

YMCA

YMCA
DOWNSLINK GROUP

Trustees' Annual Report & Accounts

2018/19

Youth Minded Community Approach



(A Company Limited by Guarantee)
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Welcome from the Chair



John Slater
Chair of YMCA
DownsLink Group

In this, the 175th year since the founding of the YMCA Movement, I am pleased to report another positive year for YMCA DownsLink Group (YMCA DLG) and continued good progress in meeting the objectives of our four year strategic plan "2020 Vision" which we launched in 2016 with the aim of being a Youth Minded Community Approach organisation. This reflected the national YMCA vision for all young people to **belong, contribute and thrive** in their local communities. This also reflected our own heart motivated by our Christian foundation and inclusive values that all young people at YMCA DLG are welcomed, supported and inspired by what we offer them in our YMCA community.

Despite increasing challenges particularly from the public and statutory sector, we have been able to grow both the scope and extent of the services we provide for young people in the south east of England. We have extended the reach of our services to over 10,000 young people and provided accommodation in facilities across the area to over 1,400 young people. Income rose to £13,100,000 (in 2018 income was £11,100,000) with an operating surplus of £63,000 (2018 was £312,000) and an overall surplus for the year of £683,000 (2018 was £357,000) due largely to the contribution from YMCA Eastbourne and Wealden on their merger with us in June 2018. This ongoing healthy financial performance is allowing us to continue to invest in extending our services to young people.

During the year we have improved the quality of accommodation facilities to provide young people with a welcome and a place they can call "home". We refurbished YMCA Crawley Foyer and began a refurbishment programme at the YMCA Guildford Bridge Street facility. We were pleased to formally welcome YMCA Eastbourne and Wealden into the YMCA DLG family; this merger is providing the opportunity to develop a strong YMCA presence in East Sussex and has enabled us, with the support of our partner, Eastbourne Borough Council, to rescue the Eastbourne Foyer from closure and assume responsibility for its operation. We now provide 91 units of accommodation for young people locally.

We have also invested in programmes to support young people. YMCA Positive Placements provides mentoring opportunities; YMCA Chaplaincy gives opportunities for interfaith youth engagement; YMCA Dialogue offers specialist counselling and therapeutic support; YMCA Youth Advice Centres offer support and advice to young people on a wide variety of issues.

We are also excited about the progress of our "More Than A Room" programme looking to inspire supported housing residents towards independence by helping them into education, employment and training. A number of young people are now actively engaged in apprenticeships.



Young people's mental health continues to make national headlines. We were pleased to be part of a national YMCA visit by the Duke of Sussex who came to learn more about our work supporting young people with mental health issues. Our YMCA Dialogue service is now supported by our new digital E-wellbeing programme. This digital platform provides an open gateway for young people to seek information and advice on issues affecting their mental health as well as a referral pathway to access more comprehensive and clinical support from our team of counsellors and helps us better support our commissioning partners with links to the NHS.



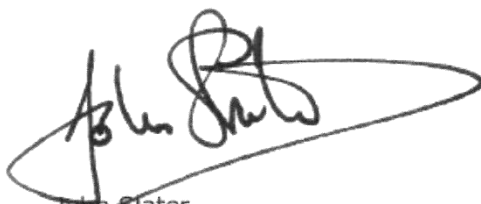
The Duke of Sussex meets Jacob Bayliss from YMCA Right Here for #IAMWHOLE campaign

As the YMCA seeks to respond to the ever increasing challenges faced by young people in our communities, and the continued impact of public sector funding cuts, we are so grateful for the support of over 200 amazing volunteers who add such value to the work of YMCA DLG. We have also invested in our staff team with the recruitment of Nikki Mason as Director of Fundraising and Communications, Hannah Barrett as Head of Fundraising and Simon Braid as Director of Finance. In East Sussex we welcomed Anna Cooley-Greene as our new Head of Operations.

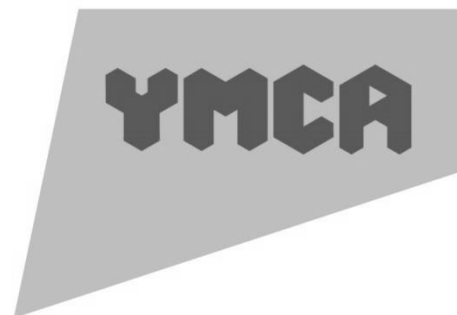
Since the year end, I have to report the sad news of the sudden and untimely death following a short illness of our friend and fellow trustee, Rob Wilkinson. Rob joined us in February 2017 and we will miss him greatly, not just for his business acumen and wisdom, but also for his gracious spirit and Godly manner.

I would like to thank our generous supporters, donors and partners including Homes England who have provided grants for investment in our properties and through Charity Bank who last year provided a loan of £2,500,000 of which to date we have drawn down £1,500,000.

On behalf of the Board of trustees, I would like to thank our dedicated teams of staff, volunteers, supporters and partners for the essential part they play in the work of our YMCA and in helping us welcome, support and inspire our young people.



John Slater
Chairman



SECTION A: Strategic Report

Our progress against our strategy and plans for next year

Section A sets out progress against the current strategy '2020 Vision: Youth Minded Community Approach'. It has four themes: Mission, Participation, Quality and Resource. Under each heading there are examples of our work; we outline progress in each area outlined last year and explain our future plans.

We have demonstrated the work against the mission element of our strategy by arranging programmes and services against each strategic objective:

<p>Helping young people belong</p> <p><i>Programmes mainly delivered in supported accommodation</i></p>	 <p>YMCA CHAPLAINCY Providing a non-judgmental space to discuss, explore, listen & support</p>  <p>YMCA POSITIVE PLACEMENTS Supporting young people in their journey towards education, employment or training</p>
<p>Supporting wellbeing in young lives</p> <p><i>Specialist services delivered across our geography to children and young people in local communities</i></p>	 <p>YMCA DIALOGUE Counselling and therapeutic support for children, young people and families</p>
<p>Keeping children and young people safe</p> <p><i>Specialist programmes and services delivered across our geography to children and young people in local communities</i></p>	 <p>YMCA YAC Advice and support for young people aged 13-25</p>  <p>YMCA SAFE SPACE Support and first aid for people intoxicated, distressed or injured during a night out</p>  <p>YMCA WISE PROJECT Supporting children and young people to stay safe in their relationships</p>
<p>Helping young people achieve</p> <p><i>Programmes and activities for residents in supported accommodation</i></p>	 <p>YMCA MORE THAN A ROOM Housing, support and groupwork, enabling young people to live independently and achieve their work and learning goals</p>  <p>YMCA LIFE CHANGE FUND Helping young people access opportunities that will improve their lives</p>
<p>Empowering young people to influence</p>	 <p>YMCA RIGHT HERE Young people participating, campaigning & influencing to promote health & wellbeing</p>

MISSION



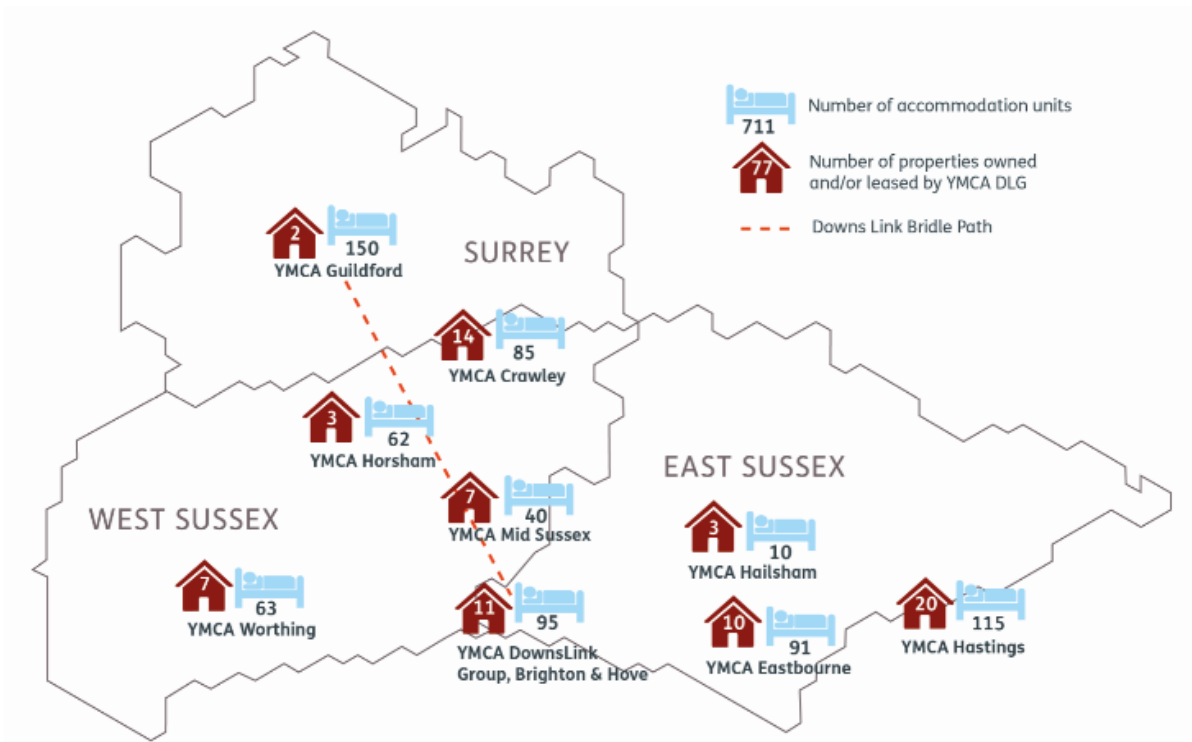
Helping young people belong

Helping young people feel that they belong in their local community is central to the YMCA movement’s vision. At YMCA DLG our local vision is developing local YMCAs where young people can *belong, contribute & thrive* in their local communities. Our local YMCA model is built on an accommodation offer with services that help them achieve their potential together with a local YMCA infrastructure that is offering a range of YMCA programmes in the local community.

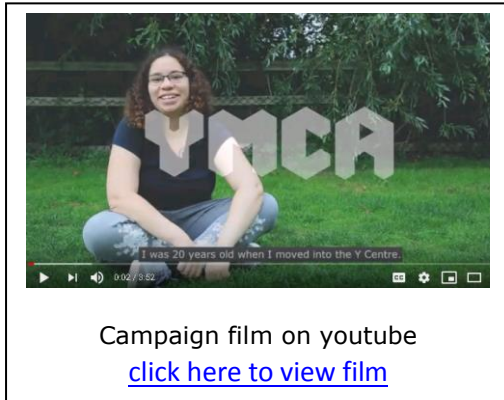
“I feel like staff here really care about my wellbeing therefore making me feel comfortable and welcome” (resident)



94% of our clients across our local YMCAs said that we were welcoming and approachable



Below we share some highlights from the year as seen by the Heads of local YMCAs:



Campaign film on youtube
[click here to view film](#)

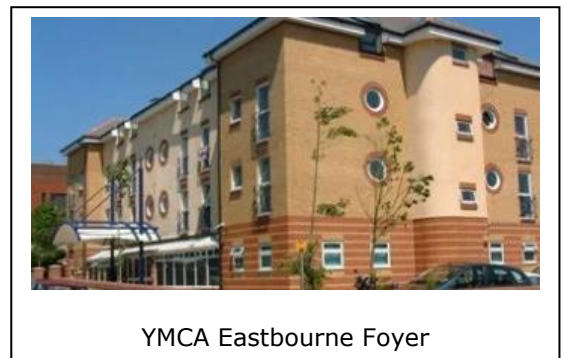
YMCAs in West Sussex: YMCA Horsham, YMCA Crawley, YMCA Worthing, YMCA Mid Sussex

"This year we faced the threat of catastrophic cuts within our local authority to accommodation services in West Sussex. However, through forging strong relationships with partners, it looks like we have emerged relatively unscathed and with a new, stronger relationship with West Sussex County Council. We look forward to focusing our attention on further developing our 'More than a Room' support model to enable the

young people of West Sussex to belong, contribute and thrive. The next 12 months promise to be our most exciting ever!" **Sheldon McMullan, Head of Operations West Sussex**

Our YMCAs in East Sussex- YMCA Eastbourne, YMCA Hailsham, YMCA Hastings

"This has been a year of consolidation across East Sussex: we merged with Eastbourne and Wealden YMCA, acquired Eastbourne Foyer and opened our Eastbourne Youth Advice Centre. We have worked with the existing staff in Hastings to create a strong East Sussex team - taking the best from each organisation. We have delivered some really exciting projects with young people such as SPARKS, our pre-apprenticeship programme. We are now working on additional programmes in 2019-20 to provide an offer where young people can thrive. Exciting times ahead." **Anna Cooley-Greene, Head of Operations East Sussex**



YMCA Eastbourne Foyer



On the way to the national YMCA Youth Matters Awards

YMCA DownSLink in Brighton

"The Brighton and Hove team have continued to achieve great outcomes with the young people they house; they rolled out an innovative programme of groupwork and activities, despite the complex needs and risks some young people are presenting with. We were especially pleased to retain our contract with Brighton and Hove City Council for supported accommodation after a competitive tender process and we were thrilled to be runners up for the YMCA Youth Matters Award accommodation project of the year". **Julie Myers, Director of Housing and Support**

YMCA Guildford

"This year we have been developing our services at YMCA Guildford and we will be launching our new brand 'The Bridge' next year. At YMCA Guildford, Bridge Street, we provide half board accommodation to students from the local community. We also welcome, support and inspire young people through our accommodation offer of 34 units (self contained studios) at the YMCA Guildford Foyer."

