

West Kent YMCA
(A company limited by guarantee)

FINANCIAL STATEMENTS

for the year ended

31 March 2017

MONDAY



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SPE 07/08/2017 #105
COMPANIES HOUSE

To refer a possible resident or trainee - please download our simple referral forms

Housing www.WestKentYMCA.org.uk/projects/ryder-house/rh-apply

Training www.WestKentYMCA.org.uk/projects/horizon-project/hp-apply

Counselling www.WestKentYMCA.org.uk/projects/counselling/referral/

Youth Work www.WestKentYMCA.org.uk/youth

General info www.WestKentYMCA.org.uk/projects

Contact us via	www.WestKentYMCA.org.uk/contact-us
Follow us on twitter	www.twitter.com/WestKentYMCA
Follow us on FACEBOOK	www.facebook.com/WestKentYMCA www.facebook.com/WKYMCA
Visit our YouTube channel	www.youtube.com/WestKentYMCA
Work for us – jobs posted at	www.WestKentYMCA.org.uk/job
Support us tax effectively or TEXT YMCA75 £5 to 70070	www.WestKentYMCA.org.uk/documents/-giftaiditwestkentymcabwpdf https://my.give.net/20203596 or https://my.give.net/803529
Visit our eBay Charity shop	http://myworld.ebay.co.uk/WestKentYMCAcharity803529
16 Plus training	www.WestKentYMCA.org.uk/16plus
Counselling for 11-26s	www.WestKentYMCA.org.uk/counselling
We welcome feedback/complaints	Charity commission advice www.WestKentYMCA.org.uk/contact-us
View this as a PDF with links	www.WestKentYMCA.org.uk/TAR
Free software to view this	http://get.adobe.com/uk/reader http://download.openoffice.org/

This document can be downloaded from Companies House [free]
or the Charity Commission [free] or via www.WestKentYMCA.org.uk/TAR

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West Kent YMCA

REPORT OF THE TRUSTEES

The directors of the charitable company ("the charity") are its trustees (for the purpose of charity law) and throughout this report are collectively referred to as the trustees or the board. The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2017.

REFERENCE AND ADMINISTRATIVE DETAILS

West Kent YMCA is a company limited by guarantee (No 2512960) and registered charity (No 803529), with a wholly owned subsidiary trading company, West Kent YMCA Trading Limited (Company No. 3742102)

TRUSTEES

The following Trustees served during the year [contact via HR@WestKentYMCA.org.uk in Head Office]:

Mr Jack Buckley	elected 13 January 2015
Mr Keith Ebbels	resigned 18 October 2016
Lady (Jackie) Evans	re-elected 18 October 2016
Mrs Heather Evernden	re-elected 18 October 2016
Mr Jonathan Lineker	elected 7 October 2014
Mr Jan Smith	elected 7 October 2014
Mrs Caroline Wake	Chair Chair@WestKentYMCA.org.uk
Mrs Geraldine E Wenham	re-elected 7 October 2014

SECRETARY & CHIEF EXECUTIVE OFFICER

Rob J Marsh CEO@WestKentYMCA.org.uk

FINANCE DIRECTOR & MANAGEMENT ACCOUNTANT

John Taylor FD@WestKentYMCA.org.uk

REGISTERED OFFICE

West Kent YMCA Head Office, Ryder House, 1-23 Belgrave Road, Tunbridge Wells, Kent TN1 2BP
Single Alternative Inspection Location [SAIL] - [YMCA Tower House](#), Vale Rise, Tonbridge, Kent TN9 1TB

AUDITOR

[RSM UK Audit LLP](#) 18 Mount Ephraim Road, Tunbridge Wells, Kent TN1 1ED

BANKERS

[HSBC Bank plc](#), 105 Mount Pleasant, Tunbridge Wells, Kent TN1 1QP

SOLICITORS

Property - [Cripps LLP](#), 22 Mount Ephraim, Tunbridge Wells, Kent TN4 8AS DX 3954 Tunbridge Wells
HR - [Amanda Finn](#), [Gullands](#), 16 Mill Street, Maidstone, Kent, ME15 6XT DX 51973 Maidstone2

INSURANCE ADVISERS

[Lucas Fettes & Partners](#), 1st Floor, Shore House, 68 Westbury Hill, Westbury-On-Trym, Bristol, BS9 3AA

SURVEYORS

[Jeffrey Moys](#) FRICS, [Bracketts](#) Chartered Surveyors, 132 High St, Tonbridge, Kent TN9 1BB
[George Gray](#) MRICS/ [Mark Flemington](#), MRICS FFAV [Savills](#), 74 High St, Sevenoaks, Kent TN13 1JR
[James Hicks](#) MRICS C.Build E MCABE, [Cubic Building Surveying Ltd](#), 9 West Hill, Wandsworth, SW18 1RB
[Reece Orford](#), [Logic PM Ltd](#), Gate House, Archbishops Palace, Mill Street, Maidstone ME15 6YE

PLANNING & CONSTRUCTION CONSULTANTS

[Peter Waller](#), Rosewood House, High Street, Hadlow, Tonbridge, Kent TN11 0EF
[Dominic de Mattos](#), [BdR \(Civil & Structural Engineering\) Ltd](#), Goblands Farm Business Pk, Hadlow, TN11 0DP
[Nick Baster](#) MRICS FCIQB, [Logic CP Ltd](#), Gate House, Archbishops Palace, Mill Street, Maidstone ME15 6YE
[Cliffe Contractors Ltd](#), Cliffe House, Anthonys Way, Medway City Estate, Rochester, Kent ME2 4DY

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STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The charity is governed by its memorandum and articles of association of 18 June 1990 as amended by special resolutions on 20 January 2004 and 29 November 2005.

GOVERNANCE

Recruiting for all voluntary posts, including trustees, advisors, trading company directors is by adverts, volunteer bureaux and a range of websites. Trustees are also recruited by networking in our community, clients, supporters, charities, business, statutory and faith communities in West Kent. New board members are recruited to enhance Board skill mix and diversity, and or bring valuable experience of governance, strategic management, youth work or business development. Potential trustees attend several board meetings, meet senior staff and clients and visit projects, before being invited to apply including enhanced DBS disclosure. Written references are obtained and potential trustees are vetted to confirm they are not barred from company directorship. Trustees are encouraged to take up learning, training and development opportunities; including a professionally facilitated, strategic management workshop/awayday to critically review charitable objects, resources, strategic vision and governance. A minimum of 3 persons must serve on the board of trustees at any one time although there is no constitutional maximum.

There are 2 directors [C Wake and J Buckley, also trustees] of the wholly owned trading subsidiary, **West Kent YMCA Trading Ltd** [Company Limited by Guarantee No.3742102] which undertakes social enterprise and income generation on projects that directly achieve the charity's objects. This social enterprise delivers 'added value' against the charitable objects - core business of the charity by: [1] creating real jobs, work experience and volunteer placements for clients, [2] retailing items made by trainees, and [3] providing low cost furniture and electricals to residents as they move in or move on. This added community value and recycling achievement is recognised by the charity being awarded several certificates.

For a Free School bid, we formed **West Kent YMCA Academy Trust Ltd** [Company Limited by Guarantee No.9030996] on 8 May 2014 with a corporate director West Kent YMCA, but it remains a dormant company.

The board approved forming subsidiary **West Kent YMCA Housing Association Ltd** [not registered] to deliver all housing related operations, register with Homes and Communities Agency [HCA] and buy Ryder House.

ORGANISATIONAL STRUCTURE AND DECISION MAKING

The Board meets at least six times a year to review written quarterly progress reports and recommendations from the Senior Management Team [SMT] including Rob Marsh, Chief Executive and John Taylor, Finance Director. The Chair is in weekly contact with the Chief Executive to review on-going development, staff and resource issues and risks. Detailed management accounts and updated forecasts are circulated to board members, auditors and SMT monthly. The Chief Executive reports to the Board, and makes recommendations for consideration at each meeting. The Finance sub-committee or more recently the combined Risk & Finance committee develops the budget and reviews progress and risks. A Property sub-committee reviews property related risks, liabilities and opportunities. Working groups also monitor, review and report on: HR, education, housing, retail and marketing. The Board and SMT work as required with external experts on finance, property, risk management, health & safety and safeguarding; to ensure full legal compliance, and strives for excellence and continuous improvement, to ensure our work, procedures and structure develop to meet local need in the most cost- and operationally-effective manner.

The Board use advisers in the areas of housing, development, property management, valuation, legal, finance, and charity obligations – these advisers attend Board or committee meetings when appropriate. Senior managers are invited to some board meetings to brief trustees on issues, progress and future developments. The board is always seeking to recruit appropriate expertise to ensure skill

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mix and good governance; and seeking to increase youth participation in line with best practice particularly for Social Housing. All decisions considered by a Board meeting are sent in advance to trustees, and decisions implemented if there is a majority vote by trustees.

The charity is a Local Housing Partner, as managing agent of Ryder House - supported housing, for the National Council of YMCAs [known as 'YMCA England & Wales' 10-11 Charterhouse Square, London, EC1M 6EH, Company No73749, Charity No212810, HCA NoLH2204]. Ryder House was developed in partnership with YMCA England Housing Association a Registered Provider [RP – previously Registered Social Landlord – RSL] and our interface with Homes & Communities Agency [HCA]. An HCA-funded refurbishment and extension of Ryder House completed in August 2011. YMCA England & Wales have given notice that they will sell Ryder House to an RP in the near future as part of a strategic refocus.

By affiliation to YMCA England & Wales, working with other YMCAs and charities [e.g. Young Kent] the Board draws on advice in areas of governance, management, housing & development, regional matters, partnership, fundraising, PR, HR, training and standards. The board is committed to implementing Charity Commission guidance and seeks to achieve, maintain and develop best practice in quality assurance, self-evaluation, external peer review and continuous improvement for all activities and management including governance, safeguarding and risk management.

RISKS

The strategic risk register and action plan is reviewed annually. Risks are assessed in all business areas; governance and trading, considering potential risks in terms of significance/impact and probability; identifying mitigation, ownership and any further actions required. The table below highlights the top 5 corporate risks:

Risk	Mitigation / Control Measures
Impact of major incident [fraud, accident, death, fire, flood, abuse, adverse media coverage]	Self-evaluation using comprehensive checklists of processes to mitigate these risks, build resilience, inform business continuity planning. Staff and volunteers have written references and appropriate DBS enhanced disclosures. Contract compliance and competence management.
Physical security of staff	Lone Person working policy, staff training in risk assessment, managing conflict. Physical / CCTV / radio / policy measures. Counselling support helpline for staff. Staff support & supervision. Client counselling service.
Physical security of clients	Our client base has a significantly higher proportion of vulnerable people compared to general population. Extensive training and supervision of all staff to understand / implement professional boundaries, safeguarding and health & safety. Risk assessments undertaken on all clients, on-going and proposed activities.
Staff stress or ill-health	Team meetings, regular supervision, line-management, appraisals. Staff and managers can access external non-managerial supervision. The charity provides free 24/7 confidential help line for staff to seek advice on health and wellbeing, for face-to-face counselling support [and phone counselling for resident family members] and a confidential safeguarding helpline for all.
Cash flow problems due to late / defaulted contract payments, delays in commissioning, reduced income generation.	Cash flow management, accurate monthly forecasts. Consider using freehold property as collateral for loan or facility. Increased focus on income generation [trading, social enterprise, fund-raising and contracts] and sustainability. Improved PR/public profile. Highlight and challenge persistent debtors [some parts of KCC and some schools].

The detailed confidential risk analysis is disclosed to solicitors, insurance brokers and auditors and informs risk management at board & SMT levels and risk assessment for each project/centre as well as each contract, tender and proposed development. All work on the risk register, health & safety, HR, governance, finance, business continuity, management and policy is reviewed to ensure it is 'future proofed' so the Group is fit for purpose during contingencies or developments such as new or extended centres, projects, programmes or contracts.

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TRUSTEES' RESPONSIBILITIES IN THE PREPARATION OF FINANCIAL STATEMENTS

The trustees (who are also directors of West Kent YMCA for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

OBJECTIVES AND ACTIVITIES

West Kent YMCA is a Christian charity but delivers social housing, education, counselling and welfare in West Kent on an **unconditional basis** - supporting people of any, or no, faith. Staff and volunteers reflect our ethos of diversity and inclusion representing many nationalities, ages, abilities/disabilities, background. The trustees prayerfully provide strategic direction to ensure the charity can best identify and meet local needs in the most effective, holistic, professional manner [see [faithworks charter](#)].

To use resources effectively, work is targeted for more vulnerable, disengaged young men and women – those in greatest need – regardless of their gender, sexuality, race, faith, physical and mental ability or background. The trustees have paid due regard to the [Charity Commission's guidance on public benefit](#), and all who make decisions about the activities undertaken are concerned to ensure real benefit is provided to a broad range of people. The trustees consider the achievements, performance and plans of the Charity demonstrate this.

SUMMARY OF OBJECTS IN GOVERNING DOCUMENT [[Click here for full charity framework & objects](#)]

The charity exists to help Young People in need of social, educational, emotional, vocational, training, spiritual or housing support or guidance in a form that is accessible and appropriate to their interests, needs and means.

AIMS AND IMPACT

The charity seeks to make a lasting difference in the lives of young people, particularly those who are vulnerable and in great need - usually through no fault of their own. The charity works intensively with a small number of clients (over 100 in a typical week) offering professional, caring, holistic, non-judgemental support so clients [in housing, training, youth work or counselling] can regain hope, self-esteem, security and emotional support - to make informed choices for themselves – **gaining some 'skills for life, for work and for living' - achieving lasting independence.** We express the aims and desired impact and outcomes in several ways for each project / programme, and in our corporate Vision, Mission, Values and strategic objectives. These were refreshed by the Board during the previous year at www.WestKentYMCA.org.uk/about-us/vision and are shown below using the YMCA branding we are adopting over the next 2-3 years.

**YMCA
WEST KENT**



Our Vision

Young people in need are equipped and empowered to build their future.

Our Mission

We are a local Christian charity committed to helping young men and women, of all faiths or none, particularly at times of need.

Our mission is to do this by providing the foundation that young people need, including:

- A safe and secure place to live
- A safe and supported place to learn
- A great environment in which to develop and grow, and
- An excellent standard of complete support, designed for and with young people

We aim to be the best provider of these young people's services and will work with partners who share our values and aspirations.

Our Values

We strive to be:

Inclusive	Caring
Ambitious	Honest
Inspiring	Empowering
Committed to sustainability	

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OBJECTIVES FOR THE YEAR

Objectives for the year were set by the Board of Trustees:

PROGRESS REPORT

Objectives for 2016-2017	Progress
Finance <ul style="list-style-type: none"> - Achieve break even or better financial position. - Fundraising team to deliver £50k and secure future funding for youth work 	✓ GREEN
Housing <ul style="list-style-type: none"> - Achieve HCA 'registered provider' status for West Kent YMCA Housing Association Ltd - Purchase Ryder House freehold from YMCA England 3-5 years: Start to recycle housing income in more schemes	✓ RED Changed Housing Benefit, Universal Credit, Lower Social Rents, no clarity on funding supported housing
Training & Education <ul style="list-style-type: none"> - Maximise income to maintain quality vocational provision in the Horizon project, minimise deficit. 3-5 yrs: Develop strategic partnership(s)/consortia	✓ AMBER Work in progress
Social Enterprise – Retail <ul style="list-style-type: none"> - Subject to Board approval, open large new furniture store by Sept 2016 3-5yrs: year on year improvement in trading net profit	✓ AMBER Tower House Store & Head Office opened 1 Oct 2016
Governance <ul style="list-style-type: none"> - Manage key risks including staff well-being; health & safety; safeguarding; and service quality. - Provide KPI data 	✓ GREEN

A snapshot of progress, achievement, impact and how we work is gained from feedback by clients, staff (new staff, staff surveys, focus groups, exit interviews, training, supervision) trustees and many people who visit our projects, meet clients, attend events or read our detailed monitoring reports or case studies [provided to some partners, commissioners and funders].

