

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 2024

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

# YMCA THAMES GATEWAY

## COMPANY INFORMATION

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

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

# YMCA THAMES GATEWAY

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# YMCA THAMES GATEWAY

## TRUSTEES' AND DIRECTORS' REPORT

### FOR THE YEAR ENDED 31 MARCH 2024

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#### OVERVIEW OF THE YEAR

As we reflect on 2023/24, I am proud of the progress we have made across Housing, Children's Services, and Health and Wellbeing; despite ongoing challenges in the wider sector. Since joining YMCA Thames Gateway in March 2024, I have seen first-hand the dedication, flexibility, and commitment of our teams, all working tirelessly to improve the lives of the people we serve.

In Housing, we welcomed 312 new residents across our sites, providing safe accommodation for a total of 744 individuals. The Housing team achieved a key objective by increasing our overall occupancy rate from 91.51% to 94.22%, with significant improvement at Ryder House. More than numbers, these outcomes reflect our mission to provide stable homes and meaningful support.

We prioritised resident wellbeing through one-to-one support with benefits, mental health, and life skills, while also piloting group sessions that fostered peer connection and community. Resident voices remained central to our work, from regular house meetings to co-creating the name 'Young Futures Service' at the Roundhouse.

A highlight of the year was supporting 45 residents to attend retreats at Othona, offering space for reflection and community. One resident described it as "probably one of the best experiences I've had."

We also secured a new contract in Kent to deliver the Young Futures Programme, supporting children in care through a resident-informed model strengthened by specialist staff roles. Now fully Ofsted-registered, this represents an exciting expansion of our supported housing offer.

In Children's Services, we worked with 357 children across Early Years settings and 681 in after-school and holiday clubs. All Early Years sites maintained their GOOD Ofsted ratings. Recruitment challenges, particularly acute in this sector, required us to adapt services, but we remain well placed to respond to the Government's planned expansion of funded childcare from September 2024, especially at Temple Hill Nursery. Financial sustainability has been a focus: new fees, advance billing, and improved debt recovery are already yielding positive results.

Our Health and Wellbeing work also thrived. We expanded our digital programme, supported 40 participants through our funded cancer rehabilitation course, and strengthened partnerships with local organisations. Accessibility improved through new inclusive classes, while resident-led pathways into fitness and training created opportunities for lasting impact. Events such as the King's Coronation celebration and our Christmas party further built community connections.

We also advanced safety and risk management, developing emergency evacuation plans and reconfiguring spaces to better meet members' needs.

#### Financial Governance and the Auditor's Disclaimer of Opinion

The Trustees and I acknowledge the Disclaimer of Opinion issued by the auditors for the financial year ended 31 March 2024, and we take this matter with the utmost seriousness. We recognise that weaknesses in financial records and reconciliations during the audit period contributed to this outcome.

Since the audit, we have worked decisively to strengthen our financial management and governance. A comprehensive programme of corrective actions has been initiated, including:

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#### ***FOR THE YEAR ENDED 31 MARCH 2024***

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- Strengthening financial record-keeping and reconciliation processes to ensure completeness, accuracy, and timeliness.
- Updating financial regulations and embedding stronger internal controls across all sites.
- Delivering enhanced training to the finance team to reinforce compliance with best practice and improve technical capability.
- Introducing more frequent internal reviews and reporting, enabling issues to be identified and addressed promptly.
- Increasing Board oversight through regular updates to the Finance & Audit Committee and additional Trustee training in charity finance.

We are confident that these steps will significantly improve the control environment, ensure transparent and reliable financial reporting, and prevent recurrence. Restoring full confidence in our financial management is a top priority, and we are committed to demonstrating to our Board, regulators, and stakeholders that YMCA Thames Gateway has the systems, leadership, and governance to support long-term sustainability.

#### **Looking Ahead**

As we enter 2024/25, our focus remains on empowering residents, growing inclusive services, and embedding financial stability. With stronger systems in place and a committed team, we are building on our achievements to ensure that YMCA Thames Gateway continues to serve its communities with integrity, impact, and resilience.

**Matt Jones**  
**Group Chief Executive Officer**

# YMCA THAMES GATEWAY

## TRUSTEES' AND DIRECTORS' REPORT

### FOR THE YEAR ENDED 31 MARCH 2024

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The Trustees and Directors present their report along with the financial statements of the group and charitable company for the year ending 31 March 2024. 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)

#### 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)
- Cheryl Burden (Vice Chair) (Resigned 28 October 2024)
- Rita Asamoah (Resigned 1 October 2024)
- Gemma Buckland (Appointed 12 October 2023)
- Mark Farrar (Appointed Treasurer 5 June 2023)
- Ann Furminger (Resigned 27 September 2024)
- Kin Ming (Robert) Wong (Appointed 2 Sept 2024)
- Marie Mostaedi (Appointed 2 Sept 2024)
- Soji Otudeko (Resigned 5 June 2023)
- Kirill Pyshkin (Appointed 2 Sept 2024 resigned 14 July 2025)
- Rodrigo Rodriguez-Fernandez (Resigned 13 December 2024)
- Jennifer Samuels
- Dominic Scott-Malden (Resigned 24 March 2025)
- Alice Strevens
- Peter Batt (Appointed 23 June 25)
- Jason Fielden (Appointed 23 June 25)

#### Company Secretary

Karen Knapp (Stepped down 19 May 2025)

Heather Stevenson (Appointed 19 May 2025)

#### The Executive Team

- Chief Executive - Dave Ball (Left 15 March 2024)
- Chief Executive - Matt Jones (Joined 18 March 2024)
- Executive Director of Operations - Steve Brightwell
- Interim Executive Director of Finance and IT - Elizabeth Cockburn (Joined February 2023 and resigned August 2023)
- Director of Finance and IT - Margaret Aboraa (Joined July 2023 and resigned February 2025)
- Director of Finance and IT - Ganiyat Daro (Joined 20 February 2025)
- Director of Communities - Samantha Latouche (Resigned 13 December 2024)

# **YMCA THAMES GATEWAY**

## **TRUSTEES' AND DIRECTORS' REPORT**

### ***FOR THE YEAR ENDED 31 MARCH 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 (Retired 28 May 2025)
- Acting Director of Governance, Quality and Compliance – Heather Stevenson (Appointed 8 May 2025)
- Executive Assistant - Heather Stevenson (Appointed Acting Director of Governance, Quality and Compliance 8 May 2025)
- Executive Office Assistant – Nery Raul (Appointed 12 May 2025)

## YMCA THAMES GATEWAY

### TRUSTEES' AND DIRECTORS' REPORT

**FOR THE YEAR ENDED 31 MARCH 2024**

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## ORIGINS AND MISSION

YMCA was set up in England in 1844 by Sir George Williams. YMCA has over 60 million members in 120 countries worldwide, each with a 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. There are essential building blocks for a full and rewarding life: a safe home; acceptance; guidance; friendship; physical and mental health; academic support; employment skills; and access to real opportunities.

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

Today, YMCA has grown to serve more than 65 million regardless of age, race, gender, sexual orientation or socio-economic background. While YMCAs work and respond locally to support young people, YMCA England & Wales supports each local charity and acts as a national voice. As a part of the largest and oldest youth charity in the world, YMCA Thames Gateway is extremely proud to be one of the independent, local YMCAs spread across England and Wales.

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

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



#### Accommodation

YMCA is the largest provider of safe, supported housing for young people in England and Wales. Our philosophy of supporting young people holistically means we provide not only a bed but also help a young person gain the training, skills and confidence to go on to lead independent lives. Through our numerous sites, across five boroughs, we provide **550** young people with accommodation each and every night, 365 days a year; young people who would otherwise be homeless, or at risk of homelessness. In the past year we have provided in the region of **60,000** meals to our residents.



#### Children's, youth and family work

We are an Ofsted registered childcare provider, and this year we offered nursery, preschool, after school clubs, holiday clubs and youth-focused activities to over **2,000** children. We also run parent and toddler provisions and birthday parties where we engaged with **4,842** children and families. We support many of the vulnerable families in our communities through funded places and our family inclusion work.



### Health and Wellbeing

We believe that everyone should have access to facilities to support their physical wellbeing, and that good physical health works hand in hand with strong mental wellbeing. We currently have **3,393** registered members using our fitness facilities, including the gym and fitness classes, as well as cancer and stroke rehabilitation and specialist sports, gym sessions and classes for young people, seniors and people with additional needs.



### Training and Education

Helping residents to develop their skills and experience will enhance the opportunities available to them in the future. As such, we offer training around basic life skills, such as cooking and budgeting, as well as provide support for seeking work and employment. We helped **295** young people develop basic life skills, **247** with work and employment skills and targeted programmes for **20** young people with SEND.



### Support and Advice

Being able to provide solid and factual advice to our residents is incredibly important. Offering support on benefits, education, employment, housing and health and wellbeing aids them on their journey. During the 2023/24 financial year, our support workers helped over **430** vulnerable young people with financial and budget planning advice as well as housing and benefits guidance. They also supported **263** with mental health advice, with the aim of ensuring they leave our care in a more positive place than they were in when they came to us.

