

YMCA THAMES GATEWAY GROUP

SERVING COMMUNITIES IN ESSEX, KENT & LONDON

YMCA

Here for young people
Here for communities
Here for you



**YMCA Thames Gateway Group
Annual Report and Financial Statements
For the year ended 31 March 2025**

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

YMCA THAMES GATEWAY

COMPANY INFORMATION

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

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

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TRUSTEES' AND DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2025

OVERVIEW OF THE YEAR

Chief Executive's Review – Year ended 31 March 2025

I took up the role of Chief Executive in March 2024, inheriting an organisation delivering high-quality services to vulnerable people, but facing increasing financial pressure, operational complexity following recent mergers, and a need for decisive action to secure long-term sustainability.

A year of stabilisation and necessary change

The primary objectives for 2024/25 were clear: to stabilise and improve the Charity's finances, strengthen income performance, and progress the long-standing ambition to replace the outdated 1960s tower block at our Romford site with a new purpose-built hostel. These goals sat alongside the continued delivery of safe, high-quality services for some of the most vulnerable young people and families across Essex, London and Kent.

At the start of the year, the Charity was spending more each month than it was earning. While frontline services remained strong, it was evident that internal systems, financial controls and cost structures required urgent attention if we were to reverse a pattern of financial decline.

Financial management and organisational resilience

A significant proportion of management time during the year was necessarily focused on addressing the challenges within the finance function and delivering the delayed audited accounts for 2023/24. The scale and complexity of this task should not be underestimated. The Group structure included two merged charities, multiple subsidiaries, and the need to reconcile historic data that had transferred across from YMCA West Kent and The Bridge Trust. Two audit firms were involved, and the process proved both resource-intensive and costly. To address this, we brought in additional financial expertise, strengthened leadership within the finance function, and invested in improved financial systems. These changes have materially improved our understanding of costs, cash flow and risk, enabling better decision-making and stronger financial discipline.

Alongside this, we undertook a detailed review of creditors and payment practices, tightening controls and beginning to reduce historic debts that had arisen during and following the mergers. A supply chain review led to the appointment of a new energy broker, delivering savings in one of our largest areas of expenditure. These actions, while largely invisible to service users, were essential to restoring financial control.

Finances remained tight, and the Charity continues to be sensitive to fluctuations in income and cost, but the direction of travel has been positive.

Income pressures and external cost shocks

The year was not without significant headwinds. Government policy changes, including increases to employer National Insurance, minimum wage levels, and the continued impact of tax threshold freezes, added in excess of £300,000 per annum to the Charity's cost base. These pressures directly affected our ability to award cost-of-living increases and compete effectively in a challenging labour market.

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Income volatility also remained a risk, particularly within Children's Services, where the introduction of expanded Government-funded free childcare created uncertainty around demand, pricing and sustainability. We responded by launching an income maximisation programme, including the introduction of new baby provision within our nurseries, helping to diversify income streams and better utilise our assets.

Housing performance and occupancy

Rental income from supported housing remains one of the Charity's most critical revenue streams. Any unlet bedroom represents both lost income and a missed opportunity to provide someone with a safe place to live. As financial pressures increased, our ability to respond rapidly to voids was constrained, and occupancy levels in the low 90% range fell short of our target of 97%.

Despite this, teams worked tirelessly to meet demand, and we achieved a successful move-on rate of over 70%. Supporting residents into independent accommodation is a key measure of impact and remains a significant strength of the organisation.

We also reconfigured internal space, converting staff offices areas into bedrooms, increasing the number of young people we are able to accommodate and maximising the use of our housing assets.

Service continuity and partnerships

Throughout the year, the Charity continued to deliver stable, high-quality services to beneficiaries, even while substantial internal transformation was underway. This included valued partnerships such as National Lottery funding for our West Kent youth work and Family Liaison Service, both of which provide vital support to some of the most vulnerable communities we serve.

We also pursued collaborative opportunities with other charities, including a joint bid with three other YMCAs to deliver support services for victims of sexual violence. While the bid was ultimately unsuccessful, it provided valuable experience and reflects a growing trend towards partnership working within the sector.

Greenwich

One notable setback was the closure of our main youth hub in Greenwich following the discovery of Reinforced Aerated Autoclaved Concrete (RAAC). This significantly affected local income and service delivery, although dispersed youth work and schools-based provision continued to operate.

A prior year adjustment has been made in the accounts to capture obligations under the lease associated with rectifying the problem and the impairment of the value of the fixed asset.

We are also working with the Royal Borough of Greenwich to come to agreement on payment plan for historic gas recharges at our leased housing provisions at Defiance Walk and Sarah Turnbull House. The liability (£285k) has been fully recognised in the accounts.

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Progressing the Romford hostel redevelopment

After more than a decade of ambition and planning, 2024/25 marked a turning point for the Romford hostel redevelopment. I was pleased to secure £500,000 from two funding partners to support the planning and development phase of the project. With development managers in place, the project moved from aspiration to delivery.

In January 2026, the Charity secured planning consent and approval for a Greater London Authority (GLA) grant to deliver a new replacement hostel at its Romford site. The development represents a significant expansion of the organisation's mission, increasing capacity by a net additional 40 rooms and providing accommodation for 184 homeless young people once complete.

To receive the GLA grant and bring the project into delivery, the Charity will either need to secure GLA Investment Partner Qualification status or to enter into a delivery partnership with another provider. The funding for the hostel will be GLA grant £25.7m plus a construction finance loan £13m – repayable through rental income. A special purpose vehicle has been established as a wholly owned subsidiary of the charity to develop the scheme and transfer the completed asset to the Charity, with completion currently anticipated in 2029.

Regulatory update

In early April 2026 the Regulator of Social Housing (RSH) placed the Charity under a gradings review, following a review process that had started in late 2025 and triggered by the late filing of the 22/23 accounts. The Board and Executive are engaging constructively with the RSH and are cooperating fully with the review, demonstrating openness and commitment to meeting regulatory expectations. Action plans are in place to address the areas identified and to further strengthen governance, assurance and organisational resilience.

Establishment of a youth subsidiary

The Trustees have established a new youth-focused subsidiary to support the organisation's charitable youth work. YMCA Thames Gateway Youth Ltd will enable access to grant funding that is currently unavailable due to turnover ceilings, which are exceeded as a result of the scale of the housing business. The new structure is intended to enhance financial sustainability and diversify income streams in support of the organisation's charitable objectives.

Looking ahead

2024/25 was a year of outward stability and intense inward change. While service users continued to experience consistent, high-quality support, significant effort was focused behind the scenes on stabilising finances, strengthening governance, and resetting the organisation for the future.

With improved financial leadership, better systems, and clearer visibility of costs and risks, the Charity is now better equipped to manage uncertainty, repay historic debts, and make informed

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strategic decisions. Challenges remain, but the foundations for recovery and sustainable growth are now firmly in place.

I would like to thank our staff, volunteers, trustees and partners for their resilience, commitment and professionalism during a demanding year. Together, we are working to ensure that YMCA Thames Gateway remains financially sustainable and continues to provide safe homes, opportunity and hope to those who need it most.

Matt Jones
Group Chief Executive Officer



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TRUSTEES' AND DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees and Directors present their report along with the financial statements of the group and charitable company for the year ending 31 March 2025. The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the Group financial statements and comply with applicable law and the requirements of the Financial Reporting Standard 102.

PERSONNEL

HONORARY OFFICERS

Patron

Rt Rev Roger Sainsbury (deceased May 25) Vacant

Vice Presidents

- Sandra Cox
- Val Goodwin
- Dave Harris

BOARD OF MANAGEMENT

Trustees

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

- Mark Saunders (Chair) (Resigned 1 November 2025)
- Cheryl Burden (Vice Chair) (Resigned 28 October 2024)
- Rita Asamoah (Resigned 1 October 2024)
- Gemma Buckland (Resigned 31 December 2025)
- Mark Farrar (Treasurer)
- Ann Furminger (Resigned 27 September 2024)
- Kin Ming (Robert) Wong (Appointed 2 Sept 2024 resigned 5 January 2026)
- Marie Mostaeddi (Appointed 2 Sept 2024)
- Kirill Pyshkin (Resigned 14/07/2025)
- Rodrigo Rodriguez-Fernandez (Resigned 13 December 2024)
- Jennifer Samuels (Resigned 31 July 2025)
- Dominic Scott-Malden (Resigned 24 March 2025)
- Alice Strevens (Resigned 30 September 2025)
- Peter Batt (Appointed 23 June 2025)
- Jason Fielden (Appointed 23 June 2025)
- Mark Johnston-Wood (Appointed 18 July 2025) (Interim Chair Nov-25)

Company Secretary

- Karen Knapp (Stepped down 19 May 2025)
- Heather Stevenson (Appointed 19 May 2025)

The Executive Team

- Chief Executive – Matt Jones
- Executive Director of Operations - Steve Brightwell
- Director of Finance and IT – Margaret Aboraa (Resigned February 2025)
- Director of Finance and IT – Ganiyat Daro (Joined 20 February 2025)
- Director of Communities - Samantha Latouche (Resigned 13 December 2024)

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- Director of Housing - Richard Bellis
- Director of Marketing, Communications & Fundraising - Laura Coyle
- Director of People - Remi Tondu
- Director of Governance & Strategy - Karen Knapp
- Exec Support – Heather Stevenson

ORIGINS AND MISSION

YMCA was founded in England in 1844 by Sir George Williams. Today, YMCA has over 60 million members across 120 countries worldwide, each with its own national council. In England and Wales, there are 84 YMCAs, all members of the National Council of YMCAs in England & Wales.

YMCA believes in fairness and opportunity. We recognise the essential building blocks of a full and rewarding life: a safe home, acceptance, guidance, friendship, physical and mental health, academic support, employment skills and access to real opportunities.

Many young people have never known these things; others may have lost one or more along the way - but we all need them.

Today, YMCA serves more than 65 million people worldwide, regardless of age, race, gender, sexual orientation, or socio-economic background. While each YMCA works locally to support its community, YMCA England & Wales provides national coordination and acts as a collective voice. As part of the largest and oldest youth charity in the world, YMCA Thames Gateway is proud to be one of the independent local YMCAs operating across England and Wales.

YMCA Thames Gateway was formed in 2015 following the merger of YMCA Romford and YMCA Thames Gateway (South). In April 2021, a further merger with YMCA West Kent expanded the Association, and in January 2022, The Bridge Trust - a respected housing charity based in West Kent - joined the family as The Bridge Trust Project.

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



Accommodation

YMCA is the largest provider of safe, supported housing for young people in England and Wales. Our holistic approach means we offer not only a bed, but also the training, skills, and confidence young people need to lead independent lives. Across five boroughs, we provided 400+ and accommodated over 800 young people - who would otherwise be homeless or at risk of homelessness. Over the past year, we have also provided more than 100,000 meals to our residents.



Family and Youth Work

We are an Ofsted-registered childcare provider offering nursery, preschool, after-school clubs, holiday clubs and youth-focused activities to children mainly from low income families. Through our parent and toddler sessions and birthday parties, we engaged with around 5000 children and families. We also support many vulnerable families through funded childcare places and family inclusion work, helping strengthen family bonds and community connections.



Health and Wellbeing

We believe everyone should have access to facilities that support their physical and mental wellbeing. Currently, over 3000+ members use our fitness facilities, including the gym and fitness classes, as well as our specialist rehabilitation and sports programmes. These include cancer and stroke recovery sessions, and classes tailored for young people, seniors and individuals with additional needs.



Training and Education

We help residents develop the skills and experience needed to expand their opportunities and build brighter futures. Our programmes include training in essential life skills such as cooking and budgeting, alongside employment support and job-seeking guidance. Over the past year, we helped around 300 young people develop basic life skills, c250 improve work and employment readiness, and delivered targeted programmes for **20+** young people with SEND.



Support and Advice

Providing clear, practical advice is vital to helping our residents progress toward independence. Our support workers offer guidance on benefits, education, employment, housing, and health and wellbeing. During the 2024/25 financial year, we supported vulnerable young people with basic life skills such as budgeting and cooking; with drug and alcohol advice; with employment and careers advice; and with mental health support - all helping ensure they leave our care in a stronger and more positive position than when they arrived.

2022 – 2027 STRATEGIC THEMES

Following the Covid pandemic, we took time to look ahead and identify what we needed to do to remain strong and sustainable in a changing world. This led to the development of our current five-year plan, which runs until 2027. The plan is built around five core strategic themes, each owned by different service areas and delivered through annual priorities and actions. Below is a summary of the strategic themes, along with the core objective and narrative for each one.



STRENGTHEN THE BRANCHES

We will strengthen existing branches

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



INVEST IN OUR PEOPLE

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

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



EMBRACE SUSTAINABILITY

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

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



COMPLETE THE MASTERPLAN

We shall complete the Romford Masterplan providing a new state of the art YMCA Community Hub for Havering and Barking & Dagenham residents

We shall use national thought leaders to help us with design and content, and partner with our key stakeholders to ensure the development is a success.



TELL OUR STORY

We are a progressive organisation that is open to all

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

STRATEGIC THEMES

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

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

ACHIEVEMENTS AND PERFORMANCE

This section details the achievements and performance progress made towards our five-year strategic objectives in the first year.

Theme	STRENGTHEN THE BRANCHES			
OBJECTIVE	Branches to be financially sustainable, offer a balanced portfolio of work and are of high quality			
Priority	Financial position for each branch identified and financial sustainability goal set	→	Year 3 update	Financial data in branch format remains under development. Financial Sustainability Targets will be set once the above financial data has been developed.
Priority	Priorities for new work identified that will optimise the financial position and sustainability of the branch	→	Year 3 update	A SWOT analysis and service review for each branch was carried out. Further work will be carried forward to year 4.
Priority	Quality Assessment Framework (QAF) for organisation and branches identified and developed	→	Year 3 update	Trusted Charity Mark accreditation has been achieved.
Priority	Technology is advanced to enhance data security and business efficiencies	→	Year 3 update	Year 1 of the plan has been delivered with data security advancements in place including implementation of a monitoring process and ticketing system as well as and an approval process.
OBJECTIVE	We will strengthen existing branches which will include the development of new areas of work			
Priority	Identify priority areas to address in order to consolidate the branch's position	→	Year 3 update	Key areas identified and under review for each branch.
Priority	Branch service review undertaken and gaps in service identified that will meet local community need	→	Year 3 update	Key areas identified and under discussion following SWOT analysis and service review for each branch.
Priority	Food offer to be open and available where we have a space in the hub, so people can	→	Year 3 update	Romford cafe continues to be a hub for service users with sales increasing by 51%. The Dartford Cafe saw a decrease in sales and

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	come together and tell their story			failed to increase its number of partnerships.
Priority	Extend our educational work to be able to incorporate a training offer to support business need	→	Year 3 update	A development plan is in progress but has stalled due to recruitment pressures.
Priority	Maintain property standards in all buildings	→	Year 3 update	Asset property registers and cyclical plans have been developed, and a new management structure is in place. Plans to develop and implement a new data system are underway, as is the programme for the Fire Strategy Works.
OBJECTIVE	Develop our approach to winning significant contracts and our capacity to deliver them			
Priority	Identify and expand resources required to win contracts	→	Year 3 update	Resources have now been identified, and development plans are in place for the fundraising team.
Priority	Contract management process is clear to all involved	→	Year 3 update	A contract management process is now in place for all funding contracts over £10k.
Priority	Strong stakeholder relationship in place for each branch	→	Year 3 update	Relationship Maps are in development for each branch.
OBJECTIVE	New branches to only be developed within Thames Gateway, Kent or Essex			
Priority	Maintain good relationships with our sister YMCAs in the areas of our geography	→	Year 3 update	Partnership and closer working arrangements with other YMCA's have been considered. Agreements not yet in place.