Paul Napthine, Head of Operations, Guildford.



112 rooms are at The Bridge, in Guildford

This year our local YMCAs:

- ▶ increased the number of units of accommodation by 12% to 711, creating clear support pathways for residents
- ▶ merged with Eastbourne and Wealden YMCA and purchased Eastbourne Foyer, progressing our aim of a strong YMCA in East Sussex
- ▶ recruited a new Head of Operations for East Sussex who is building a strong team and expanding services
- ▶ extended our YMCA Chaplaincy into East Sussex and expanded in West Sussex in Crawley; we continue with our aim to expand our offer into Guildford
- ▶ secured £1,500,000 worth of funding from Homes England to provide 30 units of accommodation in East Brighton; these homes should come into management in the next financial year
- ▶ provided 1,410 young people, who were at risk of homelessness, with somewhere safe to live (this is a 50% increase on last year and is due to the increase in bed spaces, including 10 emergency bed spaces with a 4% increase in planned move on rates over the year)



YMCA CHAPLAINCY

Providing a non-judgmental space to discuss, explore, listen & support

One of the services that supports residents to belong is chaplaincy; this is a service that is for any resident, whatever their belief. We are pleased to have 38 volunteer chaplains from different faith backgrounds and they come from a variety of professional and personal backgrounds too.

"There is something about sitting down for a meal which I really like, it is like a family. I know I haven't really had that and it's nice. I like the whole thing - preparing the food, cooking, eating..." (resident)



Our team of Chaplains, Crawley



YMCA POSITIVE PLACEMENTS

Supporting young people in their journey towards education, employment or training

YMCA Positive Placements is a volunteer mentor programme. In 2018-19 we had 75 trained mentors working with young people to improve their confidence, build life skills and help them move on to education, training or employment.

"I have lived in YMCA supported housing for three years. The help and support have been life changing as it's given me the tools to continue working towards my dream job and goals. At the beginning, I was shy about mentoring and meeting new people. Now, I can comfortably sit down and have long chats about anything really.

My mentor helped me develop an 'action plan' so I could work towards my goals in a step-by-step way and also keep paying my rent and bills. It was really motivating to see actions on the list being crossed off as I achieved them. He understood how bad my anxiety and depression were... He never forced me to do anything I don't want to do. I have done lots of things though, that I wouldn't normally have done – online gaming course, got a certificate, applied for education funding, started going back to work, entered a photography competition, fixed my CV, started attending more sessions at Parkour [free running].

I recently had the confidence to go along to a training session for new Positive Placements volunteer mentors and was able to talk about my experience of being mentored – it was really nice to know that the trainee mentors said it was the highlight of the day and really put them at ease going forward. Being mentored by Paul, as part of YMCA DLG's Positive Placements scheme, has been life-changing for me and I really want to thank him for sharing his time, knowledge and expertise with me – and for being genuinely interested in my life and helping me so much."

(A Positive Placements mentee)

Our plans for supporting young people to belong next year are to:

- ▶ ensure we finish our 2020 Vision well and extend YMCA Chaplaincy and YMCA Positive Placement programmes across our full geography
- ▶ further develop and expand our supported housing programme **More Than a Room**, which will help young people belong, contribute and thrive in line with our strategic objectives
- ▶ start work on our new modular development in Brighton and Hove which will provide much needed move-on accommodation for young people in the city
- ▶ purchase a building in Hastings to create a YMCA Hastings Foyer for local young people
- ▶ work in partnership with YMCA England and Wales to engage young people with the YMCA Federation's 175 celebration events in London and across our own YMCA DLG services

MISSION

Supporting wellbeing in young lives

If young people are to **thrive** in their local communities then they need better access to services that support their mental health. YMCA DLG has continued to invest in YMCA Dialogue, our specialist service that supports children and young people's mental health & wellbeing.

"This year we have been developing therapeutic services in YMCA Dialogue including E-Wellbeing online counselling and our mental health support services. We continue to provide several support choices: school and community counselling; Cognitive Behavioural Therapy (CBT); Canine Assisted Therapy; dramatherapy; play therapy; counselling for children in care and adopted children. YMCA Dialogue supports wellbeing for children and young people from the ages of 4 to 25 years in Brighton and Hove, West Sussex, East Sussex and Guilford." **Sarah Weston, Head of Wellbeing and Therapeutic Services**



YMCA Dialogue's Wellbeing Service in Brighton and Hove wins a YMCA Youth Matters award



YMCA DIALOGUE

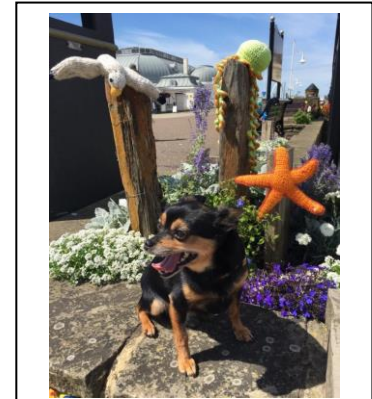
Counselling and therapeutic support for children, young people and families

This year at YMCA Dialogue we:

- ▶ provided over 3,500 children, young people and families with counselling and therapy which is an increase of 17% from the previous year
- ▶ gained BACP accreditation for our online e-wellbeing counselling service
- ▶ built a close working relationship with Sussex Partnership Foundation NHS Trust and have seconded a Clinical Psychologist to support our Trauma Informed journey, starting in 2019-20 (being Trauma Informed ensures that children and young people can feel safe in our services; it helps staff to consider the effects of past trauma on people they support)
- ▶ launched a new online counselling service, E-wellbeing, which operates across West Sussex and in Brighton and Hove
- ▶ increased our delivery of 40 mental health courses by 88% to over 300 professionals, and 375 parents and carers; this was through a partnership programme with West Sussex Coastal Mind

Our plans to support wellbeing in young lives next year are to:

- ▶ launch a new YIACS centre (YIACS stands for Youth Information Advice and Counselling Support) in Crawley called YMCA YAC Crawley, which will see wellbeing work and advice being delivered through our own services (such as YMCA Dialogue) and external partners
- ▶ develop our E-wellbeing service through increased co-produced resources and open up our on-line therapeutic offer to external partners and other areas of YMCA DLG
- ▶ invest in our workforce to utilise skills and experience through the Clinical Psychologist in the role as Head of Clinical Development at YMCA DLG



Pudz, our therapy dog, on his first day at work

MISSION

Keeping children and young people safe

In a year when knife crime has never been far from the national headlines and public funding for youth work has reached an all-time low, we are pleased to report that YMCA DLG is continuing to invest in youth work programmes that keep young people safe.

Protection of children and vulnerable adults is a key area of risk in our organisational risk register; our safeguarding activity consists of internal and external identification processes and procedures that ensure that we are following our duties relating to keeping children, young people and vulnerable adults safe.

High statutory thresholds, and the growing needs and complexity of clients is reflected in the continuous rise in safeguarding alerts across the organisation - the number has doubled in five years.

Our Safeguarding Officer has concentrated on training and embedding systems and processes following our ten standards of practice. 91% of clients reported feeling safe in YMCA DLG services in our annual client survey.

This year we:

- ▶ opened a new youth advice centre, YMCA YAC Eastbourne which is based on the YIACS model (see Wellbeing section). This has been in partnership with Survivors Network, Brighton Housing Trust, statutory mental health services, East Sussex County Council Children's Services and our own YMCA DLG services such as YMCA WiSE
- ▶ made changes to our Crawley Foyer in preparation for opening a new YIACS centre there
- ▶ implemented a new safeguarding framework which involves a two-year plan to improve practices and processes, and to quality assure our work
- ▶ became the lead partner in the Reboot programme, a youth crime prevention initiative
- ▶ delivered Mind the Gap from two new localities in West Sussex. This is a wellbeing project which bridges the gap between statutory mental health services and our projects. We worked with 134 young people delivering emotional health sessions, drop-ins, art and cooking groups, 'walk and talk' counselling sessions, advocacy and crisis support
- ▶ delivered new youth work programmes in East Sussex through clubs in three areas within Eastbourne

All our youth work services have safeguarding and safety at the forefront of their work. Below we list the key youth work programmes undertaken by YMCA DLG.



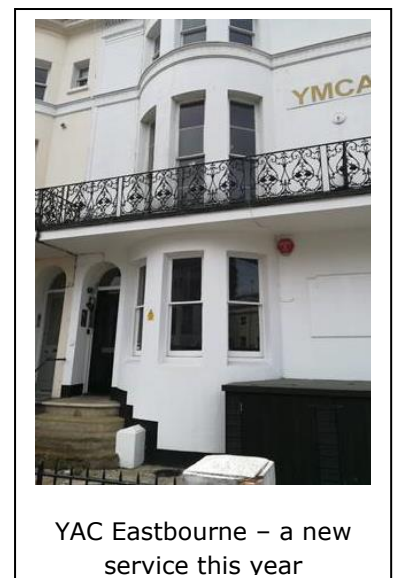
YMCA YAC

Advice and support for young people aged 13-25

YMCA YAC is our Youth Advice Centre brand and offers support and advice to any young person, on a wide range of issues.

This year YMCA YAC helped young people keep safe by:

- ▶ seeing and advising over 1,700 people on a wide range of issues including housing advice, family mediation, sexual health, mental health, relationships, substances, employment, training and education
- ▶ continuing to work in partnership with other agencies such as the Youth Employability Service, CAB, and the substance misuse services
- ▶ launching our new youth hub and advice service from YMCA Eastbourne



YAC Eastbourne – a new service this year



YMCA SAFE SPACE

Support and first aid for people intoxicated, distressed or injured during a night out

YMCA Safe Space is open on Friday and Saturday nights in Brighton and Hove. It offers a support and first aid service to people affected by alcohol or substances or who have been injured. This year we:

- ▶ operated in partnership with the police, EMS, and Resolve Security. We are grateful to St Paul's Church who have donated their space for 12 years
- ▶ made 668 contacts through YMCA Safe Space this year which is a reduction of 180 on last year; this was due to funding reductions which meant we were no longer offering Safe Space outreach sessions on the beach



Charlotte Amor (left), Safe Space Manager receiving a donation from Brighton and Hove Police

YMCA Safe Space provided a significant cost saving to the health economy of Brighton and Hove. Despite a reduction in funding and reach, the project dealt with many significant cases, preventing 139 paramedic call outs and 195 ambulance trips to A&E (saving the NHS approximately £517,000, based on 2011 NICE figures). In addition to the above we also prevented over 80 police call outs during the year.



YMCA WISE PROJECT

Supporting children and young people to stay safe in their relationships

WiSE stands for 'What is Sexual Exploitation?' and is a programme aimed at offering direct support to victims of sexual exploitation up to 25 years of age; YMCA WiSE also delivers awareness campaigns, research, training and offers guidance and advice to other professionals. This year YMCA WiSE:

- ▶ supported 109 young people through 1-1 casework
- ▶ advised 176 professionals in a consultative capacity
- ▶ obtained funding to develop and deliver a future Child Criminal Exploitation campaign
- ▶ worked across East Sussex, Brighton and Hove and Surrey



WiSE promotional postcard

Our plans to keep children and young people safe for next year are to:

- ▶ launch our new Youth Advice Centre based at YMCA Crawley
- ▶ implement a new system of peer audits which will quality assure safety in our services
- ▶ undertake rolling safeguarding audits led by members of the Safeguarding Forum
- ▶ review our data collection and systems in YMCA Dialogue to improve how we measure impact and tell our story, looking at how we can move to a digital based way of working
- ▶ launch our new partnership project Reboot across Sussex, the aim of which is to prevent children from becoming involved in serious crime under the national serious violence strategy

MISSION

Helping young people achieve



**YMCA MORE
THAN A ROOM**

Housing, support and groupwork, enable young people to live independently and achieve their work and learning goals

We know that young people who are at risk of homelessness are most likely to have the poorest employment prospects. This year we launched our supported housing programme 'More Than a Room' with our commitment to providing services that help the residents in our local YMCAs achieve their goals.