## 2022 – 2027 STRATEGIC THEMES

As we came out of the Covid pandemic, we started to look ahead at what we need to do to survive in the 'new world' and developed our new five-year plan. This plan is built around five core strategic themes, with each theme owned by different service areas and developed through annual priorities and actions. Below is a summary of what the strategic themes are, along with the core objective and narrative attached to 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		
<b>Priority</b>	Financial position for each branch identified and financial sustainability goal set	→ <b>Year 2 update</b>	Financial data is being developed in branch format in order to report to the Finance, Audit and Risk Committee (FAR) and Board. Financial sustainability targets are being worked on to establish as part of 2024/25 budget setting process
<b>Priority</b>	Priorities for new work identified that will optimise the financial position and sustainability of the branch	→ <b>Year 2 update</b>	Due to the groups stalling, this will be carried forward to year 3
<b>Priority</b>	Quality Assessment Framework (QAF) for organisation and branches identified and developed	→ <b>Year 2 update</b>	Trusted Charity Mark assessment is complete and has been submitted on their portal. Introduction of the branch QAF is currently on hold, pending the new CEO joining the organisation. Children's Services policies are reviewed annually and currently are overdue. This has skewed the figure, currently at 60% (would be 71% otherwise). Staff shortages in Q and C meant less focus on this in Q4
<b>Priority</b>	Technology is advanced to enhance data security and business efficiencies	→ <b>Year 2 update</b>	PeopleHR has been integrated to cover West Kent staff, as well as InForm, Sage and Office 365. Plan developed to review and

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### FOR THE YEAR ENDED 31 MARCH 2024

			identify priorities for technological improvements
<b>OBJECTIVE</b>	<b>We will strengthen existing branches which will include the development of new areas of work</b>		
<b>Priority</b>	Identify priority areas to address in order to consolidate the branch's position	→ <b>Year 2 update</b>	SWOT analysis completed for Romford and Brentwood, underway for Woolwich and Thamesmead (delayed due to the closure of services in Thamesmead and merger of two branch groups). Key areas being discussed/developed
<b>Priority</b>	Branch service review undertaken and gaps in service identified that will meet local community need	→ <b>Year 2 update</b>	Completed for Romford, underway for Brentwood, Woolwich and Thamesmead (delayed as detailed above).
<b>Priority</b>	Gaps in service identified	→ <b>Year 2 update</b>	Completed for Romford, underway for Brentwood thanks to funding secured
<b>Priority</b>	Proposal developed for new services required to meet customer need	→ <b>Year 2 update</b>	Business case presented to Exec to discuss closure of Romford After School Club, and open offsite ASC provision of after school and breakfast club
<b>OBJECTIVE</b>	<b>Develop our approach to winning significant contracts and our capacity to deliver them</b>		
<b>Priority</b>	Identify and expand resources required to win contracts	→ <b>Year 2 update</b>	Conversations being had to look at implementing a CRM as well as ways to change the way we apply for funds, considering our size is restricting us
<b>Priority</b>	Contract management process is clear to all involved	→ <b>Year 2 update</b>	In place
<b>Priority</b>	Strong stakeholder relationship in place for each branch	→ <b>Year 2 update</b>	Being developed as part of the masterplan work
<b>OBJECTIVE</b>	<b>New branches to only be developed within Thames Gateway, Kent or Essex</b>		
<b>Priority</b>		→ <b>Year 2 update</b>	Carried forward

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#### FOR THE YEAR ENDED 31 MARCH 2024

Maintain good relationships with our sister YMCAs in the areas of our geography

#### 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 2 update** Carried forward

#### OBJECTIVE To attract and retain the best people in the workplace

**Priority** Review of salary rates for all posts → **Year 2 update** Benchmarking for all non-minimum wage posts undertaken. Policy regarding living wage rates and London waiting allowance agreed by Exec

**Priority** Undertake pay progression exercise linked to pay band increments → **Year 2 update** Work has started but more to do

**Priority** Undertake review of working models to provide flexibility, productivity and work life balance for staff → **Year 2 update** Non-compliant 'part year worker' work models identified and reviewed, flexible working models agreed and associated employment contracts agreed. Agency expenditure costs have been reduced by 25% thanks to close working with the operational teams

#### OBJECTIVE Identify and invest in future leaders

**Priority** Build on the existing leadership development programme → **Year 2 update** Three staff completed the Leadership Development programme

**Priority** Succession Planning → **Year 2 update** Work has begun on the development of a L&D function, and key staff leaving identified

#### OBJECTIVE Implement and embed a Trauma Informed approach to the workforce

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<b>Priority</b>	To commit to the stages of becoming a Trauma Informed organisation	→ <b>Year 2 update</b>	Lead appointed and group set up. Residentials adopted a TI approach
<b>Theme</b>	<b>EMBRACE SUSTAINABILITY</b>		
<b>OBJECTIVE</b>	<b>Develop a sustainability strategy which defines the scope of our sustainability work</b>		
<b>Priority</b>	Develop a policy statement and 5-year sustainability strategy	→ <b>Year 2 update</b>	No progress made but may make up part of the OFSTED housing registration
<b>OBJECTIVE</b>	<b>Environmental Sustainability Project Steering Group (ESPSG) meets and scopes out the opportunities, priorities and challenges</b>		
<b>Priority</b>	Implement the proposals from the discovery phase of the ESPSG	→ <b>Year 2 update</b>	Plan has been scoped out but postponed until more resources are in place
<b>Theme</b>	<b>COMPLETE THE MASTERPLAN</b>		
<b>OBJECTIVE</b>	<b>Provide a new state of the art YMCA Community Hub for Havering and Barking &amp; Dagenham residents</b>		
<b>Priority</b>	Engage with stakeholders to identify local need	→ <b>Year 2 update</b>	Research report completed and shared internally and publicly
<b>Priority</b>	Discuss and agree design concept that meets local need	→ <b>Year 2 update</b>	Carried forward
<b>Priority</b>	Funding strategy for Romford Community Hub is agreed	→ <b>Year 2 update</b>	Will not be completed until the design and plans are agreed
<b>Priority</b>	Continue work to maintain decent homes standards in the existing building	→ <b>Year 2 update</b>	Spending slowdown in place and tracker developed/populated for all known spend
<b>Theme</b>	<b>TELL OUR STORY</b>		
<b>OBJECTIVE</b>	<b>Tell our story in creative ways</b>		
<b>Priority</b>	Development of the Here for Good strategy in line with YMCA E&W	→ <b>Year 2 update</b>	Brand update complete on digital assets, physical branding requires expenditure. Case study training to be developed
<b>OBJECTIVE</b>	<b>Ensure the communities we serve understand and embrace our mission and values</b>		
<b>Priority</b>	Commission an independent survey to enable us to establish	→ <b>Year 2 update</b>	Completed for Romford but will tie in with the branch hub group work – carry forward

a baseline of our local  
communities understanding

## HOUSING REVIEW

We welcomed 312 new residents into our sites during the year, housing a total of 744 people across all our housing sites.

The Housing team were successful in meeting one of their key objectives; to improve the occupancy rate, increasing it from 91.51% to 94.22%. Particular attention was paid to Ryder House which improved from 75.53% to 85.95%.

### Meeting resident need

The key areas of support for our residents continue to be around welfare benefits and money management, maintaining their mental wellbeing and life skills support. We work closely with a range of partner agencies to ensure that we're providing joined up assistance to our residents.

As well as 1;1 support, we have designed and developed a program of group support sessions. This has been piloted and feedback from residents has been positive about the peer support benefits from these sessions.

### Involving residents

We want residents to be able to influence the services that they receive. They can do this through our resident panels and 'house meetings'. We worked closely with the residents at the Roundhouse, testing out service names with them, and they helped choose the name 'Young Futures Service'. We want to continue to develop our resident involvement offer.

45 residents joined us across three trips to Othona, a community retreat on the coast, where groups of staff and residents came together and shared their personal stories. Feedback from residents overwhelmingly positive, with one resident saying "Probably one of the best experiences I've had. Growing up I've never really been on any holidays so just being by the beach was something new, but the interactions were also good".

### Securing new business - Young Futures Programme

Our contract to provide 38 units of Supported Accommodation & Floating Support to young people in Kent came to an end this year. Kent County Council (KCC) carried out a strategic review of need in the county and tendered out a contract to deliver accommodation and support to 33 'children in care'. We were successful in our tender for this, scoring very highly on quality. Our delivery model is called 'Young Futures Program' and features strong resident involvement, with the introduction of Resident Inspectors, Environmental Champions and a Resident Advisory Panel. Specialist support worker roles on mental health and drug & alcohol are a new feature of this service. The contract is for four years, with a possible four one-year extensions.

Delivery of this contract is overseen by an internal Operational Delivery Board.

### Increasing regulation

The client group supported through the Young Future Program are 16/17-year olds and this means that it falls under Ofsted Supported Accommodation regulations that became effective in October 2023. We registered for this and have subsequently been successful following our registration inspection visit and so we are now fully Ofsted registered.

# YMCA THAMES GATEWAY

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### FOR THE YEAR ENDED 31 MARCH 2024

#### CHILDREN'S SERVICES REVIEW

During 2023/24, we cared for **357** single children in our Early Years settings and **681** single children attended our After School and Holiday Clubs.

