

# ANNUAL REPORT AND STATEMENT 2022-23

*'Inspiring communities, transforming young lives'*



**Everyone should  
have a fair chance  
to discover who  
they are and what  
they can become**





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# Report of the Chief Executive



Jonathan Martin  
CEO

Thanks for taking the time to look at our Annual Report for 2022-23. You'll find out about the work we've been doing, the impact we've had and some of our plans for the future.

*Hope and change are hard fought things – Michelle Obama*

Our year has been a generally challenging one, reflecting most of the communities in which we serve. The impact of inflation and the 'cost of living crisis', plus the continued recovery after the Covid-19 pandemic, has been huge and widespread. As well as raising costs for us as an organisation, especially with utility costs, it's affected those areas where we generate income. However, it has also impacted the people we work with and the staff that deliver this work as well.

Despite these pressures, we've continued to offer a wide variety of quality work within our communities.

Our Shine Youth project in Lowestoft has further developed its allotment work by adding a fully accessible plot that allows positive interactions between people needing an easily accessible area and older people, with our childcare children. It's a real honour to watch very young children interact with older people, some of whom might have dementia and share the joy of harvesting vegetables or enjoying the flowers together. They've also run a Community Fridge for local people, offering food and toiletries to families who can't afford it. All of this in addition to the excellent youth groups that run each week.

Housing has also been busy adapting its work to changing demands, as well as developing new projects. This includes work on a new project in Wisbech, to be completed in the summer of 2023, as well as a larger project in Peterborough in the pipeline. Staff have also begun a huge piece of work to allow us to register our work with 16 and 17 year old residents, with OFSTED. This is a new requirement but one we feel will be positive for our younger residents. Changes in the housing market, especially increasing rents, means finding step-down accommodation for our residents is getting harder. So we'll focus on providing this over the next few years.

We made some changes this year to bring our mental health and physical health teams closer together with combined leadership. As in previous years, our mental health work grows. We are constantly reviewing the demand from clients and schools, and adapting our offer to accommodate this. We know that this will continue to be a growth area. Our gyms have also had a busy year, with increasing numbers of members.

Our Cresset facility has had some incredible news this year! We were successful in a bid to the Youth Inclusion Fund, receiving £5.1 million. Central to this is the creation of a new youth project with performing arts at its core. To enable this, the grant will pay for the Cresset roof to be replaced, new theatre seating, improved accessibility from backstage and new lighting. Not only will this enable our youth work, but it will also improve the offer to our customers and improve sustainability and energy usage. Trade at the Cresset hasn't yet

Peterborough

Cambridge

Ipswich

# Benefiting Individuals and the Community

returned to pre-Covid levels, but they continue to work hard to attract people with a variety of shows and events and brilliant customer service.

Childcare also continues to come back after Covid-19. Recruiting suitably qualified staff has been a challenge, but despite this it still delivers early years development for children and gets them ready for school. We know that this is crucial in the life of children and staff have worked hard to achieve positive outcomes.

Sadly we lost our Appropriate Adult project this year. However, Reparation continues and shows improved outcomes. This project forms an important role in the Youth Justice process.

We've also continued our Family Respect project. This is a really innovative project addressing the very challenging area of child and adolescent to parent abuse and violence. The team will work hard next year to make sure the funding continues for this.

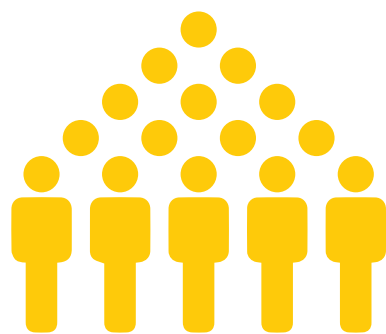
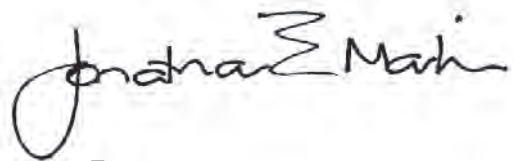
We began our AirPlay journey, delivering youth work on our local RAF bases at Honington, Wittering and Wyton. This is part of a national YMCA offer to airbases all over the UK.

This year has seen a lot of system changes internally. We changed our accounting system, our payroll and rota system, plus ramped up our use of the HIVE system to improve communication with and between staff. This includes a feature called HIVE Five, where staff can acknowledge a colleague. It's been heartening to see the level of respect and value that staff have for each other. As always our staff and volunteers have been at the heart of everything. Their commitment, dedication, professionalism and adaptability is a true joy to be part of. My thanks goes out to them.

Thanks also to our Board of Trustees. They have been with us in a challenging year, adding value, adding expertise and striving to ensure we have a bright future.

Hope and change are hard fought things. External factors have put pressure on everyone, but we continue to work in our communities and deliver incredible outcomes.

Thank you for your interest in YMCA Trinity Group. Enjoy this Annual Report.



We now support  
communities across  
**7,100 km<sup>2</sup>**  
with a population of over  
**1.6 million**  
people



**438**  
bed spaces



**254**  
Childcare spaces  
across 5 settings

# Report of the Chair of Trustees



Steve Mallinson  
Chair of the Board  
of Trustees

With the pandemic on the wane, we might have hoped that 2022 would be a year of calm after the storm, but instead it brought challenges anew, with rocketing inflation, a cost of living crisis and war in Europe. At times like this YMCA Trinity Group, (and organisations like it), are needed more than ever, and so once again, it's both humbling and a source of pride to be associated with such a diligent and caring group of people. On behalf of the trustees, I want to thank our wonderful team of employees and volunteers for their continued hard work and dedication as they serve communities across Cambridgeshire and Suffolk.

One important role of the trustees is to ensure the organisation fulfills its charitable objects, and so we work with the executives to both monitor and encourage, support and oversee the work of the charity. With the wide range of service areas, these tasks have necessarily become more complex, and we wouldn't be able to cover the ground without the engagement of the whole trustee team, along with our independent advisors who serve on the governance subcommittees. All of them generously and voluntarily give of their time and it's a privilege to work alongside this terrific pool of talent, focused on helping the charity function effectively. Trustees have a finite tenure though, and this year we said goodbye to the Rev Anthony Chandler, Mary Sanders, Pauline Donovan and Julie Horne, while welcoming Sam Loveday, Martha Felton and Jo Mills. Thank you to all of them. We are always on the lookout to develop our skill base, so please get in touch if you're interested to find out more about the work of the trustees.

Part of the long-established and far-reaching YMCA movement, YMCA Trinity Group has roots that are wide and deep, but as the saying goes, past performance is no guarantee of future results. The challenge then is to grow our impact across such a mind-bogglingly wide range of work, while avoiding the pitfalls of complacency and overconfidence. But the concept that helps fuel this ambition, and unifies the YMCA Trinity team, is the aspiration to serve, and serve well. Whether you're a client, an employee, a volunteer or have no connections with us - thank you for your interest in YMCA Trinity Group - I hope you will support us as we seek to continue to serve our local communities.

A handwritten signature in blue ink, which appears to read 'J. Mills', followed by a horizontal line.

## Public Benefit

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

Each year we deliver relevant and impactful work to ensure we are meeting the needs of both our young people and the communities in which we work. Our Corporate Plan and Vision & Values help us to set a course and remain true to our Mission.

Over the coming pages we will outline some of the challenges faced by our teams, our organisation and our clients in the past year, and celebrate our achievements and impact. We will also consider the year to come, and how the pandemic and its after-effects will impact our work and our clients.

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

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

# Strategic Direction

YMCA Trinity Group is part of a federation of over 90 YMCAs across England and Wales. Our vision is to help create supportive, inclusive and transforming communities where young people can truly belong, contribute and thrive. At the heart of how we work in communities, and with each other, are strong and committed relationships rooted in our inclusive values, approach and heritage.

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

## SUPPORT & ADVICE:



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



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

## HOUSING:



YMCA is the largest provider of safe, supported accommodation for young people in England and Wales. In YMCA Trinity Group we have 438 units across our region, with sites in Peterborough, Cambridgeshire, and Suffolk. These units offer a range of housing solutions for young people and adults including supported and emergency housing.

Our aim is to provide holistic support which means we provide not only a bed, but we also help people transition from dependence to independence by giving support, training, life skills and building resilience in order to lead to independent living.

## FAMILY & YOUTH WORK:



We believe that every child deserved the best possible start to their education. Across YMCA Trinity Group we offer a range of support to families including five fully operational childcare settings providing Ofsted registered places for 254 children on a daily basis.



We believe that every young person should be able to develop their full potential in body, mind, and spirit. YMCA Trinity Group's youth work delivers youth programmes in Lowestoft, local RAF stations, and following the successful Youth Investment Fund bid, will expand into Peterborough. Communities in Lowestoft continue to be supported through hot meals provision, community fridge, and the accessible allotment.

## HEALTH & WELLBEING:



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

We currently own two state-of-the-art gyms in Peterborough and Cambridge, which are open to the communities we serve at affordable prices. We provide sessions for people with long-term conditions and disabilities, and we work closely with local GPs, NHS stroke teams and community nurses who refer their patients to us. We also offer a range of physical activity programmes for all ages including young person-led health education projects.



Mental health is a key priority for us. We have built a comprehensive and holistic programme of both clinical and preventative mental health services to support a wide range of audiences including schools, supported housing, parents/carers, youth organisations and early years. We also recognise the importance of supporting those who support young people, and so we provide counselling, self-care support and supervision to staff at all levels in a variety of settings.

## TRAINING & EDUCATION:



Our Mental Health team provide a variety of training courses and workshops to improve the physical, emotional and psychological well-being of children, young people and staff in a range of settings including education settings, businesses, charities, youth organisations and directly with parents and carers.

# Our Vision

*'Inspiring communities, transforming young lives'*

## Our Values

**We believe in potential** – yours!

**We inspire** – you to have a vision for your life.

**We respect** – everyone's personal journey.

**We empathise** – with your individual life choices and support you to take action.

**We act with integrity** – we are honest and have strong moral principles.



# IMPACT REPORT 2022 -23





# Social Value

Social Value means having a wider understanding of value. It no longer uses money as the main indicator of value but puts the emphasis on engaging with people to understand the impact of decisions on their lives.

The peoples' perspective is critical. YMCA Trinity Group will always have good and bad experiences with the people we work with, but overall, we aim to create a net positive impact today and for the foreseeable future. We will always try to measure our impact on people and use this learning to make better decisions as we go forward.