Theme	INVEST IN OUR PEOPLE			
OBJECTIVE	Achieve 'Great Place to Work' Certification			
Priority	Fully understand the scale of work required in order to achieve this certificate	→	Year 3 update	This project remains ongoing. Initial works to identify and allocate resources to deliver the priorities have started.
OBJECTIVE	Identify and invest in future leaders			
Priority	Build on the existing leadership development programme	→	Year 3 update	Carried over
Priority	Succession planning	→	Year 3 update	Staff moving on identified and succession plans in place. Framework and budget in progress.
OBJECTIVE	To attract and retain the best people in the workplace			
Priority	Review of salary rates for all posts	→	Year 3 update	Annual policy decision regarding Living Wage rates, Real and

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				London was presented and agreed by the Exec team.
Priority	Undertake pay progression exercise linked to pay band increments	→	Year 3 update	A framework has been developed with work ongoing in terms of completion and financial impact.
Priority	Undertake review of working models to provide flexibility, productivity and work life balance for staff	→	Year 3 update	Options for working models developed and presented to Exec team. Agency expenditure has reduced by 60%.
OBJECTIVE	Implement and embed a Trauma Informed approach to the workforce			
Priority	To commit to the stages of becoming a Trauma Informed organisation	→	Year 3 update	Framework and implementation plan in development.

Theme	EMBRACE SUSTAINABILITY			
OBJECTIVE	Develop a sustainability strategy which defines the scope of our sustainability work			
Priority	Develop a policy statement and 5-year sustainability strategy	→	Year 3 update	Carried over
OBJECTIVE	Environmental Sustainability Project Steering Group (ESPSG) meets and scopes out the opportunities, priorities and challenges			
Priority	Implement the proposals from the discovery phase of the ESPSG	→	Year 3 update	Postponed until resources are in place.

Theme	COMPLETE THE MASTERPLAN			
OBJECTIVE	Provide a new state of the art YMCA Community Hub for Havering and Barking & Dagenham residents			
Priority	Discuss and agree design concept that meets local need	→	Year 3 update	Significant progress made. Stakeholder engagement and feedback considered, and design team has been appointed.
Priority	Funding strategy for Romford community hub is agreed	→	Year 3 update	Development consultants have exploring funding options and CEO in initial talks with a Trust to secure funding for planning.
Priority	Continue work to maintain decent homes standards in the existing building	→	Year 3 update	Capital works plan in progress. Asset disposal programme launched.

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Theme	TELL OUR STORY			
OBJECTIVE	Tell our story in creative ways			
Priority	Develop a communications strategy for YMCA TGG incorporating the 'Here for Good' approach in line with YMCA E&W	→	Year 3 update	Branding and signage refreshed across sites. Six case studies identified and developed.
OBJECTIVE	Ensure the communities we serve understand and embrace our mission and values			
Priority	Commission an independent survey to enable us to establish a baseline of our local communities understanding	→	Year 3 update	Carried over.

HOUSING REVIEW

Providing a safe space to live

We welcomed 316 new residents into our accommodation this year, housing a total of 727 residents across all our Housing services.

Our Life Skills & Engagement Coach continued to play a key role in supporting residents to move on positively. There were 185 planned move-ons (66%), slightly above our 65% target. Of these, 91 residents moved into their own tenancies with either a social landlord or in the private rented sector. Other planned move-ons included moves to more supported accommodation for those with higher needs, and some residents returning to live with family.

Our occupancy rate for the year was 94.32%. This is a small improvement on the previous year (94.22%), though still slightly below target. Occupancy levels were impacted by challenges with contractors, vacancies within the Property Services team, and several longer-term repairs across multiple sites.

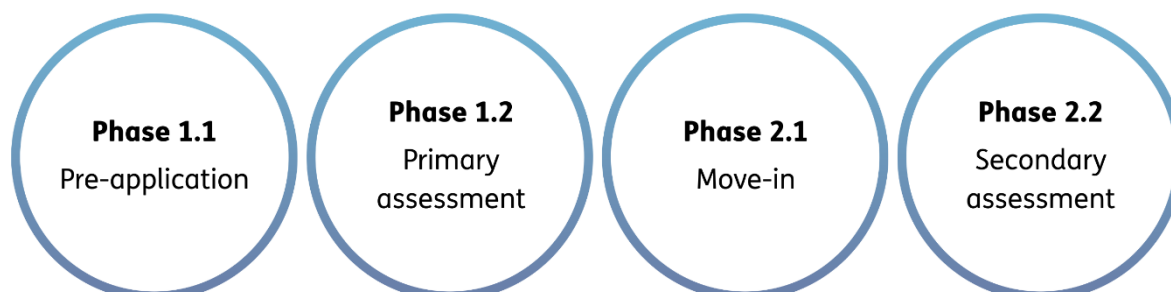
NEW SERVICE OFFER

Young Futures Service

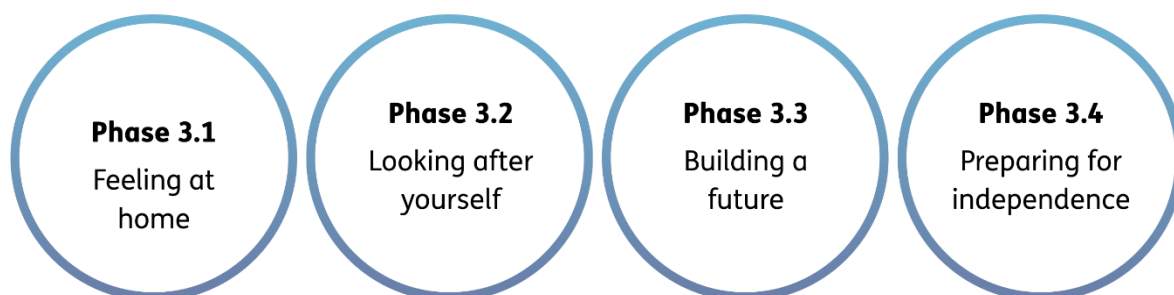
We were successful in winning a tender with Kent County Council to deliver accommodation and support services for 33 Children in Care aged 16–17. This new 'Young Futures Service' is delivered across The Roundhouse in Dartford and Ryder House in Tunbridge Wells. The contract includes two e-beds, offering emergency accommodation for those most at risk.

The service is staffed by Young Futures Officers, supported by Mental Health and Drugs and Alcohol specialists. As subject matter experts, they design mental health and substance misuse key work sessions and workshops, and provide training to the wider team to ensure consistent, best practice approaches.

Young people referred to the service receive an initial assessment to ensure suitability, followed by a more in-depth secondary needs assessment once settled. From this, a *Journey2Independence* Plan is created.



Support within the YFP includes regular key work sessions and workshop activities covering hobbies and interests, education, employment and training, healthy lifestyles, environmental awareness, money management, healthy relationships, personal safety and having a voice. Sessions are delivered in a range of formats, including both traditional key work and group sessions led by our Life Skills Coach (e.g. cooking), as well as specialist workshops from external partners such as the Fire Brigade.



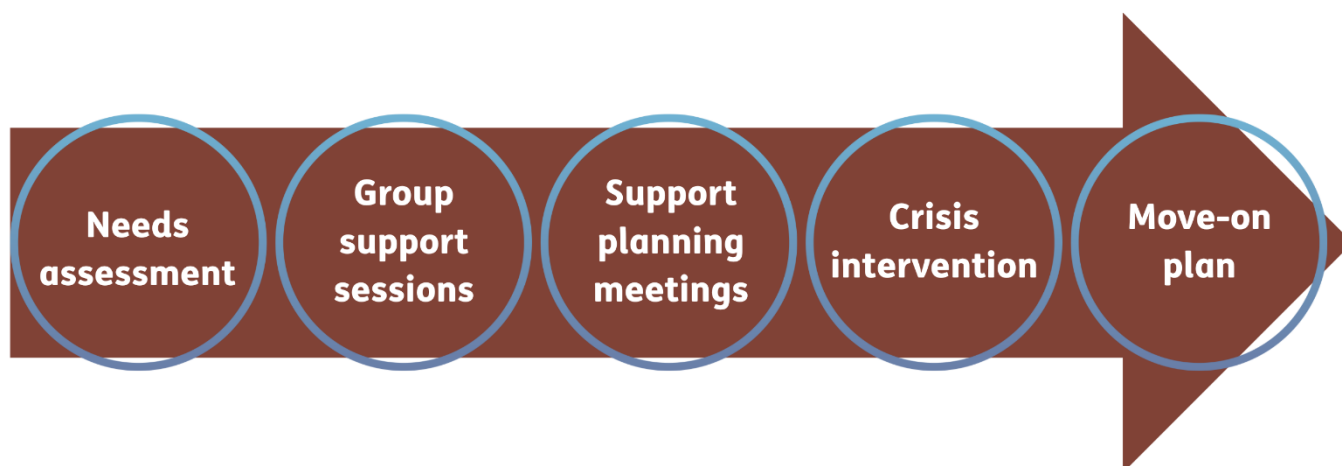
Ofsted registration

To accommodate 16 and 17-year-olds, we were required to gain Ofsted accreditation, which was achieved in August 2024. We ensure compliance with the Supported Accommodation Regulations and Quality Standards. A Named Nominated Individual acts as Ofsted's point of contact, while a Registered Service Manager oversees the registered supported accommodation settings.

Inspiring Futures

This is our service offer across the rest of our supported accommodation. Our specialist workforce engages residents with understanding and respect, using feedback to tailor support and guidance. As positive role models, they work to ensure that each person's route to independence is shaped by positive experiences and that residents are equipped to contribute to their communities.

To access accommodation, residents must require support to live independently and be homeless, at risk of homelessness, or a Care Leaver. Engaging with on-site support is a condition of occupancy. Residents receive a comprehensive needs assessment, with support delivered through group sessions, individual support planning and crisis intervention. Residents typically stay for around two years, with move-on planning starting around the 12-month point.



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DELIVERING QUALITY SERVICES

Supported Housing Improvement Programme (SHIP)

Medway Council's Supported Housing Improvement Programme (SHIP) team carried out two site visits to Ryder House, assessing our services and accommodation against their Quality Assurance Framework (QAF). They met staff and residents and reviewed policies, processes and record keeping.

The SHIP team graded the service as 'B' against the QAF. Feedback included:

Service management presented as passionate, with staff knowledgeable in their roles. Staff clearly explained the difference between risk management and support, and how they adapt their approaches for different resident needs.

Health and Safety was seen to be taken seriously, not treated as a tick-box exercise. Feedback is regularly sought in meetings and reviews, and residents stated they are always consulted on procedures. Residents had a good understanding of what abuse is and how to report concerns, and said they are always asked if they have any safeguarding issues.

Complaints handling

The Housing Ombudsman's Complaint Handling Code became statutory on 1 April 2024. The code sets out a single, robust standard for accessible, fair and efficient complaints procedures. Registered Providers must submit a yearly self-assessment, which must be published online alongside a Service Improvement and Complaints Handling report. To ensure compliance, we introduced a housing-specific Complaints Policy, and the Housing Ombudsman confirmed our compliance.

The number of complaints increased from 19 last year to 44 this year. This rise reflects greater awareness of the policy and procedure, as well as delays to repairs. Despite the increase, our response rate for Stage 1 complaints within target improved significantly, from 53% to 86%. There were six Stage 2 escalations (compared to one the year before) and two escalations to the Housing Ombudsman. One was deemed outside jurisdiction; for the other we have provided all required information and are awaiting the outcome.

In the Tenant Satisfaction Measures survey, we scored 64% for satisfaction with complaint handling.

In February, a report was submitted to the Finance Audit & Risk Committee outlining the emerging risk associated with the increase in complaints relating to repair delays.

Lessons learned have informed service improvements, including sharing action plans with residents for complex cases and increasing the range of approved contractors.

INVOLVING RESIDENTS

Tenant Satisfaction Measures Survey

In November 2024, we carried out our first Tenant Satisfaction Measures (TSM) Survey. Overall satisfaction was 71%, with 77% stating they felt informed about things that mattered to them. An action plan has been developed to help improve scores for the next survey in November 2026.

Othona

We facilitated three residential trips to Othona, an open and inclusive Christian community on the Essex coast. The most recent trip was attended by 18 residents from across our sites. Over the stay, residents explored themes of community, reflection and wellbeing, with sessions focused on connection, learning and personal growth in a peaceful, natural setting.

One resident shared:

"I would like to sincerely thank you and the YMCA team for organising the wonderful and memorable Othona trip. This journey was full of joy, learning, and valuable experience for us. Your kindness and dedication made the trip even more special — because of your leadership and support we all had a truly great time."

Local engagement

We are committed to ensuring residents have influence over the services they receive. Regular residents' meetings take place at each site, allowing residents to provide feedback on service delivery and suggest activities they would like to see. As a result, regular activities such as debating, arts and crafts and film evenings have been established.

CASE STUDY - BUILDING CONFIDENCE AND A NEW START

AW arrived at Ryder House in June 2024 following the breakdown of her long-term adoptive placement. Having been taken into care at the age of one due to her mother's significant substance misuse, she had lived with her adoptive family from ages three to sixteen before that relationship also deteriorated in early 2024. In the months that followed, AW faced considerable instability, spending time sofa surfing, sleeping rough and staying in temporary accommodation. During this period, she was exposed to a number of risks, including substance misuse, criminal exploitation and sexual assault. Her move to Ryder House marked a crucial opportunity to rebuild her life in a safer, more supportive environment.

From the outset, Ryder House provided AW with both structure and reassurance. The 24-hour staff team ensured she could access support whenever she needed it, and although she was initially anxious, AW quickly gained confidence and formed positive relationships with staff. She engaged consistently with her Young Futures Officer, attended regular support meetings and began to open up about the challenges she was facing. The stability of her flat, the safeguarding measures in place and the routine welfare checks helped staff monitor her wellbeing while encouraging her independence. Partnerships between Ryder House and local agencies also ensured AW had access to holistic support across health, education, social services and housing.

As part of her support plan, AW was helped to access essential healthcare services, register with a GP, optician and dentist and attend mental health appointments. Staff also guided her through practical life administration, including managing appointments, reading correspondence and becoming familiar with the local area. With their support, AW explored education and employment pathways, initially applying to college before deciding instead to pursue a nursery apprenticeship. Staff prepared her for the interview and accompanied her to the first meeting, helping build her confidence as she considered her future.