All Early Years settings currently have a GOOD Ofsted rating, with Romford Preschool the latest to be inspected in January 2024. Audits are continuously being carried out to create action plans and push the provisions to be rated as Outstanding.

Occupancy has been lowering over the 23/24 financial year, compared to the previous financial year, due to staff shortages. This has been a national crisis in the sector which made the news. This prompted the Government to pilot an Early Years incentive, offering new and returning Early Years workers a £1,000 recruitment bonus, which will be rolled out across 20 local authorities in the next financial year. Unfortunately, our settings were not in the eligible authorities - however we are hoping that the incentive is a success and therefore wider funding will be available in the future.

The below table shows the occupancy figures across our sites for the last two months of the financial year:

SITE	FEBRUARY 2024	MARCH 2024
<b>Romford Preschool</b>	29.68%	29.68%
<b>Temple Hill Nursery</b>	58.31%	55.56%
<b>Lakeside Nursery</b>	35.78%	47.38%
<b>After School Club and Breakfast</b>	66%	61%
<b>Holiday Club</b>	97%	n/a
<b>Birthday Parties</b>	38%	35%

The Government announced its plans to offer 15-hours of funding for babies from 9-months-old from September 2024, to encourage parents to return to work. As a result, we have begun to assess how we can utilise this funding – which is predicted to be higher than at any other age range – at Temple Hill Nursery. We currently only have space for 9 babies at the site, so we are looking at how we can better use the space in the sessional room to accommodate more children under two years, and therefore generate more income.

This financial year we have introduced new charges to the Early Years provision to support with the viability. We now are charging for lunches and administration fees for refunds, late payment fees and registration, for example.

#### **Debt**

Due to the financial position, there has been a focus on debt recovery. We identified that families paying in arrears – our standard process – meant that the likelihood of debt increased. Being able to chase the debt was often hard if it was not a high enough amount to warrant going through our solicitor's process. However, this financial year we changed our process to both 'bill in advance' and also to stop care of any private funded space, if the account showed monies owed. This has had a positive impact on income and debt chasing.

#### **Family inclusion**

After spending the majority of the financial year with the family inclusion post vacant – due to recruitment difficulties - the team have dedicated themselves to ensuring the vital work continues. One of the key findings from this has been that staff are best placed to facilitate the family inclusion project, as they have already built a rapport with the families who access the services. As a result, we are planning on approaching the National Lottery to request permission

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to adapt the funding perimeters which will enable us recruit an Impact Data Analysis, who can support with monitoring the project.

#### **Birthday Parties**

Since redesigning the birthday party packages, we have had an increase in sales of additional time. The number of unique users accessing the birthday parties service has risen by 10.4%. The team have also worked in collaboration with the catering department to change the party menu, which will be introduced in the next financial year. We have been looking at how we can further improve birthday parties and have created a post party survey to continuously monitor the provision and make changes based on customer feedback. These will be actioned in the new financial year and will be assessed every six months.

#### **After School Club**

With the introduction for half sessions, occupancy is up by 67.8% in comparison to the previous financial year. We opened a brand new After School Club in Goresbrook School based in Barking and Dagenham, as of September 2023.

Ad hoc sessions continue to be popular and we have started a waiting list for three days of the week at two sites, due to their popularity. During the financial year, Government announced the intention of rolling out wraparound care funding which will fund members of staff for new and existing provisions. There is currently not much information regarding the parameters of this funding; however, we are working closely with the local authorities for when it becomes available.

#### **Holiday Club**

We have been successful in securing HAF funding for the Easter holidays and are continuing to apply for the upcoming holidays. A total of 23 children directly benefited from this funding over Easter. Kitchen Social has continued to fund us for all large school holidays, which ensures all children accessing the service receive a healthy meal while they are in our care. We were also successful in receiving 'Take and Make Boxes' through the Mayor's Fund for London, an initiative that started during the COVID pandemic. Children attending Holiday Club were able to take boxes of fresh ingredients home to make a healthy meal. In total, we received 290 boxes which went home to families.

## HEALTH AND WELLBEING REVIEW

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

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

During 2023/24, our Direct Debit paying members accounted for **940** members, with an additional **75** paying annual memberships and a further **252** registered as "Pay and Play", **27** juniors on a one-month membership - a total of **1,294** members.

We continue to battle with the saturated gym and fitness market in both Barking & Dagenham and Havering, with no less than 20 known branded gyms within a five-mile radius. Many of our members remain loyal because they enjoy being part of the community we offer, as well as

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being able to exercise somewhere relaxed and comfortable. We're very grateful to them for their continued loyalty and support.

Our Health and Wellbeing highlights for this financial year:

- Continuing our digital programme as part of our membership offer, streaming through our classes onsite and added this into all our membership offer
- Continuing our funded Cancer Rehab programme, offering a 10-week programme, with our qualified PTs. This is free at the point of delivery thanks to fundraising events and donations. We started 40 clients on the scheme in the April 2023 - March 2024 period with 35 completing the course and 17 becoming full members
- Continuing the Senior Citizens Group within Health & Wellbeing had a positive impact - we see an average weekly attendance of 25 customers attending both sessions
- Through streamlining our room hire offer and introducing concessionary rates, we strengthened our offer within the community. We work with in the following areas – NHS, Macmillan, cardiac rehab, Breast Cancer Now group, pain clinic and local church groups. We have secured regular rolling bookings and are working with 23 companies
- Focusing on specialist schools in our community that support young people with additional needs and offering opportunities for them to experience the gym, RPM, climbing and tailored fitness sessions
- Supporting a previous resident on his personal development journey of becoming a Personal Trainer. Through this, we have launched a resident educational programme that can develop skills and knowledge, and provide a qualification into the fitness industry
- A resident's Health and Wellbeing activity programme has been introduced at YMCA Brentwood, offering sessions with MIND as well as various fitness classes, a walking/running club, football, martial arts, parents and baby groups. This is continuing to develop by introducing streaming our digital classes
- Introducing supported gym instructor sessions and 24-hour gym access, adding value to our gym membership
- Attended Havering's Family Fest at Harrow Lodge Park show casing our facilities
- We delivered a Kings Coronation party for our community members and senior citizen group members which was very well received
- On average we had between 13-15 school sessions a week and this was for the full academic year. These schools included main stream, special educational needs plus alternative providers and Pupil Referral Units
- We received £2,350 for our stroke rehabilitation class at YMCA Dartford from the Kent Community Foundation. £1,500 of this money was put towards a Christmas meal and a coach trip and £850 towards the running of the sessions
- Delivered our annual 2023 Christmas party for our special needs and community members. Sold 77 tickets at £8 each, raising £616 plus £99 in raffle ticket sales. This money goes towards equipment for our special need members
- From doing our fire safety training, we discovered that we did not have a General Emergency Evacuation Plan (GEEP) or Personal Emergency Evacuation Plan (PEEP) in place so we rectified this. Our specialist classes have group evacuation plans in place and any severely disabled person, staff or member, has their own personal evacuation plan. This training also uncovered that we were accommodating too many disabled people on the first floor without means of getting them downstairs safely or in a reasonable time, so we moved a class down to the ground floor. Funding for this project was put together in 2023, but we didn't receive the funding until September 2024.
- The health conditioning class grew increasingly popular so we moved it to the gym, enabling us to accommodate 36 members across two sessions
- A weekly outreach class, providing a seated exercise programme, saw 90 sessions take place during the financial year, generating £3,150.

## **YOUTH SERVICES REVIEW**

During 2023/2024 YMCA Woolwich Youth have worked with **164** individual children and young people (CYP) at our two Youth Clubs and through our various Mentoring programmes, **67** of whom are new. Altogether these CYP have attended our sessions **1,748** times. In addition to this, we've worked with a further **612** CYP across Woolwich through our detached outreach work. We've also provided **412** one-to-ones, mostly through accessible drop-in mentoring.

### **Clubs**

We have delivered 71 club sessions, 36 for those aged 13-19 and 35 for those aged 8-12. Our clubs include skills development activities such as cooking, craft, music workshops and sports, whilst also providing a safe-space CYP can take ownership of and where they can make friends and seek support.

Of the 164 registered CYP we've worked with, 62 are regarded as 'at risk'. Our service is Trauma Informed - principles of safety, trustworthiness, choice, collaboration and empowerment are embedded. Comprehensive briefings, debriefings, client risk assessment and safeguarding matrixes ensure concerns and feedback are picked up and acted upon, and help ensure we remain a safe-space for those with safeguarding concerns, or who present with challenging behaviour or have SEND.

We also welcomed two new Youth Work Assistants in May 2023, who enriched the team with their sports and cooking skills.

### **Detached**

We've run 42 detached outreach sessions in Woolwich town centre, Woolwich common and at two locations in the Woolwich Dockyard area. This outreach programme commenced in April 2023 and is funded by Royal Borough of Greenwich, as is our Schools Mentoring.

We provide positive activities, sports and conversations for CYP in their local vicinity, improving their overall wellbeing. This also provides an opportunity to safely be outside with others and making friends, thereby reducing social isolation and helping to prevent these CYP from getting involved in antisocial behaviour and other crime.