Each year, we share a sample of **feedback**. We rarely get negative feedback but we do encourage complaints and are pleased the very few complaints we get are usually resolved quickly. This year we asked staff what they value in their role at the YMCA.

- ✓ The best thing about my job is when we feedback on monitoring reports how money that has been fundraised has gone to such good use. Supporting young people in their journeys towards independent living and their careers. Plus all the wonderful photos of great memories being made that I get to see and include in feedback to Friends and supporters of West Kent YMCA' Staff
- ✓ "I enjoy my youth work job because it's different, it pushes me out of my comfort zone and constantly keeps me learning new skills and trying something new.
"I'm constantly motivated to show the young people that no matter what their background or past experiences they can achieve and **change their life round for the better** - it just takes time, self-respect and a bit of effort from them and us. Staff

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"Young people need role models not critics"

- ✓ "So, I am a month into my new role as Youth work manager and it has been both exciting and challenging in equal measures. So why youth work? Our roles exist so we can give young people the tools they need to make informed decisions. Thus empowering them - to see they have the potential for success in anything if they put their minds to it. So often what we do is so subtle that it cannot be measured e.g. the chat over a cuppa or a game of pool or simply listening while they offload or rant about what pushed their buttons.
"More often than not this is all a young person needs..." Staff
- ✓ 'I have had the privilege of working for the YMCA for many years in a variety of roles. One of my current tasks is to order certificates for trainees at Horizon for functional skills. I still get a buzz out of seeing just how much they achieve in one academic year with us in their English and Maths!' Staff
- ✓ "I thoroughly enjoyed my time with the staff and young people at the West Kent YMCA, and was **always made to feel welcome**, with **my input valued**. I'm deeply impressed by the dedication of the staff, the scope of the work they undertake. The charity itself is brilliantly organised and very professional, and were I given the opportunity to return I would.
"On that point, I've spoken to two of the staff about volunteering (in particular with V4C), and intend in the near future to make efforts to return to the organisation."
Kent Police feedback form Student Police officer -after 1 week Diversity Training Placement
- ✓ "Why I enjoy my job - because even if you feel at the time you are talking to a brick wall, after they have moved on they will at some point drop in to visit and inform you that they did listen, they just didn't want you to know it at the time.....!" Manager
- ✓ "as a Housing Support Worker I was allocated a resident who was particularly good at snooker. We had a support meeting at the club he plays at and I couldn't believe what I saw, he hardly missed a ball, and I immediately thought "why haven't I seen him playing on the television?" he was honestly that good!
"Back at Ryder House I sat thinking about how we could help him make the most of his talent, and with the help of the Housing Manager it wasn't long before we managed to secure him some local sponsorship. Three companies got together, and came and watched him play one evening: and it wasn't long before they offered to sponsor him to the tune of £2000! **Amazing!**
"This money helped him pay for practice time at his club and more importantly paid for his entrance in the **Q School competition** in Burton, where **the best amateurs in the world compete** in a competition to become professionals. He was there for 4 days staying in a hotel, and managed to progress to the latter stages of the event, unfortunately falling just short of the final 8. The life skills and experience he gained throughout his time there was immense and made him realise that he can do something with his amazing talent." Staff
- ✓ "I was very impressed that everyone I spoke to in each centre understood the vital importance of embedding health & safety and safeguarding into every aspect of our work with young people.
"I was struck once again by the passion, commitment and care shown by all staff to empower young people to achieve positive outcomes." Trustee after safety audit visits
- ✓ "I really enjoy seeing the students grow in confidence from nervous, uncertain individuals to learners who enjoy coming here with a sense of belonging, taking ownership for what they are doing, and showing respect for the staff at our centre.
Staff

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- ✓ "I teach because it's the most rewarding job in the world. To see a young person **go from being completely disengaged** in the education system to coming into Horizon with **a smile on their face and eager to learn** is the best feeling ever.
"To see them go from turning their back on a system they feel failed them, to wanting to learn and absorbing everything you teach them is the biggest buzz. To hear them ask to come in more days, or ask to work through their break – that's when you really know you've made a difference" Staff
- ✓ "I am so impressed with the way our clients have such a range of consistent, positive role models in their life now - working in one or more of the YMCA projects. It makes such a difference to how the young people I counsel tackle difficult challenges – they have real choices now and have been given the tools they need to succeed." Volunteer
- ✓ "It was amazing. Always calm, never stressful. staff were always welcoming, never shouted, patient and great tutors. It was a very inviting place - never intimidating. Good balance between fun and learning. I want to come back. I am now thinking about looking out for a level 2 apprenticeship" Resident after a short course at Horizon

"I never thought I'd get this far!" Young person with Special Needs

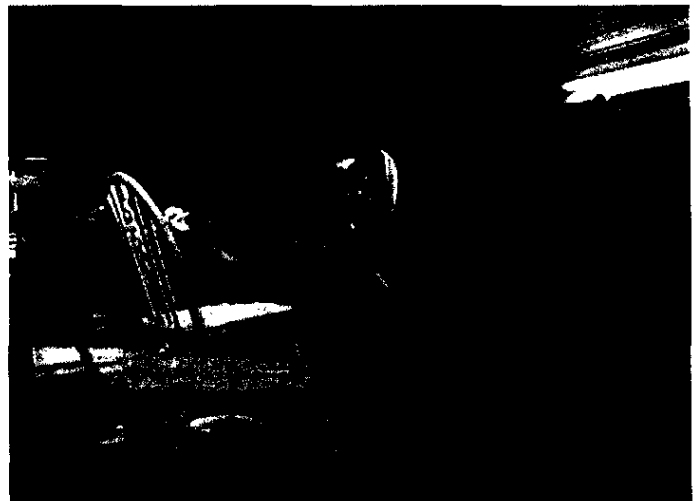
- ✓ "I really enjoy my job at Ryder House, every day is different and some can be challenging, but each day whatever may happen, the job is very rewarding and enjoyable." Staff
- ✓ I've really enjoyed visiting your provision. We teach people to get qualifications: but you change people's lives **and** teach them to get qualifications. External auditor
- ✓

"I just love this photo of some young people upcycling old chairs. They are smiling, working hard, and encouraging one another.

"They are working at their own pace and setting their own standards but with some friendly competition to see which chair sells for most in our furniture stores.

"We get to spend every day helping young people make the most of what they have got, be the best they can be and enjoy learning and developing new skills"

Staff



"It was great to see, hear and understand more about the work of West Kent YMCA. I came away buzzing, thinking about all of the many opportunities.... Please pass on my thanks to your superb team, they were so engaged with young people you serve and were real advocates and ambassadors of the work of your YMCA."

Kate Vintiner, Principal and CEO, YMCA George Williams College www.ymca.ac.uk

More feedback is shown for each project

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STRATEGIES AND ACTIVITIES

Activities and objectives for the year were informed by:

- Consultation with clients [current, past and potential], residents, trainees, youth club members, counselling clients as well as staff, volunteers and partner / commissioning agencies
- Strategy / planning awaydays for trustees to inform development and strategic plans
- Responding to Consultations / Invitations to Tender when local authorities plan to commission.
- Working with YMCA Training and YMCA George Williams College for apprenticeships and 16 Plus
- Steering groups, focus groups – young person led; and regular residents' / trainees' meetings
- Consulting agencies and local partnerships including KCC, Housing Authorities & Associations, CXK, schools, colleges, Job Centre Plus, YMCAs, charities, faith communities and youth groups

Principal activities

Principal activities were youth engagement, pastoral support, vocational training, supported housing, education, community learning, community development, youth counselling and social enterprise - delivered in a series of projects and programmes that work independently but also collaborate with each other.

The principal activities are explained and evidenced in more detail - using achievements, positive outcomes and some case histories - in the next section on ACHIEVEMENTS AND PERFORMANCE.

VOLUNTEERS

A big thank you is extended to all those who have given up time to volunteer to help West Kent deliver services by sharing their passion, experience and skills. Volunteers not only help deliver services within budget, bringing experience and skills to share but offer great added value to all projects, clients and staff.

A key role for volunteers is trustee/director, or board advisor [often as a potential trustee] and without their dedication and commitment, the governance of the charity could not be provided.

We are equally indebted to our team of volunteer counsellors who operate the Talk2Us counselling service. They are incredibly professional and effective - often helping our clients [aged 11-26] see their situation more clearly: empowering them to make life-saving or life-enhancing decisions.

However, volunteers also help with other roles from PR, trading, admin, support, mentoring, job-search, CV writing and teaching – from dance or cooking, to creative writing, art, IT, maths, English, music or table tennis. We are grateful to all who are willing to share their talents with us.

During the year we estimate volunteers donated **5000** hours of time to us. We are truly grateful.

We are also delighted that a number of volunteers gain significant work experience or improved self-esteem volunteering with our projects and being supported by our staff. We are delighted that so many retail volunteers go on to secure paid work with us or other employers.

Lastly, we must give credit to the young people who serve our community in a voluntary capacity – often as part of their Duke of Edinburgh Award volunteering section. For example, we are delighted that Daisy is helping us run a weekly youth club in a rural area – as part of her DoFE Silver Award.

Arrangements for setting pay and remuneration of key management personnel

The charity has long implemented a policy of paying all staff (except apprentices) the **Real Living Wage** (living wage foundation assessed hourly rate outside London i.e. above national minimum wage or more recent government "living wage") and offered all staff pensions and most staff a **low cost Westfield Health plan** (free counselling, helpline, CBT and support with medical advice, scans and limited funds for physio, dental and optical treatment). These are a priority for staff. Remuneration of Senior Management Team is below benchmark rates to ensure other staff benefit from the Real Living

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Wage. Some managers and their staff on fixed term contracts get a small annual salary increase where built into the funding contract. Directors are all unpaid volunteers. (Note 7)

ACHIEVEMENTS AND PERFORMANCE

West Kent YMCA continues to help young people build their future. Many clients arrive at their wits end, disengaged, vulnerable and excluded. They often come to us by referral or self-referral as their last resort after family, community or other agencies have 'failed' them or given up on them. Dedicated project workers treat every client [resident, trainee, youth club member, counselling client] as an individual - with respect - helping them build self-esteem, hope and their future - giving them real ownership of their future; and staff will often challenge their clients. Some clients do leave our programme(s) without resolving their issues - but they have found someone who will listen and encourage them to value and help themselves; and they often go on to deal with big issues they could not previously address.

We offer everyone a fresh start.

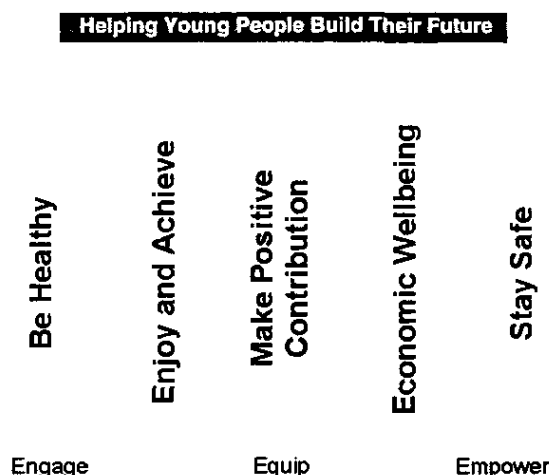
We are non-judgemental - we don't patronise or disempower clients. Indeed clients are left in no doubt - their decisions and actions have consequences for them and others. Projects promote independence rather than dependency; and promote diversity, inclusion, engagement and empowerment rather than exclusion.

We can evidence achievements, performance and impact of our life-changing work and some of the needs our services meet, by positive outcomes and Case Studies - selected from many that could be chosen. Most client names are changed - for privacy - but all other details are accurate and provided with our client's permission.

During the year our youth counselling service become available more widely to anyone aged 11-26 in the community whereas we previously only offered counselling to our own residents and trainees.

Furthermore, during the year we tendered for 2 commissioned Youth Services contracts; and were awarded five year contracts by Kent County Council in two districts: Tunbridge Wells and Tonbridge & Malling. This new youth services contract has taken time to start up and staff due to timing issues [contract start date delayed from Summer 2016 to 1 December 2016], but is now integrated into our V4C service; and works with young people aged 8-19 and aged 8-25 with Special Educational Needs and Disabilities [SEND].

We are pleased to see greater recognition of our work with children and young people with Special Educational Needs and Disabilities [SEND see www.WestKentYMCA.org.uk/SEND] with more referrals of SEND learners and clients into our programmes - youth work, housing, education, training or counselling. We recently applied to be included on the Department for Education's Section 41 list [see [LINK here](#)] so we can be named in the [Education Health & Care \[EHC\] Plans](#) for children and young people with SEND.



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Performance indicators - a numerical snapshot **UPDATE**


Figures for the last 12 month period by activity [for academic year, financial year or project year] are shown below.

Activity & Age range	Total number of young people engaged	<i>last year</i>	Total number of young people achieving 1 or more positive outcomes [or on track]	<i>last year</i>	Remarks / reasons for any negative outcomes / reduced performance
Supported Housing for age 16-26	74	83	68/74	83 /83	RYDER HOUSE Apr 16 – Mar 17 See more below *
Supported Vocational Training for age 13-19s	26	32	26/26	29 /32	The HORIZON Project - Work Based learning / Alternative Curriculum & short term placements
Detached youth work & youth clubs 8-25	630	725	605/630	708 /725	V4C project Year 3 Juice Bar Youth Clubs Youth Services Apr 16 - Mar 17
Carpentry for learning disabled adults	13	12	13/13	12 /12	<u>HORIZON Tonbridge</u> <u>Fun With Wood on</u> <u>Fridays</u>
Rehab for disabled young veterans	1	1	1/1	1/1	Mentors under 25 - with support from Poppy Factory, AFCC
Young Apprentices age 17-26	1	2	1/1	2/2	1 starting L2 business admin
Counselling for Young People age 11-26	26	30	26/26	29 /30	2 to 14 sessions per client. Apr 16-Mar 17
<u>TOTAL</u>	771	884	740/771	843 /884	<u>96% POSITIVE [94% last year]</u>

NB Table omits training and functional skills for adults –some with learning difficulties; and training and support for retail volunteers. The table also omits projects that closed before or part way through the year [Juice Bars, U TURN and JCP+] The Trustees review a range of other KPIs during the year.

West Kent YMCA

REPORT OF THE TRUSTEES

Project	V4C - Vehicle 4 Change - Youth Work
	<p>ENGAGE EQUIP EMPOWER V4C – VEHICLE 4 CHANGE Funded by Big lottery, KCC, Henry Smith, Garfield Weston young person led, vehicle-based YOUTH OUTREACH Helping young people achieve & enjoy positive experiences Raising aspiration and self-esteem www.WestKentYMCA.org.uk/V4C</p>
<p>Providing detached youth work through resources contained in our specially equipped van. Enables us to:</p> <ul style="list-style-type: none"> - reach smaller isolated communities, and create - an environment to help develop and grow young people to reach their full potential <p>A 3 year project now in its final year - thanks to generous funding by:</p> <ul style="list-style-type: none"> ✓ Big Lottery Fund Reaching Communities; ✓ Henry Smith Charitable Trust; ✓ Garfield Weston Foundation (in year 1) <p>A 5 year project just started - thanks to a commissioned youth services contract from:</p> <ul style="list-style-type: none"> ✓ Kent County Council – for 2 districts 	
<p>During the year this project undertook detached youth work in villages and towns across West Kent</p> <ul style="list-style-type: none"> • Our specially equipped Vehicle is a mobile resource unit – a mobile youth centre / activity van / workshop to host a variety of social, sporting, engagement, training and development activities. • Further connections with partner agencies were developed to improve mutual support • Organised another annual V4C football tournament for young people – many being ex-homeless. 	
<p>Achievements Among many activities and events we should mention some V4C highlights:</p> <ul style="list-style-type: none"> • Young People from the Horizon Projects with support from V4C started training and getting ready for their expedition for their Duke of Edinburgh Bronze Award • We won 5 year contracts to deliver more detached and centre based youth work • V4C have been asked to support and help at several other youth groups in the area 	



beaching out!



team-work?



bumps & babes



go-karting



DofE expedition



LOTTERY FUNDED

West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – V4C

Arts and Crafts has had a big impact on the young people I work with at Ryder House. Since it started in December 2016 (only intended as a Christmas event), it has become a regular weekly event at the request of residents, some even wanting it to be twice a week.