This year we:

- ▶ ended the year with 62% of residents (who were 16-25 years old) in education, employment and training. This is a 13% increase on last year
- ▶ lobbied on employment rights for young people through Sussex Council of Training Providers and Employment and Learning Providers to co-ordinate a joint approach and lobbying voice around employment and learning issues
- ▶ invested in a further 2 skills advisers to work with young people in our supported accommodation
- ▶ achieved a 73% positive move on rate for residents across YMCA DLG at the end of the year, with an average move on rate of 77%
- ▶ supported 21 young people through apprenticeships
- ▶ increased apprenticeships; 8 staff started their Level 3 apprenticeship in housing, and we supported 21 young people on their apprenticeships
- ▶ delivered a programme in Eastbourne for 15 young people called Sparks, designed to inspire and motivate young people who had low aspirations for themselves. 15 people completed, with 3 going on to work, 5 to college, and 4 into volunteering. Their learning outcomes were a mixture of accredited and non-accredited learning



West Sussex residents on a cooking course as part of More than a Room



YMCA LIFE CHANGE FUND

Helping young people access opportunities that will improve their lives

One of the ways we have helped children and young people is through the YMCA DLG Life Change Fund. The fund supported young people to achieve something that had a positive and significant impact on their lives. This year we:

- ▶ had a 20% reduction in applications compared to the previous year with a total of 45 applications received. The reduction in applications led to a review of the fund to make the application pathway clearer to staff and young people
- ▶ agreed **43** applications for funding with two thirds of applications related to help with college fees or professional qualifications; health and wellbeing applications were also popular (e.g. gym membership)

"Before leaving to play [international football] in Braga, Portugal, my boots broke. There was no way I could afford new ones before leaving. YMCA staff said, 'We can't have you representing England without boots!' They helped me apply to the Life Change Fund which gave me the money to get what I needed. If it wasn't for this simple act of kindness, I would have had to give away my opportunity to represent England."



Leaha, resident, achieving with the Life Change Fund

Our plans to help young people achieve next year are to:

- ▶ extend our reach of YMCA Positive Placements to East Sussex and expand in our existing areas
- ▶ invest further in More Than a Room Programme by recruiting a further 2 Skills Advisors across our geography
- ▶ relaunch our Life Change Fund, as part of our More Than a Room programme to enable young people to make their inspirational goals a reality
- ▶ develop new relationships with employers to offer more opportunities to young people
- ▶ gain accreditation for a life skills programme in More Than a Room, and develop a young people's 'app' which will give them an additional way to access the offers within the support model

Empowering young people to influence

At YMCA DLG we believe in giving young people a strong voice on the issues that affect them and their future. The world is in a time of unprecedented change with significant social, environmental and economic global issues. It is important that as part of the largest and oldest youth charity in the world, YMCA, we are part of developing the next generation of leaders.

"We were able to increase our YMCA WiSE provision to sexually exploited children and young people through gaining a significant grant from The National Lottery Community Fund, which has also given us the opportunity to develop a YMCA WiSE Youth Ambassadors programme to enable young people to influence campaigning. YMCA Right Here has developed this year too, delivering health and wellbeing awareness campaigns, most notably Keep Calm & Talk (see below), encouraging parents and carers to talk with their children about smoking, alcohol and drugs." **Mark Cull, Head of Young People's Services and Participation**



Talking to parents and carers

Enabling young people to influence is important to us. This year we:

- ▶ involved over 100 young people in influencing opportunities across the organisation, including through staff recruitment, focus groups, staff inductions and delivering training sessions
- ▶ diversified and expanded the ways that children and young people can get involved in the range of projects delivered by YMCA Right Here, both through commissioned work and internal influencing priorities
- ▶ held an internal consultation process, led by YMCA Right Here, which allowed children and young people who were accessing our services or living in our housing projects to tell us how we live up to our values
- ▶ developed a draft Children and Young people's Involvement and Influencing strategy. The strategy includes our aim to involve young people in the governance of YMCA

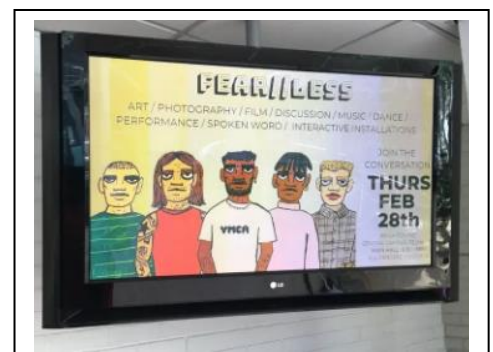


YMCA RIGHT HERE

Young people participating, campaigning
& influencing to promote health & wellbeing

YMCA Right Here is a specialist youth led wellbeing and influencing initiative in Brighton & Hove. The programme has over 40 young volunteers (youth ambassadors) who influence services and provide a voice for young people. This year YMCA Right Here youth ambassadors:

- ▶ delivered a series of workshops in six schools in the city, building on the #IAMWHOLE campaigns of previous years. This work was in partnership with Public Health Schools. The focus was on empowering young people in their schools to inform, influence and improve the recognition and understanding of mental health in their schools
- ▶ ran a media campaign called Keep Calm and Talk, commissioned by Public Health Schools which involved launching a new webpage for parents and carers which included video clips, factual information and sign posting to help and support. This site is hosted on our WhereToGoFor.co.uk (WTGF) website but is also now on FindGetGive.com
- ▶ successfully delivered a partnership project called FEAR//LESS which aimed to challenge the concept of masculinity which reached over 700 people
- ▶ developed and delivered an excellent consultation project with young people across YMCA DLG (the majority were residents) which helped us work out whether we are living up to our values



Promotion for FEAR//LESS

Our plans next year to empower young people to influence are to:

- ▶ launch our Children and Young People's Involvement and Influencing Strategy
- ▶ consult young people across our localities around their hopes for the future (their lives, their local community and globally)
- ▶ present the consultation to stakeholders at our YMCA DLG 175 stakeholder event
- ▶ embed young people's Involvement and Influencing Strategy into the Leadership Team's Operational Plans

PARTICIPATION

PARTICIPATION

Engaging with local communities



Community Engagement through our Artists' Open House Exhibition in May 2018

If young people are to 'belong, contribute & thrive in their local communities then we need to ensure that local communities can play an active role in our YMCAs.

Without the hard work of community volunteers, we would struggle to deliver our services and live up to our values to welcome, support and inspire those we work with (and each other).

We estimate a minimum of 34,272 hours were given by regular volunteers this year which equates to over £255,000 in a financial contribution.

We would like to thank all volunteers who gave their time this year, either as regular volunteers in YMCA DLG services, or through one-off events like Sleep Easy.

This year we:

- ▶ have been part of a number of events to connect and build relationships with stakeholders in East Sussex
- ▶ worked as part of a West Sussex coalition to create improved joint working between charities and providers
- ▶ focussed our connection with churches and faith groups in Crawley and Eastbourne leading to increased volunteer involvement in chaplaincy and other initiatives
- ▶ continued to roll out our new brand identity across our geography
- ▶ increased our volunteer numbers by 30% to 213 at the end of the year

Sleep Easy 2019

200 people slept out for one night in Brighton and Hove, Eastbourne, Horsham and Guildford to raise just over £50,000. A sleepout also took place in Crawley, with the proceeds split jointly between YMCA DLG and Crawley Open House. Groups from the University of Sussex Women's Lacrosse team and St Margaret's Church, Warnham also hosted their own events.

This year also saw participation from the corporate community, from the sites that hosted us - Horsham YMCA Football Club, Guildford Castle and BHASVIC (Brighton and Hove Sixth Form College) - to those

that donated cardboard, food items and entered teams, including FareShare, Waitrose, Rapid Relief Team, Grange Farm Shop and PwC.



Participants at Sleep Easy 2019



Love in a Box

Our Love in a Box campaign across YMCA DLG this year meant that 200 boxes filled with festive gifts from local community members were given to young residents for Christmas.

"I loved my box, the thought that went into it, the generosity of the people who donated the presents – it's very kind of them"

Our plans next year to engage our local communities are to:

- ▶ engage communities and businesses through our annual fundraising events
- ▶ increase volunteer numbers to 250
- ▶ hold celebration events across our geography as YMCA DLG takes part on the 175 year anniversary of the YMCA Movement

"The YMCA has a strong link with the community and is known for the work it does with children and young people. I feel proud to come to work and be linked to the organisation" (Comment from the annual Staff and Volunteer Survey)

Empowering local services

We believe that one of the YMCA's key strengths is its ability to work in local communities to best meet the needs of young people in those local communities. With the merger with Eastbourne and Wealden YMCA and the purchase of Eastbourne Foyer we have now established a good presence in the East Sussex community. This year we:

- ▶ established our East Sussex locality including YMCA Hailsham, YMCA Eastbourne and YMCA Hastings
- ▶ were pleased to recruit Anna Cooley-Greene to the post of Head of Operations for East Sussex, expanding the Leadership Team
- ▶ developed a local governance reference committee for East Sussex
- ▶ reviewed and implemented actions from the staff survey which saw staff teams increasing their use of team days and improving their working environments



New 10 bed unit and office space in Hastings

Our plans next year are to:

- ▶ complete plans to develop a strong YMCA in East Sussex by developing YMCA Hastings Foyer
- ▶ explore expanding in to West Sussex by considering how we might invest further in YMCA services in the Chichester area

Adopting a lead role in the YMCA Federation

In January 2019 we embarked on a year of international celebrations to mark the 175th anniversary year of the founding of the YMCA Movement. We are part of the oldest and largest youth movement in the world and we are excited about celebrating our history and shaping our future in this 175 anniversary year.

This year we:

- ▶ hosted a national YMCA conference in Brighton and Hove
- ▶ participated in the YMCA World Mission Conference on youth leadership, by sending a resident, a trustee, and a staff member to Thailand
- ▶ supported national initiatives to introduce a national membership agreement for all YMCAs and a new business model for how all YMCAs work together as a federation, supported by YMCA England and Wales



YMCA DLG hosted a national conference for strategic leaders in November

Our plans next year are to:

- ▶ send 40 young people to the international YMCA youth leadership conference in London as part of the 175 year anniversary celebrations
- ▶ formalise our working relationship with Hastings YMCA
- ▶ participate in the development of the YMCA Federation of England & Wales

RESOURCE

Review of financial performance

The charity is reporting an operating surplus for the year of £64,000 and an overall surplus of £683,000 including a substantial contribution of £666,000 as a result of Eastbourne and Wealden YMCA merging into YMCA DLG in June 2018. Other contributing factors to the result include tight budgetary controls on costs, the improvement in rent charges in East Sussex and the growth in the number of housing units managed because of the merger and purchase of Eastbourne Foyer.



Developing a balanced growth strategy

The income for the year increased by 15.5% to £13,195,000 (2018: £11,429,000), largely driven by additional income following the merger of Eastbourne and Wealden YMCA, the purchase of Eastbourne Foyer and a full year of the Brighton and Hove Wellbeing Contract.

Income and Expenditure Summary	2019	2018	Movement
	£'000	£'000	
Income	13,195	11,429	15.5%
Operating Costs	(13,037)	(11,112)	-17.3%
Underlying operating surplus	158	317	-50.2%
Pension deficit	(54)	(5)	-980.0%
One-off costs	(40)		-100.0%
Operating surplus	64	312	79.5%
Net Interest & investment revaluation	(47)	(27)	-74.1%
Disposal of property		72	-100.0%
Fair value of net assets acquired from Eastbourne & Wealden YMCA	666		100.0%
Surplus for the year	683	357	91.3%

The operating costs increased by 17.3%, mainly due to the growth in the organisation; in addition, we have invested in developing a sustainable infrastructure to enable the organisation to continue to grow. We retain a £2,500,000 loan facility with Charity Bank, of which £1,000,000 remains to be drawn down.