Over time, AW has settled well into life at Ryder House. She has begun forming friendships with peers, embraced everyday independent living tasks such as cooking and laundry, and engaged in discussions about healthy relationships, substance misuse and personal safety. Staff continue to collaborate closely with her Social Worker and attend professional meetings to ensure a coordinated approach to her care. While AW has declined some specialist support for now, she remains receptive to guidance and is showing increasing resilience and maturity as she works towards building a safer and more positive future.

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CHILDREN'S SERVICES REVIEW

During 2024/25, we cared for 606 individual children across our department, which includes Early Years settings, After School Clubs, and Holiday Clubs.

All Early Years settings continue to hold a GOOD Ofsted rating, with Lakeside Nursery being next due for inspection. Both of our After School Clubs have achieved a MET Ofsted judgment – the highest rating possible.

As shown in the table below, the majority of our services have experienced an increase in occupancy compared to the previous financial year. However, staffing across Early Years and Out of School provision continues to face national recruitment challenges.

Site	February 2025	March 2025	Difference from 2024
Romford Preschool	38.61%	37%	+16.25%
Temple Hill Nursery	79.70%	71.96%	+33.18%
Lakeside Nursery	31.58%	27.49%	-35.32%
After School Club and Breakfast	87%	110%	+55.12%
Holiday Club	62%	Closed	-36.08%
Birthday Parties	43%	45%	+20.55%

In September 2024, we implemented the new nine-month-old funding offer. To accommodate this, we converted our sessional room at Temple Hill into a new baby room, maximising income potential. This change generated an additional £69,562.80 in funding across two terms within the financial year. Lakeside Nursery also benefited from this new funding stream, as it accepts children from one year old, resulting in an additional £12,454.50 in income.

Birthday Parties

As seen in the table above, we recorded a 20.55% increase in party bookings compared to last year. The new party menu has now been fully implemented.

We have noticed a growing number of families choosing to pay the additional charge for the food room, opting to bring their own food instead of purchasing from us. To ensure our offer remains attractive, we will continue to survey parents to better understand their preferences and tailor our services accordingly.

After School Club (ASC) & Breakfast Club (BC)

Occupancy for ASC and BC has increased, as shown in the table. However, growth remains limited due to ongoing staffing shortages. We operate on a 1:10 staff-to-child ratio and are currently turning away ad-hoc and new bookings due to staff vacancies.

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We made the difficult decision to close Goresbrook ASC and BC at the end of the Autumn Term 2024 due to low numbers and room capacity issues, which made the setting financially unviable. Consolidating our offer allows us to focus recruitment efforts in the areas of greatest need.

Holiday Club

The Holiday Club catered for 314 families during the last financial year. We received funding through the Holiday Activities and Food (HAF) programme for Summer 2024, which benefitted 36 families from low socioeconomic backgrounds over the six-week period.

Family inclusion

In response to the changing needs of the families we support, we approached the National Lottery, who fund the Family Inclusion Project, to propose a redesign of our offer — which was accepted.

We have now employed a Data Analyst to record and monitor all related activities, which will be facilitated by our Early Years staff. This initiative aims to strengthen family relationships, increase engagement, and raise awareness within local communities.

Children's Services review summary

During 2024/25, we cared for 606 children across Early Years settings, After School Clubs and Holiday Clubs. All Early Years settings remain rated GOOD by Ofsted, and both After School Clubs achieved a MET judgment - the highest possible rating. Most services saw increased occupancy, though recruitment challenges continue to affect capacity.

The introduction of the new nine-month-old funding offer in September 2024 generated over £82,000 in additional income, with Temple Hill and Lakeside Nurseries both benefiting. After School and Breakfast Club occupancy increased, though staffing shortages limit further growth, and Goresbrook Club closed due to low numbers.

Holiday Club supported 314 families, including 36 through the HAF programme, while birthday party bookings rose by 20%. The Family Inclusion Project was redesigned with National Lottery support, and a Data Analyst appointed to measure impact and strengthen engagement with families and local communities.

HEALTH AND WELLBEING REVIEW

We believe that everyone should have access to facilities that support their physical wellbeing, and that good physical health goes hand in hand with strong mental wellbeing. We currently have 1,108 registered members using our fitness facilities – including our gym and fitness classes – as well as accessing cancer and stroke rehabilitation programmes and specialist sessions for young people, seniors and people with additional needs.

Our Health and Wellbeing services are delivered from our Romford branch, attracting members from Barking and Dagenham and Havering. Our offer includes:

- gym membership
- fitness classes
- personal training
- sports programmes
- cancer and stroke rehabilitation (stroke rehabilitation is also delivered from our Dartford branch)
- PE lessons
- social clubs for seniors
- specialist sports, gym and fitness sessions for young people, seniors and people with additional needs

During 2024/25, 777 members paid through Direct Debit, 58 held annual memberships and a further 273 registered as Pay and Play members, which includes 38 senior citizens and five juniors on a one-month membership. This gives a total of 1,108 members.

The gym and fitness market in both Barking & Dagenham and Havering remains highly saturated, with at least 21 branded gyms within a five-mile radius. Despite this, many of our members remain loyal because they value the sense of community we provide and appreciate being able to exercise in a relaxed and welcoming environment. We are grateful for their continued support.

Health and Wellbeing highlights for 2024/25:

- Continued delivery of our digital programme, streaming classes on site and including this as part of the membership offer
- Continued delivery of our funded Cancer Rehab programme – a 10-week programme delivered by our qualified PTs. This is free at the point of delivery thanks to fundraising and donations.
- Between April 2024 and March 2025, we supported 32 clients with 144 sessions; 10 completed the programme and 26 converted to full members
- Our Senior Citizens Group continues to have a positive impact, with an average weekly attendance of 30 people across both sessions. Members also enjoyed a seasonal coach trip to Pole Hill Christmas Market in Kent
- Streamlined our room hire offer and introduced concessionary rates, strengthening our relationships with community partners including the NHS, cardiac rehab teams, alternative education providers, Breast Cancer Now, pain clinic services and local church groups. We currently have regular rolling bookings and are working with 35 organisations
- Worked closely with specialist schools, offering young people with additional needs the chance to experience gym sessions, RPM, climbing and tailored fitness activities. This included mainstream schools, SEND schools, alternative providers and Pupil Referral Units
- Delivered an average of 11–13 school sessions each week for the full academic year (36 weeks)
- Delivered 90 sessions of a weekly outreach seated exercise class, generating £3,150
- Introduced supported gym-instructor sessions, adding extra value and support for our specialist members
- Took part in Havering's Family Fest for the second year running at Harrow Lodge Park and partnered with Havering's resident engagement team to promote our services at community events across the borough
- Raised £2,400 for our Dartford stroke rehabilitation class through a sponsored walk, enabling a summer coach trip and Christmas meal. We also raised £800 for our special needs groups for their Christmas meal at Bulphan and £300 towards coach hire for the senior citizens group.

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Members from all groups participated in the sponsored walks, and the fitness team also completed a fancy-dress 180 sponsored walk, raising over £1,000 for the Cancer Referral programme

- Delivered our annual 2024 Christmas party for our special needs and community members. We sold 100 tickets at £10, raising £1,000 (minus £540 catering) plus an additional £200 through raffle ticket sales

Following fire safety training, we identified that we did not have a General Emergency Evacuation Plan (GEEP) or Personal Emergency Evacuation Plan (PEEP) in place and took immediate action to rectify this. Group evacuation plans are now in place for specialist classes, and any severely disabled person – staff or member – has an individual evacuation plan. The training also highlighted that we were accommodating too many disabled participants in first-floor spaces without an appropriate evacuation route, so we relocated a class to the ground floor. Although funding for this project was applied for in 2023, we did not receive it until September 2024.

Demand for our Health Conditioning class continued to grow, so we relocated it to the gym, allowing us to support 36 members across two sessions. The first session now consistently reaches capacity with 16 participants and the second session welcomes between 8 and 10 attendees.

YOUTH SERVICES REVIEW

During 2024/25, YMCA's Youth Services have continued to provide safe, inclusive and engaging spaces for children and young people (CYP) across Woolwich and West Kent. Together, these programmes have supported hundreds of CYP through youth clubs, outreach work, mentoring, and personal development opportunities — helping young people to build confidence, friendships, and a sense of belonging in their communities.

WOOLWICH YOUTH

YMCA Woolwich Youth has regularly worked with 184 individual CYP across our two youth clubs, detached sports sessions, and mentoring programmes - 99 of whom were new to the service this year. Altogether, these CYP attended sessions 1,786 times.

In addition, we have engaged with a further 901 CYP across Woolwich through detached outreach work, and provided 447 accessible drop-in mentoring sessions.

Clubs

We delivered 79 club sessions in total – 40 for ages 13–19 and 39 for ages 8–12. Our clubs offer a wide range of skills development activities including cooking, crafts, music workshops and sports, while also providing a safe, welcoming space where CYP can make friends, seek support and take ownership of their environment.

Of the 184 registered CYP we've worked with, 95 (over 50%) are regarded as 'at risk'. Our service is Trauma-Informed, embedding the principles of safety, trustworthiness, choice, collaboration and empowerment throughout all delivery. Regular briefings and debriefings, robust client risk assessments and safeguarding processes ensure that concerns and feedback are identified and acted upon.

Detached outreach

We delivered 45 detached sessions across Woolwich – including work at the sports cage, local shops, Woolwich town centre and Woolwich Common – engaging 901 CYP. These sessions offer informal opportunities for CYP to socialise safely, take part in sports and positive activities, and reduce isolation. Detached work also helps divert young people from antisocial behaviour by offering constructive alternatives and signposting to other support services.

Mentoring

We delivered 37 group mentoring sessions across local schools, engaging 64 CYP who demonstrated significant improvement in teamwork, relationships, leadership, communication, resilience and confidence. Sessions were held at Royal Greenwich Trust School and Cardwell Primary School, with the latter focusing on transition support for vulnerable Year 6 pupils.

In addition, drop-in mentoring at clubs provides one-to-one conversations and reflection activities to help CYP express feelings and build self-awareness.

Trips and activity days

We continue to celebrate success through the Jack Petchey Leader Awards, recognising CYP who demonstrate kindness, leadership or significant personal growth. Award winners chose trips to paintballing and a football tournament, while others took part in a two-day Snow Camp snow sports experience and a photography workshop during the summer.

WEST KENT YOUTH

YMCA West Kent Youth Service delivered 347 youth club sessions over the past year, reaching 334 young people, who together recorded 3,260 attendances.

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We have focused on building strong local partnerships with charities, churches and parish councils, which has enabled us to extend our reach into rural areas and provide sessions across seven different communities. On average, 10 sessions per week were delivered, targeting young people aged 8–25, depending on location. One of these sessions runs within our supported accommodation, helping residents progress into education, employment and training (EET) opportunities.

Delivery is supported by a dedicated team of seven paid staff and 19 volunteers, many of whom come from the communities where sessions take place.

Our clubs mirror the core YMCA Youth approach, offering skills development activities such as cooking, crafts, science experiments and sports, within a safe, inclusive environment where young people take an active role in shaping what's on offer. This co-designed approach ensures each club reflects the needs and interests of its community, empowering young people to build confidence, connection and purpose.

CASE STUDY – REBUILDING LOCAL YOUTH PROVISION IN CRANBROOK

The closure of High Weald Academy created a significant challenge for families in the Cranbrook area, with many local children moving into Year 7 no longer able to attend a secondary school within their community. As a result, young people were being transported out of the area for school, disrupting friendship groups formed at primary school and weakening their sense of connection to the communities in which they live. At the same time, the withdrawal of Kent County Council funding led to the closure of a term-time youth club previously delivered by Salus for KS2 and KS3 young people in February 2024. Parents shared concerns informally with the Parish Council, highlighting how important the youth club had been and the impact its loss was having on young people.

In response, YMCA worked in partnership with Wellbeing in the Weald to establish and maintain a new youth club in the Cranbrook area. YMCA provides qualified youth workers to deliver the sessions, alongside management oversight to support additional activities and ensure the club is safe, inclusive and responsive to local need. The partnership approach has enabled the club to quickly embed itself within the community and rebuild a trusted space for young people to meet, socialise and feel supported.

The club now has 50 young people registered, with around 30 attending regularly. Attendees come from a wide range of backgrounds, including migrant families, Traveller communities, young people with special educational needs, home-educated young people and those attending mainstream school. The team works closely with local primary schools to invite Year 6 pupils, supporting their transition to secondary school, and has successfully engaged young people who are not currently in school or who have experienced exclusion. Local volunteers have played a key role in this, meeting young people in the community and encouraging them to attend.

Young people engage extremely well as a group, supporting one another in activities and building positive relationships across different backgrounds. The team continues to develop the space to better support young people who struggle to integrate socially, including those with social communication disorders. Looking ahead, the focus is on further embedding the club within the community, exploring additional sessions with Wellbeing in the Weald, fundraising locally, and organising a funded trip supported by Tunbridge Wells Borough Council.

Youth Services review summary

During 2024/25, our Youth Services continued to provide safe, inclusive and engaging spaces for children and young people across Woolwich and West Kent. Hundreds of young people benefited from youth clubs, mentoring, outreach and personal development opportunities, helping them to build confidence, resilience and a sense of belonging.

In Woolwich, **184** young people regularly attended clubs and mentoring programmes, with over half identified as 'at risk'. A further **901** were engaged through detached outreach sessions. Activities focused on skills development, wellbeing and positive social interaction, supported by a Trauma-Informed approach.

Across West Kent, **347** youth club sessions were delivered, reaching **334** young people across seven communities. Strong local partnerships have enabled wider rural engagement, supported by **seven** staff and **19** volunteers. Programmes remain co-designed with young people to ensure relevance and impact, promoting connection, purpose and personal growth.

EDUCATION REVIEW

Horizon Statutory Offer Post-16 / FY 2024–2025

Horizon supported 23 trainees across the two academic years that overlap FY 2024/2025. Of these, five were returners. All trainees successfully passed their Functional Skills Maths and English exams at the levels they were entered for. Eight trainees completed their City & Guilds Carpentry and Construction qualifications, five returned to continue into the following year, and the remainder are still attending this academic year and are on track to complete by July.

Leavers in July 2024 progressed into a range of positive destinations including apprenticeships, voluntary work, employment and other post-16 SEN providers.

Horizon Non-Statutory Offer to Schools / FY 2024–2025

Horizon supported four young people on the Bike Project, eleven on Furniture Upcycling, one on Personal Development Through Boxing, and one on a Combined Skills Package; in total these pupils were from five different schools.

CASE STUDY - BUILDING CONFIDENCE THROUGH THE BIKE PROJECT

When Reggie was referred to the Horizon Project by his school, he was struggling to focus in class. He found it difficult to engage, was easily distracted and lacked confidence, which often led to disruptive behaviour and repeated suspensions. His school hoped that taking part in a practical, interest-based activity would help him re-engage with learning in a positive environment.

Reggie joined the Bike Project in September 2023 and began attending weekly sessions. Thanks to additional funding, he was later able to increase his attendance and take part in more hands-on mechanical activities. Over time, Reggie developed practical skills including removing crank arms, carrying out pre-delivery inspections and changing brake cables.