- ✓ I have seen transformations of young people's behaviour: changing from angry, erratic, outright refusing to join in - to being engrossed, calm and consistently engaged.
- ✓ Young people have felt comfortable to discuss all kinds of topics, have learnt mutual respect for one another, actively compliment and help one another, actively suggest ideas for future Arts & Crafts sessions



"it's something I look forward to every week"

"It really provides us with structure and routine"

- ✓ Housing support staff comment on popularity with residents

"I feel it opened up new ways of me supporting residents – in many other aspects of their lives such as: job hunting, relationship issues, mental health and so on"



V4C band night – band training as part of Duke of Edinburgh awards

The young people have continued with their band training as part of their DofE awards [learning a skill and also volunteering]. They had to cope with a sudden change of venue and then it needed to be redecorated – so they **all volunteered to do this to enable others** to use the venue to learn to play guitars, drums, keyboards and sing. The group recently spent a weekend recording and editing more albums as well as socialising together.

This group was initially really shy and nervous of social interaction, music or any performance.

"Their activities, teamwork and progression have been a great blessing to all the group"



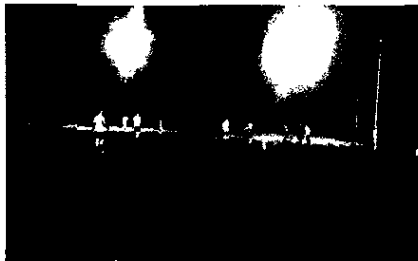
West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – V4C

Case Study: Someone I've helped this year.

I have been a listening ear to a young lad I have been working with for a year and a half. I got him re-engaged into local youth clubs and feel I have been a real 'constant' in both his and his sister's life - something they have been lacking from their family. I have been able to advise him on living situations, education and sexual health. **He actively engages in 2 activities every week with us and has become a real peer supporter to other young people in the clubs.**



Six a side Football We are really pleased our 6 aside football [every Monday night] is going so well. We continue to engage more young people and support them in many aspects of their lives - off the pitch.

Every Monday evening, we have 2 teams plus spectators to support them. It's fun and entertaining for all. We would love this to continue as we are supporting young people but also getting them more active and socialising with peers.

However, we may pull back from this in future as the group could now become self-supporting with all that they have learnt from teamwork, communication, commitment and friendship.

SNAPSHOTS During the final year of the lottery funded project the V4C team have [so far]

- ✓ Run 159 activities with young people;
- ✓ 114 of these have been activities run on a weekly basis which included
 - 42 young people attended 6 Aside Football
 - 13 young people attended Pool and Darts
 - 22 young people attended Music Groups
 - 24 Housing Engagement (DofE updates, job applications and CV assistance)
 - 11 young people attended Art and Craft Group
 - 12 young people attended DofE Events
- ✓ 45 young people attended one off events which included: Thorpe Park Day Trip, Thorpe Park Fright Night, cinema, Tully's Farm, Trampoline Parks (Gravity & Go Jumpin), Canoeing Sessions, Football Tournaments, Team building events (Escape Room), Bowling, Ice Skating, Pantomime, Go Karting, Music Recording Sessions, Pancake Day/Baking, Focus Groups, DofE Practice Expedition, DofE Final Expedition, Glazy Daisy pottery, Beach Trips, Fishing Trips and Bewl Water
- ✓ Empowered many young people and their peers (some via social media) to access services: housing, drug & alcohol, sexual health, Duke of Edinburgh award, college etc

New contracts Furthermore, KCC awarded us a 5 year contract to deliver commissioned youth services for children & young people aged 8-19, and 8 to 25 with SEND; across 2 districts of Kent:

- ✓ Tonbridge & Malling, including Hadlow, Larkfield, Trench Ward and
- ✓ Tunbridge Wells, including Southborough, Frittenden and other rural areas

After successfully gaining the contract, January saw a large response to our adverts for a new team of staff and volunteers. Lorraine and her new team started in February and despite still needing more staff, several new and different projects are up and running around West Kent and we are:

- ✓ Providing positive opportunities for young people aged 8-25 to become even better
- ✓ Making a difference for those in most need. Many young people who attend the Youth Clubs come with significant needs [from disability to a history of offending; or being known to be 'at risk', sleeping rough / sofa surfing, truanting]
- ✓ Providing a safe space to engage these vulnerable young people
- ✓ Signposting or referring them to other agencies - including our own construction training, retail traineeships, youth counselling service Talk2Us and supported housing in Ryder House.
- ✓ Partnering – as many other agencies are delighted to work with us as they find our clubs, staffing and activities an ideal venue to meet and engage their clients.

West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – V4C

Detached and Centre based youth clubs are running in Tunbridge Wells, Southborough, Showfields, Sherwood, Tonbridge (Trench Ward), Hadlow, Groombridge and Frittenden.



^ Van based work



^ Detached work



Manager Lorraine winning at Pool ^



< Artwork by Ruby Jane – a young girl who attends Hadlow detached youth club

We carry art materials, tennis racquets, footballs, a cricket bat and a Playstation4 that young people can come onto the bus to play.

We also take music and a tuck shop with sweets, crisps and drinks.

We are working on the tuck shop healthy options still; but we encourage young people to let off large amounts of steam and energy at our clubs - which can only be good for their physical and emotional health!

Check out current youth work

www.WestKentYMCA.org.uk/youth

www.WestKentYMCA.org.uk/frittenden

www.WestKentYMCA.org.uk/164

West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – V4C



^ **Bump & Baby.** This group for Mums and Mums to be started at the Tunbridge Wells Hub every Wednesday afternoon as a pilot. This included Dads - who have already attended – fabulous diversity and inclusion. Lots of toys and safety equipment were kindly donated by staff and their friends. We are reviewing which day / venue is best for this group.



< Celebrating World Book Night > on 23/04/17

The youth work team distributed the book **'Wonder'** by RJ Palacio, a very pertinent book about **difference** and **inclusion** at all our youth events in the week leading up to this night.



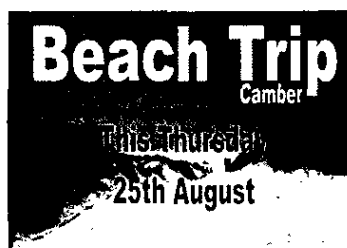
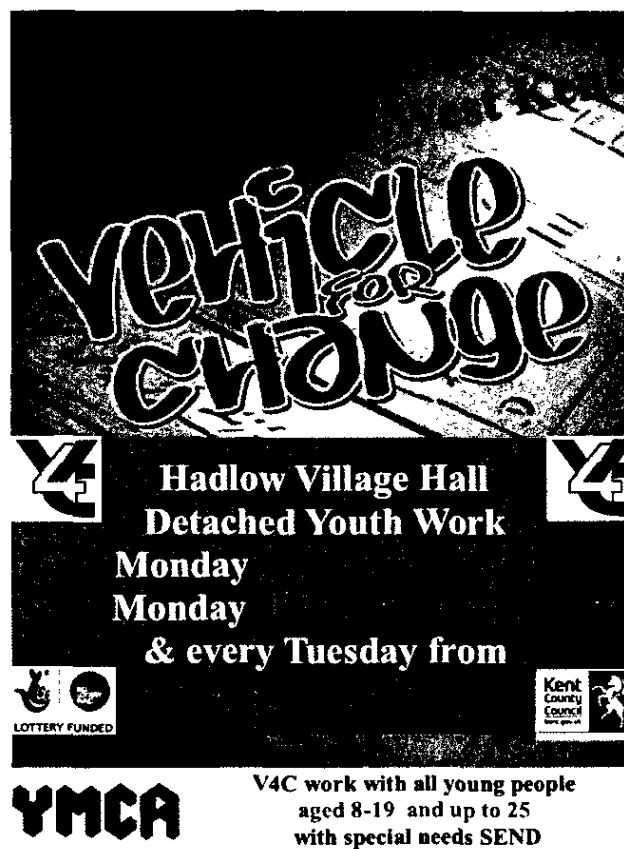
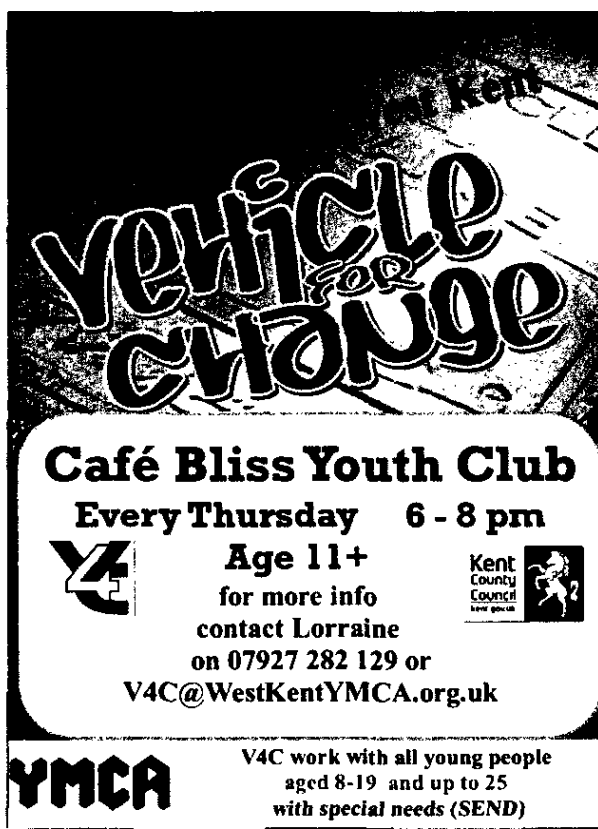
We also support detached youth work in Sevenoaks at Greatness Recreation Ground, with SAYT - Sevenoaks Area Youth Trust - www.SAYT.org.uk – SAYT is funded mainly by local churches; and was founded some 15 years ago as a direct result of a YMCA partnership project with Sevenoaks Town Council and Churches Together in Sevenoaks & District www.CTSD.org.uk

West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – V4C

Here are some of the many flyers / posters / Facebook banners that V4C make for events after they have engaged and consulted young people.



West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – V4C



^ **Frittenden >**
One of our volunteer
leaders is **Daisy** - doing
her **DofE Silver Award**



Continuing our work near Trench Wood Ward in North Tonbridge see www.WestKentYMCA.org.uk/164

Vehicle 4 Change

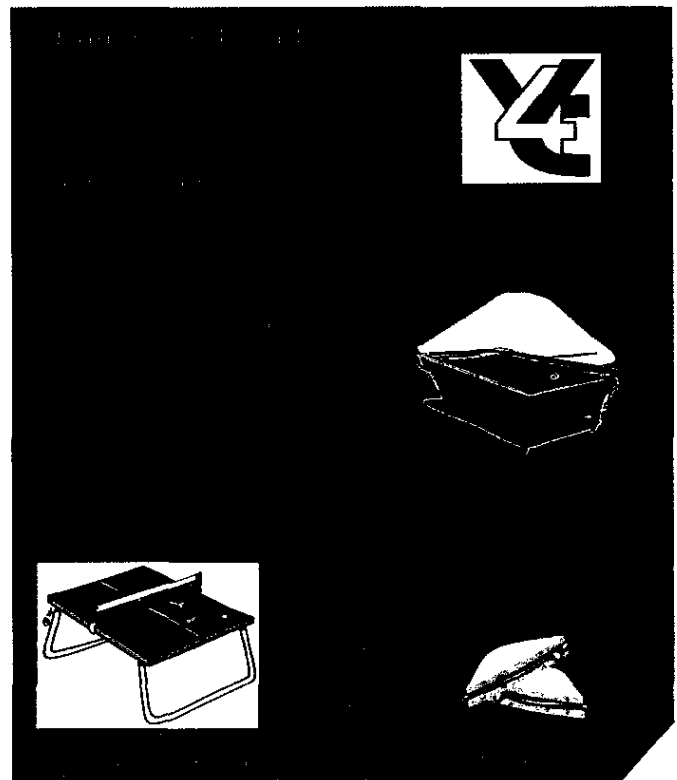
Youth-Work for West Kent

V4C work with all young people aged 8-19
and up to 25 with
additional needs

or SEND

4

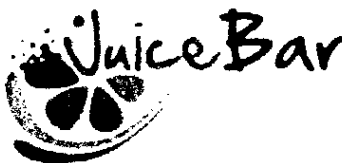




YMCA



Kent County Council 01892 572 315 @Vehicle4Change
V4C@WestKentYMCA.org.uk

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REPORT OF THE TRUSTEES

Project		Juice Bar YOUTH Clubs
		<p>KCC commissioned / funded, young person led, centre based, YOUTH CLUBS Helping young people achieve & enjoy positive experiences Raising aspiration & self-esteem www.westkentymca.org.uk/Juice</p>
YOUTH CLUBS		
What we did.....		
Providing positive opportunities for young people aged 11-25 to become even better		
<ul style="list-style-type: none">✓ Many of young people who attend Juice Bar Youth Clubs come to us with significant needs✓ We provide a safe space to engage these vulnerable young people.✓ Many other agencies are delighted to work with us as they find our clubs, staffing and activities are an ideal venue in which to meet and engage their clients.		
UPDATE		
<p>Our contracts were extended by KCC until end of November 2016.</p> <p>We were then commissioned by KCC under a new youth services V4C model.</p>		
		
Southborough Juice Bar Mon 5 to 7.30pm + Tue 3.30 to 6	Ryder House Juice Bar Wed 4.30 to 7 pm	The Tonbridge Juice Bar Thu 5 to 7.30 pm
		

We ran 4 Juice Bar YOUTH Clubs – commissioned by KCC - until end of November 2016.