Social Value also describes how we use the resources we have most effectively to maximise the impact and benefit to people, communities and organisations we work with, ensuring positive social, economic and environmental outcomes for the communities we work in.

To deliver social value, we try to work collaboratively to identify and help achieve social benefits. This applies both to our own activities but also to other organisations that commission, procure and fund our activities, and also with those we deliver activities with and for.





# Aiming for Net Zero

YMCA Trinity Group are delighted that, during 2022/23, they have joined with their Carbon Partner, Auditel, to deliver on their strategic objective of reaching Net Zero.

Rowena Kerslake, Deputy CEO, explains “YMCA Trinity Group is committed to a net zero position. We’re partly driven by our environmental responsibility to the communities we are part of, but also by our clients’ demands for us to do better for their future.

*As a global movement, YMCA is committed to advancing global conservation and responsibility to reduce the effects of climate change through youth-led education programmes and initiatives that improve environmental awareness. In this global and national context, YMCA Trinity Group is now developing a holistic sustainability and net zero strategy, which will commit to improving the lives of the local communities it services, especially young people.*

*Young people will feel the impacts of climate change most prominently throughout their lives, and as an organisation working closely with youth, YMCA Trinity Group can improve the planet they will inherit while equipping them with the knowledge and skills they need to pursue their passions and make a difference in the world.”*

Gillian Gibbon, Carbon Auditor at Auditel added

*“I am delighted to be working with YMCA Trinity Group, a genuine champion of sustainability in the charity sector. I have worked with them for many years helping ensure they are getting the very best value for money from their suppliers and now I look forward to working with the team to help them achieve an industry recognised standard of verified carbon neutrality. I love their sustainability and net zero strategy and their ambition and commitment to minimise the impact they have on the environment.”*

Over this past year, our carbon footprint has measured 1613.37 tCO<sub>2</sub>e. This in itself is not a useful measure but will be used to determine our carbon reduction plan for the coming year. When we measure the footprint again in March 2024, that is when the measure becomes useful, to see whether we are starting to impact on our carbon reduction journey towards Net Zero. YMCA Trinity has not identified an end date yet to work towards for our Net Zero point but expect to agree this over the year 2023/24.



**Our Carbon  
footprint for  
the year was  
1613.37 tCO<sub>2</sub>e**

# Safeguarding



The Safeguarding Solution

Protecting people and our safeguarding responsibilities continues to be a high priority at YMCA Trinity Group. In 2022-2023 we have continued to enhance our approach and meet new legislative requirements. As a result, we have seen the number of safeguarding concerns reported on our database My Concern, increase from 462 in 2021-22 to 1542 this year. We can attribute this to enhanced training, practice and dedicated resource within our housing department and responding to new legislative reporting requirements within our childcare settings.

In our housing department we introduced two new posts to support our safeguarding practice. A dedicated Safeguarding Manager and a Quality Assurance Manager. Through these appointments we have enhanced our face to face safeguarding training and provide expertise, guidance and support to our teams to manage ongoing concerns. We introduced a High-Risk Panel to review cases of concern and identify further actions that can be taken to promote the safety and wellbeing of those involved.



1542  
CONCERNS  
LOGGED

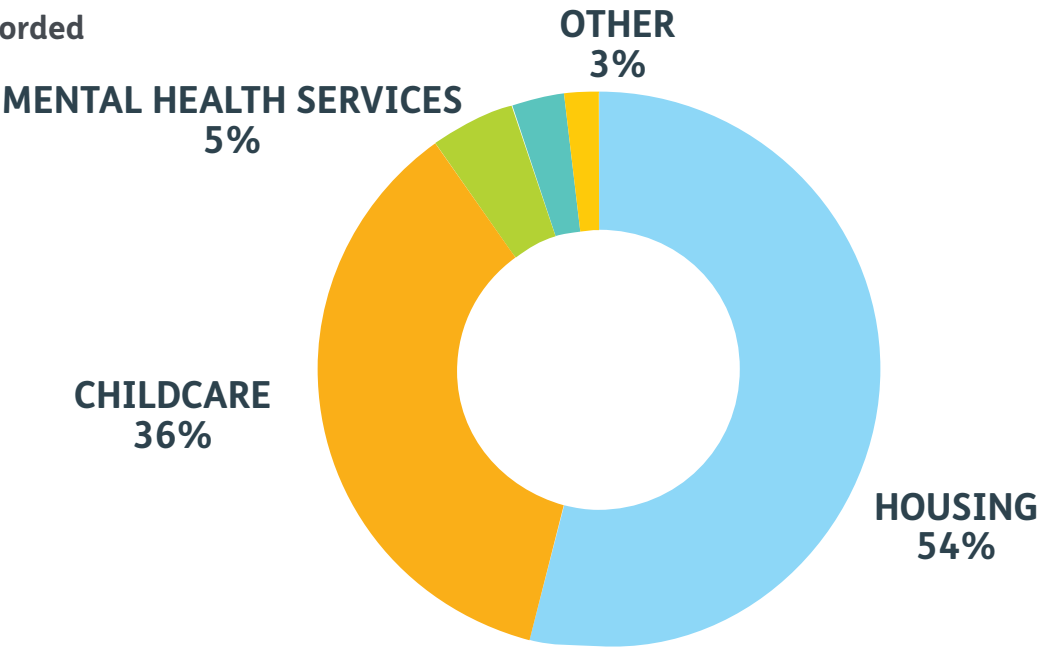
We continue to use software called MyConcern to log all concerns and referrals. This offers a confidential, real-time platform where all concerns are kept and archived. No concern can be amended – all entries are on a chronological timeline.

We hold quarterly organisational safeguarding meeting which brings together Designated Safeguarding Leads across the organisation to identify emerging trends, review lessons learned and ensure implementation of any new practice or changes to our policy and procedure.

Our Finance, Risk and Audit Committee continue to oversee our safeguarding practice, compliance and performance. We report key data, trends and updates each quarter.

We are continually seeking to improve our approach to Safeguarding ensuring our practice, policy and procedure meets the safety and protection needs for those who come into contact with our services.

Safeguarding concerns recorded by work area 2022-23





# Equality, Diversity & Inclusion

The Inclusion Group meet every 6 months to monitor workforce diversity and make suggestions for improvements. They continue to monitor employment processes, carefully considering whether we are reflective of our communities and that our policies and practices make us welcoming and enable people of all heritages to reach their potential.

- ▶ The Hive survey scored highly in inclusion – it was one of our top 5 scores with staff agreeing that people of all cultures and backgrounds are respected and valued at YMCA Trinity Group.
- ▶ Menopause & Transgender policies state YMCA Trinity's intention and process for enabling people to talk about concerns and support each other.
- ▶ In 2022 we progressed to being a 'Disability Confident' employer, having previously been 'Disability Committed'.





## *Providing a home and personalised support services for a fresh start in life.*

2022-23 has been an exciting year as we developed our new Housing strategy based on in-depth conversations with our staff teams and residents. We also started our development of a new supported housing scheme in Wisbech in partnership with Fenland District Council and Cornerstone Place.

We have ensured compliance with new Fire Safety Regulations across our sites and implemented the new Tenant Satisfaction Measures. It has been a busy but rewarding year as we focus on delivering quality and safe accommodation for our residents.

2022-23 has seen large capital investments in the Ipswich hostel and adjoining terrace houses, these properties are from late Georgian early Victorian era and grade 2 listed. To date the project has cost in the region of £120k, so a significant investment. As well as general updating, internal alterations have created some larger communal areas, safe comfortable spaces where our residents can socialise and relax.

As part of the works a new state of the art fire detection system has been installed in some areas, this will be extended throughout the terrace when funds allow. This has been a large and complex refurbishment requiring a great deal of interaction with the listed buildings and building control departments within Ipswich Borough Council. A true celebration of the collaboration and skills of the Facilities & Maintenance teams working with local experts and trade teams to meet the tight budget and deadlines.

Whilst adhering to the charity procurement policy YMCA Trinity Group both values and promotes relationships with local trades and suppliers, this fits well with our ethos of supporting local communities and limits our carbon emissions. Joe Garnham MD of GBS Builders Ipswich says of the relationship *"Since winning the tender to undertake works on the Ipswich Hostel we have undertaken a number of other projects for YMCA Trinity Group in the local area. We are pleased to be associated with the charity, their F&M department are extremely professional to work with and certainly keen to ensure we give them the best possible value!! Our Ipswich base is just around the corner from YMCA and wherever possible our materials for the projects are procured locally. We are genuinely thrilled to be involved."*



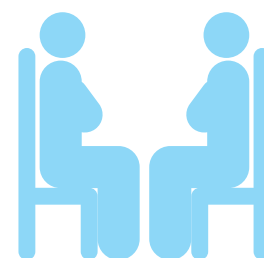
**111,981**

hours delivered  
this year



**486 residents**

taking part in education,  
employment or training



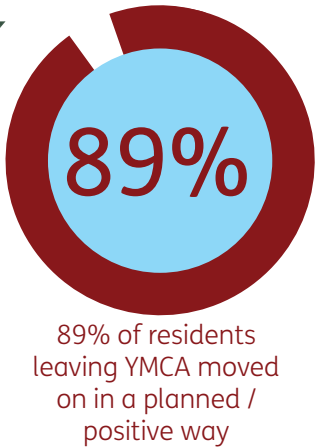
**9%**

decrease in residents  
with mental health issues



# Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
<p>Working with our residents, develop a new Housing Plan for 2023-26 setting out our priorities for the next 3 years.</p> <p>- Extensive engagement with residents and staff helped us develop a new accommodation plan 2023-26 which includes 3 key themes: People, Practice and Place.</p>	<p>Develop and implement a Client Involvement Plan, that will pave the way for a co-production structure that is ambitious and inclusive.</p> <p>- Client Involvement has been a priority across all our services. We have facilitated the co-production of a residents’ forum in Suffolk and co-production activities take place across our services.</p>	<p>Implement a new Asset Management Plan and carry out new Stock Condition Surveys to inform a new 30-year investment plan.</p> <p>- A new asset management plan was agreed by trustees. Stock condition surveys at all our sites have been completed and will now inform a new 30-year investment plan.</p>	<p>Identify new move-on housing units.</p> <p>- We commenced work to convert an empty building in Wisbech to 9 self-contained studios and we are progressing a plan to develop empty office accommodation in Peterborough.</p>
<p>Establishing our new Quality Assurance Team and Quality Framework.</p> <p>- A new quality assurance team has been introduced and they have been working hard to implement a quality framework that is compliant with new Ofsted regulations for accommodation.</p>	<p>Implementing In-Form for all housing management functions.</p> <p>- In-Form a new housing management database has been implemented.</p>	<p>Continue our focus on reflective practice to build resilience within our teams.</p> <p>- A staff reflective practice group has been piloted in Ipswich and we are looking at how to roll this out to other teams.</p>	





# HOUSING



**709 residents  
supported**



# Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Produce our Tenant Satisfaction Measures Report to residents	Enhance our training programme and personal development plans for staff members including recognised qualifications.	Implement a new support framework by becoming an AQA accredited provider	Work with commissioners to deliver enhanced support for care leavers that turn 18.
Embed new Ofsted principles in all our services.	Review and improve our induction programmes.	Implement a new lettable standard.	Complete the development of the 9 studios in Wisbech and progress development proposals for more accommodation units.