As his technical skills grew, so did his confidence and communication. Reflecting on his experience, Reggie shared:

"I wasn't good at talking to people when I started, but I'm better at that now.

The tutor has been really good to work with. He's easy-going and has helped me a lot.

I know a lot more about bikes and could confidently fix a broken one now."

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Reggie now hopes to progress into motorbike mechanics and has expressed that he would love to return to visit the Bike Project in the future. His journey shows how practical learning, consistent support and a positive environment can help young people rediscover their confidence and find new aspirations.

WEST KENT TRADING REVIEW

The annual sales target was £156k and revenue (pre gift aid) reached £180,284, exceeding target. The shop also supported twelve vulnerable volunteers, around half of whom were school pupils completing work experience for the Duke of Edinburgh Award.

The shop continued to receive furniture donations from high-profile local residents.

The team worked extremely hard to keep the shop on target, developing new ideas to market the store, reinstating social media activity and networking with local retail organisations. Luke Shotter, Retail Assistant, also won Young Person of the Year at the Youth Matters Awards for his journey with YMCA West Kent and his significant contribution to the organisation, having overcome a very difficult background.

FINANCIAL REVIEW

Income

YMCA Thames Gateway's principal sources of income arise from our charitable activities across three main business areas: Housing, Community Health and Wellbeing, and Children's Services:

- Housing income is generated through a mixture of personal rental payments and housing benefit contributions from residents in our hostel and move-on accommodation.
- Community Health and Wellbeing income derives from member subscriptions, the use of our fitness facilities, and payments from external bodies for the provision of health and fitness services.
- Children's Services income primarily comes from fees for childcare, including our nurseries and pre-schools.

Additional income streams are generated through Catering services, Venue hire, training programmes and investment income.

Auditor's Qualified Opinion 2024/25 accounts:

The Trustees acknowledge the basis for the qualified opinion set out by the auditors in relation to the opening balances as at 1 April 2024 and the prior year disclaimer of opinion.

We recognise that, due to limitations in the financial information available for the year ended 31 March 2024, sufficient appropriate audit evidence could not be obtained to support all opening balances brought forward into the 2024/25 financial year. We also acknowledge the consequential uncertainty this creates in relation to the completeness and accuracy of adjustments affecting the Group Statement of Comprehensive Income, the Statement of Changes in Reserves, and the Statement of Cash Flows for the year ended 31 March 2025.

The Board accepts that, as a result, it has not been possible to fully evidence whether adjustments to opening balances were required, and we understand the resulting impact on the scope of the current year audit opinion.

Since the issues identified in the prior year audit, the Directors have taken a number of actions to strengthen financial governance, restore auditability, and improve the quality and reliability of financial records. These steps include:

- **Strengthening the finance team**, including the appointment of experienced finance personnel with responsibility for financial control, reporting, and reconciliations.
- **Rebuilding core financial records**, including bank reconciliations, general ledger integrity, and supporting schedules for key balance sheet accounts.
- **Implementing a structured month-end close process**, ensuring timely, consistent, and documented financial reporting.
- **Enhancing journal entry controls**, including improved authorisation, review procedures, and audit trails for postings.
- **Improving documentation of transactions**, with greater emphasis on retaining supporting evidence for income, expenditure, and balance sheet movements.
- **Reviewing historic balances where possible**, to identify and correct prior inconsistencies and improve opening balance integrity going forward.
- **Strengthening oversight and governance**, with increased Board and senior management review of financial reporting and control processes.

- **Engaging proactively with external auditors**, to ensure transparency and early resolution of audit queries and information requirements.

The Trustees acknowledge that these measures are aimed at addressing the weaknesses identified and restoring full confidence in the reliability and completeness of the Group's financial reporting.

We remain committed to continuing this programme of improvement and to working closely with the auditors to ensure that future financial statements are fully supported by robust and verifiable evidence.

Operating Results

For the year ended 31 March 2025, the Group anticipated that income and activity levels would take time to recover fully following earlier disruptions, and therefore budgeted on the basis that financial performance would remain under pressure.

At the same time, ongoing funding pressures across the YMCA movement, highlighted by YMCA England & Wales, pointed to continued under-investment in youth and community services, limiting growth in local income.

Revenue from key services and grants also increased only modestly, failing to keep pace with rising operating costs such as inflation, staffing, and maintenance, which contributed to continued deficits.

- Turnover: £9,718,177 (2024: £10,155,316)
- Operating Expenditure: £11,740,699 (2024: £10,265,694)
- Operating Deficit: £2,022,522 (2024: £110,378)

The significant movement in operating deficit from March 2024 (£110k to March 2025 (2.0m) reflects a combination of modest reduction in turnover and a material increase in operating expenditure.

Turnover decreased by £0.4m (4%), driven by income under performance across several areas. In contrast, operating expenditure increased by £1.5m (14.9%), reflecting inflationary pressures and higher staffing costs incurred during the year. These combined factors resulted in a substantial widening of the operating deficit.

Drivers of the Increased Deficit

Cost inflation and staffing pressures - Recruitment to key posts, and increased costs of contracted services and utilities contributed to a higher cost base.

Income stagnation - Income levels did not keep pace with rising expenditure, amplifying the deficit position.

Operational inefficiencies - Certain activities continued to operate at a loss, impacting overall financial performance.

In addition, the operating loss for the year ended 31 March 2025 has been impacted by 4 exceptional items with a total impact of £996k.

Board Actions and Forward Strategy

Recognising the scale of the deficit and the need to restore financial sustainability, the Board has taken decisive action during FY25/26, including:

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Restructuring the organisation to create a leaner, more efficient operating model aligned to strategic priorities.

Exiting loss-making areas, ensuring resources are focused on activities that deliver value and support long-term sustainability.

Tightening financial controls and operational efficiencies, including strengthened budget management, improved procurement discipline, and cost-reduction initiatives across all departments.

Implementing a multi-year recovery plan to stabilise the organisation's financial position and rebuild reserves.

These measures are expected to reduce the cost base materially going forward and support a return to a more sustainable operating position.

Key Operational and Financial Factors

- The Group continues to realign and reshape its services to reflect changing patterns of demand from members, residents and customers following the pandemic. The 2024–25 budget was prepared on a prudent basis, anticipating a gradual recovery in activity and income levels rather than an immediate return to pre-pandemic performance. This cautious approach has been reflected in the year's financial results.
- The national labour market has remained challenging, particularly within Children's Services, where sector-wide recruitment difficulties affected staffing levels. As a result, occupancy levels were reduced and one childcare setting was closed during the year. This rise was partially mitigated by vacancy savings and tighter workforce management.
- Investment performance was positive in the first 3 months of the year. However, the portfolio was liquidated to improve the Group's cash position.

Prior period adjustment

Following a review of contractual obligations it was identified that there were financial losses arising from the RAAC (Reinforced Autoclaved Aerated Concrete) at the Woolwich Youth Centre which should have been reflected in the accounts of prior years. As a consequence of the RAAC problem we ceased activities at the Centre in November 2023. The accounts for the year to 31st March 2023 which were signed in August 2024 should have included impairment of the net book value of the fixed asset for the centre as at 31st March 2023 in the amount of £520k. In addition, provision should have been made for the remedial costs for which a quotation of £525k has been received.

The company is engaged in negotiations with the Landlord to return the Property, however the company has an obligation under the lease to make good the RAAC. The comparative figures for 31 March 2024 and 31 March 2023 have been restated to include the impairment of the net book value by £520k and the provision for the dilapidation cost of £525k

Looking Ahead

The Trustees remain focused on restoring long-term financial sustainability and strengthening organisational resilience. Key priorities for 2025–26 include:

- Completing the full integration of financial systems and controls across the merged organisations to enhance transparency, efficiency and governance.
- Continuing to reduce operating deficits through disciplined cost control, improved operational efficiency and growth in sustainable, diversified income streams.
- Investing in people, leadership capability and digital systems to enhance service delivery while maintaining strong financial oversight.
- Gradually rebuilding reserves to provide long-term financial stability and protection against future economic uncertainty.

Through these measures, the Trustees are confident that YMCA Thames Gateway Group will continue to serve its communities effectively while maintaining robust financial management, accountability and governance standards.

INVESTMENT POLICY AND PERFORMANCE

In 2021, the Board instructed our investment managers, Barclays Wealth, to maintain a balanced portfolio with a medium level of risk. The Trustees made the decision to move our investment assets out of a managed portfolio, and to invest the proceeds in the Barclays Charity Fund, which is a unit-based fund that meets our ethical investment requirements.

This Portfolio was fully liquidated during the year.

RESERVES POLICY

The Association's reserves now consist solely of free reserves and restricted reserves, following the removal of previously designated reserves. This revised structure provides a clearer and more transparent view of the resources available to support ongoing operations and deliver the Association's charitable objectives.

Free reserves represent the portion of funds that are not subject to external restrictions and are available to support day-to-day activities, manage financial risks, and provide resilience against unforeseen events.

Restricted reserves comprise funds that must be used for specific purposes as determined by donors or funding agreements. These reserves continue to be managed in line with the conditions attached to each restricted income stream.

The Finance Committee reviews the level and purpose of all reserves annually to ensure they remain appropriate, support long-term financial sustainability, and align with the Association's strategic priorities.

Free reserves are defined by the Trustees as the liquid assets; comprising current assets and

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investments, less current liabilities - available to support the day-to-day running of the Association's charitable services. While free reserves provide flexibility, they do not remove the ongoing need for fundraising to fulfil the Association's objectives.

The Board has set a target for free reserves to cover a minimum of four months of operating expenditure, ensuring sufficient liquidity to manage short-term financial pressures.

At the end of the financial year, free reserves stood at (£3,992,071), reflecting a restatement of Charity Bank and Y England loans as a short-term liability following a covenant breach.

For comparison, in 2024, free reserves were (£2,823,474), when all long-term loans were similarly reclassified as short-term due to the same covenant issue. If loans were not stated as being on demand, free reserves would have been (£1,194,588). Thus, at the end of the financial year the reserve policy was not met.

Mitigation strategies are in place including disposal of non core property assets, closure of business units that are not viable such as nurseries and cafés, and leveraging buying power with other YMCA's to realise further cost savings. As a result the trustees expect reserves to gradually recover over the next two to three years, to a level more aligned with the Group's reserve policy.

The Reserves Policy is reviewed annually by the Finance Committee.

FUNDRAISING

Charity law requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes. Such amounts receivable are presented in these accounts in other operating income.

Political donations

YMCA Thames Gateway did not make any political donations during the financial year.

Fundraising activities and governance

YMCA Thames Gateway's primary fundraising for voluntary income arises from donations from individuals, grants from trusts and foundations, businesses and public sector organisations. YMCA Thames Gateway raises funds using its own staff and volunteers and works in partnership with other charities where there is a common mission. However, it does not use commercial fundraisers or third parties.

To support YMCA Thames Gateway's values and ethics, it is registered with the Fundraising Regulator and lives out the principles of the Code of Fundraising Practice. As well as deploying its own safeguarding procedures, YMCA Thames Gateway's fundraising accords with the Charity Commission's guidance. This includes the provision of training for the staff involved in fundraising. There were no breaches of the Code or fundraising complaints received during the year.

In reflecting on the large donations and grants received, YMCA Thames Gateway was satisfied that those donors and funders were of good character and supported the charity's aims and objectives.

In total, we secured £212,251 from fundraising and community fundraising activities, which included donations for the Bridge Trust Project.

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This included:

Grants - £122,599

Donations £89,652

Organisations that supported us, include:

- Bluewater Shopping Centre
- Brentwood Borough Council
- Cadent (through a partnership managed by YMCA England and Wales)
- Capel United Church
- Coop Community Foundation
- Colyer Fergusson Trust
- Dartford Borough Council
- Dartford Lions
- Dunelm - Romford, Lakeside and Dartford
- The Grace Trust
- The Jack Petchey Foundation
- Kent Community Foundation
- London Borough of Havering
- L & Q Foundation
- The Mayor of London
- No Jacket Required
- Tidebrook Church
- Sport England
- St Mary Magdalane Church, Longfield
- St Marys Church Speldhurst
- Tonbridge Job Centre
- Wilmington Academy
- YMCA Thames Gateway Orchestra
- YMCA England & Wales

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

- National Lottery Community Fund
- Royal Borough of Greenwich

Individuals that have kindly donated £500 and over to YMCA TG, include:

- Jane McNaghten
- Ken Moore
- Keith Price
- Mr Buss
- Steven Chiswell

Our thanks also go to the many others, including YMCA TG staff, friends and family, who have kindly supported us with donations:

VOLUNTEERS

The number of volunteers within our service areas during 2024/25 remains relatively the same as previous year, though lower than pre-pandemic times. We are no longer in a position to recruit international volunteers, on who some key departments heavily relied in previous years, due to a lack of accommodation following the sale of the Rush Green Road property.

However, we are grateful for the current **33** regular volunteers that we have on our books, who make a valuable contribution to our work, bringing a different perspective to what we do. We have relied upon on our regular local volunteers in areas such board and committee membership, activity leaders in clubs including the YMCA Orchestra, our senior citizens' programme, health and wellbeing, youth work and youth football. They also support key departments such as Chaplaincy, Fundraising and GSR Furniture Store, undertaking volunteer work on an ad-hoc basis.

VALUE FOR MONEY

Value for money is a key theme that runs throughout our services areas and we challenge our staff to always consider how or if they could do things differently to achieve more value.

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

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

Here are some highlights:

During 2024-25, our entire housing stock generated £23.6m in social value, equating to £18.8m net. This results in a social value ratio of £1: £5.25 — meaning that for every £1 spent on running our housing services, £5.25 of social value was created.

- We successfully secured a contract worth £1.2m per year with Kent County Council for the provision of Ofsted registered accommodation and support services for Children in Care. The contract will run for 4 years, with the option of a further 4 x 1 year extension. Through this agreement, we are funded for **33** registered bed spaces at 100% occupancy, ensuring stable and predictable income throughout the contract term and eliminating the financial risks typically associated with voids. This contract further strengthens our position as a trusted provider and enhances our capacity to deliver safe, high quality care environments for vulnerable children and young people.
- We secured £70k in upfront annual funding from Bexley Council to support the provision of housing and tailored support services for residents nominated through their referral system. This advance payment provides financial stability for the year and reflects the council's confidence in our ability to deliver consistent, high quality support to those in need.