We were commissioned by KCC from 1 December 2016 to deliver Youth Services – centre based and street based [detached on foot and/or using our vans] – in 2 Districts:

- ✓ Tunbridge Wells, and
- ✓ Tonbridge & Malling

We have moved the Southborough clubs to Café Bliss in Southborough with V4C

We still offer youth services based in Ryder House with V4C

We have expanded the Tonbridge Juice Bar to 2 V4C nights with 3 age-groups

However this is now all subsumed into our wider Youth Work / Youth Services

So – after consultation all this work is branded as **V4C = Vehicle 4 Change**

We no longer refer to Juice Bar Youth Clubs – just **V4C Youth Clubs** or **YMCA Youth Clubs**

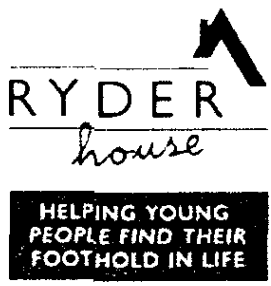
Young people **are** the **vehicle 4 change** or engine 4 change or driver 4 change

– our clubs, vans, venues and activities are a really useful catalyst
to engage, equip & empower them –

but ultimately its young people who change themselves, their peers and their community

West Kent YMCA

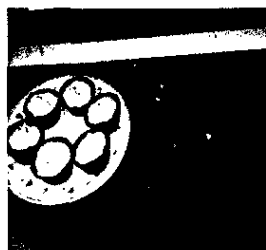
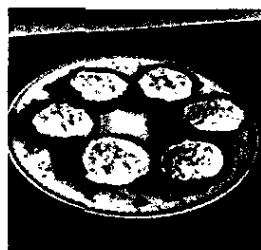
REPORT OF THE TRUSTEES

Project	Ryder House
	<p>HELPING YOUNG PEOPLE FIND THEIR Foothold IN LIFE YMCA RYDER HOUSE – <i>Supported Housing for Young People @ Risk:</i> Support plus affordable quality flats for 37 young men and women aged 16-26</p> <ul style="list-style-type: none"> ✓ Affordable, high quality housing ✓ Intensive 1-1 support and personal & social development ✓ Extensive youth inclusion work <p>www.westkentymca.org.uk/housing</p>
<p>Ryder House - Supported Housing Project - delivers:</p> <ul style="list-style-type: none"> ➤ We provide supported housing for young people at risk / in need [requiring low to medium support for up to 2 years] who are aged 16-24 on arrival. While residents can be aged 16-26 at Ryder House the average age of residents is currently 18. ➤ Residents normally fit one or more of these categories - they need support to understand <ul style="list-style-type: none"> - how to have healthy, safe relationships - short & long term adverse impact of drugs: cannabis, alcohol, legal highs, ecstasy/MDMA - how to improve / deal with / get support for mental health issues – anxiety, panic, anger, results of abuse from family / extended family [as a victim or witness], impact of bereavement, parental drug/alcohol abuse, family breakdown, self-medication. - how to develop their interpersonal skills, life skills, appropriate social interaction, work skills. ➤ All need help to learn how to maintain a tenancy and help to find and secure affordable housing [there is a vast shortage of affordable / social housing]. At every stage, we seek to challenge and support by sign-posting and empowering residents. ➤ We do NOT do it for them [as this would dis-empower them] but seek to be holistic –giving them tools for life so they can problem-solve, negotiate, get support and have learnt how to deal with problems in their future. <p>Achievements Ryder House has been fortunate to receive new funding from the Green Family Fund small grants programme (administered by Kent Community Foundation) to continue the residents resettlement & resilience programme. This enables them to join clubs or organisations in the community so they leave Ryder House with a much stronger network of support.</p>	



At Ryder House, we encourage all residents to get involved in community projects – and to think of others less fortunate than themselves.

This year Ryder House held a coffee morning for Red Nose Day and residents swapped roles with the team. For two hours, the residents were in charge of the project and the staff acted out role plays of the residents! Everyone had a great time.



West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – RYDER HOUSE

YMCA RYDER HOUSE CASE STUDIES

This young lady was 16 when the Police referred her to us as a last resort. She had been removed from the family home and had then been in **37 foster homes** from the age of 12.

When she fell pregnant at 15, she was placed in a mother and baby unit, but unfortunately the baby was removed from her care a few months after birth as Social Services felt she was unable to cope. The placement in the unit broke down as she went into self-destruct, almost **permanently under the influence, putting herself at risk and having no care for her personal safety.**

In the two years she has been with us: she has stopped drinking, greatly reduced her use of cannabis (never on our premises), she has managed to gain her GCSE's in Maths & English, is in contact with her parents again and is in a steady relationship.

Although still suffering greatly with depression & anxiety she's looking to move on positively

Young lady came to us **after fleeing modern slavery in the local area.** She arrived with a statement for special educational needs, with very low self-esteem and was very timid.

It took a long time for her to open up, however over the 2 years in Ryder House, she has gained confidence, got involved with activities and really progressed. Although not yet able to work when she moved on, she gained good knowledge and skills to live independently and has turned her new flat into a really nice home. She still pops back for advice from time to time but she is doing really well.



< Ryder House Sailing >

Four Young People had the opportunity to go on a one week sailing adventure





Snapshot of Ryder House at the end of the financial year.

Unusually only 34 Residents today – the 3 voids [empty flats] will be filled within a few hours or days at the most!

- 22 Male, 10 Female and 2 Transgender
- 7 are aged 16-17, with 27 residents being 18-24 years old
- 4 have a Learning Disability, 2 a Physical Disability; while 28 say 'not disabled'
- 30 white British, 1 Traveller, 1 Asian, 1 Black African, 1 Other Ethnic
- 23 say they have no religion, 2 are Muslim, 9 prefer not to say
- Most are engaged in work, college or volunteering

West Kent YMCA

REPORT OF THE TRUSTEES

Project	The Horizon Project
 	<p>SKILLS FOR LIFE, FOR WORK AND FOR LIVING</p> <p>The HORIZON Project:</p> <p>Supported Vocational Training</p> <p>PLUS Personal & Social Development:</p> <p>For vulnerable or excluded young people [13-25]</p> <ul style="list-style-type: none"> • Practical training to engage young people [excluded from school or at risk of exclusion / offending], • Accredited construction qualifications, experience and confidence • Maths, English, DoE awards, <i>skills for life</i>, Mentoring
<p>Providing vocational, functional and life skills training to vulnerable and or excluded young people by creating a safe, supported, fun place to learn</p> <p>Work Based Learning www.WestKentYMCA.org.uk/WBL</p>	
<p>The Horizon Project:</p> <ul style="list-style-type: none"> • North Tonbridge TN10 ~ Carpentry & Joinery • Tunbridge Wells, Sherwood TN2 ~ Multi-skills – Plumbing, Metalwork, Decorating, Carpentry • Interesting, accessible, practical work to engage young people at risk/in need • Day service for adults [learning difficulties, mental health issues or physical disability] • Accredited training and qualifications, work experience and confidence in a trade brings self-esteem, status, value in home, community, college or work / apprenticeship. • Every trainee treated as an individual – their own bespoke programme to suit needs, aspirations, personal targets, learning style and help overcome barriers to learning, • Trainees become motivated and engaged – and have a reason to improve their maths, English, other skills for life and to set their own personal development targets. • Trainees are treated as adults – with a fresh start if they have found it hard to learn, engage, progress or behave in mainstream / PRU / special school environment. 	

Achievements | Academic Year 16-17 | Sept 2016 to date

Key– the **levels** available to trainees to work at / progress through are:

➤ **Entry 1 Entry 2 Entry 3 Level 1 Level 2/GCSE 2 Level 3**

As more hours / work / units are completed at any level, trainees can **progress** through:

➤ unit/module | award | extended award | certificate | extended certificate | diploma | extended diploma

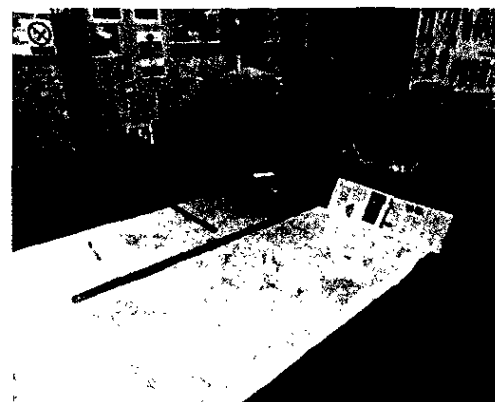
Examples

- 30 guided learning hours [glh] is usually sufficient to gain an Entry 3 Award,
- 45 glh are needed to progress from one functional skills [English maths and ICT] level to the next level.
- A diploma takes over 300 guided learning hours

The trainees work at their own pace in welcoming well-equipped workshops. As well as construction skills, personal skills and functional skills they have the opportunity to do their Duke of Edinburgh Award, including volunteering, learning a skill and undertaking an expedition [with a full practice one first]

Trainee doing a map-reading exercise in the plumbing workshop ➤

The vocational and personal achievements of trainees at the Horizon Project [Supported Vocational Training] are summarised below



PROJECT UPDATE – HORIZON

The HORIZON Project Tonbridge – Carpentry & Joinery Skills

12 Trainees (are predicted to) have achieved the following:

- ✓ **City & Guilds Level 1 Diploma in Carpentry** x 11 trainees
- ✓ NPTC units in Woodwork x 1
- ✓ LASER Entry 3 **Award in Health and Safety** x 7 trainees
- ✓ **QUALSAFE Level 2 Emergency First Aid** in the Workplace x 1 trainee
- ✓ **QUALSAFE Level 1 Emergency First Aid** in the Workplace x 3 trainees
- ✓ **Duke of Edinburgh Bronze Award** x 4 trainees
- ✓ Units towards Duke of Edinburgh Bronze Award x 3 trainees
- ✓ **City & Guilds Literacy** x 9 qualifications (from Entry 2 to Level 2)
- ✓ **City & Guilds Numeracy** x 16 qualifications (from Entry 1 to Level 2)

Subject/level	Entry 1	Entry 2	Entry 3	Level 1	Level 2
Literacy	0	1+1=2	1+1=2	0+2=2	0+3=3
Numeracy	1+0=1	0+1=1	5+0=5	2+3=5	2+2=4

In each functional skills exam the achievements are shown as A+B=C where

A = the number of qualifications already passed during September 2016-1 April 2017

B = the number of passes predicted from now until July 2017

C = expected total number for the academic year

- ✓ We are supporting 2 trainees to take GCSE English Language; and 1 to do GCSE Maths. One learner had great anxiety and panic attacks: but with our support, in his own words, he '**smashed it!**'

The HORIZON Project Tunbridge Wells (TN2) – Metalwork & Plumbing Skills

13 Trainees (are predicted to) have achieved the following:

- ✓ **City & Guilds Level 1 Extended Certificate in Plumbing** x 8 trainees
- ✓ **City & Guilds Level 1 Certificate in Plumbing** x 3 trainees
- ✓ **City & Guilds Level 1 Award in Plumbing** x 1 trainee
- ✓ **City & Guilds Entry 3 Award in Plumbing** x 3 trainees
- ✓ LASER Entry 3 **Award in Health and Safety** x 5 trainees
- ✓ **Duke of Edinburgh Bronze Award** x 3 trainees
- ✓ Units towards Duke of Edinburgh Bronze Award x 2 trainees
- ✓ **City & Guilds Literacy** x 22 qualifications (Entry 3 to Level 2)
- ✓ **City & Guilds Numeracy** x 13 qualifications (Level 1 and Level 2)

Subject/level	Entry 1	Entry 2	Entry 3	Level 1	Level 2
Literacy			9+0=9	5+5=10	1+2=3
Numeracy				4+5=9	0+4=4

In each functional skills exam the achievements are shown as A+B=C where

A = the number of qualifications already passed during September 2016-1 April 2017

B = the number of passes predicted from now until July 2017

C = expected total number for the academic year

- ✓ We are supporting 2 trainees to take GCSEs in both English Language and Maths
- ✓ The project tutors have also delivered first aid training to staff and additional learners:
 - 17 YMCA staff passed the Emergency First Aid at Work course
 - 1 additional learner passed First Aid – appointed person in the workshop
- ✓ Our tutors are now delivering multi-skills units (decorating, carpentry) being piloted by some current learners – further adding to their qualifications and skills this year.

West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – HORIZON

Young people have really engaged with the optional **Duke of Edinburgh Award** programme, within the HORIZON Project.

Expedition training and preparation can be quite intensive.

Fun

Challenge....



< Map reading



Teamwork & collaboration

Communication skills

Survival skills

Cooking & nutrition

Preparation & Planning

Leadership

Assessing risk

Camping

Health & Safety

Handling pressure

Resilience & determination

West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – HORIZON

Quality Assurance

In each centre, we have a rigorous process for monitoring all targets, outcomes and accreditation. This is assessed and monitored internally by the Project Manager. We are also externally assessed or audited by all qualification bodies (City & Guilds, NPTC, Laser, etc.) at least once a year.

Recent City & Guilds External Verifier inspection / audit reports stated:

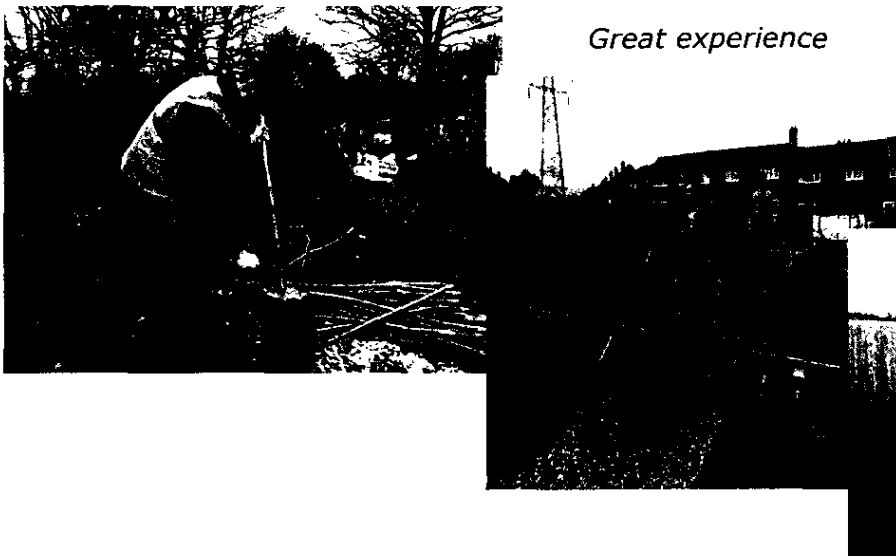
- ✓ Portfolios ...Well this is the standard I appreciate the most. Fully completed, well-structured and presented, easy to navigate and of real value to the candidate at interview for work or college
- ✓ Very professionally targeted diagnostics that continue to be a central ethos for the client group
- ✓ **My word this is an excellent submission and I congratulate the learner and the team**
- ✓ To find comprehensive progress tracking and 100% QA audit trail, a most impressive 1st impression.
- ✓ Very relevant additionality in the use of: risk assessments, excellent photo evidence, Smartscreen, method statements, assessor feedback comments that follow the assessment journey, first class
- ✓ Superb submission identical to the 1st demonstrating extreme assessor support & authenticity.
- ✓ **This is a centre performing at a very high level**
- ✓ Clear testimony to the dedicated pastoral support of this YMCA centre
- ✓ **This is a submission that the candidate and centre should be most proud of**
- ✓ **Worthy of C&G Medals of Excellence.** Perhaps the above is sufficient for this report, but I must congratulate the team on the depth of pastoral support and additionality being given to their candidates. Portfolios of this quality can only be a significant benefit to young lives when starting the search for employment
- ✓ **This centre is making a profound difference as well as providing access to a qualification.** The qualification at this centre is in safe hands.
- ✓ **Pastoral support is a central ethos of this centre.** Pastoral support to deserving candidates perhaps disengaged from mainstream education is proving an effective lifeline.

Working in the Community for Duke of Edinburgh Award - Volunteering

This year the young people have been completing their Volunteering Module for their Duke of Edinburgh Award on the Sherwood regeneration project - rebuilding allotments. They are collaborating by working alongside the Kent High Weald Partnership – who have been incredibly complimentary about the real and lasting impact the young people have made to their environment and their community.



Great experience



West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – HORIZON



Duke of Edinburgh Award Physical Module >

The Tonbridge trainees and staff have been going to Tonbridge School every Wednesday to use their excellent sports & fitness facilities to achieve their physical module.

The young people also host pupils from Tonbridge School in the HORIZON Project carpentry workshop - a great afternoon was had by all – enjoying real diversity.



West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – HORIZON

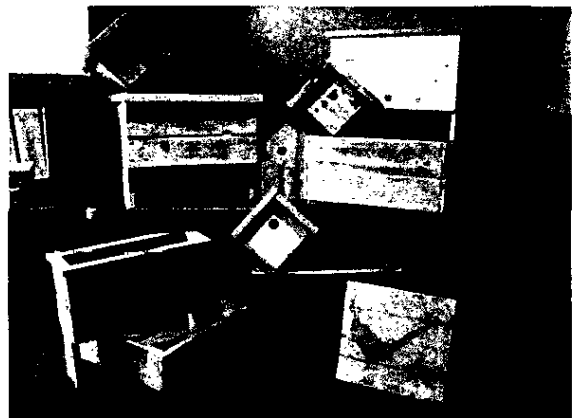
Social Enterprise

Trainees designed, made and then sold Christmas gifts in November at Tonbridge Baptist Church – who invited us to their Christmas Bazar to promote local handmade gifts.