This year we:

- ▶ successfully retained the major housing contacts in Surrey, West Sussex, Brighton and Hove, and our counselling contract in West Sussex. Where the contract value was reduced due to continuing public sector austerity cuts, we put in place mitigation to offset the financial impact so we can continue to develop services
- ▶ successfully integrated Eastbourne and Wealden YMCA into YMCA DLG
- ▶ completed the purchase of Eastbourne Foyer from Home Group, increasing the reach of the YMCA in East Sussex
- ▶ completed the review of current fundraising activities and began recruitment of a staff team to deliver the new fundraising strategy

Our plans for next year are to:

- ▶ implement our new fundraising strategy, with our long term aim of growing our fundraising and voluntary giving from its current £250,000 a year to £1 million a year in five years
- ▶ develop our commercial and social enterprises at Guildford
- ▶ increase our income through our housing development programme including Western Rd, Hastings and Eastergate Rd, Brighton supported housing developments
- ▶ implement a mitigation plan to offset the potential housing related support contract funding in West Sussex



The Bridge, Guildford

Deriving best value from physical assets

Through our 2020 Vision we want to develop high quality buildings from which we can provide young people with good accommodation and excellent building spaces to deliver services to the wider community. This year we:

- ▶ merged with Eastbourne and Wealden YMCA which resulted in an increase of 39 units of supported accommodation
- ▶ purchased the 33 unit Eastbourne Foyer from Home Group in October 2018 to support the development of the YMCA in East Sussex, increasing our asset base by £2,025,000
- ▶ refurbished 40 units of accommodation at YMCA Crawley Foyer and received the related final tranche of grant of £112,500
- ▶ commenced a refurbishment programme of the Y Centre in Guildford YMCA investing £108,000 during the year
- ▶ signed leases for a further 11 units of the Empty Homes scheme, and although this was below our target of 25 there is a strong pipeline for the next financial year
- ▶ developed our asset management strategy, recruited an asset manager and agreed a 5 year stock investment programme with the Board

The charity has accumulated reserves of £10,059,000, including restricted reserves of £78,000 which have increased by £683,000 largely due to the merger with Eastbourne and Wealden YMCA. These reserves are used to meet the charity's strategic objectives of supporting vulnerable young people to belong, contribute and thrive and as such are invested in property. As a registered social housing provider, as well as a charity, our financial viability is managed by means of a rolling five-year business plan, which takes into account cash flows, borrowings, bank covenant compliance and the repairs and maintenance of our existing properties together with the acquisition and development of new projects. Furthermore, the business plan is subjected to a series of stress tests, which are reviewed by the Board together with mitigation plans. This ensures the charity remains financially viable into the future. The charity also has a cash management policy to hold a minimum of £1,000,000 cash which equates to approximately one month of cash outflow. At the end of the financial year the charity had cash cover of 1.5 months (2018:2.5 months) compared to a target of 1 month.

Our plans for next year are to:

- ▶ increase our YMCA activity in Hastings by purchasing a building and converting it into a 47 unit YMCA Hastings Foyer
- ▶ develop 30 modular units of move-on accommodation in Brighton and Hove
- ▶ acquire 25 units of accommodation through the Empty Homes scheme
- ▶ Implement the second year of our stock improvement plan investing a further £275K into YMCA Guildford



Improving efficiencies

Value for Money Statement

The charity's missional work has been reviewed to ensure services deliver value for money in both impact and reach. This year the charity:

- ▶ performed well against our budget, largely due to increased rental income in East Sussex and staff cost savings, which exceeded £140,000 across Communities and Property services
- ▶ successfully incorporated the Eastbourne and Wealden YMCA operations within the charity including:
 - restructuring operations within East Sussex, providing improved staffing capacity, training and achieving a revised approach to performance management with a reduction of 6% in void loss and 3% in rent arrears
 - transferred old mobile phone contracts to the charity with savings of £1,000
 - economies of scale through merging the central administration costs of the two charities saving £105,000
- ▶ identified approximately £200,000 improvement in rental charges at Horsham and Worthing
- ▶ identified quality improvements and savings of approximately £10,500 for the Café at the Y Centre in Guildford
- ▶ renewed our photocopier lease agreement saving £6,000 per annum
- ▶ reviewed the condition of our owned properties to produce a fully costed asset management strategy

Value for money metrics

The revised Value for Money Standard issued by the Regulator for Social Housing requires the publication of new value for money metrics. These are not entirely applicable to the charity given the breadth of its charitable activities. An explanation of the metrics is set out below where necessary.

1. Reinvestment percentage: 1% (2018 16%)

The reinvestment percentage considers the investment in properties (existing stock as well as new supply) as a percentage of the value of total properties held, demonstrating the scale of investment in relation to the size of the asset base.

The charity carried out very substantial works to its Foyers in Guildford and Crawley in 2017/18. During 2018/19 the reinvestment % reduced as the charity invested in Eastbourne Foyer which was purchased from another registered provider.

2. New supply (Social housing units) percentage: 3% (2018 15%)

The new supply percentage sets out the number of new social housing units that have been acquired or developed in the year as a proportion of total social housing units owned at period end. The metric does not include social housing properties transferred from another provider.

The charity only provides social housing and is not a volume developer. The percentage increase demonstrates new social housing units entering the market as a whole. The new supply in terms of units managed by the charity was 11% (2018 10%).

3. *Gearing: 0% (2018 -6%)*

The gearing percentage assesses how much of the adjusted assets are made up of debt and the degree of dependence on debt finance, demonstrating the proportion of borrowing in relation to the size of the asset base. The low figure reflects the amount of cash held pending investment into new properties and projects.

Our main lender, Charity Bank, requires interest cover of less than 70%.

4. *EBITDA major repairs included interest cover %: 301% (2018 1775%)*

The interest cover metric is a key indicator for liquidity and investment capacity and seeks to measure the level of surplus generated compared to interest payable; the measure avoids any distortions stemming from the depreciation charge.

Our main lender, Charity Bank, requires interest cover of at least 1.2 times.

5. *Headline social housing cost per unit: £11,563 (2018 £10,978)*

As a specialist supported housing provider, this reflects the extent of support provided to our residents, and the cost of our Empty Homes development programme.

6. *Operating margin (housing): 4.2% (2018 5.7%)*

Operating margin (overall): 0.5% (2018 2.7%)

The operating margin demonstrates the profitability of operating assets before exceptional expenses are taken into account.

7. *Return on capital employed: 0.3% (2018 2%)*

This metric compares the operating surplus to total assets less current liabilities and it measures the efficient investment of capital resources.

Our plans next year are to:

- ▶ fully develop our fundraising strategy following the recruitment of the Fundraising and Commercial Director
- ▶ carry out a review of all YMCA DLG projects in terms of financial performance and social/ missional impact
- ▶ review central services functions including Information Technology requirements and ensure we are properly investing in the required technology
- ▶ develop joint procurement initiatives through our relationships with other regional YMCAs
- ▶ complete our formal Value for Money strategy and continue to embed a culture of value for money through the organisation



Investing in our staff

Investing in our people has been a key part of our 2020 vision. At the end of the year we had 393 paid staff and 213 volunteers; we are on course to meet our strategic objective for growth in staff numbers and volunteers. Staff turnover (resignations) remained at 16%, the same level as the previous year; recruitment activity increased this year and some services were restructured; this reflects our growth and agility with taking on new services and reviewing how we deliver existing services.

The annual staff and volunteer survey took place in February and we were pleased to see improvements in the KPIs for staff satisfaction and feeling safe at 90% and 88% respectively. The wellbeing of staff was 83%, the same as last year. We were pleased that volunteers were above 90% for all the KPIs.

To ensure we finish our 2020 Vision strongly this year we will be focusing on our investment in our workforce through our new People Strategy, which was adopted in June.

Our People Strategy sets out key areas for investment in staff, and links with our values. Through the People Strategy we will be focusing on:

- ▶ **welcoming all** by developing our employment brand to better stand out in the recruitment market place. We will be adopting a values-based approach to recruitment, piloting a graduate recruitment programme and are working towards establishing a partnership approach to working with staff. We will also be working to widen our appeal as an employer to further broaden the diversity amongst staff and volunteers
- ▶ **inspiring** staff by further developing our apprenticeship opportunities, more widely promote a learning culture and developing our approach to staff development and progression. We will recognise and promote staff members' successes by sharing their stories to inspire others
- ▶ **supporting** staff by developing our reward and recognition framework, benchmarking our salaries to understand how we compare to other similar employers, consider how staff share in the success of good performance and develop our approach to performance management to support staff to succeed. We continue to maintain our commitment to supporting staff wellbeing

This year we:

- ▶ increased volunteer numbers by 30%, reflecting the expansion in programmes such as Chaplaincy
- ▶ increased activity in staff recruitment and had a 63% increase in job advertisements
- ▶ restructured staffing in services including supported accommodation in Brighton and Hove, the café at YMCA Guildford and mobile night working arrangements
- ▶ adopted minimum rates of pay to match the levels set out by the Living Wage Foundation
- ▶ ensured employees received at least cost of living inflationary pay increases
- ▶ developed managers through a 'management ladder' learning and development programme, enabling them to be the best leaders they can be
- ▶ recruited a senior management post, starting next year, to lead on our trauma informed work
- ▶ invested in the leadership structure through the addition of an interim Finance Director, a Chief Operating Officer and Director of Fundraising (see section on leadership and governance on page 30)
- ▶ received the best results in this year's Staff and Volunteer Survey regarding training for staff, with 95% saying they felt they had opportunities to learn and develop at YMCA DLG (increase of 4%)

"YMCA is great for training. My manager is keen for me to learn and I am currently on the Housing Apprentice course"

"Some of the best training programmes offered I've ever seen with a company"

(Comments from the annual Staff and Volunteer Survey)

Our plans next year are to:

- ▶ implement our People Strategy
- ▶ Review our recruitment and retention approach to help reduce staff turnover and improve recruitment practices
- ▶ implement recommendations from the Staff and Volunteer Survey captured in our People Strategy
- ▶ refresh our trauma informed approach under a new lead
- ▶ review salary through externally commissioned benchmarking to ensure we have a fair and transparent approach to pay and reward at all levels in the organisation
- ▶ develop a staff reward and career development strategy
- ▶ become a 'paperless organisation' through a clear action plan and working group to go digital wherever we can
- ▶ upgrade our HR information system to provide high quality and detailed management information

QUALITY



QUALITY

Measuring impact and telling our story

This year we:

- ▶ agreed our new fundraising strategy which outlined our investment in fundraising and communications which will see the launch of a new directorate in 2019-20
- ▶ renewed our ISO 9001:2015 quality standards
- ▶ reviewed how we measure the impact of YMCA DLG and now have a comprehensive set of key performance indicators (KPIs) to help us know we are achieving our objectives; this helps us demonstrate internally and externally our progress and impact

Our plans for next year are to:

- ▶ undertake further work to enhance how we measure our social impact and demonstrate value for money
- ▶ launch our new website which will enable us to tell our story more clearly, and allow the user to find the information they need quickly
- ▶ tell our story through three seasonal and targeted fundraising campaigns
- ▶ explore benchmarking opportunities with other similar organisations



QUALITY

Building leadership and governance

When we implemented our 2020 vision we committed to building strong governance and leadership. This year we:

- ▶ reviewed future leadership requirements and investment needs
- ▶ agreed governance succession and associated trustee recruitment plan
- ▶ developed a set of organisational behaviours to support the ethos, values and culture work
- ▶ completed plans for leadership development at an individual level and as a wider team
- ▶ recruited a Head of Operations for East Sussex

Our plans next year are to:

- ▶ embark on a trustee recruitment process to support our Board succession planning
- ▶ continue to invest in leadership development including a talent development programme as part of our People Strategy



QUALITY

Managing risk effectively

This year we planned for changes brought in by GDPR, and the subsequent Data Protection Act 2018. We brought in extra resources to guide us and make sure we understood our obligations and improved our policies and procedures where needed.

Looking back, we prepared well and implemented the necessary changes to bring us up to date including giving all children and young people Privacy Notices and reviewing our policy and training. Our processes and reporting procedures were, however, tested when we had two data breaches this year which we deemed reportable to the Information Commissioner's Office (ICO). No formal action was taken by the ICO as they were satisfied with the remedial action we took, but we have learnt lessons. A key lesson was that we are more vulnerable where we have paper records and so we have made a decision to move away from paper-based records in our central services and in frontline services. We have also revised our procedures and guidance to staff regarding the use of email and transmitting data.

We set ourselves objectives for 2018-19 to improve the overall risk management approach and we agreed a formal Risk Management Strategy in March. As part of this work the Board reviewed our risk appetite and developed the following risk appetite statement:

YMCA DLG's history and present root us firmly in working with young people on the margins of our society. These young people bring inherent risk into all aspects of our work and consequently we are open to taking risks in the following areas:

- ▶ our mission
- ▶ safeguarding in terms of supporting the most vulnerable young people with whom we work but not in staffing, recruitment, and policy & process
- ▶ in taking financial risks in order to optimise our delivery and reach subject to taking a prudent approach to managing our borrowing covenants

We have a more cautious approach to risks in connection with Health and Safety, legal and regulatory compliance.