### **Mentoring**

We have delivered 33 Schools Group Mentoring sessions with 39 CYP, who all showed significant improvement in the areas of teamwork and relationships, self-awareness, leadership, communication, resilience, confidence and living a healthy lifestyle. We welcomed an experienced new Therapeutic Youth Worker to the team, who was able to further develop the nine-week programme, which we now run with 'at risk' year 7s.

In addition to this we have developed our drop-in mentoring at clubs. Our staff ratios ensure a leader is always available to chat to one-to-one and offer support. We also have a range of mentoring activities to help CYP express their feelings and consider their life choices.

### **Trips and activity days**

This year we've delivered two girls-only activity sessions, encouraging more girls to get active and involved in our services, and three music workshop days, giving CYP the opportunity to express themselves through music, develop skills and even record a track.

We took a group of CYP with SEND to a circus skills academy, and in the summer gave those interested a chance to try snow sports at SnowCamp.

In August 2023, we also took a large group to Southend to enjoy the seaside and the fun-fair - a very special day for many who may not have the opportunity to go away in the summer.

## YMCA THAMES GATEWAY

### TRUSTEES' AND DIRECTORS' REPORT

**FOR THE YEAR ENDED 31 MARCH 2024**

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## 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 Disclaimer of Opinion

The Trustees acknowledge the issues raised in the Auditor's disclaimer of opinion and take this matter extremely seriously. Ensuring the integrity of our financial management and reporting is of the highest priority. The Trustees, together with senior management, have taken significant steps to strengthen financial governance, controls, and reporting processes.

In particular, the following actions have been taken:

- Strengthening Financial Leadership – appointment of a new Director of Finance and an expanded finance team to improve oversight, accountability, and reporting capacity.
- Systems Integration – implementation of improved financial systems and processes to harmonise reporting across YMCA Thames Gateway, YMCA West Kent and YMCA Dartford, ensuring consistency and accuracy in group-wide reporting.
- Improved Internal Controls – establishment of tighter controls around reconciliations, authorisations, and segregation of duties, with enhanced scrutiny from the Finance & Audit Committee.
- Training and Development – investment in finance team training to ensure compliance with best practice in charity accounting (SORP 2019) and regulatory requirements.
- Regular Management Information – introduction of improved monthly management accounts, budget monitoring, and variance analysis to allow Trustees and management to take timely corrective action.
- External Support – engagement of external advisers to assist with process review, year-end close procedures, and to provide assurance on the robustness of controls.

## YMCA THAMES GATEWAY

### TRUSTEES' AND DIRECTORS' REPORT

#### FOR THE YEAR ENDED 31 MARCH 2024

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- Governance Oversight – strengthening of Trustee financial literacy through focused training and deeper engagement with financial matters at Board level.

The Trustees are confident that these measures address the issues raised by the auditors and will ensure that future statutory accounts are presented with assurance subject to the impact of the disclaimer of opinion report on March 2024 accounts.

#### Operating Results

For the year ended 31 March 2024, the Group reported an operating deficit. This outcome reflects the ongoing challenges of integrating YMCA West Kent, as well as the continuing effects of post-pandemic recovery.

- Turnover: £10,155,316 (2023: £9,176,191)
- Operating Expenditure: £10,265,694 (2023: £10,238,118)
- Operating Deficit: £110,378 (2023: £1,061,927)

While turnover increased by £979,125 compared with the prior year, higher operating costs offset these gains. Importantly, the deficit has narrowed significantly compared with 2023, indicating progress towards financial stability.

#### Key Operational and Financial Factors

- Post-pandemic recovery - the Group continues to realign services to reflect changing demand from members and customers. The 2024–25 budget anticipated a slow recovery, and this has been reflected in the financial results.
- Recruitment pressures - The national recruitment environment has remained challenging, particularly within Children's Services. Staffing shortages reduced occupancy levels and necessitated the closure of one childcare setting. Despite these pressures, the Group implemented a cost-of-living pay increase, resulting in staffing costs rising by £106,522. This was partially offset by vacancy savings.
- Investments and Financing - Investment performance was positive during the year. However, a portion of the investment portfolio was liquidated to repay a short-term Barclays loan, strengthening the balance sheet.
- Cash flow and reserves - The Group's cash position improved to £326,773 (2023: £300,719). We continue to maintain sufficient reserves to safeguard the Association's operations. Reserves are held in a mix of fixed and current assets, including an investment portfolio managed by Barclays Wealth on behalf of the Board.

## YMCA THAMES GATEWAY

### TRUSTEES' AND DIRECTORS' REPORT

#### FOR THE YEAR ENDED 31 MARCH 2024

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#### Looking Ahead

The Trustees remain focused on achieving financial sustainability and strengthening the resilience of the Group. Key priorities for 2024–25 include:

- Completing the integration of financial systems across the merged organisations.
- Continuing to reduce operating deficits through careful cost control and growth in sustainable income streams.
- Investing in people and systems to strengthen our service delivery while maintaining sound financial stewardship.
- Building reserves to provide long-term financial stability.
- Through these measures, the Trustees are confident that YMCA Thames Gateway will continue to serve its communities effectively, while maintaining robust financial management and governance.

#### 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.

The year to 31 March 2024 saw asset values increase by £33k, with the partial liquidation of the portfolio the value as of 31st March 2024 stands at £391,607 (2023: £1,061,302)

#### RESERVES POLICY

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

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

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

The Board consider that the free reserves should cover a minimum of four months operating expenditure. At the end of the financial year free reserves totalled (£2,823,474) due to the restatement of our Charity bank & Y England long term loan as short-term resulting from a covenant breach, (2023: (£2,460,756) all long-term loans were classed as short term due to covenant breach).

## YMCA THAMES GATEWAY

### TRUSTEES' AND DIRECTORS' REPORT

#### FOR THE YEAR ENDED 31 MARCH 2024

If loans were not stated as being on demand, free reserves would have been £107,067. 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.

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.

YMCA West Kent fully merged with YMCA Thames Gateway Group on 1 July 2023 and as the Fundraising team support income generation across the entire group, the income figures from fundraising are broken down below for transparency:

#### YMCA West Kent

(including The Bridge Trust Project):

- Grants - £95,757.79
- Donations - £12,202.83
- Legacy - £77,538.77

#### YMCA Thames Gateway Group:

- Grants - £136,963.97
- Donations - £11,976.08

In total, we secured £334,439.49 from fundraising and community fundraising activities.

- Alan Spencer
- Asda Foundation
- Beechwood school
- Betterpoints
- Bruce Wilmot
- Cadent
- Capel United Church
- Coop Community Foundation
- Dartford Borough Council
- Dartford Deeds Not Words
- Dartford Lions
- David Tidmarsh

## YMCA THAMES GATEWAY

### TRUSTEES' AND DIRECTORS' REPORT

#### FOR THE YEAR ENDED 31 MARCH 2024

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- Debbie Clark
- Delia Tickner
- Essex Community Foundation (from Saffron Community Fund and Elspeth Hodgkinson Fund)
- Hospital Saturday Fund
- Jack Petchey
- John Lewis
- Jordan Burt from Smart Platforms
- Keith Price
- Kent Community Foundation
- London Borough of Havering
- Midge Noding
- No Jacket Required
- Northwood Investments
- P & FW Family Charitable Trust
- Patricia Burgess
- Procure Plus Ltd
- Rodney Stone
- Sarah Turner
- South East water
- St Luke's Church
- St Mary's Church
- Susan May
- Tesco
- YMCA England & Wales

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

- BBC Children in Need
- National Lottery Community Fund
- Royal Borough of Greenwich

## VOLUNTEERS

The number of volunteers within our service areas during 2023/24 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 **29** 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).

Over the past year, we generated over £450,000 in external funding and value for money savings. This was a combination of additional income, cashable and non-cashable saving, and was achieved across all departments.

Here are some highlights:

- In our review of our Romford Housing service, it was estimated that for every £1 invested, £10 in social value is generated through our existing services

## YMCA THAMES GATEWAY

### TRUSTEES' AND DIRECTORS' REPORT

#### FOR THE YEAR ENDED 31 MARCH 2024

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- £402,000 from Kent County Council to deliver an accommodation and support service for children in care and care leavers
- £33,000 from YMCA England & Wales from their Room sponsor programme, to support the work we do with young people across our sites
- £8,000 secured from Cadent Gas to deliver information packs, advice and guidance providing holistic support relating to income maximisation, energy efficiency and CO safety. We also benefitted from staff training and receipt of slow cookers to provide training to residents. (£3,000 of this funding was received in this financial year)
- £3,000 grant from Kent Community Foundation to support our vulnerable adult work, including our Stroke Rehab programme in Dartford
- £2,000 from the Hospital Saturday Fund helping to cover the delivery costs of our Cancer Rehab programme in Romford
- Over £1,500 in food for residents donated from supermarkets.
- We were successful in a tender to Kent Country Council to deliver 33 units of accommodation and support to 33 children in care. This contract mobilises in April 2024 and is for 4 years.
- Occupancy increased from 91.52% in 22/23 to 94.22% in 23/24

#### 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.

##### Business Health

	2024	2023
Operating Margin - Social Housing	23%	9%
Operating Margin - Overall	-1%	-12%
EBITDA MRI interest cover	100%	-598%

##### Development

New supply as a % of current units - social housing units	0%	8%
Gearing	18%	18%

##### Outcomes

Reinvestment %	0.4%	2.0%
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##### Effective Asset Management

ROCE	-2%	-6%
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##### Cost per unit

Headline social housing cost	11,700	8,583
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#### OPERATING MARGIN

## **YMCA THAMES GATEWAY**

### **TRUSTEES' AND DIRECTORS' REPORT**

#### ***FOR THE YEAR ENDED 31 MARCH 2024***

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Strategies put in place for the 2023/24 financial year have helped us to improve our overall operating margin. We strive to further improve our operating efficiency in the coming years, whilst we adapt our post pandemic operating activities and build on our solid foundation within the communities we serve. We have streamlined our service delivery and where necessary taken difficult decisions to close underperforming business units. We are confident that our overall operating margin will continue to improve as a result.