This raised much-needed funds for the Project; and led to local people commissioning HORIZON to make other items for them and making donations.

Some trainees showed real skill in **customer service**, selling items and explaining what the project is all about.

Trainees enjoy a 1-week placement gaining more customer service skills in our **Furniture Stores**



Road Safety - Kent & Medway Road Safety Experience.

Tom said 'I'm not on the roads yet but that day changed my thought on road safety and I will drive differently because of it'.

They played detectives at a staged crime scene to work out what had happened at the 'accident' they were attending.

They are keen to attend again and use the simulators on offer



PROJECT UPDATE – HORIZON

The Horizon Project - Case Studies

Personal Statement from young person at TN2:

"I struggled at school as I felt it was the wrong learning environment for me. I wasn't very good at reading or writing so I used to mess around and get myself in trouble. I was sent to Horizon Project and feel I have matured since I come to horizon. When I first started I didn't have a clue about anything to do with plumbing and now I know quite a lot and will just be able to get on with it.

"I enjoy doing plumbing, every week, I like using my hands, and don't mind getting them dirty. I'm even getting better with the theory side of it as I am finding it interesting.

"I would like to do plumbing because I think I could get somewhere in life with plumbing, that's why I have picked it. I am wanting to get a job when I leave, when I get older I am wanting to make my own successful business and make a good amount of money. And do something I enjoy, which I do."

Case Study - 'S' age 15 came to Horizon 3 months ago having been excluded from school for **persistent truancy** and **disruptive behaviour**. In our initial meeting with him and his Mum, they explained he's a **father** to a **1 year old little boy**. They were **clashing** at home, as S struggled with new responsibilities: juggling between still wanting to be a teenager and being a father. His relationship with the Mother of his son had broken down before she gave birth, and he was struggling with the fact she was seeing someone new. He was **angry** and taking it out on those closest to him. **Mum said Horizon was their last hope for getting him and their family back on track.**

S began his Horizon journey quietly; keeping himself to himself. He spent the first few weeks observing others whilst keeping his head down working hard. He grew in confidence as surroundings and other trainees and staff became more familiar and it became clear in his initial quiet period he'd been working out the 'pecking order' and where he fitted in. He started to open up more; even telling the other trainees that he's a Dad and handling their reactions maturely.

S like most teenagers struggles to get up in the morning, but we are working on him taking more responsibility – rather than his parents, and he has reduced this to an average of once a week.

Initially we had a lot of contact with his parents as the situation at home was upsetting and affecting them all. Gradually, by talking to them and S this is improving. **He loves being here; loves learning a trade, loves working with his hands and loves working in small groups.**

His Mum called us to say **"Thank you for giving us our son back"**. Last week he even brought his little boy into the workshop to meet everyone, and you could see he was proud. In a short space of time S has achieved a huge amount; personally, socially, academically – improving two sub levels in Numeracy already and well on his way to gaining his City & Guilds Level 1 qualification in Plumbing.

Case Study - 'B' came to us in **January 2015** having been kicked out of 2 secondary schools due to persistent disruptive behaviour. There are unresolved issues in B's past, which continue to affect his present and future. B was friends with an ex student who was so keen for him not to mess things up with us, he spent his Taster Day mentoring B and making sure he focussed – he did focus; and it gave us an idea what he was like if his friend was willing to give up his day off for him.

He started his Horizon journey quietly; observing students and staff, working out where he fitted in.

Slowly he came out of himself. He admitted to a long history of **heavy cannabis use starting at the age of 12**. He talked about being **arrested** and his **distrust** of the police. B had been arrested several times for petty crimes before coming here and was under YOS. He always said he was guilty by association due to his friendship circle. We talked at length about keeping himself safe, not taking risks and thinking about who he hangs out with and where.

West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – HORIZON

I encouraged him to see KCA Drug Counselling but he flatly refused: not seeing his cannabis use as a problem. I persuaded him to complete the DUST [drug use screening tool] questionnaire anyway so I could show him his scores; he scored over double the referral threshold score on drug use. He still refused to talk to anyone despite admitting to smoking over an eighth a day. He began to trust me, so little by little we started looking at websites and films about the long term effects of smoking cannabis from a young age.

I tried to put a programme of evening entertainment together for B so there was something different to do every night of the week so he wouldn't just hang about – from youth clubs to martial arts. Unfortunately, he didn't attend any of them.

B struggles with changes to routine – even treats, he'd say it's "long" and he didn't want to go. This was hugely frustrating, as we knew if he came he'd love it. We have managed to persuade him to come on a few teambuilding trips and he's had a blast – he still says it's "bare long" but the photos prove how much fun he's had. These small steps have helped with B's self-confidence –and help with the big steps when he has to move on.

B takes a long time to trust people, but once he does he's a different young man; He's more open to ideas, completely honest, will ask for help and most importantly – happy. B hasn't been in trouble with the police since he came here; and I genuinely believe that at least part of the reason is because he doesn't want to let us down.

Qualifications Achieved:

- ✓ Level 1 Extended Certificate in Construction (Plumbing)
- ✓ Laser Level 1 Certificate
- ✓ City and Guilds Entry Level 3 and Level 1 in Literacy & Numeracy

***Update 2017**

After being at Horizon, B had to go back to the AC PRU to do year 11. I still kept an eye out for him and made sure he was still on the right path. After an unproductive year, he found himself without the grades to get on the next step of his journey and the college refused him a place on their plumbing course, as his GCSEs at the PRU hadn't gone well. He called us, not knowing what to do and where to go. I contacted the college and got him an interview. I showed them all the qualifications he'd got with Horizon and they gave him a place on their plumbing course. I took him to the enrolment as it was a Saturday morning and I knew he wouldn't manage the 4 hours queuing for his place. He did it and was relieved.

He started well, but soon began to become disengaged and a meeting was called. His Mum couldn't be there so I said I'd take him. They were ready to kick him out but I fought his case and between us we got him a two week trial where he had to be in on time and stay til 5pm every day. I messaged him every morning to wake him up. He tried so hard, but they said it wasn't enough and he was removed from the course. We now have him back in Horizon and he has taken his Maths and English Level 2 exams yesterday. We still support him and he is hoping to get into Hadlow in September.

Case Study 'A' was with us 2015/16 having had a negative educational experience in the past and a history of not engaging. He engaged well with the course, and with a lot of Personal & Social Development [PSD] support overcame barriers to learning - including breakdown of relationships at home with his family. He completed not only his City & Guilds training but also his Duke of Edinburgh Bronze Award, and made some bespoke items for a customer, all to a high standard!

He left us in the summer of 2016, taking on a couple of part time of jobs before he found the right permanent one. With continued support to date, he is still employed in a job he enjoys. Key worker has continued to stay in contact and visited the employer several times to help them support this young man. He visits Horizon frequently for a chat / update with staff and continues to grow in confidence and skills. The family relationship is now on the mend and he knows he can continue to pop in for chats and support.

West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – HORIZON

In January this year we lost an amazing colleague and friend. **Darryl Oung** – Mentor and Tutor at Horizon TN2 sadly passed away. His legacy to the Y was remarkable and a special memorial was held at Sherwood where he had touched the lives of so many.

Here are some of the comments from the young people themselves that they shared on Facebook when hearing the tragic news.

- I can't believe this news I'm so upset :(🙄
he was a good person and a brilliant tutor can't believe this day has come
- Without this man I don't know what I'd be doing now, he inspired anyone who was lucky enough to be in his presence, and devoted so much of his time to helping us little shits, will be missed greatly what a diamond bloke x
- So sad, sorry for your loss, he was such a happy and helpful person, he will be greatly missed by those at the horizon project X 🙄
- You will be missed very much. You changed me into a better person thank you Darryl
- Truly gutted cannot believe this has happened to such a top man taught me so much. RIP Darryl
- Omg I can't believe it he was always such a nice man he will be sadly missed xxx

The local news reported the following - **A man who gave so much to the many young men of the YMCA Horizon Project in Tunbridge Wells and Tonbridge** died suddenly on January 29. There has been a steady stream of shocked and grieving former students and parents through the doors of the project in Tunbridge Wells, who simply wanted to talk about tutor Darryl Oung, to share stories and just have a "cry and a hug" said staff. Mr Oung, who had joined the army at just 16 and experienced the aftermath of the Falklands war, later becoming a police officer, was a huge influence in the lives of the young students at the Horizon Project.

He died from an aortic aneurysm. He mentored them and taught them functional skills and a trade such as plumbing, carpentry and electrics, in Sherwood, Tunbridge Wells and Tonbridge, to get them back in to college or work. But his care went far beyond the workshop. Not only did the students respect him as their tutor but also as a paternal influence during what could be a very difficult time in their lives. Father-of-three Mr Oung delighted in their progress and watching them flourish but expected high standards from them.

He told the Courier in 2009: "Some of the youngsters were not attending school, yet they turn up here every day and are keeping their notebooks up-to-date. We treat them like young men here and in return we expect them to behave like young men." The students respected Darryl Oung who in turn delighted in watching them flourish but he expected high standards

Bonnie Corbett, key worker at The Horizon Project TN2 said: **"There are literally generations of ex Horizon students, many now with families of their own who will always remember Darryl and the positive effect he had on their lives when they were young and at a crossroads – many who have since said that without his guidance they wouldn't be where they are today and would have chosen the wrong path."**



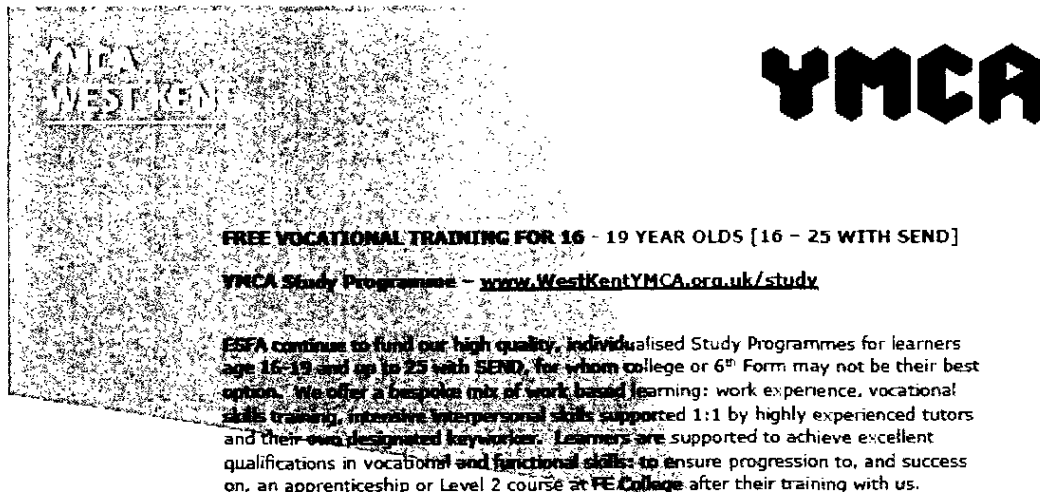
RIP Darryl – You would be so proud of how the young people responded to your untimely death.

West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – HORIZON

We continue to deliver our Study Programme for young people aged 16-19, or 16-25 with SEND, to spend up to a year gaining construction skills, experience & qualifications in the **HORIZON Project**.



FREE VOCATIONAL TRAINING FOR 16 - 19 YEAR OLDS [16 - 25 WITH SEND]

YMCA Study Programme – www.WestKentYMCA.org.uk/study

ESFA continue to fund our high quality, individualised Study Programmes for learners age 16-19 and up to 25 with SEND, for whom college or 6th Form may not be their best option. We offer a **bespoke mix of work based learning**: work experience, vocational skills training, intensive interpersonal skills supported 1:1 by highly experienced tutors and their own designated keyworker. Learners are supported to achieve excellent qualifications in vocational and functional skills to ensure progression to, and success on, an apprenticeship or Level 2 course at FE College after their training with us.

The HORIZON Project
WestKentYMCA.org.uk/study

Supported vocational training & education in construction skills

HORIZON Tunbridge
YMCA Centre
164 Shipbourne Road
TUNBRIDGE
Kent TN10 3EJ
T 01732 363 990
E info@WestKentYMCA.org.uk
F 08712 390 677

HORIZON TN2
West Kent YMCA
TN2 Community Centre
Lafayette
off Gregg's Wood Road
Sherwood
TUNBRIDGE WELLS
Kent TN2 3LZ
T 01892 544 266
E info@WestKentYMCA.org.uk
F 08712 390 677

Retail / upcycling traineeships
in YMCA Furniture Stores
T 01732 363 106
T 01892 615 612

Do you know a young person for whom this provision could be better than 6th Form or college to access work, college or apprenticeships? Please **contact us** to discuss this opportunity, ask any questions, arrange a visit or suggest a young person we should contact. Our Study Programme is 8-10 months (roll on roll off basis) and includes:

- ✓ City & Guilds Level 1 Construction Skills Diploma in Carpentry and/or Multi-skills
- ✓ Health and Safety Certificate at Entry 3 and /or Level 1 [required for CSCS cards]
- ✓ Functional Skills – Entry Level to Level 2
- ✓ Work experience in all areas of customer services and retail
- ✓ Intensive 1-1 support to prepare for work, college or apprenticeship
- ✓ Ongoing support to secure suitable and successful progression
- ✓ Training in upcycling / decorating furniture / craft projects / First Aid at Work
- ✓ Access to our youth work, youth counselling service and Duke of Edinburgh Award.

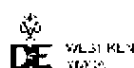
This runs in our friendly, welcoming workshops with intensive pastoral support, regularly commended by Ofsted and City & Guilds as well as schools, colleges, early help teams, parents and learners. We have run the HORIZON Project for over 14 years using vocational training in construction skills to: engage and empower learners, develop teamwork skills and raise functional skills (typically by 2 full levels a year). Most learners achieve 95% attendance, improved attitude and model behaviour, gaining substantial qualifications. The vast majority progress on to FE college, succeeding on mainstream Level 2 courses, apprenticeships or work. They also have the option to progress onto our Traineeships for further training in customer services and retail if they are not quite ready to access an apprenticeship or work.



Every learner has a **bespoke** course to meet their needs and overcome any barriers to learning. Ofsted inspectors compliment the engagement, teaching and learning in The HORIZON Project. City & Guilds External Verifiers hold us up as a Centre of Excellence and consistently praise the quality of our vocational and functional skills teaching, pastoral support and standards of assessed work and outstanding portfolios.



Angi Agopian | Project Manager | the HORIZON Project | M 07872 987 764
study@WestKentYMCA.org.uk | www.WestKentYMCA.org.uk/study



YMCA enables people to develop their full potential: mind, body and spirit. Inspired by, and faithful to, our Christian values, we promote positive, inclusive and engaging communities where young people can truly belong, contribute and thrive.

West Kent YMCA | Regd Office, Head Office, Ryder House, 1-23 Belgrave Road, Tunbridge Wells, Kent TN1 2BP
Regd Charity No 803529 | Regd in England & Wales as a Company Limited by Guarantee No 2512960
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West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – HORIZON

Working with Adults in the Community – Tonbridge

- ✓ We continued to run our Friday **Fun with Wood** club for adults with learning disabilities.
- ✓ There are currently 13 vulnerable adults who attend the Friday group.
- ✓ They make things for themselves but also things to sell in the shop / craft fairs etc.
- ✓ They made boats for their annual boat race day out.
- ✓ They also helped to design & make the Christmas window for the Tunbridge Wells shop.
- ✓ A fabulous Christmas lunch was eaten together with much fun had by all, followed by...
- ✓ a great outing to Tunbridge Wells Bowlplex.
- ✓ They are currently making themselves photo frames.