Over the year we:

- ▶ completed a full review of our Risk Register
- ▶ agreed the organisation's Risk Management Strategy which included risk assurance mapping
- ▶ agreed with the Audit and Risk Committee our internal audit plan with Mazars, taking into account the assurance mapping work
- ▶ reviewed our contract database and mapped contract risk, as part of the review
- ▶ completed our action plan for data protection compliance

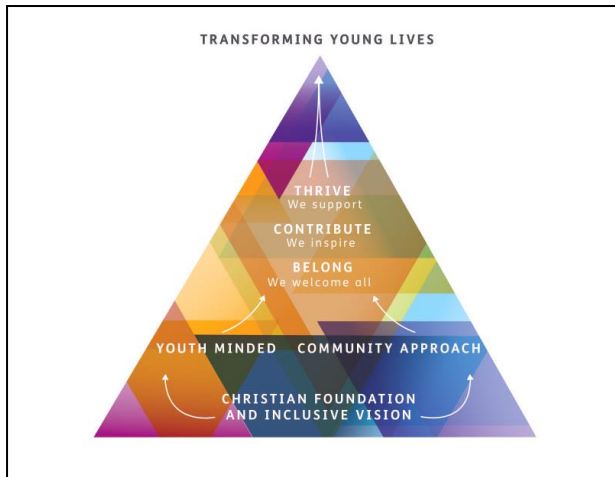
Our top five risks and related mitigations were identified as:

1. **Serious incident endangering staff and/or clients (service users)** – the charity has a comprehensive control and reporting process which ensures any incidents are investigated and actions taken
2. **Non-compliance with legislation and regulation** – we monitor KPIs for all key legislative and regulatory requirements
3. **Further reductions in public funding** – our business plan is subjected to stress tests to ensure the charity can withstand any sudden changes
4. **Patient care compromised in our therapeutic services** – our recruitment and employment practices are designed to minimise such risks
5. **Safeguarding failure** – we have processes for reporting, investigation and review procedures and learning is disseminated to relevant staff and processes updated in response

Our plans for next year are to:

- ▶ keep our risk register under review, in line with our Risk Management Strategy
- ▶ complete work on incorporating risk into each operational plan to embed the risk management strategy within our operations
- ▶ further embed risk management within our overall strategy and the development of a 2025 Vision
- ▶ invest in up to date systems and technology to progress our aim to go paperless
- ▶ review our privacy notices after their first year of use with the purpose to make them more accessible
- ▶ conduct peer audits which will include data protection checks in offices

Being a values-led organisation



This year we were able to test how we are living our values with young people: to **welcome all, support** and **inspire**. Our YMCA Right Here programme consulted with over 100 young people through the programme’s youth ambassadors.

They engaged with residents and clients in a variety of innovative ways (e.g. photography, focus groups, surveys and post boxes) as well as using some traditional approaches (feedback boxes).

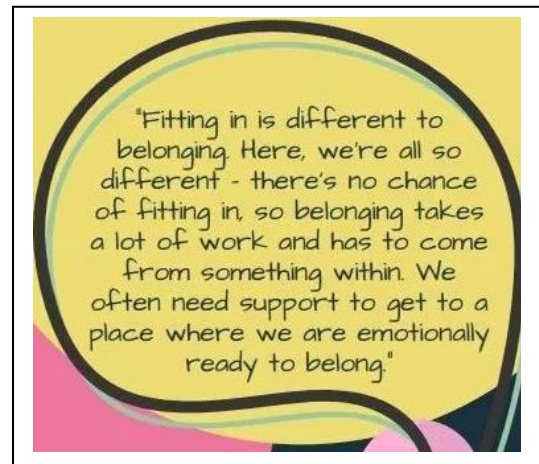
The consultation yielded important information for us about how our staff inspire young people, welcome and support. We learnt what we could do differently, and where we were living our values well. The next phase of the project will be to:

- ▶ establish our values through our new People Strategy
- ▶ implement the findings and action points from our client values survey

"All staff are welcoming and hard working. The staff are very good at their jobs and are very supportive!"

"YAC staff took care of me and provided me with a place to stay in the same day. I arrived with no belongings, was given an overnight bag which even included socks. Everyone I have dealt with has been extremely understanding, respectful and a massive help. Makes me feel like someone cares"

"I have applied for a volunteer position at Shelter because I have seen how amazing and truly helpful the work is that you do here. I want to make sure everyone gets the support that I have received"



The quotes above are from the annual Client Satisfaction Survey and illustrate some of the positive feedback we have had on our values: we **welcome all**, we **support**, we **inspire**.

**Comment from Chief Executive Officer:
Development of our 2020 Vision**

This coming year will be the final year of our 2020 Vision and we want to ensure our vision of being a *youth minded community approach* organisation is embedded in our YMCA and has a clear and lasting legacy. To do this we have set ourselves a set of priority strategy objectives for the year, which will give us a clear focus in our final year of our 2020 Vision:



Chas Walker
Chief Executive Officer



One of our priority objectives is to implement our new fundraising strategy. Developing the business case for further investment in fundraising has been an important Executive and Board project over the year. At the heart of the strategy is our aim to diversify our financial and missional reliance on public sector partnerships and its associated funding and in the process amplify what is at the heart of being a charity; a strong cause and community support. We recognise this as long-term project which will mean some changes in our organisational culture as we develop the YMCA brand locally and our associated fundraising propositions. We will remain committed to important public sector partnerships and will be utilising additional fundraised income to add value to our overall mission. In March this year we recruited a new Director and Head of Service to start this work and next year we will be investing further in people and supporting infrastructure as we start to implement our new fundraising strategy.

Over the next 12 months we will be working on the development of a new 2025 Vision and strategy, which we intend to formalise and launch in March 2020. One of the things that inspires me about the YMCA Movement and its history is how it has played a significant role in times of social change and global unrest. This was evident in both world wars and in the subsequent aftermath of the second world war as nations looked to work together for peace and economic prosperity for all.



The YMCA International Alliance has had a consultative role within the United Nations, since 1947, facilitating the voice of young people on important economic, social justice and environmental issues.

The current generation of young people have a set of global challenges ahead of them that no other generation has faced. They need to find answers to the huge global threat of climate change, the increasing inequality between the developed and developing countries leading to significant movements of people

and then how technology can be a force for good to solve these problems.

The YMCA has always worked from a 'bottom up' perspective with each country and each local YMCA association in those countries doing their bit and when you step back and view the sum of the parts it can deliver huge change for young people. So as YMCA DLG develops its next 2025 Vision, we will certainly be focusing on how we can support and empower young people towards the solutions we need as a global community.



Chas Walker
CEO

SECTION B: Directors' and Trustees' report

Corporate governance information

Constitution

The charity is governed by its Articles of Association and was incorporated on 24 September 1999 as a company limited by guarantee (registered company number 3853734) and commenced activities on 1 April 2000. On that day it took over the activities of Hove YMCA (registered charity number 305261).

The charity has Directors' and Officers' Liability insurance in place. The Board of Trustees is the central decision-making body of the Company, and it comprises of 10 trustees at the time of signing.

Board and committee meetings

The Board meets at least 6 times a year. YMCA DLG has a three committee structure: the People and Participation committee, the Audit and Risk committee, and Business Planning and Finance committee. These committees have defined Terms of Reference, and report to the Board.

Statements on internal controls and Trustees' responsibilities regarding regulatory and statutory obligations

1.0 Charity Commission and Regulator of Social Housing

YMCA DLG meets the requirements set out by the new Charity Commission Code of Governance introduced in 2017. The trustees have reviewed our governance against the Code this year.

We comply with the standards set by the Regulator of Social Housing. The trustees have reviewed the charity's compliance with the Governance and Financial Viability Standard. Further details are set out in paragraph 2.0 below.

We have a quality management system that is independently audited through the British Assessment Bureau and this year we were successful in renewing ISO 9001:2015 standards.

Our internal auditors, Mazars, undertake a variety of independent audits, using the Homes England Framework and other legal and regulatory standards. This year they completed the following audits:

- Data Protection (GDPR)
- Risk Management

Our own internal quality audits and the work we do with Mazars, help strengthen our quality framework whilst identifying any areas for improvement. For example, this year we have reviewed our data protection processes, such as reporting procedures, and subject access requests, in line with new legislation. We have also driven forward with new data protection training for all staff and volunteers to complete.

We regularly report on compliance to the Audit and Risk Committee which reports to the Board of Trustees. The Board of Trustees receives a full annual compliance report.

At the time of this report YMCA DLG complies with all necessary regulations and reporting requirements. We reported the two data breaches referred to on page 31 to the Charity Commission and can confirm that there were no other serious incidents reportable.

2.0 National Housing Federation Code of Governance

As a Registered Provider we aim to comply with the National Housing Federation (NHF) Code of Governance.

We have one area in which our formal constitution does not meet the NHF Code of Governance requirements. The Code states that a Board of Trustees should be no more than 12 members. Our YMCA DLG constitution allows for 15 Trustees. At the date of this report we had 10 trustees so currently we are meeting the Code of Governance requirements in practice. In addition, during the year the Board focused on a significant trustee recruitment process to support succession planning and put back its annual Board evaluation process from January 2019 to the autumn of 2019.

3.0 Fundraising Statement

The aim of our fundraising approach is to encourage increased voluntary and unrestricted funding to complement our contract and commercial income streams to add value to our charitable work. Our fundraising is focused on the services we provide to young people and includes events like YMCA Sleep Easy and campaigns like #IAMWHOLE.

YMCA DLG only sends fundraising emails to contacts who have given us consent to do so, we record that consent and always offer the option to opt out of receiving further emails, in line with current legislation. We do not employ third parties to fundraise for us.

For fundraising campaigns sent by post, these will only be authorised following the completion of a Legitimate Interests Assessment drawn using Information Commissioner's Office guidelines and again the option to ask us to stop sending fundraising material will be included in the communication. By taking these steps we aim to protect people (especially vulnerable people) from unwanted marketing or fundraising contact. We received no complaints about our fundraising or marketing in 2018-19.

This year, we:

- ▶ ensured our approach to fundraising was compliant with the Data Protection Act 2018
- ▶ agreed our Fundraising Strategy with the Board of Trustees
- ▶ received no complaints about our fundraising or marketing
- ▶ reviewed our fundraising spend which continued to be at a level which did not require us to register with a fundraising regulator
- ▶ agreed to appoint a Director of Fundraising, Nikki Mason who started in May 2019

Our plans for the next year are to:

- ▶ significantly invest our fundraising work in line with our fundraising strategy
- ▶ register with the Fundraising Regulator
- ▶ implement a calendar of marketing and communications led fundraising campaigns
- ▶ increase the number of individual financial supporters to 100
- ▶ initiate strategic partnerships with 15 local companies

4.0 Statement on investment powers

The Trustees confirm that the investments made by the charity are made in accordance with the Trustees' powers as provided in the Articles of Association.

5.0 Public Benefit statement

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

The Trustees consider that our activities are a true reflection of our aims and objectives, and that they are designed to provide accessible services and activities that benefit the public in accordance with our charitable objectives.

We demonstrate the public benefit of our work in pages 3 to 33 of this report (section A).

6.0 Statement on internal financial controls and Trustees' responsibilities

As Trustees for YMCA DLG we acknowledge our ultimate responsibility for ensuring that the charity has in place a system of controls that is appropriate to the various business environments in which it operates. These controls are designed to give reasonable assurance with respect to:

- ▶ the reliability of financial information used within the charity or for publication
- ▶ the maintenance of proper accounting records
- ▶ the safeguarding of assets against unauthorised use or disposition

Controls and procedures in place include the following:

- ▶ formal policies and procedures including the documentation of the key systems and rules relating to delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the charity's assets
- ▶ experienced and suitably qualified staff take responsibility for important business functions with annual appraisal procedures in place to maintain standards of performance
- ▶ forecasts and budgets are prepared which allow the trustees and management to monitor the business risks and financial objectives, and progress towards financial plans set for the year and the medium term
- ▶ regular management accounts are prepared promptly, providing relevant, reliable and up to date financial and other information and significant variances from budgets are investigated as appropriate
- ▶ all significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through relevant sub-committees comprising trustees and others
- ▶ the Audit and Risk committee review reports from management and from the external auditors to provide reasonable assurance that the control procedures are in place and are being followed
- ▶ a general review of the major risks facing the charity is done by the Audit and Risk committee which makes regular reports to the trustees
- ▶ formal procedures have been established for instituting appropriate action to correct weaknesses in the above procedures

Our approach to risk management is set out on pages 31 to 32. Risk management is overseen by the Audit and Risk Committee and approved by the Board. It includes:

- ▶ a risk management strategy and policy
- ▶ a process for identifying and assessing risks, including strategic risks, operational risks and risks relevant to individual projects
- ▶ determining YMCA DLG's overall risk appetite
- ▶ engendering among all levels of staff a positive attitude towards risk management and ensuring this is embedded within YMCA DLG's operations
- ▶ management processes to ensure there are agreed mitigation responses to all significant risks and to offset the impact of adverse events
- ▶ ensuring a risk assurance process under which there are audit arrangements that cover the major risks on a regular basis
- ▶ decisions on which risks shall be insured
- ▶ arrangements to keep both the risks and risk management processes under review

The Audit and Risk Committee considers reports on risk at each of its meetings and these are reported at each Board meeting together with a formal report on risk management annually to the Board.