Over the year, we secured £212k of income from fundraising activities, grants and donations to support our services. This included:

- £40,000 for our Family Inclusion project, from the National Lottery Community Fund
 - £26,000 from the Royal Borough of Greenwich for our Detached Youth project and Schools Mentoring project delivered by the Woolwich Youth service
 - £18,254 secured from Cadent Gas partnership, to deliver information packs, advice and guidance relating to, energy efficiency, CO safety and income maximisation. We also benefited from support to deliver a holistic approach to residents development and support in areas of health & wellbeing, benefits and welfare, employment education and training, money management and general life skills.
 - £14,178 from YMCA England & Wales from their Room Sponsor Programme, to support the work we do with young people across our sites
 - £12,000 from Mr Keith Price for the Bridge Trust Project
 - £11,000 from No Jacket Required (Phil Collins tribute band), for the Bridge Trust Project.
 - £5,095 from Construction Sealants Ltd to support our Cancer Rehab Programme
 - £5,000 from Mr Ken Moore for residents in Dartford who need help finding employment
 - £3,994 from Sport England for a new TRX system at our Romford gym and new lessons.
 - £3,800 from the Kent Community Foundation Minerva Family for our Horizon Project, in West Kent
 - £2,000 from the Grace Trust for our Cancer Rehab Programme.
 - We received many thousands of pounds worth of gifts from Dunelm, in Romford, Lakeside and Dartford, and from Bluewater Shopping Centre Giving Tree – all donated by their customers - for our residents for Christmas presents
- Occupancy increased from 94.22% in 23/24 to 94.70% in 24/25

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FOR THE YEAR ENDED 31 MARCH 2025

VALUE FOR MONEY METRICS

The table below shows the value for money metrics as set out in the Value for Money metrics technical note. The prior year statistics are provided for comparison.

Measure by Regulator	YMCA TG FY24/25	YMCA TG FY23/24
Social housing homes	465	465
Gearing	10%	11%
<p>The Group's relatively low gearing indicates substantial capacity to leverage existing assets for generating funds, whether for new build developments or the introduction of new services in the future.</p>		
Reinvestment in new and existing homes	0.0%	0.4%
EBITDA MRI	(742.3%)	100%
<p>EBITDA MRI is currently negative, mainly due to substantial spending on revenue works this financial year.</p>		
Operating margin (overall)	(21.8%)	(1.0%)
<p>Operating margin has declined due to cost inflation.</p>		
Headline social housing - cost per unit	£14,856	£11,700
<p>Costs per unit have risen due to inflation. We are currently reviewing the recent cost increases with the aim of securing better value for money and reducing our cost per unit.</p>		
Return on capital employed (ROCE)	(13.7%)	(2.0%)
<p>ROCE has been lower than anticipated due to reduced profitability during the year.</p>		

STRATEGIC OBJECTIVES FOR YEAR 4 – 2025/26

In this section you will find fresh actions that will see movement towards the wider objective being achieved within the designated five-year period. These “priorities” are detailed further in documents available to all staff on Workplace, with an area of the business leading and others supporting. The activity toward these priorities will be reviewed throughout the year.

Theme	STRENGTHEN THE BRANCHES
Objective 1	Branches to be financially sustainable, offer a balanced portfolio of work and are of high quality
Priority 1	Financial position for each branch identified and financial sustainability goal set
Priority 2	Priorities for new work identified that will optimise the financial position and sustainability of the branch
Priority 3	Quality Assessment Framework (QAF) for organisation and branches identified and developed
Priority 4	Technology is advanced to enhance data security and business efficiencies

Objective 2	We will strengthen existing branches which will include the development of new areas of work
Priority 1	Identify priority areas to address in order to consolidate the branch’s position
Priority 2	Branch service review under taken and gaps in service identified that will meet local community need
Priority 3	Food offer to be open and available where we have a space in the hub, so people can come together and tell their story
Priority 4	Extend our educational work to be able to incorporate a training offer to support business need
Priority 5	Maintain property standards in all buildings

Objective 3	Develop our approach to winning significant contracts and our capacity to deliver them
Priority 1	Identify and expand resources required to win contracts
Priority 2	Contract management process is clear to all involved
Priority 3	Strong stakeholder relationship in place for each branch

Objective 4	New branches to only be developed within Thames Gateway, Kent or Essex
Priority 1	Maintain good relationships with our sister YMCAs in the areas of our geography

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Theme	INVEST IN OUR PEOPLE
Objective 1	Achieve 'Great Place to Work' certification
Priority 1	Fully understand the scale of the work required to achieve this certificate

Objective 2	To attract and retain the best people in the workplace
Priority 1	Review of salary rates for all posts
Priority 2	Develop a pay progression framework linked to pay band increments
Priority 3	Undertake review of working models to provide flexibility, productivity and work life balance for staff

Objective 3	Identify and invest in future leaders
Priority 1	Build on the existing leadership development programme
Priority 2	Succession planning

Objective 4	Implement and embed a Trauma Informed approach to the workforce
Priority 1	To commit to the stages of becoming a Trauma Informed organisation

Theme	EMBRACE SUSTAINABILITY
Objective 1	Develop a sustainability strategy which defines the scope of our sustainability work
Priority 1	Develop a policy statement and 5-year sustainability strategy

Objective 2	Environmental Sustainability Project Steering Group (ESPSG) meets and scopes out the opportunities, priorities and challenges
Priority 1	Implement the proposals from the discovery phase of the ESPSG

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Theme	COMPLETE THE MASTERPLAN
Objective 1	Provide a new state of the art YMCA Community Hub for Havering and Barking & Dagenham residents
Priority 1	Discuss and agree design concept that meets local need
Priority 2	Funding strategy for Romford community hub is agreed
Priority 3	Continue work to maintain decent homes standards in the existing building

Theme	TELL OUR STORY
Objective 1	Tell our story in creative ways
Priority 1	Develop a communications strategy for YMCA TGG incorporating the 'Here for Good' approach in line with YMCA E&W
Objective 2	Ensure the communities we serve understand and embrace our mission and values
Priority 2	Commission an independent survey to enable us to establish a baseline of our local communities' understanding

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STRUCTURE, GOVERNANCE AND MANAGEMENT

YMCA Thames Gateway is a Christian community, a Housing Association offering sports, arts, education, retail, fitness and wellbeing, youth and children's services, and international programmes. YMCA Thames Gateway was established in 2021 following a merger between YMCA Thames Gateway and its subsidiary at the time, YMCA West Kent. On 1 July 2024, there was a full transfer of assets and liabilities of this subsidiary into YMCA Thames Gateway. The charity serves communities in North East and South East London, Essex and Kent, and principally in the London Boroughs of Havering, Barking & Dagenham, and Greenwich & Bexley, as well as Dartford, Tonbridge and Ashford in Kent.

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

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

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

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

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

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

RISK MANAGEMENT

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

- working cashflow difficulties
- failure to generate sufficient surpluses to meet future liabilities
- major capital work requirements on our buildings

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

GOING CONCERN

The Trustees have assessed the Group and Parent's ability to continue as a going concern, taking into account the Group's financial position, forecast performance and cash flows for the period of the next twelve months from the date of approval of these financial statements. For the year ended 31 March 2025, the Group recorded an operating deficit of approximately £2.0m, with net assets of £11.8m (Parent charity: £11.8m). External borrowing was £3.1m at year end and £3.4m at the date of signing. The Group operates with limited liquidity headroom and is financially fragile, with a high degree of sensitivity to housing occupancy levels, income performance and cost control as well as the timing of property disposals.

Recent financial performance and outlook

Unaudited management accounts for the year ended 31 March 2026 indicate total income of approximately £9.7m and an operating deficit of £1.7m, reflecting a continued period of financial transition while the Group delivered its turnaround and recovery plan.

The Board-approved budget for the period to 30 April 2027 forecasts total income of approximately £10.4m, generating an operating surplus of approximately £0.26m before financing costs. After financing costs of approximately £0.2m and a surplus on planned asset disposals of approximately £0.14m, the Group forecasts a net surplus of £0.18m for the period.

Cashflow forecasts indicate an opening cash balance of approximately £0.45m, a minimum in-year balance of approximately £0.12m, and a forecast closing cash balance of approximately £0.70m, demonstrating the Group's continued reliance on tight cash management and the timely completion of planned property disposals.

Funding, liquidity and recovery plan

To support working capital requirements pending property disposals and delivery of the Group's turnaround and financial recovery plan, a £1.0m bridging Revolving Credit Facility (RCF) was obtained from Charity Bank in October 2025. A total of £750k was drawn down, of which £250k was repaid by 31 March 2026. The repayment date for the remaining £500k has been extended to 30 June 2026.

The RCF is expected to be fully repaid by 30 June 2026 from planned property disposals of approximately £840k. While the Trustees have a reasonable expectation that these disposals

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will complete, the timing and successful completion of the transactions remain outside the direct control of the Group.

The Group's ability to continue as a going concern is therefore reliant on achieving the successful completion of planned property disposals and the continued delivery of its financial recovery plan, including achieving both income and expenditure forecasts.

Base-case assumptions and operational dependency

The going-concern assessment is based on the Board-approved budget and cashflow forecasts for the next twelve months. The key assumptions include:

- A phased recovery in housing occupancy, increasing from current levels of approximately 92% towards 98% over the course of the period, rather than from the start
- Improvements in void turnaround times and increased average length of stay
- Rental and service charge income collection broadly consistent with recent experience
- No material loss of key contracts, including the Kent County Council contract
- Continued tight control of staffing levels and discretionary expenditure
- Completion of planned property disposals within the forecast period

The Trustees recognise that housing occupancy is the single most significant operational dependency within the financial model and that relatively small adverse movements in occupancy or income can have a disproportionate impact on cashflow and covenant compliance.

Covenant compliance and lender support

The Group's loan facilities with The Charity Bank Limited are subject to financial covenant conditions, including a Debt Service Cover Ratio (DSCR). During the year ended 31 March 2025, the Group breached the DSCR covenant under loan agreements dated 22 November 2019 and 19 April 2021, primarily as a result of operating losses and liquidity pressures experienced during the turnaround period.

By letters dated April 2026, Charity Bank formally confirmed that it has waived the DSCR covenant breaches for the year ended 31 March 2025 and 31 March 2026 under both loan agreements based on management accounts. The waivers confirm that no enforcement action has been taken in respect of these breaches but that going forward, the Borrower shall be required to comply with the Debt Service Cover and any other covenants set out in the Loan Agreement.

The Trustees have also considered covenant compliance for the next twelve months as part of their going-concern assessment. Under the base-case forecast, covenant compliance is expected to be achieved; however, compliance remains sensitive to achieving forecast income levels, maintaining cost control and the timely completion of planned property disposals.

The Trustees remain in active dialogue with Charity Bank who have stated that they continue to support the Company in its turnaround plan and its progress towards a successful conclusion.

Sensitivity and downside analysis

The Trustees have undertaken sensitivity analysis to assess the impact of adverse movements against the base-case forecast, including:

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- Reductions in average occupancy of 1% to 3% below budget
- Delays in void recovery and re-letting
- Shortfalls in rental income collection
- Failure to fully deliver planned cost savings
- Combined downside scenarios

A 1% increase in void levels results in an annualised reduction in income of approximately £73k, highlighting the material sensitivity of income performance to occupancy levels. Maintaining strong occupancy control and minimising void periods therefore remains a key driver of financial stability.

The analysis demonstrates that under downside scenarios, the Group's liquidity and covenant compliance could deteriorate rapidly without mitigating action.

Key risks, monitoring and mitigating actions

Given the Group's financial fragility, the Trustees have implemented enhanced and frequent monitoring, together with clearly defined corrective actions.

Housing occupancy and income risk

Housing occupancy is reviewed weekly, with detailed analysis of voids, referrals and re-let performance. Actions include accelerated void turnaround, prioritisation of higher-value units, closer working with referral partners and escalation where sustained under-performance occurs.

Budgetary control and cost management

All budget areas are reviewed monthly, with detailed variance analysis. Every budget area is actively performance-managed, and where income or cost performance is not within budget, immediate corrective action is taken, including expenditure restrictions, re-forecasting and further cost controls.

Asset disposals and liquidity

Progress on property disposals is monitored daily, with cashflow forecasts updated regularly to reflect disposal timing. Contingency planning is in place should completion be delayed.

Utility cost exposure

The Group is in negotiation with a local authority in respect of a historic utility liability of approximately £0.3m relating to properties managed on its behalf. Discussions include using the lease length as a basis for determining repayment terms, aligning repayment to the remaining lease period of approximately 10 years, and also a reduction in the overall liability. A structured repayment plan will assist with reducing short-term cashflow pressure.

RAAC-affected property

The Group leases a building affected by RAAC concrete which cannot currently be occupied due to safety concerns, while lease obligations remain in place. A provision of £0.5m has been recognised in the financial statements in respect of resolving the RAAC issues and is not expected to result in a cash outflow. The Group is negotiating with the Council (the landowner)

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either to surrender the lease or dispose of the building, with one of these outcomes expected to be achieved within the current financial year, removing the ongoing financial exposure.

Non-core trading activity

The Group operates a charity shop which must generate in excess of £11k per month to remain viable. Performance is reviewed monthly. While an improvement plan is in place, the Group has a clear exit strategy, including disposal of the shop and exercise of a lease break clause in the autumn, should performance not recover.

Governance and oversight

Financial oversight is provided through a layered governance framework:

- Weekly Board performance reports issued by the Chief Executive
- A monthly meeting of a subset of the Finance, Audit and Risk Committee, including the Treasurer and the Chair of the Board, to review month-end financial performance and challenge management on actions
- Quarterly meetings of the full Finance, Audit and Risk Committee
- Quarterly Board meetings

This structure ensures adverse trends are identified early, challenged robustly and addressed promptly.

Material uncertainty related to going concern

The Trustees acknowledge that the Group and Parent are reliant on achieving the successful completion of planned property disposals and the continued delivery of the financial recovery plan, including achieving income and expenditure forecasts. The Group's financial position remains highly sensitive to housing occupancy, income performance and cost control.

These events or conditions indicate that a material uncertainty exists which may cast significant doubt on the Group and Parent's ability to continue as a going concern.

Conclusion

Notwithstanding the material uncertainty described above, the Trustees have considered the Group and Parent's financial forecasts, expected operating performance, liquidity projections and available financing facilities.

On the basis of this assessment, the Trustees have a reasonable expectation that the Group and Parent have adequate resources to continue in operational existence for the foreseeable future and to meet its liabilities as they fall due and thus consider it appropriate to continue to adopt the going concern basis in preparing the financial statements.

PUBLIC BENEFIT STATEMENT

The Group meets the Charity Commission's general guidance on public benefit through the work the Group undertakes to a wide range of people, many of whom are vulnerable, as detailed in pages 7 to 24.

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TRUSTEES' AND DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2025

STATEMENT OF DISCLOSURE TO AUDITOR

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

The trustees' report, including the strategic report, was approved by the Board of Trustees on 30 Apr 2026and signed on their behalf by:

mark Johnston-Wood

Mark Johnston-Wood
Chair and Trustee

YMCA THAMES GATEWAY

TRUSTEES' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 MARCH 2025

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the housing and charities SORPSs;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.

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

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF YMCA THAMES GATEWAY

Opinion

We have audited the financial statements of YMCA Thames Gateway (the 'Parent Company') and its subsidiaries (the 'Group') for the year ended 31 March 2025 which comprise the Group Statement of Comprehensive Income, the Group Balance Sheet, the Company Balance Sheet, the Group Statement of Changes in Reserves, the Company Statement of Changes in Reserves, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, except for the possible effects of the matter described in the basis for qualified opinion section of our report, the financial statements:

- give a true and fair view of the state of the Group and the Parent Company affairs for the year ended 31 March 2025 and of the Group's loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for qualified opinion

A disclaimer of opinion was expressed on the financial statements of the Group and Parent Company for the year ended 31 March 2024 as management were only able to obtain limited financial information and thus sufficient and appropriate explanations were not able to be obtained for audit purposes.

