We have reviewed the Group's accounting policies and key judgement areas as stated in the financial statements and confirm that we judge them to be appropriate to provide relevant, reliable, comparable and understandable information.

Accounting Estimates

Key accounting estimates in the financial statements concern housing property depreciation rates, the level of bad and doubtful debt provision against tenant arrears and impairment provisions. We confirm that estimates have been made appropriately in line with our knowledge of the group, and are disclosed satisfactorily in the financial statements.

Summary of audit differences and draft letter of representation

Attached is a schedule of all of the adjusted and unadjusted misstatements noted during our work (except those that are trivial). We would be grateful if you could review these and confirm that you are satisfied that none of the unadjusted misstatements need to be adjusted for in the financial statements.

We have also attached a letter of management representations required in connection with our audit. We obtain written representation from management in accordance with ISA 580.

Outstanding matters

Prior to issuing our audit report we require:

- the signed letter of representation;
- confirmation of recoverable rental debtors;

Anticipated audit report

We anticipate that we will issue an unqualified audit report for the year, subject to the satisfactory clearance of any outstanding/unresolved the matters outlined in this report.