#### **GEARING**

YMCA TGG is low geared and better than the industry average.

#### **ROCE**

Whilst improving, this is an area that Trustees and management are working on to ensure effective utilisation of our assets. Asset management strategy is being developed by the CEO and Executive Director of Operations.

#### **HEADLINE SOCIAL HOUSING COST PER UNIT**

We have experienced inflationary and cost of living increases to our cost base. We actively manage contracts and review costs to ensure we maintain best value for the charity and our social housing residents.

**STRATEGIC OBJECTIVES FOR YEAR 3 – 2024/25**

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.

<b>Theme</b>	<b>STRENGTHEN THE BRANCHES</b>
<b>Objective 1</b>	<b>Branches to be financially sustainable, offer a balanced portfolio of work and are of high quality</b>
<b>Priority 1</b>	Financial position for each branch identified and financial sustainability goal set
<b>Priority 2</b>	Priorities for new work identified that will optimise the financial position and sustainability of the branch
<b>Priority 3</b>	Quality Assessment Framework (QAF) for organisation and branches identified and developed
<b>Priority 4</b>	Technology is advanced to enhance data security and business efficiencies
<b>Objective 2</b>	<b>We will strengthen existing branches which will include the development of new areas of work</b>
<b>Priority 1</b>	Identify priority areas to address in order to consolidate the branch’s position
<b>Priority 2</b>	Branch service review under taken and gaps in service identified that will meet local community need
<b>Priority 3</b>	Food offer to be open and available where we have a space in the hub, so people can come together and tell their story
<b>Priority 4</b>	Extend our educational work to be able to incorporate a training offer to support business need
<b>Priority 5</b>	Maintain property standards in all buildings
<b>Objective 3</b>	<b>Develop our approach to winning significant contracts and our capacity to deliver them</b>
<b>Priority 1</b>	Identify and expand resources required to win contracts
<b>Priority 2</b>	Contract management process is clear to all involved
<b>Priority 3</b>	Strong stakeholder relationship in place for each branch
<b>Objective 4</b>	<b>New branches to only be developed within Thames Gateway, Kent or Essex</b>
<b>Priority 1</b>	Maintain good relationships with our sister YMCAs in the areas of our geography

## YMCA THAMES GATEWAY

### TRUSTEES' AND DIRECTORS' REPORT

**FOR THE YEAR ENDED 31 MARCH 2024**

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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

## YMCA THAMES GATEWAY

### TRUSTEES' AND DIRECTORS' REPORT

**FOR THE YEAR ENDED 31 MARCH 2024**

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<b>Theme</b>	<b>COMPLETE THE MASTERPLAN</b>
<b>Objective 1</b>	<b>Provide a new state of the art YMCA Community Hub for Havering and Barking &amp; Dagenham residents</b>
<b>Priority 1</b>	Discuss and agree design concept that meets local need
<b>Priority 2</b>	Funding strategy for Romford community hub is agreed
<b>Priority 3</b>	Continue work to maintain decent homes standards in the existing building
<b>Theme</b>	<b>TELL OUR STORY</b>
<b>Objective 1</b>	<b>Tell our story in creative ways</b>
<b>Priority 1</b>	Develop a communications strategy for YMCA TGG incorporating the 'Here for Good' approach in line with YMCA E&W
<b>Objective 2</b>	<b>Ensure the communities we serve understand and embrace our mission and values</b>
<b>Priority 2</b>	Commission an independent survey to enable us to establish a baseline of our local communities' understanding

## YMCA THAMES GATEWAY

### TRUSTEES' AND DIRECTORS' REPORT

#### FOR THE YEAR ENDED 31 MARCH 2024

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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 Charity's ability to continue as a going concern for at least 12 months from the date of approval of these financial statements. This review considered a range of financial information and scenarios, including:

- The preliminary financial position as at 31 March 2025
- Actual performance for FY 2025/26 to 31 July 2025 compared with the Board-approved budget
- Updated FY 2025/26 cash flow forecasts including actuals to 31 August 2025
- Income & Expenditure and Cash Flow forecasts extending through March 2027
- Sensitivity analysis to test resilience under downside scenarios
- Covenant compliance, particularly the Debt Service Cover Ratio (DSCR), which remains above the minimum threshold of 1.25x in most scenarios

The review highlights risks arising from reliance on significant inflows from planned asset sales, the loss of nursery income, periods of negative cash flow, and high fixed expenditure levels. Loan repayments further reduce flexibility, and there is a risk of delay in achieving planned savings.

Despite these pressures, income projections and positive year end cash generation remain achievable, supported by asset sales, restructuring, and cost-saving measures. Careful financial management, strict cost control, and securing funding commitments early are central to maintaining going concern. Mitigations include - delaying non-essential spend, prioritising inflows, enforcing cost controls, securing asset sale timelines, exploring alternative funding, negotiating loan flexibility if needed, and closely monitoring savings delivery.

The Trustees acknowledge material uncertainty regarding the timing and value of asset disposals and the successful completion of the organisational restructure, both of which underpin longer-term forecasts. Delays or shortfalls in these areas could adversely affect liquidity and covenant compliance, particularly in FY 2026/27.

# YMCA THAMES GATEWAY

## TRUSTEES' AND DIRECTORS' REPORT

### FOR THE YEAR ENDED 31 MARCH 2024

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Nevertheless, based on current performance, the availability of mitigation actions, and continued engagement with stakeholders and lenders, the Trustees are satisfied that the Charity has adequate resources to meet obligations as they fall due.

Accordingly, the FY 2023/24 financial statements have been prepared on a going concern basis.

#### **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 12 to 25.

#### **ENERGY AND CARBON REPORT**

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

#### **STATEMENT OF DISCLOSURE TO AUDITOR**

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

The trustees' report, including the strategic report, was approved by the Board of Trustees on 29 Sep.2025.....and signed on their behalf by:

 |

**Mark Saunders**  
Chair and Trustee

## **YMCA THAMES GATEWAY**

### **TRUSTEES' RESPONSIBILITIES STATEMENT**

#### ***FOR THE YEAR ENDED 31 MARCH 2024***

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

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

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

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

# YMCA THAMES GATEWAY

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF YMCA THAMES GATEWAY

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#### **Disclaimer of Opinion**

We were engaged to audit the financial statements of YMCA Thames Gateway (the 'Company') and its subsidiaries (the 'Group') for the year ended 31 March 2024 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).

We do not express an opinion on the accompanying financial statements of the Group and Company. Because of the significance of the matter described in the basis for disclaimer of opinion section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

#### **Basis for disclaimer of opinion**

Following significant change in the finance team during 2025, management have only been able to obtain limited financial information. We were therefore unable to obtain sufficient and appropriate explanations including in relation to:

- reconciling bank items;
- journal entries;
- turnover; and
- adjustments posted to expenditure to rectify errors.

Consequently, we were unable to obtain all the information and explanations required for the purposes of our audit and unable to confirm or verify by alternative means, turnover and operating expenditure included within the Group statement of comprehensive income; current assets and all liabilities (excluding accrued pension deficit contributions and deferred grants) included within the Company and Group Balance Sheet as well as whether there are any omitted fixed assets.

As a result of the pervasive nature of the above matters, we were unable to determine whether any adjustments might have been found necessary in respect of the elements making up the Group Statement of Comprehensive Income, the Company and Group Balance Sheets, the Company and Group Statement of Changes in Reserves and the Group Statement of Cash Flows.

#### **Opinions on other matters prescribed by the Companies Act 2006**

Because of the significance of the matter described in the basis for disclaimer of opinion section of our report, we have been unable to form an opinion, whether based on the work undertaken in the course of the 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 trustees' report have been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

Notwithstanding our disclaimer of an opinion on the financial statements, in the light of the knowledge and understanding of the Group and the Company and its environment obtained in the course of the audit performed subject to the pervasive limitation described above, we have not identified material misstatements in the strategic report or the trustees' report.

Arising solely from the limitation on the scope of our work 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 financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made.

# YMCA THAMES GATEWAY

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF YMCA THAMES GATEWAY

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#### **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 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 Company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

Our responsibility is to conduct an audit of the Group and Company's financial statements in accordance with International Standards on Auditing (UK) and to issue an auditor's report.