Because of the significance of the matter which gave rise to a disclaimer of opinion, we were unable to obtain sufficient appropriate audit evidence regarding the opening balances at 1 April 2024. Adjustments to those opening balances would result in changes to the Group Statement of Comprehensive Income for the year ended 31 March 2025. Consequently, we are unable to determine whether any adjustments might have been necessary to the opening balances and therefore the Group Statement of Comprehensive Income, the Group Statement of Changes in Reserves, the Company Statement of Changes in Reserves and the Group Statement of Cash Flows.

We conducted our audit in accordance with International standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under these standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and the Parent Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standards, 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 qualified opinion.

Material uncertainty relating to going concern

We draw attention to note 1.4 in the financial statements which indicates that the Group and Company are reliant on achieving the successful completion of planned property disposals and the continued delivery of its financial recovery plan including achieving both income and expenditure forecasts. To support working capital pending property sales and the Group's turnaround plan, a £1m bridging Revolving Credit Facility (RCF) was obtained in October 2025 with £500k outstanding at the date these accounts are signed. The RCF is expected to be fully repaid by 30 June 2026 (having been extended from 31 March 2026) from planned property disposals of £840k by that date. The Group's loans are subject to covenant conditions, which were breached at both 31 March 2025 and 31 March 2026, and its ability to maintain covenant compliance in the future and sufficient cashflow, relies on achieving income and cost targets.

These events or conditions, along with the other matters as set out in note 1.4, indicate that a material uncertainty exists which may cast significant doubt on the Group and Company's ability to continue as a going concern.

Our opinion is not modified in respect of this matter. In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Other information

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF YMCA THAMES GATEWAY

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

As described in the basis of qualified opinion section of our report, we were unable to satisfy ourselves concerning whether any adjustments might have been necessary to the opening balances and therefore the Group Statement of Comprehensive Income, the Group Statement of Changes in Reserves, the Company Statement of Changes in Reserves and the Group Statement of Cash Flows. We have concluded that where the other information refers to these amounts, it may be materially misstated for the same reason.

Opinions on other matters prescribed by the Companies Act 2006

Except for the possible effects of the matter described in the basis for qualified opinion section of our report, in our opinion, based on the work undertaken in the course of our audit:

- the information given in the strategic report and the trustees' report, which includes the directors report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

Except for the matter described in the basis for qualified opinion on the financial statements, in the light of the knowledge and understanding of the Group and the Parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

Arising solely from the limitation on the scope of our work relating to the opening balances referred to above:

- we have not obtained all the information and explanations that we considered necessary for the purpose of our audit; and
- we were unable to determine whether adequate accounting records have been kept.

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:

- returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the Group and the Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees intend to liquidate the Parent Company or to cease operations, or have no realistic alternative but to do so.

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF YMCA THAMES GATEWAY

Auditor's responsibilities for the audit of the financial statements

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

Irregularities

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

As part of our planning process:

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

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

- Identifying and testing journal entries and the overall accounting records, in particular those that were significant and unusual.
- Reviewing the financial statement disclosures and determining whether accounting policies have been appropriately applied.
- Reviewing and challenging the assumptions and judgements used by management in their significant accounting estimates, in particular in relation to valuation of investment properties, dilapidations, onerous leases and impairments
- Assessing the extent of compliance, or lack of, with the relevant laws and regulations.
- Testing key revenue lines, in particular cut-off, for evidence of management bias.
- Performing a physical verification of key assets
- Obtaining third-party confirmation of material bank and loan balances.
- Documenting and verifying all significant related party balances and transactions.
- Reviewing documentation such as the Parent Company board minutes, correspondence with solicitors, for discussions of irregularities including fraud.
- Testing all material consolidation adjustments.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

YMCA THAMES GATEWAY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF YMCA THAMES GATEWAY

Use of our report

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

Carol Rudge

Carol Rudge (Senior Statutory Auditor)

For and on behalf of HW Fisher Audit, Statutory Auditor

Chartered Accountants

Acre House

11-15 William Road

London

NW1 3ER

United Kingdom

Date: 30 Apr 2026

YMCA THAMES GATEWAY

GROUP STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2025

		2025	2024
	Notes	£	£
Turnover	3	9,718,177	10,155,316
Operating expenditure		(11,740,699)	(10,265,694)
Operating loss	4	(2,022,522)	(110,378)
Interest receivable and similar income	7	-	29,969
Interest payable and similar expenses	8	(197,158)	(199,721)
Fair value gains and losses on investments	9	275,000	33,274
Loss before taxation		(1,944,680)	(246,856)
Tax on loss	11	-	-
Total comprehensive loss for the year		(1,944,680)	(246,856)

The results relate wholly to continuing activities.

YMCA THAMES GATEWAY

GROUP BALANCE SHEET

AS AT 31 MARCH 2025

		2025		2024 as restated	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	13		18,742,610		20,058,181
Investment properties	14		450,000		-
Investments	15		-		391,588
			<u>19,192,610</u>		<u>20,449,769</u>
Current assets					
Stocks	18	9,076		7,506	
Debtors	19	625,288		1,041,259	
Cash at bank and in hand		518,550		326,773	
		<u>1,152,914</u>		<u>1,375,538</u>	
Creditors: amounts falling due within one year	20	<u>(5,135,958)</u>		<u>(4,590,598)</u>	
Net current liabilities			<u>(3,983,044)</u>		<u>(3,215,060)</u>
Total assets less current liabilities			15,209,566		17,234,709
Creditors: amounts falling due after more than one year	21		(150,106)		(281,899)
Provisions for liabilities					
Provisions	23	<u>613,775</u>	<u>(613,775)</u>	<u>525,000</u>	<u>(525,000)</u>
Deferred grants	24		<u>(2,630,570)</u>		<u>(2,668,036)</u>
Net assets			<u>11,815,115</u>		<u>13,759,774</u>
Reserves					
Restricted funds	26		135,850		158,869
Revaluation reserve	27		4,017,101		4,120,203
Income and expenditure reserve			7,662,164		9,480,702
Total reserves			<u>11,815,115</u>		<u>13,759,774</u>

30 Apr 2026

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

Mark Farrar
.....

M Farrar
Trustee

YMCA THAMES GATEWAY

COMPANY BALANCE SHEET

AS AT 31 MARCH 2025

		2025		2024 as restated	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	13		18,742,610		20,057,113
Investment properties	14		450,000		-
Investments	15		2		391,607
			<u>19,192,612</u>		<u>20,448,720</u>
Current assets					
Stocks	18	9,076		7,506	
Debtors	19	622,749		1,028,955	
Cash at bank and in hand		475,543		321,377	
		<u>1,107,368</u>		<u>1,357,838</u>	
Creditors: amounts falling due within one year	20	<u>(5,122,911)</u>		<u>(4,566,214)</u>	
Net current liabilities			<u>(4,015,543)</u>		<u>(3,208,376)</u>
Total assets less current liabilities			15,177,069		17,240,344
Creditors: amounts falling due after more than one year	21		(150,106)		(281,899)
Provisions for liabilities					
Provisions	23	613,775	(613,775)	525,000	(525,000)
Deferred grants	24		<u>(2,630,570)</u>		<u>(2,668,036)</u>
Net assets			<u>11,782,618</u>		<u>13,765,409</u>
Reserves					
Restricted funds	26		135,850		158,869
Revaluation reserve	27		4,017,101		4,120,203
Income and expenditure reserve			7,629,667		9,486,337
Total reserves			<u>11,782,618</u>		<u>13,765,409</u>

As permitted by s408 Companies Act 2006, the charity has not presented its own income and expenditure account and related notes. The charity's deficit for the year was £1,982,791 (2024: £1,303,673 surplus)

YMCA THAMES GATEWAY

COMPANY BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2025

The financial statements were approved by the board of directors and authorised for issue on 30 Apr 2026 and are signed on its behalf by:

Mark Farrar
.....

M Farrar
Trustee

Company Registration No. 06102037

YMCA THAMES GATEWAY

GROUP STATEMENT OF CHANGES IN RESERVES

FOR THE YEAR ENDED 31 MARCH 2025

	Restricted reserve	Property revaluation reserve	Income and expenditure reserve	Total
	£	£	£	£
As restated as at 1 April 2023				
Balance at 1 April 2023	95,201	4,223,305	9,688,124	14,006,630
Year ended 31 March 2024:				
Deficit from income and expenditure account	63,668	-	(310,524)	(246,856)
Other movements	-	(103,102)	103,102	-
Balance at 31 March 2024	158,869	4,120,203	9,480,702	13,759,774
Year ended 31 March 2025:				
Deficit from income and expenditure account	(23,019)	-	(1,921,661)	(1,944,680)
Other movements	-	(103,102)	103,123	21
Balance at 31 March 2025	135,850	4,017,101	7,662,164	11,815,115

For details of restatement, see note 36

YMCA THAMES GATEWAY

COMPANY STATEMENT OF CHANGES IN RESERVES

FOR THE YEAR ENDED 31 MARCH 2025

	Restricted reserve	Property revaluation reserve	Income and expenditure reserve	Total
	£	£	£	£
As restated as at 1 April 2023				
Balance at 1 April 2023	48,881	4,223,305	8,189,550	12,461,736
Year ended 31 March 2024:				
Surplus from income and expenditure account	109,988	-	1,193,685	1,303,673
Other movements	-	(103,102)	103,102	-
Balance at 31 March 2024	158,869	4,120,203	9,486,337	13,765,409
Year ended 31 March 2025:				
Deficit from income and expenditure account	(23,019)	-	(1,959,772)	(1,982,791)
Other movements	-	(103,102)	103,102	-
Balance at 31 March 2025	135,850	4,017,101	7,629,667	11,782,618

For details of restatement, see note 36

YMCA THAMES GATEWAY

GROUP STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

		2025		2024	
	Notes	£	£	£	£
Cash flows from operating activities					
Cash absorbed by operations	34		(159,283)		(319,832)
Interest paid			(199,158)		(199,720)
			<hr/>		<hr/>
Net cash outflow from operating activities			(358,441)		(519,552)
Investing activities					
Purchase of tangible fixed assets		(9,338)		(134,210)	
Proceeds from disposal of tangible fixed assets		297,366		-	
Proceeds from disposal of investment property		-		488,884	
Cash withdrawn from portfolio		391,588		729,970	
		<hr/>		<hr/>	
Net cash generated from investing activities			679,616		1,084,644
Financing activities					
Repayment of borrowings		(129,398)		(539,038)	
		<hr/>		<hr/>	
Net cash used in financing activities			(129,398)		(539,038)
			<hr/>		<hr/>
Net increase in cash and cash equivalents			191,777		26,054
Cash and cash equivalents at beginning of year			326,773		300,719
			<hr/>		<hr/>
Cash and cash equivalents at end of year			518,550		326,773
			<hr/> <hr/>		<hr/> <hr/>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Company information

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

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

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

1.1 Accounting convention

These financial statements have been prepared in accordance with the "Statement of Recommended Practice for registered social housing providers (2018)", the Accounting Direction for Private Registered Providers of Social Housing 2022 and the Companies Act 2006.

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

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

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

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

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

1.2 Investment in subsidiaries

Investments in subsidiaries are accounted for at cost less impairment.

1.3 Basis of consolidation

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

All financial statements are made up to 31 March 2025. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

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

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

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.4 Going concern

The Trustees have assessed the Group and Parent's ability to continue as a going concern, taking into account the Group's financial position, forecast performance and cash flows for the period of the next twelve months from the date of approval of these financial statements.

For the year ended 31 March 2025, the Group recorded an operating deficit of approximately £2.0m, with net assets of £11.8m (Parent charity: £11.8m). External borrowing was £3.1m at year end and £3.4m at the date of signing. The Group operates with limited liquidity headroom and is financially fragile, with a high degree of sensitivity to housing occupancy levels, income performance and cost control as well as the timing of property disposals.

Recent financial performance and outlook

Unaudited management accounts for the year ended 31 March 2026 indicate total income of approximately £9.7m and an operating deficit of £1.7m, reflecting a continued period of financial transition while the Group delivered its turnaround and recovery plan.

The Board-approved budget for the period to 30 April 2027 forecasts total income of approximately £10.4m, generating an operating surplus of approximately £0.26m before financing costs. After financing costs of approximately £0.2m and a surplus on planned asset disposals of approximately £0.14m, the Group forecasts a net surplus of £0.18m for the period.

Cashflow forecasts indicate an opening cash balance of approximately £0.45m, a minimum in-year balance of approximately £0.12m, and a forecast closing cash balance of approximately £0.70m, demonstrating the Group's continued reliance on tight cash management and the timely completion of planned property disposals.

Funding, liquidity and recovery plan

To support working capital requirements pending property disposals and delivery of the Group's turnaround and financial recovery plan, a £1.0m bridging Revolving Credit Facility (RCF) was obtained from Charity Bank in October 2025. A total of £750k was drawn down, of which £250k was repaid by 31 March 2026. The repayment date for the remaining £500k has been extended to 30 June 2026.

The RCF is expected to be fully repaid by 30 June 2026 from planned property disposals of approximately £840k. While the Trustees have a reasonable expectation that these disposals will complete, the timing and successful completion of the transactions remain outside the direct control of the Group.

The Group's ability to continue as a going concern is therefore reliant on achieving the successful completion of planned property disposals and the continued delivery of its financial recovery plan, including achieving both income and expenditure forecasts.

Base-case assumptions and operational dependency

The going-concern assessment is based on the Board-approved budget and cashflow forecasts for the next twelve months. The key assumptions include:

- A phased recovery in housing occupancy, increasing from current levels of approximately 92% towards 98% over the course of the period, rather than from the start
- Improvements in void turnaround times and increased average length of stay
- Rental and service charge income collection broadly consistent with recent experience
- No material loss of key contracts, including the Kent County Council contract
- Continued tight control of staffing levels and discretionary expenditure
- Completion of planned property disposals within the forecast period

The Trustees recognise that housing occupancy is the single most significant operational dependency within the financial model and that relatively small adverse movements in occupancy or income can have a disproportionate impact on cashflow and covenant compliance.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Covenant compliance and lender support

The Group's loan facilities with The Charity Bank Limited are subject to financial covenant conditions, including a Debt Service Cover Ratio (DSCR). During the year ended 31 March 2025, the Group breached the DSCR covenant under loan agreements dated 22 November 2019 and 19 April 2021, primarily as a result of operating losses and liquidity pressures experienced during the turnaround period.

By letters dated April 2026, Charity Bank formally confirmed that it has waived the DSCR covenant breaches for the year ended 31 March 2025 and 31 March 2026 under both loan agreements based on management accounts. The waivers confirm that no enforcement action has been taken in respect of these breaches but that going forward, the Borrower shall be required to comply with the Debt Service Cover and any other covenants set out in the Loan Agreement.