## Sultan’s Case Study

Sultan’s life in Ethiopia had been a challenging one, marked by political conflict and hardships. At the tender age of his early teens, he made the difficult decision to leave everything behind and embark on a journey to the UK, in search of a better life and new opportunities. Fuelled by the hope of escaping his troubled past, Sultan set forth on a perilous journey, full of uncertainty and risks.

Arriving in the UK as a refugee, Sultan found himself in a completely unfamiliar environment, unable to communicate due to the language barrier. Not speaking any English at all, everyday tasks became daunting challenges. However, Sultan’s determination and resilience allowed him to adapt and overcome these obstacles, step by step.

Amidst the overwhelming struggles, Sultan found solace at YMCA. The organisation provided him with a safe haven and the support he desperately needed. As he settled into his new surroundings, the staff and residents at YMCA embraced him warmly, making him feel welcome and valued.

Sultan’s journey at YMCA was one of growth and transformation. With a burning desire to improve his life, he devoted himself to learning the English language. Over time, his communication skills improved significantly, allowing him to connect with others on a deeper level and broaden his horizons.

During his time at YMCA, Sultan’s dreams began to take shape. He expressed a keen interest in running, finding comfort in the rhythmic movement of his feet against the pavement. The dream of participating in the renowned London Marathon became his beacon of hope, igniting a new-found sense of purpose.

Sultan’s journey was not without its challenges. Struggling with mental health issues, he faced moments of doubt and despair. Yet, his passion for running provided him with a powerful coping mechanism. Whenever stress and overwhelm threatened to consume him, he would lace up his running shoes and head out for a liberating run.

After a long 5 years of perseverance, Sultan’s hard work and determination finally bore fruit. He obtained his 5-year status to stay in the UK, granting him the stability and security he had sought for so long. This achievement brought immense relief and a new-found sense of optimism for his future.

With the London Marathon on the horizon, Sultan was eager to unleash his untapped athletic potential and accomplish his dream. The journey to attend University might require more patience, but with his new-found status and the support of YMCA, he remains committed to pursuing higher education in the future.

Sultan’s story is a testament to the triumph of the human spirit, showcasing the unshakeable willpower that drives individuals to overcome adversity and pursue their dreams relentlessly. Through his experiences at YMCA, Sultan not only transformed his own life but also inspired others around him.





*A safe place to talk and get help through guided groups, mentoring, counselling, and mental health services.*

## Reparation

The reparation service continues to work with young offenders across Cambridgeshire and Peterborough providing opportunities for young people to complete reparation hours, develop positive interests, access work experiences and learn new skills and qualifications.

Over the last year we have provided a range of practical and appropriate projects and placements including:

- ▶ Polar Farm Kennels, Ely – Young people take part in grooming, walking, playing ball games to increase exercise and training the dogs ready for rehoming.
- ▶ Queen Mary Community Centre, Wisbeach – Young people repainted the play equipment outside of the centre alongside general gardening maintenance around the centre.
- ▶ Westraven Community Garden, Peterborough – Young people develop and maintain this community gardening space and have the opportunity to learn skills in woodwork, creating a variety of items needed for the garden.

*they seem to feel a sense of pride, and have a deeper understanding of what community means and how we each have a role to play to creating society.*

## Achievements 2022-23

QUALITY	PEOPLE	GROWTH
Get feedback from 100% of supported people.	Increase network of partners to increase placement opportunities.	Increase locations of delivery projects to widen community impact.
Questionnaires completed with all young people accessing the service	Feedback and case studies are now received from all partners and referers	We continue to look for partners and placements to diversify opportunities, and increase locations offered.

## Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Maintain quick response times to referrals	Maintain high levels of practitioner feedback	Increase volunteers	Increase the placement opportunities available
	Increase skilled reparation staff	Diversify placements to accommodate a wider range of referral circumstances	

# Family Respect

We have built on our practice and the work we achieved with families in 2021-22 by increasing the number of Respect Young Peoples Programme (RYPP) sessions we have delivered to families in Peterborough and Cambridgeshire.

  
**757 sessions completed**

Each family we work with is unique which means that as a team we must each adapt to who we work with. Being flexible and creative in our approach maintains engagement and progresses the programme we are dedicated to getting the family through. Each worker must be responsive to the needs of the family whilst keeping the purpose of our work in mind within a 13-week timescale and this is certainly not an easy task.

  
**723 of support hours given to families**

Our ability to adapt and work with families in tailored ways encourages most families to get engaged and to maintain contact with us. Our work often begins with a slow pace and this is often needed to be able to establish a trusting relationship so that families can understand that the programme they are undertaking is all about listening to their story and responding to their needs. Our work is not a one size fits all approach, and although the RYPP is a prescriptive and evidence-based programme, we are able to make small adjustments as the work plays out.

Language barriers and cultural differences within families can create complexities and we are presently learning how we can work with families who do not speak English in the home.

Due to the complexity of our work we rely on clinical supervision from the Mental Health Service and this support is undoubtedly a core part of our delivery which enables us to keep working reflectively and safely.

## Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
Quantitative and qualitative data has been captured, and is currently being written up by an external evaluator.	Implemented a ‘pre-active’ process for managing cases before they become active, and supporting families by telephone before the RYPP work begins.	Two members of the team are currently undertaking IDVA training with the intention of the full team being trained.	Funding is in place until the end of January 2024, and this has been achieved because of the exceptional work that has taken place.

## Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Embed project expertise across Peterborough and Cambridgeshire	Improve support for parents and carers as victims	Support partner agencies with Child and Adolescent to Parent Violence and Abuse (CAPVA)	Refine dedicated police referral pathway with relevant partners
Value feedback from families and partners	Improve case transitions internally and externally	Strengthen partner input into referral process	Identify future funding opportunities



*Creating positive outcomes with children and young people in their communities, and support for families with nursery, day care, holiday and year-round programmes.*

## Childcare

2022-23 continued to be a challenging year for our childcare services due to ongoing recruitment issues within the early years sector as well as increased operating costs which have had an impact on our budgets. Our settings have seen an increase in children attending with Special Educational Needs, particularly behavioural and speech and language. We believe this may be linked to the impact of the Covid-19 pandemic. The year also saw the closure of our Newmarket setting. YMCA Childcare Exning Road closed on 27th May 2022 due to financial sustainability and ongoing building issues.

During Summer 2022 changes were implemented in our Lowestoft Childcare settings YMCA Childcare Water Lane and YMCA Childcare St. Margaret's Road. A new baby room opened at St. Margaret's Road, allowing for an increase in spaces for under 2 year olds and an all year round full day care approach.

An Asda grant was secured at the beginning of 2023 to produce food packages for our Lowestoft childcare settings. £1322 was awarded which will equate to 400 meals being given to parents. The project is still ongoing.

During March 2023 after consultation with parents the hours at YMCA Childcare Blinco Grove in Cambridge were reduced to 8.30am-3.30pm to help ease the pressures of recruitment on the setting. The setting has been working hard on new ways of recruiting and looking at the incentives we offer to new employees.

YMCA Childcare is proud to have engaged with 473 children over the year.



YMCA Childcare has  
engaged with

**473 children**

**237 Home  
Learning Packs**

produced and given to families through our  
Emotional Wellbeing Project









## Childcare - Child A Case Study



Child A joined one of our YMCA Childcare settings in September 2022. We had concerns early on regarding Child A's behaviour and they found it difficult to regulate their emotions. The family were on a Child in Need Plan and being supported by a Social Worker due to both parents mental health and concerns around their relationship.

We worked hard with the family to ensure they were accessing support services and engaging with social services effectively. In Jan 2023, we referred them to a local food bank as Mum disclosed they were struggling financially to feed themselves. We used Child A's Early Years Pupil Premium funding to support the family and pay for hot meals for Child A during their nursery sessions – ensuring they received at least one hot healthy nutritious meal per day. When mum disclosed she was struggling we worked with her and made referrals together to seek further support.

Through our observations, we believed there was additional support that Child A needed, so our setting SENCO made referrals to speech and language services and built a relationship with Mum to learn more about Child A's development at home. This included sharing ideas and resources for support with learning at home and information around other services available for help.

This approach has enabled a strong trusting partnership with parents to ensure that Child A's needs are met, but also to ensure that the whole family's needs are being supported and met. This is part of the holistic approach that YMCA Childcare provides. Working with the family as a whole, delivering a family work approach. Unlocking potential, enabling children and their family to belong, contribute and thrive. At YMCA Childcare we believe that every family should have the support they need to lead more fulfilling lives.