West Kent YMCA

REPORT OF THE TRUSTEES

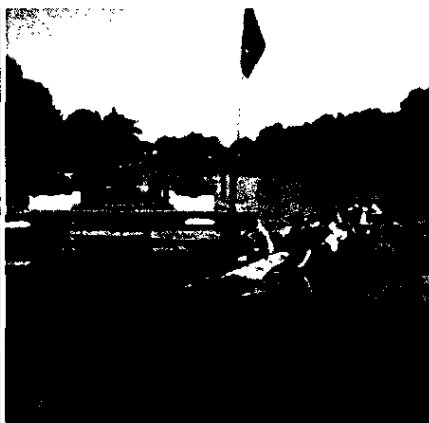
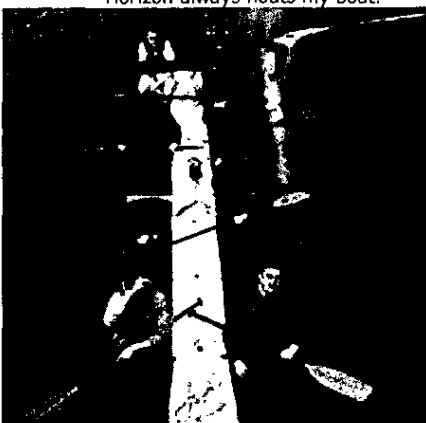
PROJECT UPDATE – HORIZON

Working with adults in the Community – Tunbridge Wells

We secured funding for **Tool Box DIY** from September 2016, training adults aged 18-25 who are out of work to improve / use DIY skills, improve confidence and employability/volunteering.




-----Horizon always floats my boat!-----



West Kent YMCA

REPORT OF THE TRUSTEES

<p>Project</p>  <p>FURNITURE STORE</p> <p>01732 361108</p>	<p>Furniture Stores</p> <p>Furniture Stores – Social Enterprise</p> <ul style="list-style-type: none"> • Retail donated goods – furniture • Create jobs and work experience for vulnerable people <ul style="list-style-type: none"> • Reduce local landfill / incineration • Sustain the charity –to invest in new projects • Excellent PR and volunteer recruiting for the charity <p>www.westkentymca.org.uk/projects/furniture-warehouse/</p> <p>http://myworld.ebay.co.uk/westkentymcacharity803529</p> <p>https://www.facebook.com/shopYMCA/</p>
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The Mayor of Tonbridge & Malling, Cllr Mark Rhodes and his wife Julie kindly opened YMCA Tower House, Vale Rise, Tonbridge on Saturday 1st October 2016. They were very impressed with the new showroom, cash desk made from recycled pallets and pews in the HORIZON Project. During the year, the charity started new 15-year leases on both Furniture Stores:

- YMCA Tower House, Vale Rise, Tonbridge TN9 1TB (co-located with Head Office, V4C office and Talk2Us Counselling rooms)
- 14-18 Goods Station Rd, Tunbridge Wells TN1 2BL near to our Supported Housing Project at YMCA Ryder House

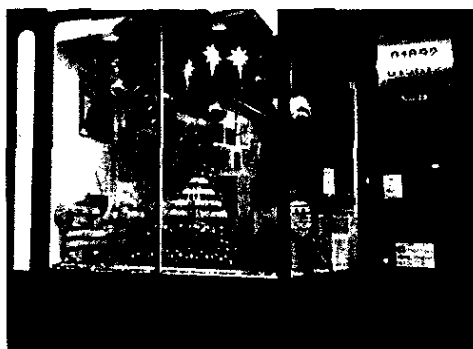


< We sell handmade candelabra made from copper pipe by Trainees at HORIZON Project TN2 and handmade wooden gifts made at HORIZON in Tonbridge

We sell furniture that has been beautifully upcycled by Trainees at the HORIZON Project Tonbridge

We have a lot of followers on Facebook who regularly check photos of some of our new stock

<https://www.facebook.com/shopYMCA/>



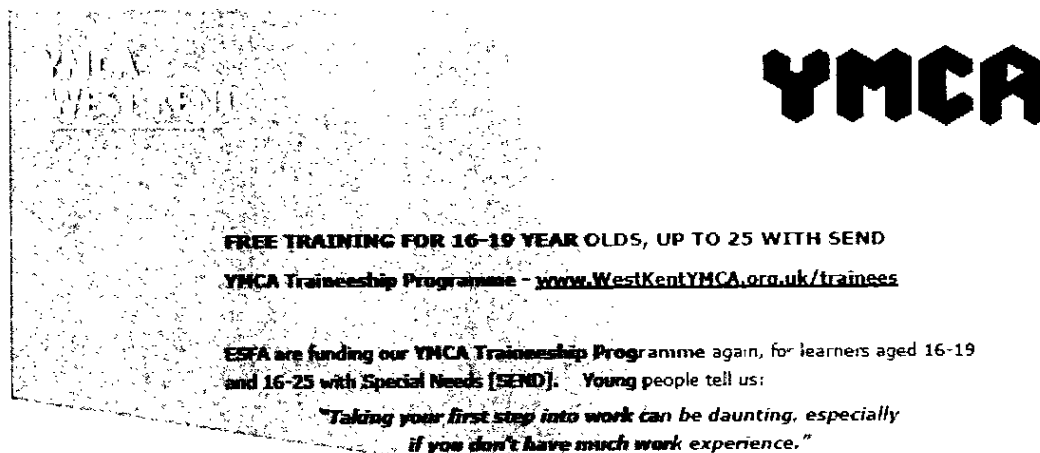
We involve all projects making seasonal window displays to promote our local work



We have launched our Retail Traineeships for young people aged 16-19, or 16-25 with SEND, to spend 3-6 months gaining customer service skills, experience & qualifications in the **Furniture Stores**; to ensure they are ready for work, college or an apprenticeship. See next page >



PROJECT UPDATE – FURNITURE STORES



FREE TRAINING FOR 16-19 YEAR OLDS, UP TO 25 WITH SEND

YMCA Traineeship Programme – www.WestKentYMCA.org.uk/trainees

ESFA are funding our YMCA Traineeship Programme again, for learners aged 16-19 and 16-25 with Special Needs (SEND). Young people tell us:

"Taking your first step into work can be daunting, especially if you don't have much work experience."

A Traineeship is a great way to start a career. It helps young people gain experience needed by employers, and develop the skills and confidence needed to progress into FE, work or apprenticeships. **Customer service, interpersonal and functional skills are key to any career.** They also support trainees develop their employability skills and enable them to get on their next career step and succeed, as soon as they are ready.

Do you know a young person age 16+ for whom this free provision could be more suitable than 6th form or college in their pathway to work, college or apprenticeships? Please contact us to discuss the opportunities and signpost young people to us.

We offer a bespoke blend of work experience, vocational training and functional skills, to meet the needs of each learner and overcome any barriers to learning.

Our Traineeships run over 3-6 months in our friendly **Furniture Stores**, and comprise:

- ✓ City & Guilds Level 1 Certificate for Introduction to **Customer Service**
- ✓ **Functional Skills** Level 1 and Level 2 as required
- ✓ Substantial **work experience** in all areas of our retail / customer service from direct customer involvement to marketing, PR, social media and donor relations
- ✓ **Intensive 1-1 support** to prepare for work, college or apprenticeship
- ✓ **Ongoing support** to secure suitable and successful progression
- ✓ Training in upcycling, decorating furniture, craft projects, first aid, lifting & moving
- ✓ Access to our youth work, youth counselling service and Duke of Edinburgh Awards

Please **contact us** with any questions, to arrange a visit or to suggest a young person we should contact about this **FREE** training opportunity to start a successful career.

Amanda Sheer | Traineeship Manager | T 01892 542 209

trainees@WestKentYMCA.org.uk | www.WestKentYMCA.org.uk/trainees

► **YMCA Traineeship Programme**
WestKentYMCA.org.uk/trainees

Supported vocational training & education in retail & upcycling skills

YMCA Furniture Store
YMCA Tower House
Vale Rise
TONBRIDGE
Kent TN9 1TB

T 01732 361 108
F 08712 390 677

YMCA Furniture Store
14-18 Goods Station Road
TUNBRIDGE WELLS
Kent TN11 2BA

T 01892 615 612
F 08712 390 677

City & Guilds

DE | WEST KENT
YMCA

Reuse
for Kent

frn

YMCA enables people to develop their full potential in mind, body and spirit, inspired by, and faithful to, our Christian values. We deeply support the inclusive and challenging communities where young people can truly belong, contribute and thrive.

ACCREDITATION
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West Kent YMCA

REPORT OF THE TRUSTEES

PROJECT UPDATE – FURNITURE STORES

- ✓ **Tom** who gained qualifications at the Horizon project now works part time in the Furniture Stores. He impressed the experienced interview panel with his skills and enthusiasm – despite significant competition from people with greater retail experience.
- ✓ **Jordan** also went to Horizon Project; but now volunteers in the Store 3 days a week; building his skills and confidence. He is usually the first to solve any IT problems and is often proactive to help customers or staff, suggest new visual merchandising ideas.
- ✓ **Ella** our business admin apprentice can hone her customer care.
- ✓ The team are delighted to have regular customers, some looking for their next upcycling project and regular donors – especially if they sign up to **gift aid it**.



A day in the life of.... A YMCA Furniture Store

- 8.50am – a customer is already at the door. He spotted a sewing cabinet which he would like to upcycle for his next project. His wife allows him one item at a time!....
- Ten minutes later and a customer drops off a computer desk and chair. Tom our retail assistant checks them and puts them together ready for immediate display.
- The sun is shining onto us and we have a steady stream of customers through the day – to buy or donate – Many are now regular customers.
- The buzz word today was definitely '**upcycling**' – everyone is looking for a potential project.
- Two young boys came in to persuade their parents to buy a small sideboard for them to 'experiment on'.
- A couple donated a water butt & composter – ideal for educational projects.
- We spent a while dusting & rearranging furniture – filling all useable space.
- Three new donors today who all gift aided their items.
- Most popular donations today – coffee tables. [a change from sofas!]
- We close up, going home weary from lifting, satisfied with a job well done – the difference it makes for all the young people who access our projects



Dear Rob, Always such a pleasure to visit your shop in Tonbridge. We are always greeted with a friendly welcome from Bridget. We now visit your shop every few weeks to look for items, and have been delighted with the quality and prices of all the furniture we have bought. Bridget has excellent knowledge of products for sale, and readily gives us such good advice. The shop is bright and furniture well presented and is our first port of call if we are on a "quest" and would not consider purchasing new, as we enjoy supporting worthy causes. Best wishes



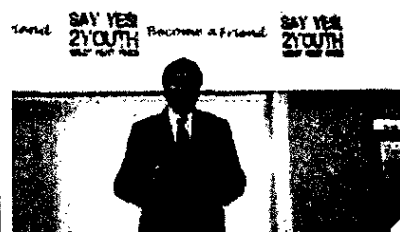
West Kent YMCA

REPORT OF THE TRUSTEES

Project	Events
SAY YES! 2YOUTH WEST KENT YMCA	Telling our story, Raising support, player.vimeo.com/video/129454381 www.justgiving.com/Rachel-Horne9 www.WestKentYMCA.org.uk/get-involved Friends Gift-Aid Social Media New Film Events
Providing new opportunities for local people to find out more about the needs of our clients and our work to support and empower them; and how they can get involved to promote and sustain our work	
During the last year events have included :	
<ul style="list-style-type: none"> • Release of our new 90 second video www.WestKentYMCA.org.uk/quick • Supporting YMCA England initiatives on youth mental health funding, body image, challenging mental health stigma, youth housing and the YMCA Manifesto for the general election • Our 2nd entry in the Tonbridge Dragon Boat Race www.WestKentYMCA.org.uk/Dragon 	
Achievements during the year	
<ul style="list-style-type: none"> • Public and social media profile – newspaper coverage plus Twitter, Facebook, LinkedIn, Instagram, Pinterest, JustGiving, eBay, Streetlife, Freegle, give.net • Say Yes 2 Youth room used for counselling, anger management, mediation, prayer was moved to YMCA Tower House where we now run the Talk -2 - Us Counselling Service. • A newsletter update in late 2016 – click to read it here (PDF) 	

: "West Kent YMCA does extraordinary work helping vulnerable young people find jobs and a place of their own to live so I was absolutely delighted to become one of its first official Friends. They have also launched a new campaign called "Say Yes 2Youth" which aims to bring even more opportunities to homeless and unemployed young people in the local area which I urge everyone to support."

Greg Clark MP



Our **Talk-2-Us counselling service** is available for young people aged 11 to 26 in Sevenoaks, Tonbridge and Tunbridge Wells. We provide clients space to work through their issues and find strategies to assist them in their lives, as well as working on behavioural and emotional areas.

We aim to support young people through talking, listening and empowerment – adhering to BACP Guidelines on Good Practice for Counselling in Schools. We provide confidential counselling to individuals by senior trainee and qualified volunteer counsellors - all inducted, supported, supervised and clinically managed within West Kent YMCA. Young people are referred by GPs, housing associations, charities, youth services, schools, parents, grandparents, churches, social workers, youth workers, the police, peers, themselves or any YMCA volunteer or staff member. We sometimes offer support or counselling for parent / sibling of a client via a different counsellor.

Young people can apply directly [self-refer] to Talk2Us@WestKentYMCA.org.uk or call us in confidence, and leave their contact details on our dedicated 24/7 counselling line **01892 572311**

"A teenager in our family has been having difficulties in school due to their behaviour. We had been unable to understand what was going wrong and were very grateful to find out about the YMCA counselling service for young people. Our teenager has been attending the counselling sessions regularly, without fuss, and even told friends about it. We are so relieved there is somewhere professional that offers this service; the whole family is very grateful." from a thank you note

West Kent YMCA

REPORT OF THE TRUSTEES

UPDATE – SAY YES 2 YOUTH / COUNSELLING



< new SAY YES 2YOUTH room

Used for **counselling** in YMCA Tower House, Vale Rise, Tonbridge TN9 1TB

Counselling Service
www.WestKentYMCA.org.uk/talk2us

Venue
www.WestKentYMCA.org.uk/tower

We get really good feedback from clients, counsellors, supervisors and referral agencies about the room and the service.

We ask all clients for verbal and written feedback - but of course, this remains **private & confidential**

There are now two local £1 lottery ticket schemes supporters can also use to support our work; and stand to win £25,000 first prize. Details are on our website www.WestKentYMCA.org.uk/lotto

Notable events this year included:

July 2016 Rob (CEO) burnt 20000 calories in 3 days on a YMCA coast2coast mountain bike challenge

September 2016 Supporters, staff, trustees, trainees & a dog did the Tonbridge Dragon Boat Race

October 2016 Ryder House and head office staff completed our first YMCA Sleep Easy

Planned events include
Sunday 16th July – Sunday Funday

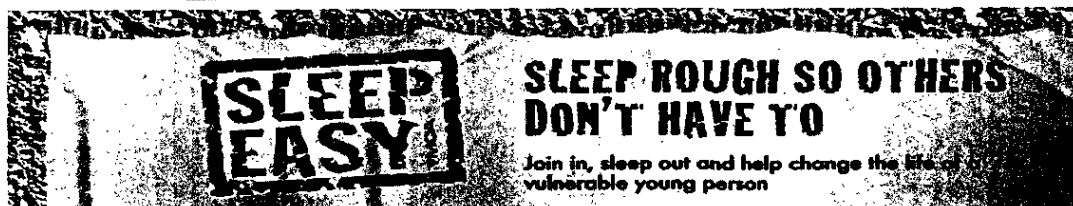
Thursday 20th July - Celebrate youth achievements www.WestKentYMCA.org.uk/celebrate

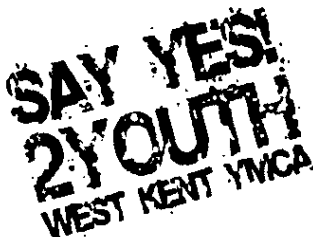
25-30 July 2017 - a team will mountain bike from South Wales to North Wales, including cycling up Mount Snowdon on day 4 of 4 www.WestKentYMCA.org.uk/cycle <https://my.give.net/c2c>

10 Sept 2017 Dragon boat Race www.WestKentYMCA.org.uk/dragon <https://my.give.net/dragon>



TEAM
Y





SAY YES! 2Youth Annual Report 2016

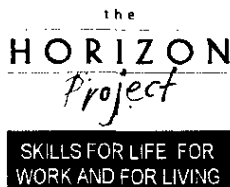
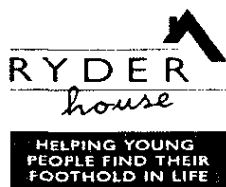
We would like to thank all our volunteers, supporters and donors who helped achieve so much for young people in all our projects since we launched Say Yes 2Youth. Over 200 young people have been helped by this campaign

Say Yes 2Youth funds the Talk2Us counselling service which has supported 40 young people throughout the projects. We have five volunteer counsellors working with young people

Say Yes 2Youth has helped Ryder House by providing two bicycles to enable young people on apprenticeships to get to work; paid for travel for young people to attend university interviews, and paid for a passport and clothes for two young people waiting for their benefit claims to start

Say Yes 2Youth has helped the Horizon project by painting their Functional Skills rooms at both projects; and enabled each trainee to attend a youth empowerment course

Finally Say Yes 2Youth assisted V4C during their annual football tournament providing refreshments for young people - many of them from local housing / homeless projects



Do you want to support our work with **young people in need**?