The Trustees have also considered covenant compliance for the next twelve months as part of their going-concern assessment. Under the base-case forecast, covenant compliance is expected to be achieved; however, compliance remains sensitive to achieving forecast income levels, maintaining cost control and the timely completion of planned property disposals.

The Trustees remain in active dialogue with Charity Bank who have stated that they continue to support the Company in its turnaround plan and its progress towards a successful conclusion.

Sensitivity and downside analysis

The Trustees have undertaken sensitivity analysis to assess the impact of adverse movements against the base-case forecast, including:

- Reductions in average occupancy of 1% to 3% below budget
- Delays in void recovery and re-letting
- Shortfalls in rental income collection
- Failure to fully deliver planned cost savings
- Combined downside scenarios

A 1% increase in void levels results in an annualised reduction in income of approximately £73k, highlighting the material sensitivity of income performance to occupancy levels. Maintaining strong occupancy control and minimising void periods therefore remains a key driver of financial stability.

The analysis demonstrates that under downside scenarios, the Group's liquidity and covenant compliance could deteriorate rapidly without mitigating action.

Key risks, monitoring and mitigating actions

Given the Group's financial fragility, the Trustees have implemented enhanced and frequent monitoring, together with clearly defined corrective actions.

- **Utility cost exposure.** The Group is in negotiation with a local authority in respect of a historic utility liability of approximately £0.3m relating to properties managed on its behalf. Discussions include using the lease length as a basis for determining repayment terms, aligning repayment to the remaining lease period of approximately 10 years, and also a reduction in the overall liability. A structured repayment plan will assist with reducing short-term cashflow pressure.
- **RAAC-affected property.** The Group leases a building affected by RAAC concrete which cannot currently be occupied due to safety concerns, while lease obligations remain in place. A provision of £0.5m has been recognised in the financial statements in respect of resolving the RAAC issues and is not expected to result in a cash outflow. The Group is negotiating with the Council (the landowner) either to surrender the lease or dispose of the building, with one of these outcomes expected to be achieved within the current financial year, removing the ongoing financial exposure.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Material uncertainty related to going concern

The Trustees acknowledge that the Group and Parent are reliant on achieving the successful completion of planned property disposals and the continued delivery of the financial recovery plan, including achieving income and expenditure forecasts. The Group's financial position remains highly sensitive to housing occupancy, income performance and cost control.

These events or conditions indicate that a material uncertainty exists which may cast significant doubt on the Group and Parent's ability to continue as a going concern.

Notwithstanding the material uncertainty described above, the Trustees have considered the Group and Parent's financial forecasts, expected operating performance, liquidity projections and available financing facilities.

On the basis of this assessment, the Trustees have a reasonable expectation that the Group and Parent have adequate resources to continue in operational existence for the foreseeable future and to meet its liabilities as they fall due and thus consider it appropriate to continue to adopt the going concern basis in preparing the financial statements.

1.5 Income and expenditure

Income

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

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

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

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

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

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

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

Service charge income is recognised when it falls due.

Expenditure

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

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

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

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

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

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

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

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

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

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

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

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

No depreciation is provided in respect of freehold land.

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

1.7 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently it is measured at fair value at the reporting end date. Changes in fair value are recognised in profit or loss.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.8 Fixed asset investments

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

1.9 Impairment of fixed assets

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

1.10 Stocks

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

1.11 Cash and cash equivalents

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

1.12 Financial instruments

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

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

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

Basic financial assets

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

Other financial assets

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

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Impairment of financial assets

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

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

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

Derecognition of financial assets

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

Classification of financial liabilities

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

Basic financial liabilities

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

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

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

Other financial liabilities

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

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

Derecognition of financial liabilities

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

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.13 Provisions

Provisions are recognised when the group has a legal or constructive present obligation as a result of a past event, it is probable that the group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in profit or loss in the period in which it arises.

1.14 Employee benefits

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

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

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

1.15 Retirement benefits

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

YMCA Thames Gateway participated in a multi-employer defined benefit pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members and accruals on 30 April 2007. The plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Thames Gateway for disclosure in the financial statements.

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

1.16 Interest payable

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

1.17 Leases

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

1.18 Government grants

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

1.19 Foreign exchange

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

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.20 Fund accounting

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

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

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

2 Judgements and key sources of estimation uncertainty

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

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

The following judgement has had the most significant effect on amounts recognised in the financial statements.

Valuation of investment properties

Determining the fair value of the charity's investment properties as at each balance sheet date involves an element of estimation. The fair value as at the year end have been agreed to valuations carried out by third parties. The resulting estimation uncertainty is managed by referring to available market evidence for similar properties.

Dilapidations

The Group is required to assess its obligations to restore leased properties to their original condition at the end of tenancy agreements. Estimating the cost and timing of these works involves judgement, particularly where properties have been exited early, repurposed, or are in poor condition. Assumptions include the scope of required works and contractor pricing.

Onerous leases

Where the Group occupies properties that are no longer economically viable, or where services have been discontinued, management must determine whether the lease is onerous. This requires estimating unavoidable lease costs, potential sublease income, and the period over which losses will arise. Judgement is required in assessing future utilisation, market conditions, and the likelihood of early termination or assignment.

Impairments

The Group assesses whether indicators of impairment exist for tangible assets, particularly where services have been restructured, discontinued, or transferred. Estimating recoverable amounts involves judgement about future cash flows, service viability, and asset condition.

These judgements are particularly important in the current financial context, where restructuring activities, service divestments, and legacy cost pressures increase the level of estimation uncertainty.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

3 Income

For the year ended 31 March 2025

	Turnover	Operating costs	Operating (Loss)/Surplus
	£	£	£
Social housing			
Rent and housing	4,007,427	4,511,408	(503,981)
Service charges	2,064,432	2,324,059	(259,627)
Social housing grant	861,744	72,667	789,077
	<hr/>	<hr/>	<hr/>
	6,933,603	6,908,134	25,469
Non-social housing activities			
Other income	102,033	193,344	(91,311)
Health and wellbeing	379,054	571,546	(192,492)
Child and family services	1,325,202	2,318,833	(993,631)
Youth services	35,339	402,446	(367,107)
Catering services	107,298	765,503	(658,205)
Other activities	834,208	580,893	253,315
Other grants taken to income	1,440	-	1,440
	<hr/>	<hr/>	<hr/>
	2,784,574	4,832,565	(2,047,991)
	<hr/>	<hr/>	<hr/>
	9,718,177	11,740,699	(2,022,522)
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

3 Income (Continued)

For the year ended 31 March 2024

	Turnover	Operating costs	Operating (Loss)/Surplus
	£	£	£
Social housing			
Rent and housing	4,301,925	3,236,418	1,065,507
Service charges	2,168,697	2,016,888	151,809
Social housing grant	456,705	107,296	349,409
	6,927,327	5,360,602	1,566,725
Non-social housing activities			
Other income	502,469	499,560	2,909
Health and wellbeing	361,417	722,416	(360,999)
Child and family services	1,173,668	2,031,745	(858,077)
Youth services	187,461	231,190	(43,729)
Catering services	314,521	808,949	(494,428)
Other activities	650,986	573,765	77,221
Other grants taken to income	37,467	37,467	-
	3,227,989	4,905,092	(1,677,103)
	10,155,316	10,265,694	(110,378)

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

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

4 Operating loss

	2025	2024
	£	£
Operating loss for the year is stated after charging/(crediting):		
Government grants	(37,467)	(37,467)
Fees payable to the group's auditor for the audit of the group's financial statements	183,000	192,000
Fees payable to the group's auditor for the audit of the group's financial statement in respect to the prior year	172,000	48,889
Fees payable to the group's auditor for non audit services	17,000	15,000
Fees payable to auditors of subsidiary entities	45,000	39,550
Depreciation of owned tangible fixed assets	623,220	416,799
Impairment of owned tangible fixed assets	231,344	296,281
(Profit)/loss on disposal of investment property	-	35,834
Operating lease charges	173,466	39,676

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

4 Operating loss

(Continued)

Operating loss for the year ended 31 March 2025 has been impacted by 4 exceptional items. These were a legacy gas bill for £285k, an increase in bad debt provisions of £366k, an impairment of assets of £231k and provisions for dilapidations of £114k, having a total impact of £996k.

5 Employees

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

	Group 2025 Number	2024 Number	Company 2025 Number	2024 Number
Housing	52	53	52	53
Community health	13	9	13	9
Children's services	46	46	46	46
Youth services	10	10	10	10
Catering services	13	12	13	12
Executive team	11	12	11	12
Corporate services and administration	28	28	26	26
Site operations and cleaning	19	24	19	24
Membership and reception	8	9	8	9
Education	12	7	9	-
	<u>212</u>	<u>210</u>	<u>207</u>	<u>201</u>

Their aggregate remuneration comprised:

	Group 2025 £	2024 £	Company 2025 £	2024 £
Wages and salaries	5,546,663	5,008,295	5,375,689	4,828,267
Social security costs	425,054	381,268	417,426	370,233
Pension costs	224,543	288,546	221,451	284,441
	<u>6,196,260</u>	<u>5,678,109</u>	<u>6,014,566</u>	<u>5,482,941</u>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

5 Employees (Continued)

The number of staff who received emoluments of £60,000 or more were:

	Group 2025 Number	2024 Number	Company 2025 Number	2024 Number
£70,001 to £80,000	2	2	2	2
£80,001 to £90,000	1	1	1	1
£100,001 to £110,000	1	-	1	
	<u>4</u>	<u>3</u>	<u>4</u>	<u>3</u>

6 Executive staff emoluments

	2025 £	2024 £
Emoluments	642,682	601,623
Pension contributions	63,444	33,291
Total emoluments	<u>706,126</u>	<u>634,914</u>

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

	2025 £	2024 £
Emoluments	116,000	100,233
Pension contributions	7,000	9,094
	<u>123,000</u>	<u>109,327</u>

There is no longer a defined benefit scheme in operation for the Chief Executive and therefore no contributions were made in the year. Contribution to the stakeholder pension on behalf of the Chief Executive is stated above.

7 Interest receivable and similar income

	2025 £	2024 £
Income from fixed asset investments		
Income from other fixed asset investments	-	29,969
	<u>-</u>	<u>29,969</u>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

8 Interest payable and similar expenses

	2025	2024
	£	£
Interest on bank overdrafts and loans	155,872	136,476
Other interest on financial liabilities	20,987	31,214
Unwinding of discount on pension obligation	20,299	32,031
	<u> </u>	<u> </u>
Total finance costs	<u>197,158</u>	<u>199,721</u>

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

	2025	2024
	£	£
Movement in market value	275,000	33,274
	<u> </u>	<u> </u>

10 Trustees

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

11 Taxation

As a registered charity, YMCA Thames Gateway is exempt from UK tax on income and gains to the extent that these are applied to their charitable objects. No UK tax charges have arisen during the year (2024: £nil).

Additionally, while West Kent YMCA Trading Limited is a trading company, it was loss-making in the year and therefore there was no tax to pay (2024: £nil).

12 Impairments

	Notes	2025	2024
		£	£
In respect of:			
Property, plant and equipment	13	<u>231,344</u>	<u>296,281</u>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

13 Tangible fixed assets

Group - as restated (see note 36)	Freehold buildings	Leasehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2024	21,724,795	2,403,534	2,389,685	89,902	85,908	26,693,824
Additions	-	-	9,338	-	-	9,338
Disposals	(354,375)	-	-	-	-	(354,375)
Transfers	181,833	(356,833)	-	-	-	(175,000)
At 31 March 2025	21,552,253	2,046,701	2,399,023	89,902	85,908	26,173,787
Depreciation and impairment						
At 1 April 2024	3,060,230	1,177,282	2,222,591	89,632	85,908	6,635,643
Depreciation charged in the year	489,592	52,131	81,227	270	-	623,220
Impairment losses	231,344	-	-	-	-	231,344
Eliminated in respect of disposals	(59,030)	-	-	-	-	(59,030)
Transfers	4,427	(4,427)	-	-	-	-
At 31 March 2025	3,726,563	1,224,986	2,303,818	89,902	85,908	7,431,177
Carrying amount						
At 31 March 2025	17,825,690	821,715	95,205	-	-	18,742,610
At 31 March 2024	18,663,969	1,226,851	167,361	-	-	20,058,181

The cost of properties is their purchase price together with incidental costs of acquisitions and improvements, including related management charges. In 2015/16 the transitional FRS 102 rules were adopted. The housing properties were revalued and have been included in the financial statements at deemed cost. The historic cost as depreciated at 31 March 2025 is £6,230k (2024: £6,312k).

At the year end, the net book value included in tangible fixed assets in relation to properties used for social housing activities was £18.4m (2024: £18.5m).

For the year ended 31 March 2025, tangible fixed assets for the group were the same as for the company (2024: the group had assets totalling £20,058k and the company held assets totalling £20,057k).

In the year we have impairment losses in relation to some of our west Kent properties in Albert Street, Goods Station Road and Mersey Road.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

14 Investment property

	Group 2025 £	Company 2025 £
Fair value		
At 1 April 2024	-	-
Transfers	175,000	175,000
Net gains or losses through fair value adjustments	275,000	275,000
	<u> </u>	<u> </u>
At 31 March 2025	450,000	450,000
	<u> </u>	<u> </u>

In previous years, three parcels of land were included in Tangible fixed assets. To better reflect their nature, they have been transferred from tangible fixed assets as at 1 April 2024 at net book value of £175k and revalued in the year to £450k. The freehold land was valued by an external valuer, McDowalls Surveyors Limited, a regulated firm of Chartered Surveyors. The valuation was prepared in accordance with RICS Red Book Global standards 2025.

15 Fixed asset investments

		Group 2025 £	2024 £	Company 2025 £	2024 £
	Notes				
Investments in subsidiaries	16	-	-	2	2
Listed investments		-	390,827	-	390,844
Other investments		-	761	-	761
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
		-	391,588	2	391,607
		<u> </u>	<u> </u>	<u> </u>	<u> </u>

Movements in fixed asset investments

Group	Investments £	Other £	Total £
Cost or valuation			
At 1 April 2024 and 31 March 2025	390,827	761	391,588
Transfer to bank	(390,827)	(761)	(391,588)
	<u> </u>	<u> </u>	<u> </u>
Carrying amount			
At 31 March 2025	-	-	-
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2024	390,827	761	391,588
	<u> </u>	<u> </u>	<u> </u>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

15 Fixed asset investments (Continued)

Movements in fixed asset investments

Company	Shares in subsidiaries	Other investments	Other	Total
	£	£	£	£
Cost or valuation				
At 1 April 2024	2	390,844	761	391,607
Transfer to bank	-	(390,844)	(761)	(391,605)
	-----	-----	-----	-----
At 31 March 2025	2	-	-	2
	-----	-----	-----	-----
Carrying amount				
At 31 March 2025	2	-	-	2
	=====	=====	=====	=====
At 31 March 2024	2	390,844	761	391,607
	=====	=====	=====	=====

16 Subsidiaries

Details of the company's subsidiaries at 31 March 2025 are as follows:

Name of undertaking	Registered office
West Kent YMCA Trading Limited	1-23 Belgrave Road, Tunbridge Wells, TN1 2BP

In addition, the company has three dormant subsidiaries which are The Bridge Trust Corporation, West Kent YMCA Academy Trust Ltd, and YMCA West Kent.