However, because of the matter described in the basis for disclaimer of opinion section of our report, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

We are independent of the Group and Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

#### **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 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.

Because of the matter described in the basis for disclaimer of opinion section of our report, we were not able to complete all of the key procedures we had planned to undertake to detect irregularities including fraud, which 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 the treatment of the transfer from YMCA West Kent
- Assessing the extent of compliance, or lack of, with the relevant laws and regulations
- Testing key income lines, in particular cut-off, for evidence of management bias
- Assessing the validity of the classification of income, expenditure, assets and liabilities between unrestricted, designated and restricted funds
- Performing a physical verification of key assets
- Obtaining third-party confirmation of material bank and loan balances
- Documenting and verifying all significant related party balances and transactions
- Reviewing documentation such as the charity board minutes for discussions of irregularities including fraud
- Reviewing key consolidation journals.

# YMCA THAMES GATEWAY

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF YMCA THAMES GATEWAY

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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 Company.

#### **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: 29 Sep 2025 .....

# YMCA THAMES GATEWAY

## GROUP STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2024

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		2024	2023
	Notes	£	£
<b>Turnover</b>	<b>3</b>	10,155,316	9,176,191
Operating expenditure		(10,265,694)	(10,238,118)
<b>Operating loss</b>	<b>4</b>	(110,378)	(1,061,927)
Interest receivable and similar income	<b>7</b>	29,969	45,836
Interest payable and similar expenses	<b>8</b>	(199,721)	(155,022)
Fair value gains and losses on investments	<b>9</b>	33,274	(114,714)
Fair value gains and losses on investment properties	<b>13</b>	-	(25,000)
<b>Loss before taxation</b>		(246,856)	(1,310,827)
Tax on loss	<b>11</b>	-	-
<b>Total comprehensive loss for the year</b>		(246,856)	(1,310,827)

The results relate wholly to continuing activities.

# YMCA THAMES GATEWAY

## GROUP BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024		2023	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	12		20,578,405		21,177,247
Investment properties	13		-		510,000
Investments	14		391,588		1,038,653
			<u>20,969,993</u>		<u>22,725,900</u>
<b>Current assets</b>					
Stocks	17	7,506		6,130	
Debtors	18	1,041,259		783,819	
Cash at bank and in hand		326,773		300,719	
		<u>1,375,538</u>		<u>1,090,668</u>	
<b>Creditors: amounts falling due within one year</b>	19	<u>(4,590,598)</u>		<u>(5,200,075)</u>	
<b>Net current liabilities</b>			<u>(3,215,060)</u>		<u>(4,109,407)</u>
<b>Total assets less current liabilities</b>			<u>17,754,933</u>		<u>18,616,493</u>
<b>Creditors: amounts falling due after more than one year</b>	20		(281,899)		(859,135)
<b>Deferred grants</b>	22		(2,668,036)		(2,705,504)
<b>Net assets</b>			<u>14,804,998</u>		<u>15,051,854</u>
<b>Reserves</b>					
Restricted funds	24		158,869		95,201
Revaluation reserve	25		4,120,203		4,223,305
Income and expenditure reserve			10,525,926		10,733,348
<b>Total reserves</b>			<u>14,804,998</u>		<u>15,051,854</u>

29 Sep 2025

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 2024

	Notes	2024		2023	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	12		20,577,337		18,399,703
Investment properties	13		-		510,000
Investments	14		391,607		2,304,435
			<u>20,968,944</u>		<u>21,214,138</u>
<b>Current assets</b>					
Stocks	17	7,506		6,130	
Debtors	18	1,028,955		535,712	
Cash at bank and in hand		321,377		188,219	
		<u>1,357,838</u>		<u>730,061</u>	
<b>Creditors: amounts falling due within one year</b>	19	<u>(4,566,214)</u>		<u>(5,008,186)</u>	
<b>Net current liabilities</b>			<u>(3,208,376)</u>		<u>(4,278,125)</u>
<b>Total assets less current liabilities</b>			<u>17,760,568</u>		<u>16,936,013</u>
<b>Creditors: amounts falling due after more than one year</b>	20		(281,899)		(723,549)
<b>Deferred grants</b>	22		(2,668,036)		(2,705,504)
<b>Net assets</b>			<u>14,810,633</u>		<u>13,506,960</u>
<b>Reserves</b>					
Restricted funds	24		158,869		48,881
Revaluation reserve	25		4,120,203		4,223,305
Income and expenditure reserve			10,531,561		9,234,774
<b>Total reserves</b>			<u>14,810,633</u>		<u>13,506,960</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 surplus for the year was £1,303,673 (2023 - £1,093,545 deficit).

29 Sep 2025

The financial statements were approved by the board of directors and authorised for issue on ..... 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 2024

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	Restricted reserve	Property revaluation reserve	Income and expenditure reserve	Total
Notes	£	£	£	£
<b>Balance at 1 April 2022</b>	113,117	4,326,407	11,923,157	16,362,681
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Year ended 31 March 2023:</b>				
Deficit from income and expenditure account	(17,916)	-	(1,292,911)	(1,310,827)
Other movements	-	(103,102)	103,102	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Balance at 31 March 2023</b>	95,201	4,223,305	10,733,348	15,051,854
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Year ended 31 March 2024:</b>				
Deficit from income and expenditure account	63,668	-	(310,524)	(246,856)
Other movements	-	(103,102)	103,102	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Balance at 31 March 2024</b>	158,869	4,120,203	10,525,926	14,804,998
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

# YMCA THAMES GATEWAY

## COMPANY STATEMENT OF CHANGES IN RESERVES

### FOR THE YEAR ENDED 31 MARCH 2024

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	Restricted reserve	Property revaluation reserve	Income and expenditure reserve	Total
Notes	£	£	£	£
<b>Balance at 1 April 2022</b>	66,701	4,326,407	10,207,397	14,600,505
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Year ended 31 March 2023:</b>				
Deficit from income and expenditure account	(17,820)	-	(1,075,725)	(1,093,545)
Other movements	-	(103,102)	103,102	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Balance at 31 March 2023</b>	48,881	4,223,305	9,234,774	13,506,960
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Year ended 31 March 2024:</b>				
Surplus from income and expenditure account	109,988	-	1,193,685	1,303,673
Other movements	-	(103,102)	103,102	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Balance at 31 March 2024</b>	158,869	4,120,203	10,531,561	14,810,633
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

# YMCA THAMES GATEWAY

## GROUP STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

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	Notes	2024 £	£	2023 £	£
<b>Cash flows from operating activities</b>					
Cash absorbed by operations	31	(319,832)		(382,268)	
Interest paid		(199,720)		(155,022)	
Net cash outflow from operating activities		(519,552)		(537,290)	
<b>Investing activities</b>					
Purchase of tangible fixed assets		(134,210)		(554,160)	
Proceeds from disposal of investment property		488,884		-	
Cash withdrawn from portfolio		729,970		645,835	
Net cash generated from investing activities		1,084,644		91,675	
<b>Financing activities</b>					
Mortgage addition		-		300,000	
Repayment of borrowings		(539,038)		(228,881)	
Net cash (used in)/generated from financing activities		(539,038)		71,119	
<b>Net increase/(decrease) in cash and cash equivalents</b>		26,054		(374,496)	
Cash and cash equivalents at beginning of year		300,719		675,215	
<b>Cash and cash equivalents at end of year</b>		326,773		300,719	

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# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2024

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#### 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 2024. 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 2024

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#### 1 Accounting policies

(Continued)

##### 1.4 Going concern

The Trustees have assessed the Charity's ability to continue as a going concern for at least 12 months from the date of approval of these financial statements. This review considered a range of financial information and scenarios, including:

- The preliminary financial position as at 31 March 2025
- Actual performance for FY25/26 to 31 July 2025 compared with the Board-approved budget
- Updated FY25/26 cash flow forecasts including actuals to 31 August 2025
- Income & Expenditure and Cash Flow forecasts extending through March 2027
- Sensitivity analysis to test resilience under downside scenarios
- Covenant compliance, particularly the Debt Service Cover Ratio (DSCR), which remains above the minimum threshold of 1.25x in most scenarios

The review highlights risks arising from reliance on significant inflows from planned asset sales, the loss of nursery income, periods of negative cash flow, and high fixed expenditure levels. Loan repayments further reduce flexibility, and there is a risk of delay in achieving planned savings.

Despite these pressures, income projections and positive year end cash generation remain achievable, supported by asset sales, restructuring, and cost-saving measures. Careful financial management, strict cost control, and securing funding commitments early are central to maintaining going concern. Mitigations include - delaying non-essential spend, prioritising inflows, enforcing cost controls, securing asset sale timelines, exploring alternative funding, negotiating loan flexibility if needed, and closely monitoring savings delivery.

The Trustees acknowledge material uncertainty regarding the timing and value of asset disposals and the successful completion of the organisational restructure, both of which underpin longer-term forecasts. Delays or shortfalls in these areas could adversely affect liquidity and covenant compliance, particularly in FY26/27.

Nevertheless, based on current performance, the availability of mitigation actions, and continued engagement with stakeholders and lenders, the Trustees are satisfied that the Charity has adequate resources to meet obligations as they fall due.

Accordingly, the FY23/24 financial statements have been prepared on a going concern basis.