**473 children  
engaged with**



**191,170 Hours**  
of childcare were delivered to families

# Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
<p>To ensure quality care and education is offered to children at all times</p> <p>Grundisburgh setting was graded 'Good' by Ofsted. Providence remains graded as 'Outstanding' and St. Margaret's Road, Water Lane and Blinco Grove remain graded as 'Good'.</p>	<p>To actively promote staff wellbeing</p> <p>The use of HIVE has been positively recognised within the staff teams. Praising staff when doing well boosts wellbeing. There have been 399 public HIVE posts for the childcare teams.</p>	<p>To continually improve quality through parent partnerships</p> <p>All Childcare settings are running stay and play sessions for families to attend. Parent meetings continue to take place termly.</p>	<p>To increase the numbers of children attending across all sites</p> <p>Provision for under 2's has been extended in Lowestoft. From September 2022 babies can attend St. Margaret's Road between the hours of 8am-6pm, all year round.</p>
<p>To develop outside provision</p> <p>GBS Contractors carried out work and supplied materials and labour free of charge at Providence in Ipswich. The new area gives a safe, stimulating way for babies to access the outdoor environment.</p> <p>St. Margaret's Road developed their outside area by dividing into 3 sections so that the baby room and pre-school room have separate outside play areas.</p>	<p>To continually improve the quality of staff knowledge to support children's development</p> <p>Regular team meetings have been held.</p> <p>149 CPD courses have been completed through iHasco, Noodle Now, NDNA and Local authority courses.</p> <p>We have supported 15 childcare apprentices during the year.</p>	<p>Children's wellbeing is encouraged through planned and informal activities</p> <p>Providence introduced yoga sessions to children. 24 children have participated.</p> <p>All children in the pre-school room in Lowestoft have access to social interactions groups which support children's social skills and wellbeing.</p>	<p>Promote YMCA Childcare brand</p> <p>Christmas Fayres in December 2022 promoted the YMCA Childcare brand at our Grundisburgh, Providence and Blinco Grove settings.</p> <p>Our Grundisburgh setting attended the Grundisburgh show to promote the setting within the local community, delivering activities and giving out branded information to prospective parents and carers.</p>

# Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Early Intervention programmes and workshops for parents and children	To actively promote staff wellbeing	To continually improve quality through Parent Partnerships	Identify opportunities including funding to set up additional programmes for families
Continually evaluate childcare model and standards of care	Invest in staff CPD and training	Childrens wellbeing is promoted though a variety of activities	Promote YMCA Childcare brand





## Youth Work - Airplay

Designed to help relieve some of the pressure on highly stretched RAF Families, Airplay continued in its delivery of weekly Airplay and Ben Club sessions. We have provided a range of experiences, activities and opportunities for young people including the following:

### RAF Wittering

- ▶ Ran a project Tuesday Youth Forum enabling young people to have a voice. One young person represented Airplay at a Children and young Peoples Board.
- ▶ 20 young people attended trips to Rutland Aqua Park and Rumble Live Laser at Grafham Water.
- ▶ 21 young people to attended a residential at Kingswood Outdoor Activity Centre as well as 24 attending the Edale Air Breaks residential.

### RAF Wyton

- ▶ Youth Council – young people arranged for a photograph to attend so they could design some new promotion posters for the project.
- ▶ Social Action – young people helped with an art installation for the Kings coronation. Groups painted a soldier and a crown which was displayed in Huntingdon. The young people also had their names on a plaque that was displayed.
- ▶ Young people helped to make a remembrance garden, painting an image of a soldier on the side of the building and making a beautiful display of poppies that they made out of recycling on a net that came out of the building.
- ▶ 15 Airplay youth club members took part in a CoderDojo coding session where they were able to learn and explore coding and digital skills

### RAF Honington

- ▶ Joined the local church and the Military Wives Choir for a ‘follow the star’ walk around Nativity Night.
- ▶ Young person attended One YMCA and RAF Youth Forum in London.
- ▶ Nature project including nature walks and making bird feeders.

## Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
A review of children's needs have been completed to establish SEN/Health needs to upskill staff appropriately.	Young people attended Youth Forum in London organised by One YMCA and the RAF.	Additional sources of funds were acquired across the year to provide additional opportunities for RAF young people.	Coproduction approach to provision ensuring young people having a voice within the project, deciding on rules, activities and experiences.

## Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Raise the achievements of young people	Provide staff with opportunities to support them in being strong, consistent leaders	Embrace communities surrounding RAF bases to ensure accessibility and inclusivity	Identify sources of funds to enable further opportunities for the communities
			Strengthen links with the RAF

# Airplay - Case Study



A young person had been attending youth club for a while, she started with her mum saying she lacked in confidence so staff asked if she would like to help out with the Ben Club, to help build her confidence by giving her some responsibility.

She was doing well at the Ben Club but her behaviour during other sessions was unacceptable, showing very little respect to other members of the club or staff. She was pushing people around, arguing with everyone. Staff spoke with her and her mum about her behaviour and the volunteering stopped until she could control her anger.

Staff persevered, and continued to try to work with this young person over a very long period. For a long time she did not want to engage but Airply staff ensured that she knew they were there for her, gave her praise when it was needed and also challenged her behaviour when necessary. No matter what happened if she had a negative experience at the club she returned every session unfazed.

After a period of time she had a huge breakthrough, and has been really respectful to all members and staff and she has been really helpful. Staff have been delighted with her progress, and have praised her when she has done something positive. They have sent messages home to her parents saying how amazing she has been.

Recently she has been staying at group even without her friend, and asking if she can join the senior group. This level of engagement is unprecedented from this young person and is a direct result of the consistent support and patience staff have demonstrated. Building trust takes time, and is crucial for young people.



## 49% Capacity

across three sites



## 133.5 Hours

delivered across AirPlay and BenClub



## Shine Youth Work - Lowestoft

Shine has continued to provide support for young people in Lowestoft through drop in, cooking and allotment sessions. The continued effects from Covid are still far reaching and we have seen an increased demand for our one-to-one support within schools that continue to provide us with a waiting list.

In October 2022, we worked with the Lowestoft Town Hall project and local graffiti artist, Stane. The young people designed and spray-painted hoardings boards which are now permanently displayed outside the Town Hall. Due to the cost-of-living crisis, in order to additionally support our families, we opened a community fridge and food bank as well as providing hot meals to the community twice a week.

We have expanded our allotment work to provide an opportunity for those with dementia to engage with nature and the outdoors. Following on from this, we took on an additional fourth derelict allotment plot and transformed it into a fully accessible space, with groundwork suitable for wheelchair access and purpose-built raised beds, greenhouse and pond.

It has been shown that gardening is beneficial for mental health and wellbeing. Studies have found that the mental health benefits of gardening are extensive. Not only can regular gardening reduce mental health problems like depression and anxiety, but it can also reduce stress and combat high blood pressure, as well as improving overall physical fitness.



# 212

cooking sessions





# Achievements 2022-23

QUALITY	PEOPLE	GROWTH
<p>                     Took on a derelict fourth plot and developed into an accessible allotment to increase engagement with those with disabilities and a wider age range                 </p>	<p>                     Provided hot meals to the local community between January and April 2023.                 </p>	<p>                     Opened a community fridge and food bank in January 2023.                 </p>

*‘Shine has helped my daughter learn so many new skills, from planting vegetables at the allotment, to then bringing them to the table by preparing and cooking a meal with them. Shine has also taught my daughter about nature by taking her on trips with them to Carlton Marshes. She has many friends at Shine and has gained social skills, especially since being shielded through lockdowns. The lovely young ladies at Shine are absolutely wonderful and have supported my daughter no end.’*

- Parent



*‘My daughter finds the youth groups extremely helpful for her wellbeing. It’s great for her to mix with like-minded peers as, having a sibling with special needs can be rather stressful at times. The staff are extremely kind and understanding. We are so glad as a family for Shine and all the time and effort they put in to support the young people grow.’*

- Parent

# Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
<p>                     Maintain high levels of youth work                 </p>	<p>                     Maintain high staff satisfaction                 </p>	<p>                     Increase support for families as a whole                 </p>	<p>                     Increase support offered to our local community                 </p>
	<p>                     Increase volunteers at allotment sites                 </p>		<p>                     Increase opportunities for our community to use accessible allotment plot                 </p>

# HEALTH & WELLBEING



*Gyms, sport and recreation for fitness, and community hubs for classes, social connection and collaborations.*

Gym memberships decreased this year. Key factors impacting the growth of member numbers can be identified as follows:

- ▶ Increased competition from new gyms opening around both sites.
- ▶ Cost of living rising, impacting people’s disposable income.
- ▶ Changing habits, people not returning to pre-pandemic routines

The team continue to work on rebuilding memberships and class programmes, with a focus on not only increasing the number of classes offered, but on offering a wider range, with new classes and instructors selected to suit the membership and responding to member feedback. These include a children’s boxing class in Cambridge which is very popular. Peterborough classes are extremely busy and often have long waiting lists, so work is bring planned exploring cost effective options to make sure everyone has a chance to attend the classes. We continue to receive positive feedback about our gyms and classes: people feel welcomed the price is good, it has modern and suitable equipment, and the gym is not too crowded.

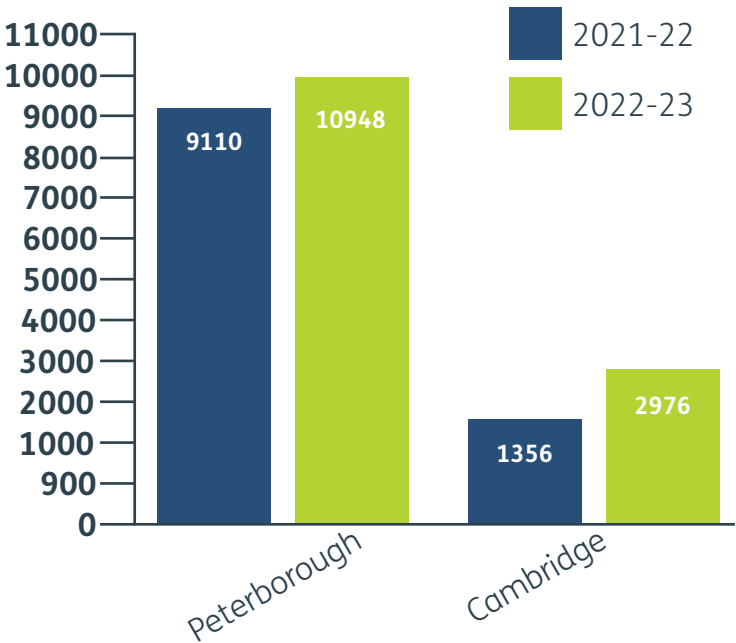
*I like this gym because it is quiet and the price is excellent, I feel like I can exercise without being judged.*  
**- Cambridge Gym User**

Marketing is key to our strategy, and we have focused more on trying to increase our online profile with more social media posts and encouraging member feedback. Our social media presence is helping to attract new younger members; we have seen an increase in student memberships this year.