The financial statements consolidate the results of West Kent YMCA Trading Limited. On 30 June 2023 the net assets of YMCA West Kent were transferred into YMCA Thames Gateway and YMCA West Kent is no longer trading. The Financial statements for 31 March 2024 consolidated the results of YMCA West Kent and West Kent YMCA Trading Limited.

17 Financial instruments

	Group 2025	2024	Company 2025	2024
	£	£	£	£
Carrying amount of financial assets				
Instruments measured at fair value through profit or loss	-	390,827	-	390,844
	=====	=====	=====	=====

18 Stocks

	Group 2025	2024	Company 2025	2024
	£	£	£	£
Finished goods and goods for resale	9,076	7,506	9,076	7,506
	=====	=====	=====	=====

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Debtors

	Group 2025	2024	Company 2025	2024
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	356,356	657,173	354,680	656,362
Other debtors	200,296	159,098	199,434	147,605
Prepayments and accrued income	68,636	224,988	68,635	224,988
	<u>625,288</u>	<u>1,041,259</u>	<u>622,749</u>	<u>1,028,955</u>

20 Creditors: amounts falling due within one year

	Group 2025	2024	Company 2025	2024
Notes	£	£	£	£
Other borrowings	3,056,765	3,186,163	3,056,765	3,186,163
Trade creditors	742,959	769,753	742,343	763,931
Other taxation and social security	107,600	98,590	107,600	98,590
Other creditors	200,755	235,168	200,755	216,606
Accruals and deferred income	1,027,879	300,924	1,015,448	300,924
	<u>5,135,958</u>	<u>4,590,598</u>	<u>5,122,911</u>	<u>4,566,214</u>

21 Creditors: amounts falling due after more than one year

	Group 2025	2024	Company 2025	2024
	£	£	£	£
Accrued pension deficit contributions	150,106	281,899	150,106	281,899
	<u>150,106</u>	<u>281,899</u>	<u>150,106</u>	<u>281,899</u>

22 Loans and overdrafts

	Group 2025	2024	Company 2025	2024
	£	£	£	£
Other loans	3,056,765	3,186,163	3,056,765	3,186,163
	<u>3,056,765</u>	<u>3,186,163</u>	<u>3,056,765</u>	<u>3,186,163</u>
Payable within one year	3,056,765	3,186,163	3,056,765	3,186,163
	<u>3,056,765</u>	<u>3,186,163</u>	<u>3,056,765</u>	<u>3,186,163</u>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

22 Loans and overdrafts

(Continued)

YMCA Thames Gateway has a loan with Charity Bank to finance the build of 39 new units of accommodation on the Rush Green Road site and to purchase Brentwood Foyer. At 31 March 2025 the balance owing is £2.18m (2024: £2.22m). Interest is chargeable on this amount at a rate equal to the Bank of England base rate plus 1.98%. Charity Bank has a charge over the property with full title guarantee by way of legal mortgage. The loans are repayable in instalments until 2046.

The Charity also has a loan from YMCA England & Wales which funded the freehold purchase of the Roundhouse hostel as part of the merger with YMCA Thames Gateway (South) Limited. At the year end, the balance outstanding is £878k (2024: £964k). The loan is secured by a fixed charge over the freehold of the Roundhouse hostel. The loan is repayable over 15 years from March 2020. Interest is accrued at 2.5% from the inception of the loan.

As at 31 March 2025, YMCA Thames Gateway has breached its debt service ratio covenant with Charity Bank and technically, at 31 March 2025, Charity Bank therefore has the right to demand immediate repayment of the loan. The loan is therefore stated in the financial statements as being payable on demand; the loan was similarly reclassified in the previous period.

At the year end, the loan balance of £878k owing to YMCA England is shown in current liabilities as the payment terms in place at the year end had been breached. Thus YMCA England Wales has the right to demand immediate repayment of the loan. Revised terms were agreed post year end. The loan was similarly classified in the prior period as a result of agreements regarding payment terms being unclear.

23 Provisions for liabilities

	Group		Company	
	2025	restated 2024	2025	restated 2024
	£	£	£	£
Dilapidations	613,775	525,000	613,775	525,000
	<u>613,775</u>	<u>525,000</u>	<u>613,775</u>	<u>525,000</u>

For detail of prior year adjustment, see note 36.

Movements on provisions:

Group	£
At 1 April 2024	525,000
Additional provisions in the year	88,775
	<u>613,775</u>
At 31 March 2025	<u>613,775</u>
Company	£
At 1 April 2024	525,000
Additional provisions in the year	88,775
	<u>613,775</u>
At 31 March 2025	<u>613,775</u>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

24 Government grants

	Group 2025 £	2024 £	Company 2025 £	2024 £
Arising from government grants	2,668,037	2,705,503	2,668,037	2,705,503
Deferred capital grants are included in the financial statements as follows:				
Current liabilities	37,467	37,467	37,467	37,467
Non-current liabilities - falling due in more than 1 year	2,630,570	2,668,036	2,630,570	2,668,036
	<u>2,668,037</u>	<u>2,705,503</u>	<u>2,668,037</u>	<u>2,705,503</u>

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

25 Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	224,543	288,546
	<u>224,543</u>	<u>288,546</u>

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

Multi-employer plan

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

The most recent completed three year valuation was as at 1 May 2023. The assumptions used which have the most significant effect on the results of the valuation are those relating to the assumed rates of return on assets of 4.56%, the increase in pensions in payment of 3.18% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 21.5 years, female 24.0 years, and 23.1 years for a male pensioner, female 25.7 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £103.2m, which represented 92% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2023 showed that the YMCA Pension Plan had a deficit of £9.1 million. YMCA Thames Gateway has been advised that it will need to make monthly contributions of £12.2k from 1 May 2024. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. Agreed future deficit contributions have been discounted using a rate of 5.1% (2023: 3%). The current recovery period is 3 years commencing 1st May 2024. This liability is shown in notes 20 and 21.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

26 Restricted Funds

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
At the beginning of the year	158,869	95,201	158,869	48,881
Incoming resources	33,760	145,119	33,760	145,119
Resources expended	(56,779)	(81,451)	(56,779)	(35,131)
	<u>135,850</u>	<u>158,869</u>	<u>135,850</u>	<u>158,869</u>

The balance is primarily made up of funds from The National Lottery Community Fund, Reaching Communities - West Kent Youth and Family Inclusion projects and L&Q youth work project.

27 Revaluation reserve

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
At the beginning of the year	4,120,203	4,223,305	4,120,203	4,223,305
Transfer in respect of additional depreciation	(103,102)	(103,102)	(103,102)	(103,102)
	<u>4,017,101</u>	<u>4,120,203</u>	<u>4,017,101</u>	<u>4,120,203</u>

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

28 Operating lease commitments

Lessee

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

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Within one year	124,536	144,536	124,536	144,536
Between two and five years	541,056	600,388	541,056	600,388
	<u>665,592</u>	<u>744,924</u>	<u>665,592</u>	<u>744,924</u>

29 Related party transactions

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

29 Related party transactions (Continued)

During the year, recharges totaling £170,974 (2024: £161,508) were made to West Kent YMCA Trading Limited by YMCA Thames Gateway.

At the year-end, West Kent YMCA Trading Limited owed YMCA Thames Gateway £265,393 (2024: £191,850). This has been fully provided as a potential bad debt at 31 March 2025 within YMCA Thames Gateway charity.

30 Events after the reporting date

Business changes

The Group completed the sale and transfer of its childcare provision, Temple Hill Nursery, as a going concern for £11k.

Property disposals

A number of property sales have been completed with a combined net book value of £1.2m, generating approximately £1.4m.

Bank facilities

To further support working capital, the Group secured an additional £750k revolving credit facility (RCF) from The Charity Bank. Of this, £250k had been repaid as at 31 March 2026, with the remaining £500k due for repayment by 30 June 2026.

Romford hostel redevelopment

During the financial year 2025/26, an amount totalling £500,000 was secured over a number of months, June, September and December, from two funding partners to support the planning and development phase of the project. In January 2026, the planning consent was secured and approval for a Greater London Authority (GLA) grant to deliver a new replacement hostel at its Romford site. The development represents a significant expansion of the organisation's mission, increasing capacity by a net additional 40 rooms and providing accommodation for 184 homeless young people once complete.

To receive the GLA grant and bring the project into delivery, the Charity will either need to secure GLA Investment Partner Qualification status or to enter into a delivery partnership with another provider. The funding for the hostel will be GLA grant £25.7m plus a construction finance loan £13m – repayable through rental income. A special purpose vehicle has been established as a wholly owned subsidiary of the charity to develop the scheme and transfer the completed asset to the Charity, with completion currently anticipated in 2029.

Establishment of a youth subsidiary

The Trustees have established a new youth-focused subsidiary to support the organisation's charitable youth work. YMCA Thames Gateway Youth Ltd will enable access to grant funding that is currently unavailable due to turnover ceilings, which are exceeded as a result of the scale of the housing business. The new structure is intended to enhance financial sustainability and diversify income streams in support of the organisation's charitable objectives.

31 Contingencies

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

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

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

32 Contingent liabilities

Grants - Group and Company

At 31 March 2025 there are £2,668k (2024: £2,706k) of deferred grants in YMCA Thames Gateway from the Greater London Authority (GLA) for the construction of affordable housing at our Romford Site (Park View).

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

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

VAT - Company

As at 31 March 2023, it was identified that YMCA West Kent charity should have been registered for VAT as a result of the re-charged salary costs to the trading subsidiary, West Kent YMCA Trading Ltd, being considered to be a business supply for purposes of VAT. However, as West Kent YMCA Trading Ltd is VAT registered, the VAT on the re-charged expenses would have been reclaimable as at 31 March 2024 and 31 March 2025.

On the basis that the overall net amount due to HMRC would amount to £Nil, the Trustees are of the opinion that any payment required to HMRC would be possible and not probable and therefore it is appropriate to include a contingent liability in these financial statements. The potential VAT due to HMRC amounts to circa £187,000 as at 31 March 2025.

Dilapidations

Under the terms of one of the Company's leases, the landlord has to give notice to implement dilapidations. with it being limited by the schedule of condition. The contingent liability amounts to approximately £150k.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

33 Transfer of activities of YMCA West Kent

On 30th June 2023, YMCA Thames Gateway entered into an agreement with its subsidiary YMCA West Kent (100% owned) for the transfer of all of its activities to YMCA Thames Gateway.

The breakdown of the transfer is shown below:

	£
Fixed Assets	2,756,567
Cash at bank and in hand	14,504
Current assets	329,385
Current liabilities	(240,360)
Long term liabilities	(124,652)
	<hr/>
Net assets transferred	2,735,444
Value of Investment as per Accounts of YMCA Thames Gateway	1,243,132
	<hr/>
Surplus	1,492,312
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In accordance with the terms of this agreement, all activity from 30th June 2023 is now undertaken by YMCA Thames Gateway, and the Charity is now dormant.

All assets and liabilities were transferred on this date other than the bank balance which was retained in YMCA West Kent's bank account and is held on trust for YMCA Thames Gateway. The balance at 31st March 2024 was £4,099.

As a result of this agreement and transfer, control of West Kent YMCA Trading Limited, the only subsidiary of YMCA West Kent was transferred to YMCA Thames Gateway.

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

34 Cash absorbed by group operations

	2025 £	2024 £
Loss after taxation	(1,944,680)	(246,856)
Adjustments for:		
Finance costs	197,158	199,721
Investment income	-	(29,969)
(Gain)/loss on disposal of investment property	-	35,834
Depreciation and impairment of tangible fixed assets	854,564	711,280
Other gains and losses	(275,000)	(33,274)
Pension scheme non-cash movement	(131,793)	(577,236)
Investment management fees	-	2,969
Adjustment on investment portfolio	-	22,631
Increase in provisions	88,775	-
Decrease in deferred income	(37,466)	(37,468)
Movements in working capital:		
Increase in stocks	(1,570)	(1,376)
Decrease/(increase) in debtors	415,971	(257,440)
Increase/(decrease) in creditors	674,758	(108,648)
Cash absorbed by operations	<u>(159,283)</u>	<u>(319,832)</u>

35 Analysis of changes in net debt - group

	1 April 2024 £	Cash flows £	31 March 2025 £
Cash at bank and in hand	326,773	191,777	518,550
Borrowings excluding overdrafts	(3,186,163)	129,398	(3,056,765)
	<u>(2,859,390)</u>	<u>321,175</u>	<u>(2,538,215)</u>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

36 Prior period adjustment

Reconciliation of changes in reserves - group

	31 March 2023 £	31 March 2024 £
Adjustments		
Impairment of freehold buildings	(520,224)	-
Recognition of dilapidations provision	(525,000)	-
Total adjustments	(1,045,224)	-
Reserves as previously reported	15,051,854	14,804,998
Reserves as adjusted	<u>14,006,630</u>	<u>13,759,774</u>
Analysis of the effect upon reserves		
Profit and loss reserves	<u>(1,045,224)</u>	<u>-</u>

Reconciliation of changes in loss for the previous financial period

	2024 £
Adjustments to prior year	
Total adjustments	-
Loss as previously reported	(246,856)
Loss as adjusted	<u>(246,856)</u>

Reconciliation of changes in reserves - company

	1 April 2023 £	31 March 2024 £
Adjustments to prior year		
Impairment of Freehold Buildings	(520,224)	-
Dilapidations provision	(525,000)	-
Total adjustments	(1,045,224)	-
Reserves as previously reported	13,506,960	14,810,633
Reserves as adjusted	<u>12,461,736</u>	<u>13,765,409</u>
Analysis of the effect upon reserves		
Profit and loss reserves	<u>(1,045,224)</u>	<u>-</u>

YMCA THAMES GATEWAY

NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

36 Prior period adjustment (Continued)

Reconciliation of changes in profit for the previous financial period

	2024
	£
Adjustments to prior year	
Total adjustments	-
Profit as previously reported	1,303,673
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Profit as adjusted	1,303,673
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Following a review of contractual obligations it was identified that there were financial losses arising from the RAAC (Reinforced Autoclaved Aerated Concrete) at the Woolwich Youth Centre which should have been reflected in the accounts of prior years. As a consequence of the RAAC problem we ceased activities at the Centre in November 2023.

The accounts for the year to 31st March 2023 which were signed in August 2024 should have included impairment of the net book value of the fixed asset for the centre as at 31st March 2023 in the amount of £520k. In addition, provision should have been made for the remedial costs for which a quotation of £525k has been received.

The company is engaged in negotiations with the Landlord to return the Property, however the company has an obligation under the lease to make good the RAAC. The comparative figures for 31 March 2024 and 31 March 2023 have been restated to include the impairment of the net book value by £520k and the provision for the dilapidation cost of £525k.