6.1 Trustees' responsibilities

As Trustees, we are also directors of YMCA DLG for the purposes of company law. We are responsible for preparing this Trustees' report and the financial statements; this is in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (UK GAAP), including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Company law requires us to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, we are required to:

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

We are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable us to ensure that the financial statements comply with the Companies Act 2006.

We are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

7.0 Diversity and equality

YMCA DLG is an organisation that recognises and values diversity and purposefully promotes equality and complies with the Equality Act 2010.

We seek to understand and positively respond to diversity across the protected characteristics of the Equality Act 2010. This includes gender, gender identity, marital status, sexual orientation, race or ethnic origin, religion, faith and belief, age, disability, health issue, working pattern, caring responsibilities, trade union activity or political beliefs. Discrimination and discriminatory practices will be identified, challenged and addressed at all levels.

Our aim is to ensure that these commitments, reinforced by our culture and values and our Diversity and Equality policy, are embedded across our strategic policies and work, and in our day-to-day working practices.

As an organisation with a Christian ethos, YMCA DLG has some designated paid posts for which there is an Occupational Requirement for the post-holder to demonstrate a clear

commitment to the Christian faith. This would be for reasons of providing spiritual leadership and/or maintaining the Christian ethos of the organisation and would include the Chief Executive and Lead Chaplain. For all other post holders, there is an expectation to respect our Christian ethos and uphold its values. To these posts, we welcome those of other faiths and those of none.

8.0 Statement as to disclosure of information to auditors

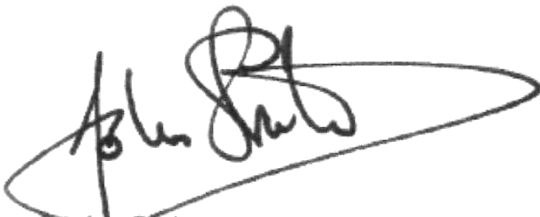
So far as we are aware, there is no relevant audit information (as identified by section 418 of the Companies Act 2006) of which the charity's auditors are unaware.

Each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

A resolution to reappoint the auditors, Haysmacintyre LLP will be proposed at the forthcoming annual general meeting.

This report, including both the Trustees' Report and Strategic Report, was approved by the Trustees on 12 September 2019, and was signed for and on behalf of the board by:



John Slater
Chairman

12 September 2019

List of Trustees and Advisers

Registered Office

Reed House, 47 Church Road
Hove, East Sussex BN3 2BE

Charity Number	1079570
Company Number	3853734
Homes England Registered Number	4644

List of Board Members

John Slater	Chair
Ingrid Beatty	Vice Chair
Simon Braid	Resigned, 11 Dec 2018
Peter Jeffrey	
John Holmstrom	
James Lister	
Richard Nerurkar	
Deborah Pepper	
Caroline Stearman	
Robert Wilkinson	Deceased, 16 Aug 2019
Andrew Wilson	
David George	Appointed, 13 Jun 2018

Audit and Risk Committee

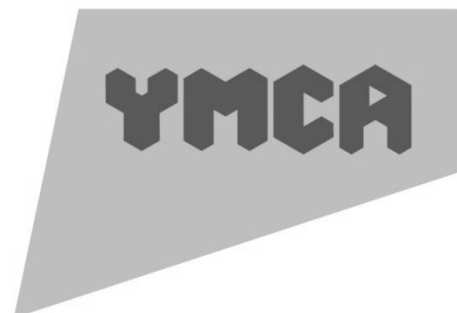
Don Bawtree	Independent Chair
Simon Braid	Trustee, resigned 11 Dec 2018
Peter Jeffrey	Trustee
Carol Long	Independent member
Robert Wilkinson	Deceased, Aug 2019

People and Participation Committee

Ingrid Beatty	Trustee and Chair
Deborah Pepper	Trustee
Andrew Wilson	Trustee

Business Planning and Finance Committee

Simon Braid	Trustee and Chair, resigned 11 Dec 2018
John Slater	Trustee
Peter Jeffrey	Trustee and Chair, appointed Chair 12 Dec 2018
Robert Wilkinson	Trustee, resigned 16 Aug 2019



Executive Team

Charles Walker
Rachel Brett
Anne Cairns

Ann Longhurst

Simon Braid
Julie Myers

Nikki Mason

Chief Executive Officer
Director of Children and Young People
Director of Community and Property Services until December 2018; Chief Operating Officer from January 2019
Interim Director of Finance until October 2018; Assistant Director of Finance, from 1 Nov 2018
Director of Finance, from 1 Jan 2019
Assistant Director until 28 Feb 2019; Director of Housing and Support from 1 Mar 2019
Director of Fundraising and Communications, from 20 May 2019

<p>Solicitors Griffith Smith LLP 47 Old Steine Brighton BN1 1NW</p> <p>DMH Stallard Gainsborough House Pegler Way Crawley RH11 4FZ</p> <p>Bankers The Royal Bank of Scotland plc PO Box 300 Brighton BN1 9TE</p> <p>The Charity Bank Ltd Fosse House 182 High Street Tonbridge Kent TN9 1BE</p>	<p>Auditors Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG</p> <p>Internal Auditors Mazars Tower Bridge House St Katharine’s Way London E1W 1DD</p>	<p>Company Secretary Peter Brayne Wise Governance Ltd 35 Old Palace Road Guildford Surrey GU2 7TX</p>
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Independent auditor's report to the Trustees

Opinion

We have audited the financial statements of YMCA DownLink Group for the year-ended 31 March 2019 which comprise the consolidated statement of comprehensive income, the consolidated and charitable company balance sheets, the consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2019 and of the group's and parent charitable company's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, the Housing and Regeneration Act 2018 and the Accounting Direction for Registered Providers of Social Housing 2015; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Responsibilities of Trustees for the financial statements

As explained more fully in the statement of Trustees' responsibilities set out on page 33, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Conclusions relating to going concern

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the strategic report and the directors' report prepared for the purposes of company law (contained the Trustees' Annual Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which includes the strategic report and the directors' prepared for the purposes of company law).

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

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

Use of our report

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



Adam Halsey (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP,
Statutory Auditors

19 September 2019

10 Queen Street Place
London
EC4R 1AG


SECTION C: Financial Accounts and Statements


Consolidated Statement of Comprehensive Income, for Year Ended 31 March 2019

	Notes	Social Housing Activities	Trading Activities	Charitable Activities and Other Income	2019 Total	2018 Total
		£	£	£	£	£
Turnover from continuing operations						
Social housing lettings	2	9,239,205	-	-	9,239,205	7,818,548
Trading activities	10	-	428,939	-	428,939	593,486
Charitable activities and other income	4	-	-	3,527,223	3,527,223	3,016,595
		9,239,205	428,939	3,527,223	13,195,367	11,428,629
Operating costs						
Social housing lettings	3	(8,847,837)	-	-	(8,847,837)	(7,370,415)
Trading activities		-	(428,608)	-	(428,608)	(570,147)
Charitable activities and other costs	5	-	-	(3,855,528)	(3,855,528)	(3,176,250)
		(8,847,837)	(428,608)	(3,855,528)	(13,131,973)	(11,116,812)
Operating surplus / (deficit)		391,368	331	(328,305)	63,394	311,817
Interest receivable and other income		-	-	3,675	3,675	5,202
Interest payable and similar charges		(49,250)	-	-	(49,250)	(31,863)
Unrealised gain / (deficit) on investments		-	-	(1,270)	(1,270)	-
Fair value of net assets received from Eastbourne & Wealden YMCA		-	-	666,049	666,049	-
Disposal of properties		-	-	-	-	71,583
Surplus on ordinary activities		342,118	331	340,149	682,598	356,739
Net movement in funds		342,118	331	340,149	682,598	356,739

The consolidated income and expenditure of the Charity and its subsidiary relate wholly to continuing operations.

These financial statements were approved and authorised for issue by the Directors on 12 September 2019 and signed on their behalf by:


John Slater (Chair)
12 September 2019


Ingrid Beatty (Vice Chair)
12 September 2019

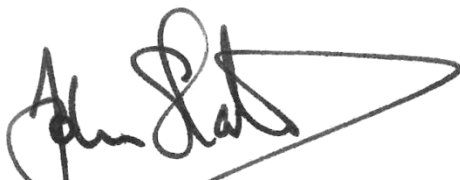
The notes set out on pages 50-61, form part of these financial statements


Consolidated Statement of Financial Position as at 31 March 2019

Registered number: 3853734

	Notes	2019		2018	
		Group	Charity	Group	Charity
		£	£	£	£
FIXED ASSETS					
Social housing properties	9	20,564,711	20,564,711	17,991,762	17,991,762
Other properties	9	481,123	481,123	489,220	489,220
Other tangible assets	9	306,754	306,754	269,298	269,298
		21,352,588	21,352,588	18,750,280	18,750,280
Investment in subsidiary	10	-	2	-	2
		21,352,588	21,352,590	18,750,280	18,750,282
CURRENT ASSETS					
Stocks	12	-	-	2,572	2,572
Debtors	13	1,367,662	1,375,720	1,044,878	983,279
Investments	11	35,102	35,102	-	-
Cash at bank and in hand		1,499,108	1,478,200	2,507,751	2,373,309
		2,901,872	2,889,022	3,555,201	3,359,160
CREDITORS					
Amounts falling due within one year	14	(2,722,764)	(2,720,246)	(2,781,664)	(2,618,965)
NET CURRENT ASSETS		179,108	168,776	773,537	740,195
TOTAL ASSETS LESS CURRENT LIABILITIES		21,531,696	21,521,366	19,523,817	19,490,477
CREDITORS					
Amounts falling due after one year	15	(11,472,897)	(11,472,897)	(10,147,616)	(10,147,616)
NET ASSETS		10,058,799	10,048,469	9,376,201	9,342,861
FUNDS					
Unrestricted funds	17	9,980,930	9,970,600	9,314,723	9,281,383
Restricted funds	16	77,869	77,869	61,478	61,478
		10,058,799	10,048,469	9,376,201	9,342,861

These financial statements were approved and authorised for issue by the Directors on 12 September 2019 and signed on their behalf by


 John Slater (Chair)
 12 September 2019


 Ingrid Beatty (Vice Chair)
 12 September 2019

The notes set out on pages 50 to 61, form part of these financial statements

Consolidated Statement of Cash Flows for Year Ended 31 March 2019

Notes	2019		2018	
	£	£	£	£
Cash flow from operating activities				
Surplus for the year		682,598		356,739
Adjustments for non-cash items:				
Depreciation	8	469,582	420,176	
Decrease / (Increase) in stocks		2,572	(792)	
(Increase) in debtors		(322,785)	(178,645)	
(Decrease) / Increase in creditors		(251,546)	338,633	
Deficit / (Surplus) on disposal of property		12,083	(71,583)	
(Surplus) / Deficit on disposal of other assets		(70)	78,525	
Pension costs less contributions payable		(20,769)	(67,476)	
Government grants utilised in the year		(98,804)	(60,694)	
Unrealised investment loss		1,270	-	
Interest payable		49,250	31,863	
Interest receivable		(3,675)	(5,202)	
		(162,892)		484,805
Net cash (outflow)/inflow from operating activities		519,706		841,544
Cash flow from investing activities:				
Purchase of tangible fixed assets	9	(3,086,396)	(2,890,904)	
Sale of tangible fixed assets		2,494	276,300	
Grants received		1,637,500	1,098,643	
Interest received		3,675	5,202	
Sale of investments		-	5,594	
Donated investments from E&W YMCA		(36,372)	-	
		(1,479,099)		(1,505,165)
Cash flow from financing activities:				
Loan interest paid		(49,250)	(31,863)	
New secured loan		-	1,000,000	
		(49,250)		968,137
Increase in cash in the year		(1,008,643)		304,516
Reconciliation of net cash flow to movement in net cash funds				
Net cash funds at beginning of year		2,507,751		2,203,235
Change in net funds during the year		(1,008,643)		304,516
Net cash funds at end of the year		1,499,108		2,507,751

The notes set out on pages 50 to 61, form part of these financial statements

Notes to the Financial Statements for Year Ended 31 March 2019

1. ACCOUNTING POLICIES

a) Status

YMCA DownsLink Group (YMCA DLG) Limited is incorporated under the Companies Act 2006 and registered with Companies House in England and Wales under number 3853734. Its registered office is Reed House, 47 Church Road, Hove, East Sussex BN3 2BE. It is also registered as a charity with the Charity Commission in England and Wales (number 1079570) and as a Registered Provider of Social Housing with the Homes and Communities Agency in England (number 4644).

The charity meets the definition of a public benefit entity under Financial Reporting Standard 102 applicable in the UK and Republic of Ireland (FRS102).