*“Good value for money ! ”*  
**- Peterborough Gym User**



**Gym Class Numbers**





# Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
<p>Develop robust processes for gathering and evaluating customer feedback.</p> <p>- We collect feedback from customers directly by asking them to submit it via email or share it on our social media platforms, we also ask instructors to collect feedback from the class users so we can monitor class quality. But more robust plans are still needed to be able to collect more accurate data.</p>	<p>Provide training on internal systems for staff - develop a more comprehensive onboarding and induction process for those in customer-facing roles.</p> <p>- Reception guide has been developed to support onboarding process. Everyone new gets a robust induction on all operating systems.</p>	<p>Utilise customer feedback to refine the offering of equipment and classes.</p> <p>- We have a wide range of classes available across both sites, we have also started a children's boxing class in Peterborough which was requested by our members. We often have waiting lists for our Peterborough classes.</p>	<p>Review processes for handling enquiries and measuring conversions while ensuring high levels of customer care.</p> <p>- We have email address designated for enquiries regarding gym memberships and email address for room hire which are checked regularly by reception staff and all enquiries are dealt with swiftly.</p>



**1852**  
memberships  
in total

Annual class numbers  
were as follows  
Cambridge: **2976**  
Peterborough: **10948**



# Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Review current systems for monitoring and evaluating services.	Increase specialisms and knowledge of the current team to be able to provide quality services.	Build marketing strategy and collaboratively work with other YMCA departments	Develop new partnerships and seek out other sources of income.
Develop processes for measuring and demonstrating outcomes.	Review team structure to ensure effective deployment of staff	Use customer feedback to refine class offers.	Build membership offers and develop new programmes to fit the needs of the customers



## Mental Health Services

This year has been significant for the mental health team as they started to implement our new mental health strategy focusing on the four areas of: Quality, Team, People, and Growth.

The year has seen the team grow to meet rising demand for our services across the region. This reflects our strong local reputation, but also demonstrates the worrying increase in mental health



**851** referrals received  
- an increase of 37%

needs amongst our communities. A dedicated Data & Quality Assurance Officer was appointed to help improve our monitoring, evaluation and outcome measurement processes to better evidence our work. We are now a Department for Education assured training provider and remain approved by local authorities to provide mental health services.

Whilst the majority of our focus this year has been around meeting our contractual obligations, we have also managed to find a balance between proactive and reactive plans, which has enabled us to develop a range of new partnerships and funded projects. We were successful in applying for a number of grant-funded projects focusing on workplace wellbeing, which has allowed us to empower

smaller charities and organisations to increase their confidence in dealing with rising client needs. Our strong reputation has also meant we have been invited to a whole range of strategic networks addressing all aspects of mental health and workplace wellbeing. This has given us significant insight and influence locally in order to voice and address the needs of our communities.

A review of our systems, marketing strategy and literature has enabled us to re-focus on raising awareness amongst wider communities. Of note has been the creation of our own department social media accounts, which has enabled us to connect with others and build engagement.

The diversity of our mental health services allows us to respond to changing needs, and we are proud to have been able to build on our expertise in education and apply this to other areas such as youth work, workplace wellbeing, and physical activity.



**19 hours** of support  
sessions delivered per day over the  
year - an increase from 17 hours  
last year

“I found it [supervision]  
really beneficial and it  
really has helped”  
– **Senior Business Manager**

‘It’s been the only place I can truly  
speak about how I am feeling. It’s not  
a place you have to say everything, you  
can just say what you want to. It’s a  
place where you can literally just be  
you!’ – **Counselling Client**



# Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
<p>Develop needs-led provision for other departments.</p> <p>- We trained 136 employees internally and support 105 clients from other departments. These are both above our targets of 100 for each.</p>	<p>Increase opportunities for Staff Development to maintain quality.</p> <p>- We have increased the range of specialists within our team to work with wider audiences. We developed partnerships with five other organisations to deliver CPD to mental health specialists.</p>	<p>Ensure provision is needs-led.</p> <p>- 78% of settings renewed their provision with us from a target of 75%. 48% of Train the Trainer delegates renewed their licences from a target of 33%. 91% of clients said the services was relevant to them.</p>	<p>Develop new programmes to meet wider needs.</p> <p>- Two new projects have been funded to support workplace wellbeing with charities, and another new project has been funded to work with others on a suffolk-wide health and wellbeing campaign.</p>
<p>To continue to improve the quality of provision through effective monitoring, evaluation and outcome measurement.</p> <p>- 76% of clients showed improvements in clinical measures from a target of 70%. 90% of delegates learned more as a result of our training.</p>	<p>Maintain high levels of practitioner feedback.</p> <p>- 97% feel trainers are knowledgeable 95% feel trainers are prepared. 100% rated counsellors and therapists as being professional.</p>	<p>Provide existing programmes to other audiences.</p> <p>- 11 new settings accessed our training from a target of 10. 6 new training workshops were developed for non-education settings and 8 new settings in Suffolk accessed our training.</p>	<p>Increase opportunities to share good practice by developing new partnerships.</p> <p>- We have developed 5 new partnerships to support mental health professional CPD. We were commissioned to develop two new county wide programmes for schools.</p>



**59**  
courses delivered

**76%**  
of clients improved  
their mental health



# Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
Develop needs-led Mental health provision across the organisation	Develop team structures to address the wider health and wellbeing agenda	Increase awareness of our services and engagement from a range of audiences	Develop our health and fitness training programmes
To continue to improve the quality of provision through effective monitoring, evaluation and outcome measurement	Maintain high levels of practitioner feedback	Ensure project work has sustainable outcomes	Increase opportunities to share good practice and engage with new local priorities

## Mental Health Services – Ben’s Case Study

*Ben’s name has been changed to protect their identity.*



“Before Covid, Ben was a happy student who liked going to school. However, when the pandemic struck, Ben began to find it difficult to attend class. He was struggling with anxiety and low confidence which made his learning tough.

“As Head of School Improvement at St Edmundsbury and Ipswich Diocesan Multi Academy Trust, I knew something needed to be done. Luckily, we were able to turn to YMCA Trinity Group. Thanks to the charity, we saw Ben’s self-esteem improve and his willingness to learn return.

“Talking to somebody made a huge difference. Today, Ben is happier in the classroom and his confidence and overall mental health is much better.

Unfortunately, Ben isn’t the only young person to struggle “Covid has played a huge part in a growing number of mental health illness amongst young people. I have seen an increase in pupils who need support across our schools. We know that wellbeing is directly linked to their school enjoyment and progress – we have already seen attendance, willingness to learn, behaviour and overall mental wellness improve through our work with YMCA Trinity Group.”

Mental health is a growing concern in the UK as conditions become more common among children and young people. A recent poll by Place2Be and the National Association of Head Teachers in February 2022 found that the pandemic has perpetuated mental health issues, with 86% of school leaders and teachers noting low self-esteem across students. 76% of those surveyed saw an increase in depression and 68% witnessed an increase in constant feelings of anger.

According to the survey, only 23% of staff said they could point pupils with mental health needs to specialist support.

“As Head of School Improvement and with my previous experience as a teacher and headteacher myself, it can feel incredibly overwhelming to see students suffer without support. No teacher wants to let their students down, which can take a toll on their own wellbeing.

“Early intervention is vital to supporting young people with mental health difficulties, however, too many of our students have previously faced long waiting lists that can lead to symptoms worsening.

“YMCA Trinity Group has been extremely responsive to our needs. Students need not endure long waiting lists and have been able to access support quickly. The charity has provided bespoke support and helped in transforming the lives of many students like Ben. Their tailored mental health training programme has equipped our schools with the necessary skills and knowledge, and staff feel more confident about supporting pupils. I have seen many improvements in the overall wellbeing of students. We will continue with YMCA Trinity Group for as long as students need.”







**Opportunities  
to gain  
qualifications,  
skills and  
employment.**

# THE CRESSET

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

In 2022-23 The Cresset continued to see the effects of the pandemic on its footfall, and as the year went on the cost of living crisis undoubtedly had an impact on revenue as customers tightened their belts. Costs also continued to rise, so a focus on robust cost management and profitability began, which will continue into the coming year.

Post-Covid, the hospitality industry has suffered many challenges, and this has been a focus area for us. A restructure of the management team meant a change in leadership and while there is still a lot of work to be done, positive changes are already having an impact and future plans will continue to drive change and growth in this area. The theatre had a very busy year, with many rescheduled performances finally taking place, and pantomime returning to full production levels and audience capacities.

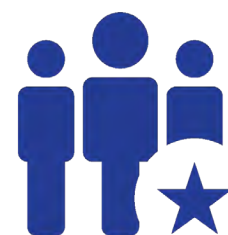


couples celebrated their wedding at The Cresset

In November we submitted a bid to the Youth Investment fund, and were delighted to be able to announce in March 2023 that we had been awarded £5.1 million.

The significant grant will secure the long-term future of The Cresset building by allowing improvements and renovations to take place, including replacing the ageing roof and drainage, replacing the theatre seating, installing a new theatre

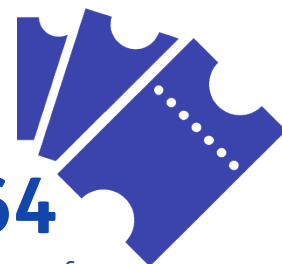
lighting system, and improving accessibility for performers and participants with disabilities. It will also enable us to extend and increase performing arts opportunities and create a new youth service to deliver youth work to young people in Peterborough. The fund supports projects which benefit young people aged 11 to 18 and we look forward to increasing and developing our work with this age group.