##### 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.

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 1 Accounting policies

(Continued)

##### 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.

#### 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.

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

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#### 1 Accounting policies (Continued)

##### 1.7 Investment properties

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

##### 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 2024

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#### 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 2024

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#### 1 Accounting policies

(Continued)

##### 1.13 Employee benefits

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

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

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

##### 1.14 Retirement benefits

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

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

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

##### 1.15 Interest payable

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

##### 1.16 Leases

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

##### 1.17 Government grants

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

##### 1.18 Foreign exchange

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

##### 1.19 Fund accounting

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

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

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

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 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 financial statements include the following judgement:

On 30 June 2023, the activities, net assets and surplus reserves of the subsidiary, YMCA West Kent, were transferred to YMCA Thames Gateway (see note 30). Management has used its judgement to treat the transfer as a hive-up in the parent entity's financial statements. Accordingly the net assets have been brought in at their book values and the surplus reserves have been treated as an item of income and expenditure instead of a movement in the parent entity's reserves.

#### 3 Income

##### For the year ended 31 March 2024

	Turnover	Operating costs	Operating (Loss)/Surplus
	£	£	£
<b>Social housing</b>			
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
	<u>6,927,327</u>	<u>5,360,602</u>	<u>1,566,725</u>
<b>Non-social housing activities</b>			
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	-
	<u>3,227,989</u>	<u>4,905,092</u>	<u>(1,677,103)</u>
	<u>10,155,316</u>	<u>10,265,694</u>	<u>(110,378)</u>

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 3 Income (Continued)

##### For the year ended 31 March 2023

	Turnover	Operating costs	Operating (Loss)/Surplus
	£	£	£
<b>Social housing</b>			
Rent and housing	2,802,130	2,746,049	56,081
Service charges	1,869,951	1,739,055	130,896
Social housing grant	447,704	169,538	278,166
	<u>5,119,785</u>	<u>4,654,642</u>	<u>465,143</u>
<b>Non-social housing activities</b>			
Other income	1,397,760	985,286	412,474
Health and wellbeing	368,220	726,446	(358,226)
Child and family services	1,199,071	2,110,691	(911,620)
Youth services	11,322	476,241	(464,919)
Catering services	286,347	1,002,787	(716,440)
Other activities	756,219	244,558	511,661
Other grants taken to income	37,467	37,467	-
	<u>4,056,406</u>	<u>5,583,476</u>	<u>(1,527,070)</u>
	<u>9,176,191</u>	<u>10,238,118</u>	<u>(1,061,927)</u>

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

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

#### 4 Operating loss

	2024	2023
	£	£
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	207,000	148,000
Fees payable to the group's auditor for the audit of the group's financial statement in respect to the prior year	48,889	-
Fees payable to auditors of subsidiary entities	39,550	29,760
Depreciation of owned tangible fixed assets	414,999	584,636
Impairment of owned tangible fixed assets	296,281	-
Loss on disposal of investment property	35,834	-
Operating lease charges	39,676	39,676
	<u>(37,467)</u>	<u>(37,467)</u>

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 5 Employees

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

	<b>Group</b>	<b>2023</b>	<b>Company</b>	<b>2023</b>
	<b>2024</b>	<b>Number</b>	<b>2024</b>	<b>Number</b>
	<b>Number</b>	<b>Number</b>	<b>Number</b>	<b>Number</b>
Housing	53	92	53	45
Community health	9	9	9	9
Children's services	46	61	46	61
Youth services	10	6	10	6
Catering services	12	14	12	14
Executive team	12	11	12	11
Corporate services and administration	28	32	26	24
Site operations and cleaning	24	21	24	21
Membership and reception	9	11	9	11
Education	7	-	-	-
	<u>210</u>	<u>257</u>	<u>201</u>	<u>202</u>
<b>Total</b>	<b>210</b>	<b>257</b>	<b>201</b>	<b>202</b>

Their aggregate remuneration comprised:

	<b>Group</b>	<b>2023</b>	<b>Company</b>	<b>2023</b>
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Wages and salaries	5,008,295	4,904,411	4,828,267	4,068,786
Social security costs	381,268	425,929	370,233	366,524
Pension costs	288,546	238,248	284,441	205,160
	<u>5,678,109</u>	<u>5,568,588</u>	<u>5,482,941</u>	<u>4,640,470</u>
	<b>5,678,109</b>	<b>5,568,588</b>	<b>5,482,941</b>	<b>4,640,470</b>

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

	<b>Group</b>	<b>2023</b>	<b>Company</b>	<b>2023</b>
	<b>2024</b>	<b>Number</b>	<b>2024</b>	<b>Number</b>
	<b>Number</b>	<b>Number</b>	<b>Number</b>	<b>Number</b>
£70,001 to £80,000	2	2	2	2
£80,001 to £100,000	1	1	1	1
	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 6 Executive staff emoluments

	<b>2024</b>	<b>2023</b>
	£	£
Emoluments	601,623	441,096
Pension contributions	33,291	30,444
	<u>          </u>	<u>          </u>
Total emoluments	634,914	471,540
	<u>          </u>	<u>          </u>

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

	<b>2024</b>	<b>2023</b>
	£	£
Emoluments	100,233	99,844
Pension contributions	9,094	7,988
	<u>          </u>	<u>          </u>
	109,327	107,832
	<u>          </u>	<u>          </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

	<b>2024</b>	<b>2023</b>
	£	£
<b>Income from fixed asset investments</b>		
Income from other fixed asset investments	29,969	45,836
	<u>          </u>	<u>          </u>

#### 8 Interest payable and similar expenses

	<b>2024</b>	<b>2023</b>
	£	£
Interest on bank overdrafts and loans	136,476	101,633
Other interest on financial liabilities	31,214	23,170
Unwinding of discount on pension obligation	32,031	30,219
	<u>          </u>	<u>          </u>
Total finance costs	199,721	155,022
	<u>          </u>	<u>          </u>

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

	<b>2024</b>	<b>2023</b>
	£	£
Gain on disposal of financial assets held at fair value through profit or loss	-	72,822
Movement in market value	33,274	(187,536)
	<u>          </u>	<u>          </u>
	33,274	(114,714)
	<u>          </u>	<u>          </u>

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 10 Trustees

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

#### 11 Taxation

As registered charities, YMCA Thames Gateway and YMCA West Kent are exempt from UK tax on income and gains to the extent that these are applied to their charitable objects. No UK tax charges have arisen in either charity during the year (2023: £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 (2023: £nil).

#### 12 Tangible fixed assets

Group	Freehold buildings	Leasehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£	£
<b>Cost</b>						
At 1 April 2023	21,663,015	2,395,610	2,437,711	89,902	165,300	26,751,538
Additions	80,097	8,092	46,021	-	-	134,210
Disposals	(18,484)	-	(94,051)	-	(79,392)	(191,927)
At 31 March 2024	21,724,628	2,403,702	2,389,681	89,902	85,908	26,693,821
<b>Depreciation and impairment</b>						
At 1 April 2023	2,324,109	775,067	2,220,287	89,528	165,300	5,574,291
Depreciation charged in the year	220,031	105,503	89,091	374	-	414,999
Impairment losses	-	296,281	-	-	-	296,281
Eliminated in respect of disposals	(3,704)	-	(87,059)	-	(79,392)	(170,155)
At 31 March 2024	2,540,436	1,176,851	2,222,319	89,902	85,908	6,115,416
<b>Carrying amount</b>						
At 31 March 2024	19,184,192	1,226,851	167,362	-	-	20,578,405
At 31 March 2023	19,338,906	1,620,543	217,424	374	-	21,177,247

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 2024 is £6,312,076 (2023: £6,452,385).

At the year end, the net book value included in tangible fixed assets in relation to properties used for social housing activities was £18,524,501 (2023: £18,683,294).

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 12 Tangible fixed assets

(Continued)

Company	Freehold buildings £	Leasehold land and buildings £	Fixtures and fittings £	Computers £	Motor vehicles £	Total £
<b>Cost</b>						
At 1 April 2023	18,904,550	1,895,975	2,117,051	89,902	83,772	23,091,250
Additions	80,097	8,092	46,021	-	-	134,210
Transfer from subsidiary	2,020,657	719,990	15,918	-	-	2,756,565
Disposals	(18,484)	-	(94,051)	-	(79,392)	(191,927)
At 31 March 2024	20,986,820	2,624,057	2,084,939	89,902	4,380	25,790,098
<b>Depreciation and impairment</b>						
At 1 April 2023	1,981,932	617,714	1,918,871	89,258	83,772	4,691,547
Depreciation charged in the year	216,803	90,810	87,101	374	-	395,088
Impairment losses	-	296,281	-	-	-	296,281
Eliminated in respect of disposals	(3,704)	-	(87,059)	-	(79,392)	(170,155)
At 31 March 2024	2,195,031	1,004,805	1,918,913	89,632	4,380	5,212,761
<b>Carrying amount</b>						
At 31 March 2024	18,791,789	1,619,252	166,026	270	-	20,577,337
At 31 March 2023	16,922,618	1,278,261	198,180	644	-	18,399,703

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 2024 is £6,312,076 (2023: £5,565,121).

At the year end, the net book value included in tangible fixed assets in relation to properties used for social housing activities was £18,524,501 (2023: £16,659,412).