Basis of Preparation

The financial statements of the group and association are prepared in accordance with applicable legislation UK Generally Accepted Accounting Practice (UK GAAP) including FRS 102, and the Housing SORP 2014: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2015. A separate SORP for charities also exists. However, the RSHP SORP takes precedence over the Charities SORP as the former represents the more specialised guidance, but the Trustees may have regard to the Charities SORP where its recommendations are not contrary to the Housing SORP.

Basis of accounting

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

The main areas of estimation and judgement affecting the accounts:

- depreciation

Assets are depreciated over their expected useful economic lives as set out in note 1(h). These lives have been determined with reference to both internal experience and external comparisons but will be kept under review in future periods. It may be necessary to lengthen or shorten these lives depending on further actual experience.

- accrual for deficit contribution to the defined benefit pension scheme

As set out in note 1(g) a liability is recognised in respect of the present value of the expected future contributions to alleviate the pension deficit arising from past service. The liability recognised is affected by the discount rate applied and the undiscounted underlying liability will also vary depending on the results of the triennial actuarial valuation of the pension scheme. The triennial valuation was completed as at 1 May 2017 and the resulting changes to the schedule of contributions are included in YMCA DLG's financial statements for the year ended 31 March 2019.

- provisions

Full provision is made for the value of all personal debts relating to past residents in YMCA DLG's accommodation projects. It is possible that some of these amounts may be recovered or that amounts related to current residents and currently unprovided may prove to be irrecoverable.

Provisions are made for other items where it is considered probable that a liability has arisen and these are quantified based on the best available information. Such provisions are updated as more and better data become available.

In the opinion of the trustees none of the above items are likely to be subject to material estimation uncertainty but the largest area of uncertainty relates to the pension deficit contributions.

No complex financial instruments are held.

YMCA DLG is required by the Companies Act 2006 to prepare group accounts. The results, assets and liabilities of the subsidiary company YMCA DLG Services Ltd is included on a line by line basis.

Going concern

Having had regard to the group's financial position and its forecast financial performance and cash flows, the Trustees have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

b) Turnover

Turnover represents trading income, rent and service charges income receivable in the year net of rent and service charge losses from voids, revenue grants, including those from local authorities and Homes England, contracts and charitable receipts, all net of vat.

c) Supporting People Contract

The charity receives funding from Supporting People which is accounted for on an accruals basis, matching income and expenditure and disclosures are made in accordance with the relevant standards and legislation.

d) Donations and grants

Donations and grants other than Social Housing Grant are included when the criteria of entitlement, probability and measurability have been met. The associated Gift Aid tax recoverable is recognised on receipt.

Social Housing Grants (SHG) are recognised on the balance sheet as a liability and amortised over the life of the assets funded (accrual model) with the exception of SHGs related to those assets that were revalued at their deemed cost at 1 April 2015 where the grant was recognised in full as an addition to reserves (performance model).

e) Investment income

Investments are included in the financial statements at market value.

f) Empty Homes

The grant income is included on completion of the building work. If there are no associated development costs, a proportion of the grant income is released over the term of the lease and the balance on signing the lease.

g) Pension costs

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

As described in note 20, YMCA DLG has a contractual obligation to make pension deficit payments over the period to April 2027. Accordingly, the present value of the liability is shown in note 20 to these accounts.

In addition, YMCA DLG is required to contribute £13,036 pa to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

h) Fixed Assets

i) Housing Properties

Definition and recognition

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit. Housing properties are principally properties available for rent and are stated at cost with the exception of those properties revalued at a deemed cost on adoption of FRS102.

Depreciation:

The major components of the properties are identified and depreciation is charged to write off the cost of each component over their expected useful economic lives.

Depreciation is charged on a straight line basis over the following number of years:

Structure	50 - 100
Pitched Roof	50 - 75
Flat Roof, Windows, External Doors	25 - 30
Wiring, lift and heating systems	10 - 30
Bathrooms	5- 25
Kitchens	20

Freehold land is not depreciated.

Housing properties are assessed annually for impairment indicators. Where indicators are identified, an assessment for impairment is undertaken comparing the property's carrying amount to its recoverable amount. Where the carrying amount of a property is deemed to exceed its recoverable amount, the property is written down and the resulting impairment loss recognised as operating expenditure.

Expenditure on existing housing properties is capitalised when it is either capable of generating increased future rents, extends their useful economic lives or significantly reduces future maintenance costs. All other expenditure in respect of general repairs is charged to the income and expenditure account as it is incurred.

ii) **Other Fixed Assets**

Cost:

Individual fixed assets costing £500 or more and are of a capital nature for ongoing use by YMCA DLG are capitalised.

Depreciation:

Other fixed assets are depreciated in order to write off each asset over its estimated useful life at the following annual rates:

Freehold Land	Not depreciated
Motor Vehicles	25% on reducing balance basis
Fixtures, Fittings and Equipment	10 - 25% on cost
Leasehold Improvements	25 % on cost or over the remaining life of the lease whichever is shorter
Cycles	100% on cost

i) **Stocks**

Stocks are consistently valued at the lower of cost and net realisable value.

j) **Volunteers, Donated Services and Facilities**

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the trustees' annual report

k) **Irrecoverable VAT**

All expenditure is classified under activity headings that aggregate all costs related to that category. Irrecoverable VAT is charged directly where possible or apportioned as part of central costs.

l) **Operating Leases**

The charity classifies the lease of printing, photocopy, and catering equipment as operating leases. The title of the equipment remains with the lessor and the equipment is replaced every three to five years whilst the economic life of such equipment is normally in excess of this. Rental charges are charged on a straight line basis over the term of the lease.

m) **Commitments**

Commitments which are legally binding are included as liabilities.

n) **Taxation**

The Charity is exempt from tax on income and gains falling within Sections 466 to 493 of the Corporation Tax Act 2010 to the extent that these are applied to its charitable objects.

o) **Funds and Reserves**

The Charity has various types of funds for which it is responsible and require separate disclosure:

Unrestricted reserves

Unrestricted reserves are reserves which are expendable at the discretion of the Trustees in the furtherance of the objects of the charity.

Restricted Reserves

Restricted reserves are funds which are expendable as directed by the donor.

Revaluation reserves

Revaluation reserves arise when investments are revalued.

2. TURNOVER FROM HOUSING ACTIVITIES

	2019	2018
	£	£
Rent and Service charges:		
Rent and eligible service charge receivable	6,277,354	4,922,931
Personal service charge receivable	350,398	288,466
Amortised Government grant	98,804	60,694
	6,726,556	5,272,091
Other revenue:		
Supporting people	1,493,261	1,546,143
Empty homes development income	194,580	302,745
Other social housing income	824,808	697,569
	9,239,205	7,818,548
Rent and service charge losses from voids	(515,563)	(342,210)

3. OPERATING COSTS FROM HOUSING ACTIVITIES

	2019	2018
	£	£
Housing accommodation – number of units	711	634
Managed Housing – number of units included in above total	121	103
	£	£
Housing Services	4,671,277	3,781,137
Housing Support	1,825,940	1,555,368
Share of central overheads	1,333,191	1,270,364
Development costs	93,398	109,677
Repairs and maintenance	297,529	243,343
Rent losses from bad debts and provision	217,315	43,398
Depreciation of housing properties	343,872	305,769
Depreciation of housing assets	65,315	61,359
	8,847,837	7,370,415

4. TURNOVER FROM CHARITABLE ACTIVITIES AND OTHER INCOME

	2019	2018
	£	£
Sports, Youth and Community	464,580	559,936
Therapeutic Services	1,582,865	1,161,591
Support Services: Children, Young People and Families	1,130,931	980,617
Horsham YMCA Football Club	50,127	49,709
Other Income	298,720	264,742
	3,527,223	3,016,595

5. OPERATING COSTS - CHARITABLE ACTIVITIES AND OTHER COSTS

	2019	2018
	£	£
Sports, Youth and Community	703,438	756,224
Therapeutic Services	1,783,211	1,304,827
Support Services: Children, Young People and Families	1,099,864	891,472
Horsham YMCA Football Club	100,925	95,466
Other costs	168,090	128,261
	<u>3,855,528</u>	<u>3,176,250</u>

6. STAFF COSTS

	2019	2018
	£	£
Salaries and wages	6,691,329	5,790,903
Social security	541,719	468,705
Pension costs	180,361	139,132
Apprentice Tax	18,568	14,131
Life Assurance	28,857	27,837
Healthcare	19,641	15,783
Redundancy/Compensation	63,219	47,391
	<u>7,543,694</u>	<u>6,503,882</u>

The average number of employees paid during the year was:

Full Time and Part Time Employees	369	336
Full Time equivalent	256	231

The full time equivalent number of staff receiving remuneration, excluding pension contribution in excess of £60,000:

£60,000 - £69,999	2	1
£70,000 - £79,999	-	-
£80,000 - £89,999	1	1

7. EMOLUMENTS OF DIRECTORS AND LEADERSHIP TEAM

None of the Trustees received any remuneration in the current or prior year. Four Trustees (2018: three) received reimbursed expenses for travel costs amounting to £1,660 (2018: £1,516). The Charity has Directors' and Officers' Liability insurance in place.

The aggregate emoluments of the Executive Team were £369,164 - 4.9 FTE (2018: £360,214 4.8 FTE). The remuneration of the Chief Executive comprised salary of £89,730, pension contributions of £13,460 and private health insurance of £599. (2018 £85,417, £12,813 and £549 respectively). The Chief Executive is a member of the current stakeholder pension scheme with no special terms or rights to enhanced benefits.

8. OPERATING SURPLUS

	2019	2018
	£	£
The operating surplus is stated after charging:		
Rent and Service charge losses from bad debts	217,315	43,152
Operating Leases - equipment	18,591	26,331
- land and buildings	1,037,304	849,905
Deficit/(Surplus) on sale of fixed assets	12,013	(6,942)
Depreciation of equipment, fixtures & fitting, motor vehicles	114,262	106,311
Depreciation of properties and components	355,320	313,865
Auditor's remuneration: External audit	23,750	21,015

9. FIXED ASSETS

	Social Housing Properties £	Other Properties £
Cost		
1 st April 2018	18,747,118	523,147
Additions	2,932,254	-
Disposals	(15,000)	-
31 st March 2019	<u>21,664,372</u>	<u>523,147</u>
Depreciation		
1 st April 2018	755,356	33,927
Charge for the year	347,223	8,097
Eliminated on disposal	(2,918)	-
31 st March 2019	<u>1,099,661</u>	<u>42,024</u>
Net Book Amount		
31st March 2019	<u><u>20,564,711</u></u>	<u><u>481,123</u></u>
31 st March 2018	<u>17,991,762</u>	<u>489,220</u>
	2019	2018
Properties at cost comprise:	£	£
Freeholds	15,633,674	12,830,845
Long leaseholds	6,553,845	6,439,420
Cost of properties	<u>22,187,519</u>	<u>19,270,265</u>

During the year our property portfolio has increased with the purchase of Eastbourne Foyer and two properties gained on merging with Eastbourne and Wealden YMCA.

OTHER TANGIBLE FIXED ASSETS

	Vehicles £	Fixtures, Fittings and Equipment £	Total £
Cost			
1 st April 2018	106,334	871,954	978,288
Additions	6,670	147,472	154,142
Disposals	(10,024)	(14,404)	(24,428)
31 st March 2019	<u>102,980</u>	<u>1,005,022</u>	<u>1,108,002</u>
Depreciation			
1 st April 2018	71,618	637,372	708,990
Charge for the year	11,798	102,464	114,262
Eliminated on disposals	(9,154)	(12,850)	(22,004)
31 st March 2019	<u>74,262</u>	<u>726,986</u>	<u>801,248</u>
Net Book Amount			
31st March 2019	<u><u>28,718</u></u>	<u><u>278,036</u></u>	<u><u>306,754</u></u>
31 st March 2018	<u>34,716</u>	<u>234,582</u>	<u>269,298</u>

10. INVESTMENTS IN SUBSIDIARIES

The wholly owned trading subsidiary, YMCA DLG Services Limited, which is incorporated in England and Wales pays its profits chargeable to corporation tax to the charity by gift aid. The charity owns the entire issued share capital of 2 ordinary shares of £1 each. A summary of the trading results is shown below:

	2019	2018
	£	£
Turnover	428,939	593,486
Grants released in year	-	
Cost of sales and administrative expenses	<u>(428,608)</u>	<u>(570,147)</u>
Net Profit	<u>331</u>	<u>23,339</u>

11. INVESTMENTS

	2019		2018	
	Market Value	Cost	Market Value	Cost
	£	£	£	£
Blackrock Charinco Common Investment Acc Fund	8,675	8,426	-	-
Blackrock Charinco Common Investment Inc Fund	3,655	3,664	-	-
M & G Charifund	<u>22,772</u>	<u>24,282</u>	-	-
	<u>35,102</u>	<u>36,372</u>	-	-

On merger with Eastbourne & Wealden YMCA, the above investments were donated.