1,458

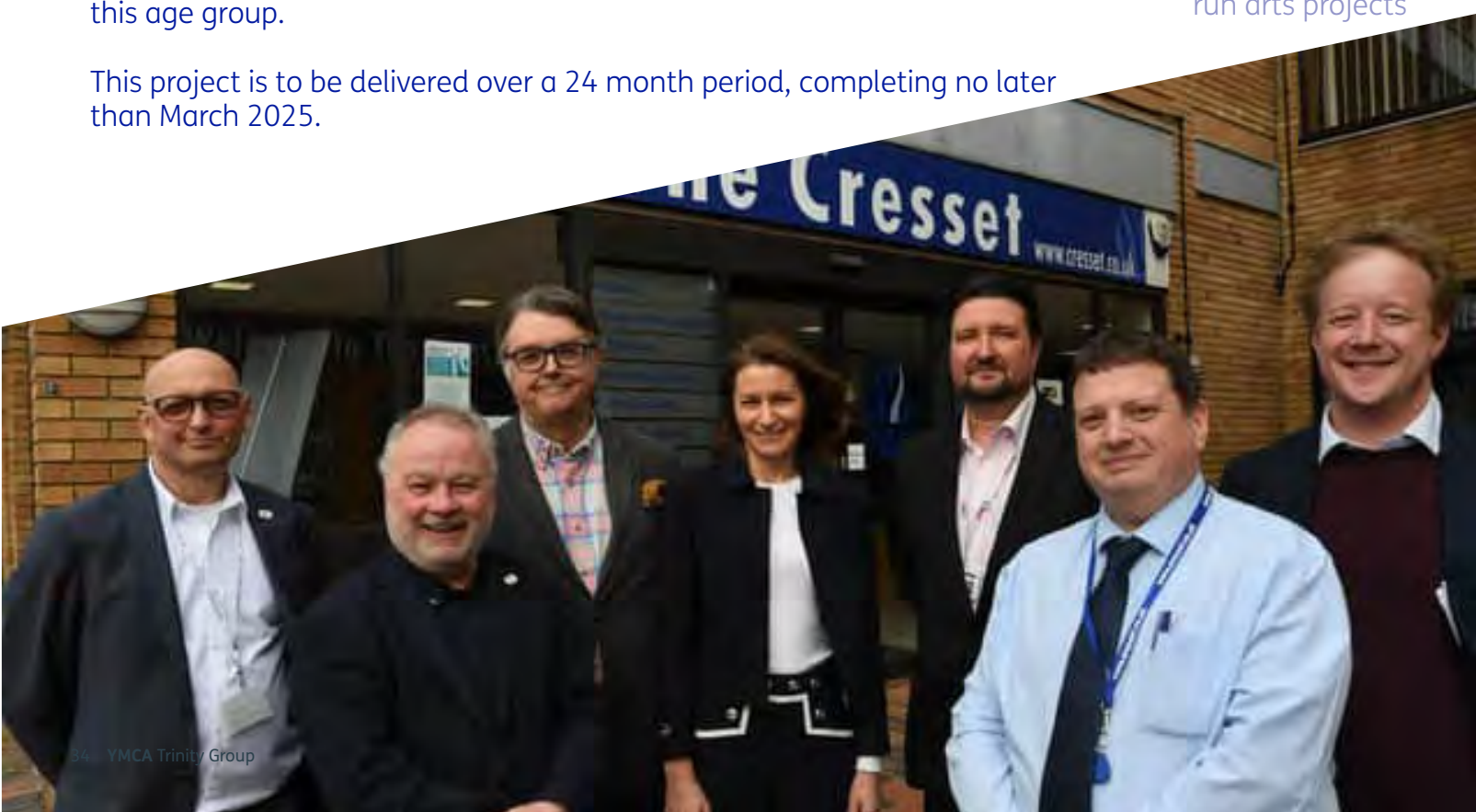
young people participated in Cresset-run arts projects

This project is to be delivered over a 24 month period, completing no later than March 2025.



164

live performances, compared to 125 in 2021-22





# Achievements 2022-23

QUALITY	TEAM	PEOPLE	GROWTH
<p>Review the pub offer with a view to increasing footfall and revenue.</p> <p>- A restructure of the hospitality team was undertaken to give stronger leadership in the pub and begin working to increase profitability.</p>	<p>Recruit, train and develop our casual team members to support the increase in business post-covid.</p> <p>- We recruited and developed a stronger casual staff pool with an emphasis on training and multi-skilling our team members to increase flexibility and consistency of delivery.</p>	<p>Review marketing processes focusing on customer communications and experience.</p> <p>- Recruitment and restructure in the marketing team including a new apprentice added more capacity to ensure good quality content and positive customer comms.</p>	<p>Continue to seek out funding opportunities for capital and project work.</p> <p>- We generated funding for the Queen's Jubilee project from the National Lottery, and £5.1 million from the Youth Investment Fund. We met with other funders including the Arts Council England, The National Lottery Heritage Fund and the Backstage Trust.</p>
<p>Begin implementing the new performing arts strategy starting with summer school.</p> <p>- We engaged schools on a Queen's Jubilee project, offering free participation opportunities for young people. Summer school 2022 was a great success, with capacity attendance.</p>	<p>Recruit kitchen team members to bring us back to full capacity.</p> <p>- The kitchen has returned to full capacity, with new and existing team members adding support when required at peak times</p>	<p>Increase collaboration opportunities through networking and research.</p> <p>- We invested time into building cultural relationships, joining on the board of the Peterborough Cultural Alliance, and being an active member of the Tourism Focus Group. We worked with new schools and community groups.</p>	<p>Increase spend per head in all hospitality operations through product and pricing reviews.</p> <p>- Following the restructure, a full spring pricing review was undertaken, to be reviewed every 6 months as hospitality supply costs continue to rise.</p>



# Strategic Priorities 2023-24

QUALITY	TEAM	PEOPLE	GROWTH
<p>Review our customer experience, implement changes to improve delivery and increase customer loyalty</p>	<p>Recruit, train and develop a wider multi-skilled pool of relief workers to support events</p>	<p>Develop and deliver the Youth Investment Fund work in creative arts for ages 11-18.</p>	<p>Continue Performing Arts strategy development by introducing weekly classes and increasing Summer School capacity</p>
<p>Deliver the YIF capital project works to significantly upgrade the theatre.</p>	<p>Support and train our managers to strengthen teams and develop strong leadership</p>	<p>Celebrate our 45th birthday with a free community event and associated projects.</p>	<p>Deliver a full scale in-house theatre production with a cast of young people</p>

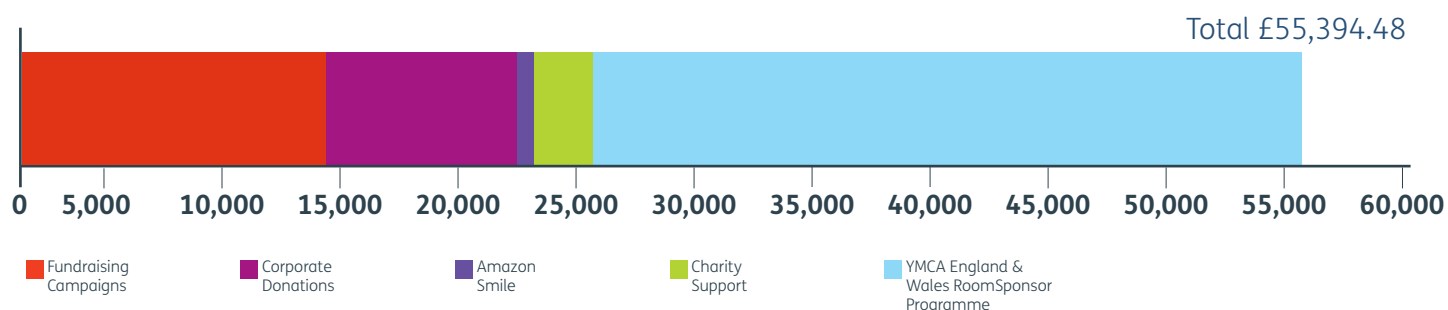




**Creating positive  
outcomes with  
children and young  
people in their  
communities**



# FUNDRAISING



## LandAid

THE PROPERTY INDUSTRY CHARITY

On 2nd March 2023 we were again pleased to work with LandAid on their now annual fantastic fundraising event in Cambridge. Just like last year, the big SleepOut followed the same format as YMCA England's SleepEasy events, with participants spending a night under the stars to raise awareness and money. The LandAid SleepOut was supported by headline sponsor Knight Frank, alongside regional sponsor Bidwells in Cambridge, while the Cambridge University Rugby Football Club kindly lent the venue.

As per last year funds from this event are not included in the above total, as they were received in the next financial year.

The Lowestoft Shine team also held a Sleepout on 21 October 2022 which raised over £12,000.

The 'Sleep Out' event was hosted by Lowestoft and Great Yarmouth Rugby Club. Teams from Tarrant's Property Services and Waveney Property Services were among the volunteers to sleep out.

Kay Westgate, Youth Engagement Manager for YMCA Trinity Group, said: *"The feeling of camaraderie and motivation was evident amongst everyone taking part in the Sleep Out event."*

*"Whilst we recognise this does not truly reflect the harsh realities of someone facing homelessness or sleeping rough, the event raised awareness of an important issue affecting our communities. We had a home with a bed and a roof over our heads to return to, and the sad reality is that homeless individuals do not."*



Engagement and recruitment has been a real focus for us this year and we have continued to look at ways to improve engagement, support and development. We have seen many improvements come to fruition as we continue to strive to make YMCA Trinity Group a great place to work.

## Recruitment

We have continued our use of an Applicant Tracking System which supports our recruitment and onboarding journey for new staff and volunteers.

It is a system which streamlines our recruitment with an engaging careers website to increase direct hires. It has a bespoke and automated candidate journey, to increase candidate engagement level and candidate journey.

## Staff Engagement

Since we launched 'Hive' last year, during this year 1957 employees celebrated each other's success by awarding a Hive Five to them.



# hive

Alongside this, we now have an Open Door option and Staff submitted 81 Open Door suggestions via the Hive platform as well as the CEO and Executive holding 'Open Door Live' sessions where staff can attend to hear about

updates and ask questions directly to the Management Team.

The 'Open Door Live' sessions were implemented following two staff engagement surveys in partnership with Hive and Investors in People. The related action plan has been used to embed improvements and, following feedback, 'Open Door Live' events and regular CEO video updates. Have been implemented



3 main sites now offer on site NHS Health Checks

## Training & Development

Internal Leadership Workshops lead by the Deputy CEO have started. The first Ipswich cohort has completed with Peterborough, Cambridge and the second Ipswich cohort dates scheduled in for 23-24.

Eleven staff completed fully funded Mental Health England First Aid training, 8 of which are going to become organisational Mental Health First Aiders for colleagues, the remaining three choosing to utilise the skills with clients only. The MHFA'ers form part of the Brighter Lives initiative being delivered in partnership with the Mental Health Team's Project.

Alongside this, we now offer an Internal Induction session where new staff meet the CEO and Deputy CEO and hear about the whole organisation.



20 Staff Members completed apprenticeships

## Apprenticeships

We had 20 staff completing apprenticeships during this year across various areas: Early Years, Team Leading, Business Administration, Marketing and Youth Work.

Many of these have progressed from level 2 to level 3 with us and remained part of the team after completing their apprenticeship.



## YMCA Youth Matters Awards 2022

Youth Matters is YMCA's national awards programme marking an integral part of the charity's calendar since 2009, celebrating the outstanding skills and achievements of young people from across the country and recognising the vital work that YMCAs deliver every day.