<https://my.give.net/803529> or text **YMCA75 £10** to **70070** or buy from www.WestKentYMCA.org.uk/lotto

To donate by cheque - payable to **West Kent YMCA** - please send to

Friends of West Kent YMCA, YMCA Tower House, Vale Rise, Tonbridge, TN9 1TB

Friends@WestKentYMCA.org.uk | T 01892 542209 | www.WestKentYMCA.org.uk | Charity No 803529

West Kent YMCA

REPORT OF THE TRUSTEES

SUMMARY

West Kent YMCA delivers targeted holistic support for vulnerable, disadvantaged young people, by:

- outreach youth work and youth clubs in the V4C [Vehicle 4 Change] project,
- affordable housing, 24/7 support, empowerment and inclusion at Ryder House,
- vocational & functional skills training and personal development in the Horizon Project,
- low cost counselling in our Talk2Us service for 11-26 year olds
- supported employment [young wounded veterans], apprentices, skills for adults out of work
- Recycling, social enterprise, retail traineeships and upcycling in our Stores,

We also help raise awareness of issues facing young people such as:

- ✓ YMCA General Election Manifesto and campaigning for better training opportunities see www.westkentymca.org.uk/vote2017 and <http://www.ymca.org.uk/manifesto-2017>
- ✓ the Uncertain Futures campaign about housing benefit for vulnerable young people age 18-21 - see www.WestKentYMCA.org.uk/uncertain
- ✓ challenge the stigma around youth mental health and body image
- ✓ our YMCA SLEEP EASY and other challenge events - Dragon Boat Race, YMCA Cycle Challenge
- ✓ awards that young people win - helping them to tell **their story**
- ✓ a 90 second video letting young people tell it like it is www.WestKentYMCA.org.uk/quick

HIGHLIGHTS OF THE YEAR

Good News		Not So Good
V4C youth clubs and detached outreach youth work for Young People	Tower House now open for business and good feedback	Impact of government budget cuts / benefits sanctions on clients / staff
<u>Excellent short film</u> of client feedback about our work	Funding for our <u>16-19 traineeships and study programme</u>	Successful tenders, bids, grant applications often require more resources or research
Partnership with other YMCAs for housing ownership [the Lakeside Principles]	Two V4C apprentices achieved Level 3 Diploma	Very late payment of some significant invoice / contract payments
Very close collaboration with other agencies such as Kent Police	TWBC support to develop affordable flats for move-on from Ryder House	Difficult retail trading conditions
Being a <u>real Living Wage employer</u>	Planning consent / change of use achieved for YMCA Tower House	Our supported vocational training is not fully funded
<u>SAY YES 2 YOUTH</u> campaign	<u>Talk-2-Us</u> counselling service meeting need	Pressures on clients and staff
Active in several campaigns against mental health stigma	Amazing work by Head Office / V4C team during challenging move to Tower House	Delays in opening YMCA Furniture Store Tower House, Tonbridge
Young people completing DofE Awards	Exciting new courses at HORIZON	Increasing demand for our services
Active <u>Patrons</u> - both in the <u>Lords</u> - Lord Evans of Weardale, Baron <u>Jonathan Evans KCB DL</u> ; - the Rt Rev <u>James Lanostaff</u> , the Lord Bishop of Rochester		The tragic loss of Darryl Oung

West Kent YMCA draws on a diverse range of grants, fees, contracts, fund-raising, social enterprise and partnership funding. Every area of operations is carefully costed and monitored monthly at Board and SMT level in line with an endorsed budget. The highest resource priority is staff: recruiting, training, empowering, supporting, supervising and retaining highly professional, motivated staff (paid and unpaid) is fundamental to delivering empowerment, achieving positive outcomes and managing the inherent risks of challenging client groups on a 24/7 basis. To meet contractual obligations key roles are not usually given to volunteers (except retail roles); although they add huge value to our work and are greatly appreciated by the Board, SMT, staff and clients.

The areas of financial concern are:

- Avoiding over-reliance on local government funding.
- Measures to reduce central and local government expenditure.
- Prudent maintenance of adequate unrestricted general reserves to cover potentially higher contract termination costs can be detrimental to some efforts to raise grants or other donations.
- Cash flow with some large invoices paid several months late by commissioning / contracting authorities.
- Seeking adequate capital funding for the planned Ryder House purchase.
- Unavoidable delays on purchase of YMCA Ryder House due to uncertainty about social / supported housing.
- Lack of long term contracts [V4C being the only exception with multi-year contracts] for services needing long term investment such as housing support, education & training including SEND provision [pre & post 16]

West Kent YMCA

REPORT OF THE TRUSTEES

The Board is keen to develop further long-term sustainability, to be less reliant on revenue grants: by reducing costs of leases, reducing carbon footprint, by further partnership working and increased social enterprise within the Group; and by competing for strategic long-term contracts.

On 31 March 2017 group investments were valued at £Nil [2016 £Nil].

FINANCIAL REVIEW

The group had a net trading surplus for the year ended 31 March 2017 of £411,739 [2016: £21,342] which represents 31.6% [2016:2.4%] gain in balance sheet value over the period (or 25.2% [2016:1.8%] surplus on incoming resources). This was partly due to an exceptional, unbudgeted gain of £400,000, of which £200,000 has been designated as reserves for future property development. This surplus was a good achievement given:

- A very tight budget set for the year, with some challenging income generation targets.
- Difficult economic conditions for retail / social enterprise.
- During half of the year, we only ran one retail outlet, as securing planning consent and the lease took longer than expected for Tower House. We eventually opened YMCA Tower House on 1st October 2016.
- We unexpectedly moved head office, youth work and counselling into YMCA Tower House, which involved considerable effort to refurbish offices, complete the move and set up within a very tight timescale.
- Rising demand for our charitable services and support; increasing costs with no uplift in contract values.
- Recurring difficulties getting funding for our much needed 16-19 educational provision.
- Pressure on payroll costs from auto-enrolment, increases in Living Wage and impact of inflation on pay scales.

The board are committed to improved retail / social enterprise, returning the trading company to profitability, and have confirmed the loan to the trading company will not be called in and is recoverable by the charity. Trustees are therefore confident they are not funding an unprofitable trading subsidiary but rather they are pursuing long-term charitable activity of the wider charity, since the activity includes in a large part vocational training for beneficiaries, as well as building longer-term financial sustainability for the charity.

RESERVES

Trustees review the level of reserves, based on risk profile, business needs and cash flow forecast. From this analysis, trustees consider that funds sufficient to meet **up to 4 months full operating costs** could be justified to meet moral and legal obligations to clients, funders and staff; in the event of one or more of the following events:

- ⇒ cash flow issues due to late contract renewals / contract payments, or
- ⇒ major contingencies, disaster or unforeseen contract loss; or
- ⇒ project closure/run down and staff redundancy while maintaining full staff cover and support for clients.

The level of general unrestricted reserves for the charity at 31 March 2017 was £267,079 [2016 £ 254,424] (note 16); which equates to just under 4 months of unrestricted operating costs.

At 31 March 2017, the Trustees designated unrestricted funds of the charity for the following purposes (note 16):

- £1,075,313 [2016 £905,452] of unrestricted funds was designated as a property reserve and represents property which is all essential to core service delivery.
- £192,795 [2016 £216,772] of unrestricted funds was designated as a pension reserve and represents funds required over the next 10 years to meet YMCA pension fund liabilities to previous employees (notes 13, 16, 17 and 22).
- £200,000 [2016 nil] of unrestricted funds were designated as property development reserve.

Restricted funds for the charity at 31 March 2017 were £69,392 [2016 £17,071] held to meet the obligations set out in the notes to the financial statements (note 15).

PRINCIPAL FUNDING SOURCES

The trustees are pleased to acknowledge ALL supporters - individuals, local churches, groups, schools, colleges, voluntary organisations, Emergency Services, Social Services, NHS, local media and business - who provide time, advice or donations [some made anonymously] to fund, sustain, encourage and promote by PR or referrals the work of West Kent YMCA, helping young people build their future.

The trustees gratefully acknowledge the support of the following who grant-funded, made donations, let contracts or provided other forms of partnership or in-kind support over the last few years:

West Kent YMCA

REPORT OF THE TRUSTEES

Addaction

Albert Hunt Trust
Alchemy Foundation
Alice & Marcus du Preez & family

Ambition Giving

AMS Joinery, Paddock Wood
Armed Forces Community Covenant
The Assembly Rooms, Tunbridge Wells
AXA-PPP Healthcare
BBC TV & Radio Kent
BdR Ltd

Bedgebury Foundation

Bell Donor Management

Big Lottery Fund - Awards for All

Big Lottery Fund RC

Blanche and Raymond Lawson Trust

BNI Tunbridge Wells

The Bridge Trust

Bracketts

Brewers Decorator Centres

Sir William Cadbury Charitable Trust

Café BLISS, Southborough

Catch 22 NCS

CBRE

Chapter 1 [CAHA]

Charitable Giving.co.uk

Charity Bank

Chatfields Removals Ltd

Christians Together in Tunbridge Wells

Churches and local church groups

Churches Together in Sevenoaks CTSD

Citizens Advice Bureaux

Cliffe Contractors Ltd

Lord and Lady Colgrain

Colyer-Fergusson Charitable Trust

Compaid

CXK Ltd

Co-operative Membership Fund

Cripps

CRISIS

Crowborough Choral Society

David Solomons Charitable Trust

DAVSS www.davss.org.uk

DM Thomas Foundation for Young

People

Easistore – Self Storage

eBay for Charity / MissionFish

EBS Environmental Services Ltd

Edenbridge Churches in Covenant ECC

Edenbridge Town Council

Education Funding Agency - EFA

EJP Fire Protection

Equitable Charitable Trust

Ernest Cook Trust

European Social Fund – ESF

Everyclick.co.uk

Fairtrain

Fluid-IT

Garfield Weston Foundation

Gatwick Airport Community Trust

Gaza Timber

Give a Car

Google Adwords

Gullands Solicitors

Habitat for Humanity GB

The Hare, Langton Green

Harrowden Turf

Headway

Helen Longley & team

Henry Smith Charitable Trust

Hedley Foundation

High Sheriff of Kent

Hilton in the Community Foundation

Homebase Sevenoaks

Hugh Christie School

Infor

Job Centre Plus [JCP]

John Lewis Community Matters

Justgiving.co.uk

Kent Community Foundation

Kent County Council -

Kent People's Trust

Kent Police & Kent Police College

Kent & Sussex Courier

Kent Waste Partnership

Kenward Trust

Lions – local groups

Lloyds Bank Community Fund

Lloyds Banking Group

The Lieutenantcy of Kent

Logic PM Ltd

Logic CP Ltd

Lucas Fettes & Partners

LV=

Match Recruiting

MCM Net Ltd

Meadowmat wild grasses

Medway CVS

Movement Trust Fund – YMCA England

NetVector Consulting Ltd

New School West Heath, Sevenoaks

NHS West Kent

North West Kent College, Dartford

Oakley School, Tunbridge Wells

Society of Oddfellows Tunbridge Wells

Oliver Payne & supporters

Oxford.net

OTR Estates

Paddock Wood Lions

Parent+Plus Tonbridge

Park Recruitment Partnership

Percy Bilton Charitable Trust

Percy George Ryder Trust YMCA England

Peter Reeves [in memoriam]

The Poppy Factory

The Prince's Trust

Prism Alarms & Security

Quaker Housing Trust QHT

Rathbone

Raymond & Blanche Lawson Charitable Trust

RBLI

Sir James Reckitt Charitable Trust

Recycling for good causes

Rock UK

Royal Tunbridge Wells Round Table

Rusthall Football Club

Safer Kent

Sainsbury's

Savills

SAYT – Sevenoaks Area Youth Trust

Screwfix Ltd

SCS Ltd

Sencio Community Leisure

Sevenoaks Community Safety (CSP)

Sevenoaks District Council

Sevenoaks District Health Action Team

Sevenoaks Lions

Sevenoaks Round Table

Skills Funding Agency - SFA

Skills SE Ltd

Sir Derek Greenaway Foundation

SMB Charitable Trust

Snap-on Industrial

Society of Oddfellows Tunbridge Wells

Solway Fund

Souter Charitable Trust

Southborough Lions

Southborough Town Council

Southpaw

Spadework

Stewardship Services Ltd

St Luke's Tunbridge Wells

St Martins in the Field – VR Fund

St Mary's Speldhurst

Stonewall Park Charitable Trust

Stormont Motors

Tesco

TN2 Community Trust Ltd

Tonbridge & Area Churches Together

Tonbridge Boys School

Tonbridge Christian Leaders – TCL

Tonbridge Lions

Tonbridge Philharmonic Society

Tonbridge & Malling Borough Council

Tonbridge & Malling LCPG

Tonbridge Rotary Club

Tory Family Foundation

Town & Country Foundation and

Town & Country Housing Group

Travis Perkins

The Tudor Trust

Tunbridge Wells Borough Council

Tunbridge Wells Churches Winter

Shelter

Tunbridge Wells CSP

Tunbridge Wells LCPG

Tunbridge Wells Health Action Team

Tunbridge Wells Lions

Tunbridge Wells Wine Club

Utility Aid

Vision Printers

Volunteer Centres

Waitrose

Warlingham School, Surrey

West Kent College

West Kent Housing Association

West Kent Quakers

William Strong Foundation

Y Care International

Yeomans Creative

YMCA England - Housing division

YMCA Training / YMCA Central

YMCA George Williams College

YMCA foundation trust fund

Young Kent [was Kent Youth & KCVYS]

Youth Matters Awards

YouTube

Zap Services Ltd

PLANS FOR FUTURE PERIODS

Following internal review, the board refreshed the 5 year strategic plan setting out vision, mission, values, strategic context, strategic objectives, measures of success and KPIs. The board are investing in more professional retail operations – in order to sustain the charity. The board are committed to:

- ✓ Finding a way to purchase [or ensure purchase by a partner organisation] and operate Ryder House – as owner or as managing agent to deliver much needed supported housing
- ✓ Tendering for further (housing) support contracts for young people at risk
- ✓ Being managing agents for affordable flats being developed in the Quaker Meeting House, Tunbridge Wells.
- ✓ Finding more sustainable funding models for training and education
- ✓ Securing further grants [big lottery] for youth services / V4C that are complementary to the KCC contract
- ✓ A board improvement plan to ensure governance remains fit for purpose through challenging times
- ✓ Updating the charity mem & arts to adopt the new YMCA model M&A
- ✓ Implementing YMCA branding and improved profile & marketing
- ✓ Rebranding the Goods Station Road store and maximise profit from YMCA Tower House retail operations