12. STOCKS

	2019		2018	
	Group	Charity	Group	Charity
	£	£	£	£
Food, household stocks and paint	<u>-</u>	<u>-</u>	<u>2,572</u>	<u>2,572</u>

13. DEBTORS

	2019		2018	
	Group £	Charity £	Group £	Charity £
Arrears of accommodation charges	421,169	421,169	248,924	248,924
Prepayments	189,522	189,522	87,845	87,720
Other debtors	756,971	750,070	708,109	620,641
Amounts owed by subsidiary undertakings	-	14,959	-	25,994
	1,367,662	1,375,720	1,044,878	983,279

14. CREDITORS FALLING DUE WITHIN ONE YEAR

	2019		2018	
	Group £	Charity £	Group £	Charity £
Deferred Income	1,071,491	1,071,491	1,250,221	1,146,945
Other creditors	789,555	789,555	630,395	630,257
Trade creditors	400,994	400,994	528,398	498,609
Social security and other taxes	197,370	197,370	151,439	151,439
VAT creditor	33,651	31,133	59,613	30,117
Bank loan	46,108	46,108	-	-
Pension deficit	77,167	77,167	74,920	74,920
Housing Grants	106,428	106,428	86,678	86,678
	2,722,764	2,720,246	2,781,664	2,618,965

15. CREDITORS FALLING DUE AFTER ONE YEAR

	2019		2018	
	Group £	Charity £	Group £	Charity £
Bank loans – Not wholly repayable within five years	1,453,892	1,453,892	1,500,000	1,500,000
Deferred Income – grants in advance	317,347	317,347	394,888	394,888
Dilapidations provision	124,000	124,000	171,000	171,000
Defined Benefit Pension Deficit	569,269	569,269	592,285	592,285
Housing Grants	9,008,389	9,008,389	7,489,443	7,489,443
	11,472,897	11,472,897	10,147,616	10,147,616
Loan Maturity Analysis				
In more than one year but not more than two years	47,630	47,630	47,539	47,539
In more than two years but not more than five years	151,656	151,656	151,046	151,046
In more than five years	1,254,606	1,254,606	1,301,415	1,301,415
	1,453,892	1,453,892	1,500,000	1,500,000

There is a loan facility in place with the Charity Bank for £2.5m at a rate of 2.25% plus base. The loan is secured on Crawley and Worthing Foyers. At the 31 March 2019 £1,500,000 had been drawn down.

16. RESTRICTED FUNDS – GROUP

	1 April 2018	Income	Expenditure	Transfer to unrestricted reserves	31 March 2019
Funds	£	£	£	£	£
Special Needs Reserve	4,928	-	-	-	4,928
Young Homeless Fund	1,258	-	-	-	1,258
Legacy – Horsham Y Centre	55,292	-	-	-	55,292
Counselling East Sussex	-	11,159	(9,620)	-	1,539
Homelessness Prevention	-	9,670	(9,670)	-	-
Youth Engagement	-	3,333	(3,333)	-	-
Unique project	-	26,319	(17,000)	-	9,319
Chaplaincy	-	8,500	(8,500)	-	-
Engage	-	5,500	(300)	-	5,200
Positive Placements	-	500	(167)	-	333
Total	61,478	64,981	(48,590)	-	77,869

RESTRICTED FUNDS – CHARITY

	1 April 2018	Income	Expenditure	Transfers	31 March 2019
Funds	£	£	£	£	£
Special Needs Reserve	4,928	-	-	-	4,928
Young Homeless Fund	1,258	-	-	-	1,258
Legacy – Horsham Y Centre	55,292	-	-	-	55,292
Counselling East Sussex	-	11,159	(9,620)	-	1,539
Homelessness Prevention	-	9,670	(9,670)	-	-
Youth Engagement	-	3,333	(3,333)	-	-
Unique project	-	26,319	(17,000)	-	9,319
Chaplaincy	-	8,500	(8,500)	-	-
Engage	-	5,500	(300)	-	5,200
Positive Placements	-	500	(167)	-	333
Total	61,478	64,981	(48,590)	-	77,869

Restricted Funds

Special Needs Reserve – to fund exceptional requirements for those in supported housing

Young Homeless Fund – to fund temporary accommodation for the young homeless people of Guildford

Horsham Y Centre Legacy – to be spent on activities or equipment that will benefit the young people of Horsham

Counselling - to provide counselling to Eastbourne service users to enable them to make positive changes to their lives

Homelessness Prevention – to deliver workshops in secondary schools

Youth Engagement – to run Youth Activities in the Eastbourne Community

Unique – to deliver workshops in schools to improve self esteem, promote a sense of individual responsibility and encourage safe and healthy living

Chaplaincy – to provide pastoral care to residents and staff within Eastbourne

Engage – to provide meaningful activity for older adults whilst training young people in a care specific coaching environment

Positive Placements – to recruit adult volunteers to be trained as mentors to support young people in their journey towards education, employment or training

17. RESERVES – GROUP

	1 April 2018	Income	Expenditure	Transfers	31 March 2019
	£	£	£	£	£
Unrestricted funds:					
General reserve	307,769	13,764,935	(12,660,516)	(1,521,322)	(109,134)
Fixed asset reserve	9,674,159	98,804	(481,595)	1,446,402	10,737,770
Pension reserve	(667,205)	-	(54,151)	74,920	(646,436)
Investment revaluation reserve	-	-	(1,270)	-	(1,270)
Total unrestricted funds	9,314,723	13,863,739	(13,197,532)	-	9,980,930
Restricted funds	61,478	64,981	(48,590)	-	77,869
	<u>9,376,201</u>	<u>13,928,720</u>	<u>(13,246,122)</u>	<u>-</u>	<u>10,058,799</u>

RESERVES – CHARITY

	1 April 2018	Income	Expenditure	Transfers	31 March 2019
	£	£	£	£	£
Unrestricted funds:					
General reserve	274,429	13,335,999	(12,231,911)	(1,497,981)	(119,464)
Fixed asset reserve	9,674,159	98,804	(481,595)	1,446,402	10,737,770
Pension reserve	(667,205)	-	(54,151)	74,920	(646,436)
Investment revaluation reserve	-	-	(1,270)	-	(1,270)
Total unrestricted funds	9,281,383	13,434,803	(12,768,927)	23,341	9,970,600
Restricted funds	61,478	64,981	(48,590)	-	77,869
	<u>9,342,861</u>	<u>13,499,784</u>	<u>(12,818,787)</u>	<u>23,341</u>	<u>10,048,469</u>

Within the fixed asset reserve is a revaluation amount of £2,547,827 relating to Crawley Foyer and Guildford Y Centre introduced on adoption of FRS102.

18. GUARANTEES

As part of its direct charitable work, YMCA DLG provides Letters of Guarantee to landlords to provide limited cover against lost rent and/or damage to property. The likely liability for guarantees in place at 31st March 2018 is under £1,000. This system enables more places to be facilitated with minimal exposure.

A parent guarantee exists between the Charity and YMCA DLG Services Ltd for the Counselling contract with West Sussex County Council for the provision of a Children and Young People's Emotional Wellbeing and Mental Health Early Intervention Counselling Service that operates through the Trading Company.

There is no provision for guarantees which may be called upon within these financial statements.

19. MEMBERS

YMCA DLG is limited by guarantee having no share capital. In accordance with the Memorandum of Association every Member is liable to contribute a sum of £1 in the event of the charity being wound up.

20. PENSION COMMITMENT

YMCA DLG 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 DLG and at the year end these were invested in the Mercer Dynamic De-risking Solution, 40% matching portfolio and 60% in the growth portfolio and Schroder (property units only).

The most recent completed three year valuation was as at 1 May 2017. The assumptions used which have the most significant effect on the results of the valuation are those relating to:

- the assumed rates of return on assets held before and after retirement of 3.75% and 2.25% respectively,
- the increase in pensions in payment of 3.35% (for RPI capped at 5% p.a.),
- the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.2 years, female 24.1 years, and for those retiring in 20 years time, 24.0 years for a male pensioner, female 26.0 years.

The result of the valuation showed that the actuarial value of the assets was £141.2m. This represented 81% 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 2017 showed that the YMCA Pension Plan had a deficit of £33.6 million. YMCA DLG has been advised that it will need to make monthly contributions of £6,446 from 1 May 2019. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. The current recovery period is 8 years commencing 1st May 2019.

The table below sets out the value of the liabilities included in the Balance Sheet

	Within one year £'000	One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000	TOTAL 2019 £'000	TOTAL 2018 £'000
As at 31 March 2019	77,167	77,455	240,252	251,562	569,269	646,436	-
As at 31 March 2018	74,920	73,291	221,550	297,444	592,285	-	667,205

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

Supplementary to the above scheme, employees starting with Sussex Central YMCA after 1 April 2001 were eligible to join a stakeholder pension scheme, which is a defined contribution scheme, into which the Charity pays contributions. The employee paid any sum up to legal thresholds but with a minimum contribution of £20 per month. The employer's contribution is set at a maximum of 6% of gross pensionable salary. The employee contribution has been increased to a minimum of 1.6% from April 2019. The scheme is administered by Legal and General. In addition those employees who were in the YMCA Pension Plan and members of the Leadership Team make contributions of 8% of salary to the stakeholder pension scheme and the employer's contribution is 15%. During the period a total of 36 employees benefited from the scheme at a cost of £111,562.

In 1998 Guildford YMCA commenced a scheme with Prudential. This is a group personal plan arrangement. The contributions are expressed as a percentage of an employee's salary. The average number of employees in this scheme during the year was 1 (2018: 1) and costs for the year were £272 (2018: £133).

In 2007 Guildford YMCA commenced a scheme with Aviva. This is also a group personal plan arrangement and the contributions are expressed as a percentage of the employee's salary. This scheme was to replace the now closed defined benefit scheme discussed above. The cost for the year was £5,240 (2018: £6,254) in respect of 5 employees (2018: 7).

With the introduction of auto enrolment, the schemes were closed to new entrants on 31 January 2014 and the Charity now offers a stake holder defined contribution pension scheme in line with legislative requirements administered by Legal and General.

At the end of the year there was a liability of £28,706 relating to all the schemes that was settled the following month.

21. OPERATING LEASE COMMITMENTS

The future minimum lease payments of leases are as set out below.

	2019 £	2018 £
Land and Buildings:		
Within one year	798,317	878,369
Between one and five years	1,352,385	1,711,616
In more than five years	277,809	277,079
	<u>2,428,511</u>	<u>2,867,064</u>
Equipment:		
Within one year	15,557	9,469
Between one and five years	27,582	-
In more than five years	-	-
	<u>43,139</u>	<u>9,469</u>

22. GROUP AND RELATED UNDERTAKINGS

During the year ended 31 March 2019, YMCA DLG had the following related and associated undertakings:

	Relationship	Status	Regulated by Social Housing Regulator
YMCA DLG Services Ltd	100% subsidiary	Trading Company	Non-regulated

Eastbourne & Wealden YMCA transferred their trade and net assets to YMCA DLG on 4 June 2018. The company will be dissolved during the next financial year and removed from the Charity Commission's register.

Following the merger, Mr D George, trustee of Eastbourne & Wealden YMCA, was appointed to the board of DLG. In addition, Mr D Standing, a trustee of Eastbourne & Wealden YMCA is a close family relation to the CEO of DLG. It is not considered that either of these connections influenced the transfer arrangements that have been made.

23. CONTINGENT LIABILITIES

At the 31 March 2019 there were contingent liabilities in respect of grants received in relation to the following properties:

- Crawley Foyer - Social Housing Grant of £873,140 and Local Authority Grant of £1,500,226
- Worthing Foyer - Social Housing Grant of £823,632
- Guildford Y Centre - Social Housing Grant of £3,050,481
- Guildford Foyer - Social Housing Grant of £2,021,986
- Horsham Y Centre - Social Housing Grant of £4,057,690
- Eastbourne Y Centre - Social Housing Grant of £771,910
- Eastbourne Foyer - Social Housing Grant of £1,525,000

There is potential for repayment or recycling of these grants in the event the sites are disposed of and/or taken out of social housing use. All these assets remain in social housing and the organisation has no plans to change the status of these sites.

On the purchase of Horsham Y Centre and Eastbourne Y Centre from YMCA England and Wales, grants were received for £873,000 and £247,500 respectively. If YMCA DLG resigns as a member of YMCA England and Wales Federation, or disassociates itself from the organisation, or ceases to participate in any of its operations, the grants will become refundable. It is considered unlikely that this will occur.

24. CAPITAL COMMITMENTS

At the year end there were no capital commitments.