Twelve award categories have been created to represent the exceptional skills and achievements exhibited by young people over the past year and the incredible work delivered by more than 80 local YMCAs.

YMCA Trinity Group were finalists in two categories:

Health & Wellbeing Project of the Year – Mental Health Services

Housing Project of the Year – Easy Peasy Pods

Sadly, after fierce competition they were just pipped at the post this year.



## 531 staff & volunteers

### Trusted Charity

The charity has been awarded the Trusted Charity Mark, which is supported by the National Council for Voluntary Organisations, at the highest level. The Trusted Charity Mark recognises best practice across 11 key areas of charitable management and governance.

While all YMCA groups self-assess against the same criteria, YMCA Trinity Group becomes only the second to have officially achieved the award in England and Wales.



This is a fantastic result for the organisation and everyone who contributed to the 5 day assessment.

Alongside this we also retained our Investors in People Silver award in November 2022





# Performance and Value for Money

## Value for Money Statement 2022/23

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

The Finance Department has undertaken a review of central costs to review and minimise expenditure where possible and look at the allocation methods across the cost centres to reflect a fair & equitable apportionment to YMCA services.

Continuous procurement of overheads is applied which has resulted in costs for services like telecoms and photocopier contracts being significantly reduced. Utility costs have been minimised through better efficiency from ongoing investment in new lighting and heating systems across main sites and the use of a broker facility for group purchasing of supplies.

Following the publication in June 2019 of the Value for Money metrics from the Regulator of Social Housing, we will be considering ways in which we can further measure performance against our peers. We are now able to report purposeful data & include the resulting performance measures in our 2022-23 report.

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

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

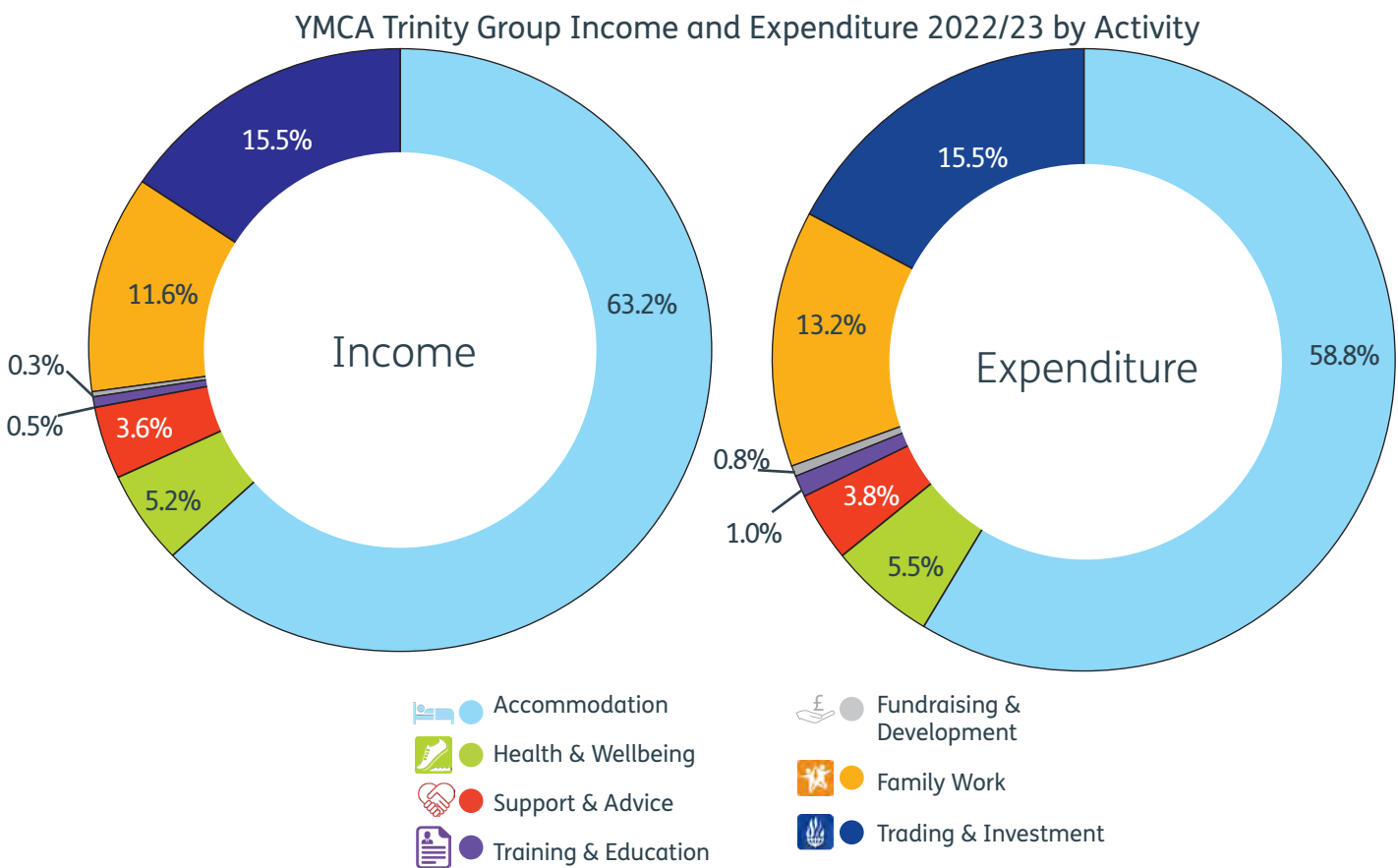
Value for Money Metrics:	22/23	21/22
<b>1 Reinvestment %</b> Investment in housing properties in the year as a percentage of the gross book value at the year end	0%	1.9%
<b>2A New supply delivered (social housing units)</b> Total social housing units acquired in the year as a percentage of total social housing units owned at the year end	0%	0.0%
<b>3 Gearing %</b> Total net debt (loans – cash- short term liquid investments) as a percentage of housing properties at cost	8.09%	-2.95%
<b>4 Earnings before interest, tax, depreciation, and amortisation (EBITDA, major repairs included) interest cover %</b> Surplus generated compared to interest payable	-20%	1,063%
<b>5 Headline social housing cost per unit</b>	£17,305	£15,282
<b>6A Operating margin (social housing lettings only) %</b>	1.6%	12.4%
<b>6B Operating margin (overall) %</b>	-4.1%	2.7%
<b>7 Return on capital employed</b>	-3.0%	1.9%

# Financial Review 2022/23

Summary statements reflect that consolidated income increased by £66,255 (0.6%). For the charity itself, income decreased by £65,709 (0.7%).

Income from Supporting People remained consistent to 2021/22 contributing to the group total of £744,038 in the year.

Activity	2022/23	2021/22
CHARITABLE:	£	£
Accommodation	6,999,941	6,996,792
Health & Wellbeing	571,189	257,727
Support & Advice	402,532	600,461
Training & Education	60,684	17,609
Fundraising & Development	37,560	426,634
Family Work - Children's Nurseries	1,286,827	1,125,219
TRADING: Trading & Investment	1,721,734	1,589,770
TOTAL INCOME	11,080,467	11,014,212



Total operating costs for the year equated to £11,824,684 (2022: £10,686,561). This demonstrates that the charity’s investment in support & advice activities and childcare as part of its strategy to diversify its work in the community.

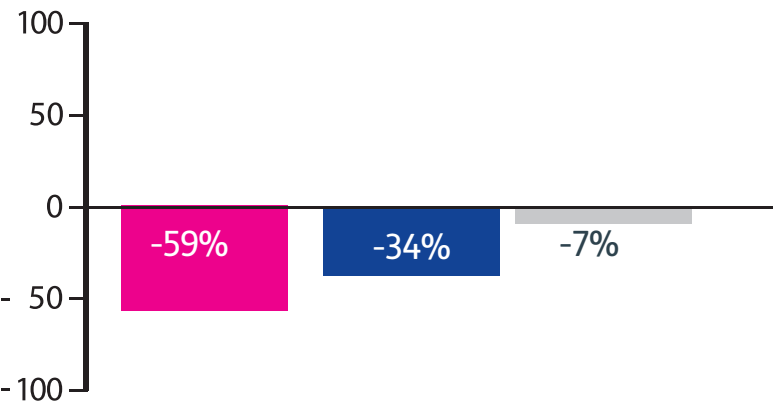
Total expenditure is analysed as follows:

YMCA Operating Costs	2022/23	2021/22
	£	£
Charitable	9,759,958	8,669,939
Trading	1,977,852	1,652,474
Fundraising	86,874	364,148
TOTAL COSTS	11,824,684	10,686,561



This resulted in a net contribution as follows:

YMCA Net Contribution/Loss 2022/23 by Activity



- Charitable
- Trading & Investment
- Fundraising & Development

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

The trading operation continues to make considerable efforts to minimise expenditure, and increase turnover. On this basis the charity continues to support the recovery and future sustainability of the trading operations.

YMCA Net Contribution/(loss)	2022/23	2021/22
	£	£
Charitable	(438,785)	327,869
Trading & Investment	(256,118)	(62,704)
Fundraising	(49,314)	62,486
YMCA Net contribution/(loss)	(744,217)	327,651

Going Concern

These financial statements have been prepared on a going concern basis which assumes that the group will continue in operational existence for the foreseeable future despite a group net current liabilities position of £808,376 as at 31 March 2023. The board has considered a period of 15 months from the date of approval of these financial statements and has determined that the group can continue as a going concern.

Factors included in making this determination include the sale of two properties resulting in a positive cash flow of £430,000 as well as a legacy received of £80,000. Also included within net current liabilities are loans amounting to £523,000 for which a loan waiver was received post year end confirming that no immediate repayment was required which states their long term nature. The childcare area of the business has been under review with the decision made to close the Blinco Grove setting on 31 October 2023 and the remaining settings are under ongoing assessment of their financial viability. A turnaround plan is under development for childcare, including a comprehensive new marketing strategy, if results do not improve then the board will act quickly to make any necessary decisions. The Cresset Limited is also undergoing a review of its operations in order to turn it around to become a surplus generating trading subsidiary to support the Charity’s work.

Future Financial Implications

The group participates in a closed contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCA’s.

Under FRS 102 the pension agreement plan liability is disclosed on the Balance Sheet, further details are given in note 24 to the financial statements.

Reserves

The total consolidated reserves of the group are £10,963,505 (2022: £11,831,627). The charity has restricted funds relating to the Big Lottery grant which amounted to £10,094 (2022: £10,094).

predominately housing focused. The organisation is reviewing its 30 year Asset Management strategy in 2023/24.