#### 13 Investment property

	Group 2024 £	Company 2024 £
<b>Fair value</b>		
At 1 April 2023	510,000	510,000
Disposals	(510,000)	(510,000)
At 31 March 2024	-	-

There were no investment properties at 31<sup>st</sup> March 2024. The valuation at 31<sup>st</sup> March 2023 was made on an open market value basis by reference to market evidence of transaction prices for similar properties.

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 14 Fixed asset investments

	Notes	Group 2024 £	2023 £	Company 2024 £	2023 £
Investments in subsidiaries	15	-	-	-	1,243,132
Listed investments		390,827	960,155	390,846	960,174
Other investments		761	78,498	761	101,129
		<u>391,588</u>	<u>1,038,653</u>	<u>391,607</u>	<u>2,304,435</u>

#### Movements in fixed asset investments

Group	Investments £	Other £	Total £
<b>Cost or valuation</b>			
At 1 April 2023	960,155	78,498	1,038,653
Additions	-	22,631	22,631
Valuation changes	33,274	-	33,274
Investment income	-	29,969	29,969
Investment management fees	-	(2,969)	(2,969)
Disposals	(602,602)	602,602	-
Transfer to bank	-	(729,970)	(729,970)
At 31 March 2024	<u>390,827</u>	<u>761</u>	<u>391,588</u>
<b>Carrying amount</b>			
At 31 March 2024	<u>390,827</u>	<u>761</u>	<u>391,588</u>
At 31 March 2023	<u>960,155</u>	<u>78,498</u>	<u>1,038,653</u>

#### Movements in fixed asset investments

Company	Shares in subsidiaries £	Other investments £	Other £	Total £
<b>Cost or valuation</b>				
At 1 April 2023	1,243,132	960,174	101,129	2,304,435
Valuation changes	-	33,274	-	33,274
Investment income	-	-	29,969	29,969
Investment management fees	-	-	(2,969)	(2,969)
Transfers (note 30)/Disposals	(1,243,132)	(602,602)	602,602	(1,243,132)
Transfer to bank	-	-	(729,970)	(729,970)
At 31 March 2024	<u>-</u>	<u>390,846</u>	<u>761</u>	<u>391,607</u>
<b>Carrying amount</b>				
At 31 March 2024	<u>-</u>	<u>390,846</u>	<u>761</u>	<u>391,607</u>
At 31 March 2023	<u>1,243,132</u>	<u>960,174</u>	<u>101,129</u>	<u>2,304,435</u>

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 15 Subsidiaries

Details of the company's subsidiaries at 31 March 2024 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 YMCA West Kent and West Kent YMCA Trading Limited. The net assets of YMCA West Kent were transferred into YMCA Thames Gateway on 30th June 2023, and is no longer trading.

For the year ended 31 March 2024, a qualified audit opinion was provided on the financial statements of West Kent YMCA Trading Limited and a disclaimer of opinion on the financial statements of YMCA West Kent.

#### 16 Financial instruments

	Group 2024 £	2023 £	Company 2024 £	2023 £
<b>Carrying amount of financial assets</b>				
Instruments measured at fair value through profit or loss	390,827	960,155	390,846	960,174

#### 17 Stocks

	Group 2024 £	2023 £	Company 2024 £	2023 £
Finished goods and goods for resale	7,506	6,130	7,506	6,130

#### 18 Debtors

	Group 2024 £	2023 £	Company 2024 £	2023 £
<b>Amounts falling due within one year:</b>				
Trade debtors	657,173	514,705	656,362	406,088
Other debtors	159,098	17,117	147,605	10,130
Prepayments and accrued income	224,988	251,997	224,988	119,494
	1,041,259	783,819	1,028,955	535,712

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 19 Creditors: amounts falling due within one year

	Notes	Group 2024 £	2023 £	Company 2024 £	2023 £
Other borrowings	21	3,186,163	3,725,201	3,186,163	3,725,201
Trade creditors		769,753	500,158	763,931	459,170
Other taxation and social security		98,590	98,568	98,590	85,490
Other creditors		235,168	365,387	216,606	306,095
Accruals and deferred income		300,924	510,761	300,924	432,230
		<u>4,590,598</u>	<u>5,200,075</u>	<u>4,566,214</u>	<u>5,008,186</u>

#### 20 Creditors: amounts falling due after more than one year

	Group 2024 £	2023 £	Company 2024 £	2023 £
Accrued pension deficit contributions	<u>281,899</u>	<u>859,135</u>	<u>281,899</u>	<u>723,549</u>

#### 21 Loans and overdrafts

	Group 2024 £	2023 £	Company 2024 £	2023 £
Other loans	<u>3,186,163</u>	<u>3,725,201</u>	<u>3,186,163</u>	<u>3,725,201</u>
Payable within one year	<u>3,186,163</u>	<u>3,725,201</u>	<u>3,186,163</u>	<u>3,725,201</u>

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 2024 the balance owing is £2.22m (2023: £2.26m). 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 £0.96m (2023: £1.05m). 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 2024, YMCA Thames Gateway has breached its debt service ratio covenant with Charity Bank and technically, at 31 March 2024, 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. Charity Bank have stated post year end that they will issue a waiver for a breach in lending covenants.

The Company's position regarding agreements made for the repayment of the March 2024 instalment of the YMCA England & Wales loan agreement is unclear. Therefore YMCA England & Wales may have the right to demand immediate repayment of the loan. As such the loan is stated in the financial statements as being payable on demand; the loan was similarly reclassified in the previous period.

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 22 Government grants

	Group 2024 £	2023 £	Company 2024 £	2023 £
Arising from government grants	2,705,503	2,742,970	2,705,503	2,742,970

Deferred capital grants are included in the financial statements as follows:

Current liabilities	37,467	37,466	37,467	37,466
Non-current liabilities - falling due in more than 1 year	2,668,036	2,705,504	2,668,036	2,705,504
	<u>2,705,503</u>	<u>2,742,970</u>	<u>2,705,503</u>	<u>2,742,970</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.

#### 23 Retirement benefit schemes

Defined contribution schemes	2024 £	2023 £
Charge to profit or loss in respect of defined contribution schemes	288,546	238,248

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 £103.1m, which represented 92% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2023 showed that the YMCA Pension Plan had a deficit of £9.1 million. 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 19 and 20.

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

#### 24 Restricted Funds

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
At the beginning of the year	95,201	113,117	48,881	66,701
Incoming resources	145,119	420,261	145,119	38,603
Resources expended	(81,451)	(438,177)	(35,131)	(56,423)
	<u>158,869</u>	<u>95,201</u>	<u>158,869</u>	<u>48,881</u>

#### 25 Revaluation reserve

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
At the beginning of the year	4,223,305	4,326,407	4,223,305	4,326,407
Transfer in respect of additional depreciation	(103,102)	(103,102)	(103,102)	(103,102)
	<u>4,120,203</u>	<u>4,223,305</u>	<u>4,120,203</u>	<u>4,223,305</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.

#### 26 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:

	<b>Group</b>		<b>Company</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Within one year	34,666	94,386	34,666	34,666
Between two and five years	34,667	111,672	34,667	34,667
In over five years	-	12,024	-	-
	<u>69,333</u>	<u>218,082</u>	<u>69,333</u>	<u>69,333</u>

#### 27 Related party transactions

During the year, recharges totaling £161,508 were made to West Kent YMCA Trading Limited by YMCA Thames Gateway, and amounts paid for by the trading subsidiary to YMCA Thames Gateway totaled £42,644.

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

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

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#### 28 Contingencies

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

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

#### 29 Contingent liabilities

At 31 March 2024 there are £2,705,504 (2023: £2,742,970) of deferred grants in YMCA Thames Gateway from the Greater London Authority (GLA) for the construction of affordable housing.

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

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

Additionally, 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.

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 2024.

# YMCA THAMES GATEWAY

## NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

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#### 30 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 2024

#### 31 Cash absorbed by group operations

	2024 £	2023 £
Loss after taxation	(246,856)	(1,310,827)
<b>Adjustments for:</b>		
Finance costs	199,721	155,022
Investment income	(29,969)	(45,836)
Loss /(Profit) on disposal of Investments	35,834	(50,172)
Fair value (gain)/loss on investment properties	-	25,000
Depreciation and impairment of tangible fixed assets	711,280	584,636
Other gains and losses	(33,274)	187,536
Pension scheme non-cash movement	(577,236)	-
Investment management fees	2,969	4,565
Adjustment on investment portfolio	22,631	
Decrease in deferred income	(37,468)	(74,933)
<b>Movements in working capital:</b>		
(Increase)/decrease in stocks	(1,376)	1,281
Increase in debtors	(257,440)	(145,139)
(Decrease)/increase in creditors	(108,648)	286,599
<b>Cash absorbed by operations</b>	<u>(319,832)</u>	<u>(382,268)</u>

#### 32 Analysis of changes in net debt - group

	1 April 2023 £	Cash flows £	31 March 2024 £
Cash at bank and in hand	300,719	26,054	326,773
Borrowings excluding overdrafts	(3,725,201)	539,038	(3,186,163)
	<u>(3,424,482)</u>	<u>565,092</u>	<u>(2,859,390)</u>