The Trustees have determined that monies should be set aside for uninterrupted provision of high quality services to young people; this includes keeping their homes in a good state of repair. The charity owns other investment properties including Haywood House which was re-developed to flats in 2016/17. It has also purchased a number of houses for client use.

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

The amount invested in the various buildings at the year-end amounted to £13,878,351 (2022: £13,967,313) and these reserves are tied up in buildings and functional assets as such are not available for the use of the charity. These assets are used by the charity to achieve the charitable objects which is

The Charity/Group calculates that it depends on the cash flow requirement of at least £500,000 in reserves to meet the demands and fluctuations in the current account each year. Since the year-end, the Group has been striving to improve its free reserve position.

The strategic plan is to increase the level of reserves by increasing revenue streams from development of services, reduction of costs and fundraising opportunities, which then allow the charity to consider future developments and investments.

# Legal and Administrative Information

Officers, Professional advisers and association information for the year ended 31 March 2023

## President

Vacancy

## Vice Presidents

D Jones, O.B.E.

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

## The Board of Directors

Mr Steve Mallinson  
(Chair)

Mr Alric Blake  
(Resigned 01/07/22)

Reverend Anthony Chandler  
(Resigned 25/05/22)

Mrs Pauline Donovan

Ms Martha Felton  
(Appointed 23/02/23)

Mrs Marlini Finney

Mrs Julie Horne

Mrs Samantha Loveday  
(Appointed 01/06/22)

Mr Andrew Lucas

Mrs Antonia MacLean

Mrs Barbara Mills  
(Appointed 23/02/23)

Miss Lianne Pemberton

Mrs Ann Radmore  
(Vice Chair)

Mrs Mary Sanders MBE  
(Resigned 25/07/22)

Mrs Tracy Simpson

Mrs Chris Wilkinson  
(Vice Chair)

## Chief Executive

Mr Jonathan Martin

## Company Secretary

Mrs Davina Lee  
(Resigned 19/06/23)

Miss Helen Williamson  
(Appointed 3/07/23)

## Registered Office

Queen Anne House  
Gonville Place  
Cambridge  
CB1 1ND

## Bankers

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

## Solicitors

VWV  
45 Clarendon Road  
Watford  
WD17 1SZ

## Auditors

Price Bailey  
Tennyson House, Cambridge Business Park  
Cowley Road, Cambridge  
CB4 0WZ

## Registered Social Housing Provider Number

H4179

## Registered Charity Number

1069810

## Company Registration Number

3561613



# Governance

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

## Trustee Board

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

Finance, Risk & Compliance Committee (FRAC)	Quality & Client Services Committee (QACS)	Remuneration Committee	The Cresset Limited
Meets four times a year to review compliance and financial performance (including the Audited Accounts feedback), Risk, Health & Safety, IT, Cyber Security, GDPR, and Safeguarding issues.	Meets quarterly to ensure compliance with regulators and ensure the association maintains the highest quality in terms of HR and the overall quality, impact and effectiveness of its client-facing programmes.	Oversees the staff benefits package, including recommendation to the Board of any annual salary increase, and it monitors the performance of the Chief Executive.	The Board oversees the financial and outcome performance of the Cresset subsidiary. It meets quarterly and includes direct representation from the Board by a Trustee.

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

## Retired Trustees

During the year, Mr Alric Blake, Rev. Anthony Chandler and Mrs Mary Sanders stepped down from the Board.

## New Trustees

A small working party of three Trustees and the Chief Executive review our annual Board skills audit and seek to recruit new Trustees into areas where we might lack expertise. During this year, the focus has been on recruiting Trustees with Housing knowledge and skills, fundraising and people with a background in Early Years or Pre-School Education. An induction is given to all new Trustees. We were pleased to appoint Martha Felton to the Board this year.

## Charitable Objects

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

- ▶ To advance the Christian faith for the benefit of the public
  - ▶ To promote social inclusion for the benefit of the public by preventing people from becoming socially excluded, and assisting those who have been socially excluded to integrate into society. (For the purpose of this clause ‘socially excluded’ means persons being excluded from society or parts of society by reason of their social, physical or economic circumstances).
- ▶ To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life.
  - ▶ To provide or assist in the provision of education for persons of all ages with the object of developing their physical, mental or spiritual capacities.
  - ▶ To relieve or assist in the relief of persons of all ages who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.
  - ▶ And to provide, improve and manage houses and hostels, flats and residential accommodation for young people, men and women, who are in conditions of need, hardship or distress by reason of their social, physical or economic circumstances.

## Executive Pay

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

## Principal Risks and Uncertainties

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

### Key Risks Areas:

Risk Area	Management
<b>Funding:</b> YMCA projects may be impacted by changes in policy at both Local and Central Government level, plus outside factors	<ul style="list-style-type: none"> <li>▶ Funding challenges in the wake of Covid-19.</li> <li>▶ Making allowances for Inflationary pressures</li> <li>▶ Monitoring spend and reviewing suppliers in view of rising cost of living and utility costs.</li> <li>▶ Supporting YMCA England &amp; Wales to engage with Central Government.</li> <li>▶ Diversification of funding to include greater generated income.</li> <li>▶ Reviewing cost-effectiveness.</li> <li>▶ Development of new services.</li> <li>▶ Investment in Fundraising capacity.</li> </ul>
<b>Safeguarding:</b> YMCA clients may be at risk from abuse.	<ul style="list-style-type: none"> <li>▶ Robust Safeguarding Policy &amp; Procedure, reviewed annually.</li> <li>▶ A staff Committee from across the organisation to ensure high quality implementation of the policy and procedures.</li> <li>▶ Using MyConcern as a safeguarding IT platform</li> <li>▶ A safeguarding dashboard presented to the Finance, Risk &amp; Compliance Committee.</li> <li>▶ An outside agency to support our safeguarding and keep us up to date with developments and learning.</li> </ul>
<b>Pension:</b> YMCA Defined Benefit Scheme's deficit increases and impacts costs dramatically.	<ul style="list-style-type: none"> <li>▶ Working with YMCA Pension Scheme on ETV process</li> <li>▶ Engagement with the Pension Scheme on issues and actions to maintain or reduce the pension liability.</li> <li>▶ Triennial consideration of S75 buy-out.</li> </ul>
<b>Reputation:</b> An incident or occurrence may damage or have a negative impact on how people perceive the organisation.	<ul style="list-style-type: none"> <li>▶ Pro-active management of projects.</li> <li>▶ Strong policies and procedures.</li> <li>▶ Positive relationships with media.</li> <li>▶ Professional PR support in place.</li> <li>▶ Monitoring of complaints.</li> <li>▶ Review of incidents, including near-misses.</li> </ul>
<b>Data Security:</b> Loss of personal data or an outside agency attempting to access information nefariously.	<ul style="list-style-type: none"> <li>▶ Robust information husbandry of policies and procedures.</li> <li>▶ Professional IT support.</li> <li>▶ Pro-active approach to data safety.</li> <li>▶ Staff training.</li> <li>▶ GDPR Compliance.</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>▶ The Group's safety manager undertakes management of all safety matters for the Group.</li> <li>▶ The Health &amp; Safety policy is agreed and signed off by the Board, once it has been to the Finance, Risk &amp; Compliance Committee for comment.</li> <li>▶ An H&amp;S report (covering every aspect of safety that is noted within the groups Health &amp; Safety policy) is submitted to the Board on an annual basis.</li> <li>▶ Fire, asbestos, Legionella, COSHH compliance checks are undertaken throughout the Group on a 3-monthly basis by the Head of Facilities.</li> <li>▶ All risk assessments for staff are developed and personally issued to staff and volunteers, and accident and near miss and fire reporting is collated by the H&amp;S Manager.</li> <li>▶ The Health &amp; Safety Committee meets 3-monthly to discuss any safety matters that need resolution or further action, has 16 members of staff, nominally 1 person from each area of the business, and includes the Accommodation Director in its number.</li> </ul>
<b>Staff and Volunteers:</b> Failure to recruit or retain staff or volunteers.	<ul style="list-style-type: none"> <li>▶ Regular 1-2-1s and support meetings.</li> <li>▶ Investors in People accreditation.</li> <li>▶ Trusted Charity certification</li> <li>▶ Training and development opportunities.</li> <li>▶ Staff and Volunteer welfare.</li> <li>▶ Staff benefits.</li> <li>▶ HR Dashboard set up to monitor key trends.</li> </ul>



## Governance and Financial Viability Standard and Code of Governance

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

### Public Benefit

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

### Statement of Directors' Responsibilities

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

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

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

The Directors are responsible for ensuring that arrangements are made for keeping proper books of account with respect to the Group's transactions and its assets and liabilities such as to enable every statement of comprehensive income of YMCA Trinity Group to give a true and fair view of the income and expenditure of the period and every statement of financial position of the state of affairs of YMCA Trinity Group and to ensure that the financial statements comply with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008, and The Accounting Direction for Private Registered Providers of Social Housing in England 2022.

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

### Internal Controls

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

An independent Internal Controls Audit took place in early 2022. Recommendations from the Internal Controls Audit were adopted following a report to the Finance, Risk and Compliance Committee in April 2022 and an action plan is being acted upon.

The Board of Directors, through its sub-committees, receives reports and develops action plans to implement the continuous improvement and development process, which includes risk assessment and mapping. Significant risks are highlighted and monitored by the Executive Team, which is led by the Chief Executive.

All major risks to which YMCA Trinity Group is exposed and identified from these procedures have been reviewed by the Board of Directors. Mitigation of risk is continually being developed or enhanced.

### Statement of Disclosure of Information to Auditors

We, the Directors of YMCA Trinity Group who held office at the date of approval of these financial statements as set out from page 50 each confirm, so far as we are aware, that:

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



By **Steve Mallinson**  
Chair of the Board

Approved by the Board on 25th September 2023.

**YMCA Trinity Group**

**Cambridge:**  
Queen Anne House  
Gonville Place  
Cambridge  
CB1 1ND

**Ipswich:**  
2 Wellington St  
Ipswich  
IP1 2NU

**Peterborough:**  
The Cresset  
Rightwell East  
Bretton  
Peterborough  
PE3 8DX

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

[www.ymcatrinitygroup.org.uk](http://www.ymcatrinitygroup.org.uk)

**YMCA**

**Here for young people  
Here for communities  
Here for you**

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