STRATEGIC OBJECTIVES

Our Strategic Objectives are to:

- 1. Build on the unique strengths and ethos of West Kent YMCA in providing:**
 - a. supported housing for young people**
 - b. supported vocational training for young people**
 - c. outreach support for young people**
 - d. life-changing social enterprise**
 - e. follow up support for clients and previous clients**
 - f. clear effective leadership and collaboration in partnership working**
- 2. Be an excellent provider of existing and new services to build on our values and quality, engage partners and commissioners, in order to respond to needs and concerns of vulnerable young people**
- 3. Provide cost-effective services that deliver short-term impact, progression and long-term outcomes, to the highest levels of quality and accreditation**

To achieve these objectives we will:

- A. Ensure board [trustees & advisors] membership and skill mix reflects our community, excellent governance and probity and demonstrates client focus and client voice.**
- B. Remain a preferred youth services partner and supplier in West Kent, by our client focus, values, innovation, best value, and collaborative approach**
- C. Be a role model in the provision of inclusive and effective services, challenging injustice, inequality, discrimination and exclusion**
- D. Maintain a sustainable business model balancing income and expenditure; with adequate reserves, an optimum mix of income generation, and use of volunteers and apprentices**
- E. Improve our public profile to deliver more youth opportunities, funding and support**

West Kent YMCA

REPORT OF THE TRUSTEES

MEASURES OF SUCCESS

Measures of success

- M1. Annual benchmarking of improved positive outcomes within each project, with specific, stretch targets set for each project**
- M2. A balance of income with expenditure; and building reserves which equate to a minimum of four months of running costs**
- M3. Achieving and maintaining quality standards and continuous improvement with external accreditation where appropriate**

OTHER INFORMATION

AUDITORS

A resolution to reappoint RSM UK Audit LLP (formerly Baker Tilly UK Audit LLP), Chartered Accountants, as auditor will be put to the members at the annual general meeting.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

The trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the trustees have confirmed that they have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

By order of the board

C Wake

C Wake

Trustee and Director

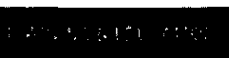
Approved and authorised for issue by the trustees on 11 July 2017.



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



ACCOMMODATION



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST KENT YMCA

Opinion on financial statements

We have audited the financial statements of West Kent YMCA (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2017, which comprise the Group Statement of Financial Activities, the Group and Charity Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2017 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditscopeukprivate>

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements and, based on the work undertaken in the course of our audit, the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Trustees' Report.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' responsibilities set out on page 5 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST KENT YMCA

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

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

RSM UK Audit Ltd

JAMES SAUNDERS (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Hanover House
18 Mount Ephraim Road
Tunbridge Wells, TN1 1ED

Date *24 July 2017*

West Kent YMCA

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31 March 2017

	Notes	Unrestricted 2017 £	Restricted 2017 £	Total funds 2017 £	Total funds 2016 £
Income from:					
Donations and legacies	2	39,433	-	39,433	39,457
Other trading activities	2	188,220	-	188,220	133,450
Investments	3	7,191	-	7,191	3,096
Charitable activities	2	530,538	466,687	997,225	987,481
Move of head office	2	400,000	-	400,000	-
Total		1,165,382	466,687	1,632,069	1,163,484
Expenditure on:					
Raising funds		169,431	-	169,431	125,290
Charitable activities	5	600,801	450,098	1,050,899	1,016,852
Total		770,232	450,098	1,220,330	1,142,142
Net income		395,150	16,589	411,739	21,342
Transfers between funds	15/16	(35,732)	35,732	-	-
Net movement in funds	8	359,418	52,321	411,739	21,342
Reconciliation of funds:					
Total funds brought forward		874,120	17,071	891,191	869,849
Total funds carried forward		1,233,538	69,392	1,302,930	891,191

West Kent YMCA
CONSOLIDATED BALANCE SHEET
31 March 2017

	Notes	2017	2016
		£	£
Fixed assets			
Tangible assets	9	1,115,545	940,778
Current assets			
Debtors	10	160,507	86,329
Cash at bank and in hand		372,579	206,839
		533,086	293,168
Creditors			
Amounts falling due within one year	11	(152,906)	(125,983)
Net current assets		380,180	167,185
Total assets less current liabilities		1,495,725	1,107,963
Provisions for liabilities and charges	13	(192,795)	(216,772)
Net assets		1,302,930	891,191
The funds of the group:			
Restricted income funds	15	69,392	17,071
Unrestricted income funds			
General	16	135,982	177,320
Designated – property	16	1,090,351	913,572
Designated – pension reserve	16	(192,795)	(216,772)
Designated – property development	16	200,000	-
		1,302,930	891,191

These financial statements were approved and authorised for issue by the trustees on July 2017, and are signed on their behalf by:




 C Wake
 Trustee and Director

West Kent YMCA
CHARITY BALANCE SHEET
31 March 2017

	Notes	2017	2016
		£	£
Fixed assets			
Tangible assets	9	1,096,496	927,779
Investments – subsidiary	4	2	2
		<hr/>	<hr/>
		1,096,498	927,781
Current assets			
Debtors	10	285,951	162,156
Cash at bank and in hand		369,550	202,896
		<hr/>	<hr/>
		655,501	365,052
Creditors			
Amounts falling due within one year	11	(140,215)	(115,886)
		<hr/>	<hr/>
Net current assets		515,286	249,166
Total assets less current liabilities		1,611,784	1,176,947
Provisions for liabilities and charges	13	(192,795)	(216,772)
		<hr/>	<hr/>
Net assets		1,418,989	960,175
		<hr/>	<hr/>
The funds of the charity			
Restricted income funds	15	69,392	17,071
Unrestricted income funds			
General	16	267,079	254,424
Designated – property	16	1,075,313	905,452
Designated – pension reserve	16	(192,795)	(216,772)
Designated – property development	16	200,000	-
		<hr/>	<hr/>
Total funds		1,418,989	960,175
		<hr/>	<hr/>

These financial statements were approved and authorised for issue by the trustees on 11 July 2017, and are signed on their behalf by:



 C Wake
 Trustee and Director

West Kent YMCA

CONSOLIDATED STATEMENT OF CASH FLOWS for the year ended 31 March 2017

		2017		2016	
	Notes	£	£	£	£
Cash flows from operating activities:					
Net cash provided by/(used in) by operating activities	18		366,633		(25,292)
Cash flows from investing activities:					
Disposal of property, plant and equipment		50,000		-	
Purchase of property, plant and equipment	9	(255,373)		(17,636)	
Interest receivable	3	4,479		109	
Net cash used in investing activities			(200,893)		(17,527)
Net increase / (decrease) in cash and cash equivalents			165,740		(42,819)
Cash and cash equivalents brought forward			206,839		249,658
Cash and cash equivalents carried forward			372,579		206,839

West Kent YMCA

ACCOUNTING POLICIES

Legal status of the charity and company information

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

The company is domiciled and incorporated in England and Wales, and the registered office is Ryder House, 1-23 Belgrave Road, Tunbridge Wells, Kent, TN1 2BP. The SAIL [Site of Alternative Inspection Location] is West Kent YMCA Head Office, YMCA Tower House, Vale Rise, Tonbridge, Kent, TN9 1TB.

The charity's objectives and aims are disclosed in the Trustees' Report.

Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the requirements of the Companies Act 2006 and under the historical cost convention. The financial statements have also been prepared in accordance with the accounting policies set out in more detail below, to comply with the charitable company's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014 (the FRS 102 Charities SORP 2015).

The charity constitutes a public benefit entity as defined by FRS102.

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

Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiary West Kent YMCA Trading Limited on a line by line basis. A separate Statement of Financial Activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Going concern

The financial statements have been prepared on the going concern basis for both the charity and the trading company as there are no material uncertainties in respect of either entity's ability to continue as a going concern. The trading company will continue in operational existence for the foreseeable future and is anticipated to return profits in future years. In the meantime the trading company will be financially supported by the charity. Financial budgets for the group are set at least a year in advance and detailed management accounts for the group are presented each month to the trustees, their finance committee and to each cost centre manager (in the Senior Management Team) throughout the financial year to report on progress against budget. Any in-year changes in funding are reflected as soon as practicable and management action is taken to ensure the group spends within available resources.

Income and endowments

Donations and legacies – This includes gifts, donations, legacies and grants for core funding. Income from gifts, donations and grants is shown gross and accounted for when receivable. Legacies are recognised when receipt becomes probable.

Other trading activities – Activities include the trading and other fundraising activities carried out by the charity, which are recognised when the charity is entitled to receipt.

Investment income – Investment income is recognised when the charity is entitled to receipt. Rental income is recognised over the period of occupancy.

Charitable activities – This is income from charitable activities in furtherance of the charity's objects.

West Kent YMCA

ACCOUNTING POLICIES (continued)

Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT if it cannot be recovered. Liabilities are included as provisions once the charity has a legal or constructive obligation to make future payments.

Other expenditure are those costs associated with income from all sources other than from charitable activities.

Charitable activities are the resources applied by the charity in undertaking its work to meet its charitable objectives.

Governance costs are the costs of governance arrangements relating to the general running of the charity. These costs are included within the charity's charitable activities and are apportioned amongst each activity based on the proportion of direct costs.

Fund accounting

Funds held by the charity are either:

Unrestricted general funds - are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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

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

Donated assets

These are recognised in the accounts at the value in use if the trustees believe them to be material to the charity and its circumstances. Depreciation is provided on these assets in accordance with the charity's accounting policy.

Operating leases

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

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided on all tangible fixed assets, except freehold land, on a straight-line basis so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Freehold buildings	-	100 years
Leasehold properties	-	shorter of 100 years or lease term
Activity equipment	-	5 years
Office furniture	-	10 years
Office equipment	-	5 years
Motor vehicles	-	4 years

A review for impairment of fixed assets is carried out if events or changes in circumstances indicate that the carrying value of fixed assets may not be recoverable.

West Kent YMCA

ACCOUNTING POLICIES (continued)

Fixed asset investments

Investment in a subsidiary company is held at cost less accumulated impairment losses.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, with original maturities of three months or less.

Pension scheme

West Kent YMCA participates in a multi-employer defined benefit pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members and accruals on 30 April 2007. The plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to the West Kent YMCA for the purposes of FRS 102 Section 28 disclosure. (See notes 15 and 22)

The employer contributions in relation to the pension plan are determined by the Trustee based on advice from a qualified actuary and are recognised in the period to which they relate.

Taxation

The Company is a registered charity and as such its income and gains falling within Sections 371 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

Financial instruments

Financial instruments are recognised in the Balance Sheet when West Kent YMCA becomes party to the contractual provisions of the instrument. The group has elected to apply the provisions of section 11 'Basic Financial Instruments' of FRS102 to all its financial instruments. Financial instruments are classified into specific categories and the classification depends on the nature and purpose of the instruments and is determined at the time of recognition. West Kent YMCA's financial instruments are categorised as basic financial instruments.

Financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Financial liabilities

Basic financial liabilities are initially measured at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

West Kent YMCA

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

1 Critical accounting estimates and judgements

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

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

The trustees do not consider any of these judgements or estimations to have any significant effect of the financial statements.

2 Income by activities

	Donations and legacies	Other trading activities	Charitable activities	Move of head office	Total 2017	Total 2016
	£	£	£	£	£	£
Ryder House	12,355	-	530,538	-	542,893	570,694
Horizon project	-	-	258,005	-	258,005	228,304
Furniture income	-	185,720	-	-	185,720	133,450
Vehicle 4 Change	-	-	112,693	-	112,693	126,601
Juice Bar	-	-	42,989	-	42,989	62,684
U-Turn/Job Centre Plus	-	-	-	-	-	20,887
Youth Work	-	-	53,000	-	53,000	-
Other income	27,078	2,500	-	-	29,578	17,768
Move of head office	-	-	-	400,000	400,000	-
	39,433	188,220	997,225	400,000	1,624,878	1,160,388

Of the total income by charitable activities for the year ended 31 March 2016 £430,739 is attributable to restricted funds and £729,649 to unrestricted funds.

3 Investment income

	2017 £	2016 £
Rental income	2,712	2,987
Interest receivable	4,479	109
	7,191	3,096

All investment income for the year ended 31 March 2016 was attributable to unrestricted funds.

West Kent YMCA

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

4 Commercial trading operations and investment in trading subsidiary

The wholly-owned trading subsidiary, West Kent YMCA Trading Limited, which is incorporated in the United Kingdom, pays any taxable profits to the charity by Gift Aid. West Kent YMCA Trading Limited sells second-hand, donated goods. The charity owns the entire issued share capital of 2 ordinary shares of £1 each. A summary of the trading results is shown below:

Summary profit and loss account	2017 £	2016 £
Turnover	202,037	136,010
Administrative expenses	(249,117)	(162,907)
Interest receivable	3	2
Net loss for the year	(47,077)	(26,895)
The assets and liabilities of the subsidiary were:		
Tangible fixed assets	19,050	12,999
Net current assets/(liabilities)	(2,817)	11,112
Long term liabilities	(132,291)	(93,095)
Net liabilities	(116,058)	(68,984)
Aggregate share capital and reserves	(116,058)	(68,984)

The wholly-owned subsidiary, West Kent YMCA Academy Trust Ltd, a Company Limited by Guarantee which is incorporated in the United Kingdom, remained dormant for the year under review and as such hasn't been included above.

5 Expenditure on charitable activities

	2017 £	2016 £
Ryder House	490,358	484,217
Horizon project	316,625	307,632
The Big Lottery Fund [Vehicle for Change]	99,041	89,408
Juice Bar	24,661	16,059
Youth Work	9,771	-
U-Turn/Job Centre Plus	-	13,172
Governance costs	21,360	17,140
National Council costs	83,912	83,289
Affiliation fees	5,171	5,935
	1,050,899	1,016,852

Of the total expenditure on charitable activities for the year to 31 March 2016 £437,036 is attributable to restricted funds and £579,816 to unrestricted funds.

West Kent YMCA

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

6 Auditor's remuneration

Amounts payable to RSM UK Audit LLP and its associates in respect of both audit and non-audit services were as follows:

	2017 £	2016 £
Audit of the financial statements of the group	5,000	5,000
Audit of the financial statements of the company's subsidiary	6,000	6,000
All other non-audit services	4,100	6,140
	15,100	17,140

7 Staff costs and trustees' remuneration

	2017 £	2016 £
Wages and salaries	670,132	676,639
Social security costs	55,258	52,648
Pension costs	23,338	10,907
	748,728	740,194

No employee earned more than £50,000 per annum (2016: £nil). During the year ended 31 March 2017 the trustees did not receive any remuneration (2016: £nil). No trustees were reimbursed expenses during the year ended 31 March 2017 (2016: £nil).

The Charity considers the Board of Trustees and the members of their Senior Management Team as their key management personnel. The total employment benefits including employer's contribution of national insurance and pension of the key management personnel was £263,008 (2016: £257,803).

Employees

The average number of employees during the year was made up as follows:

	2017 No	2016 No
Functional staff	33	39
Support staff and publicity	2	2
Finance	1	1
	36	42

The charity operates 2 alternative stakeholder pension schemes for employees. The assets of the scheme are held separately from those of the charity. The pension cost charge represents contributions payable by the charity to the scheme.

8 Movement in total funds for the year

This is stated after charging:

	2017 £	2016 £
Depreciation		
Profit on disposal of fixed asset	33,254	29,826
	(2,649)	-

West Kent YMCA

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

9 Fixed assets – Group

	Freehold land and buildings	Leasehold properties	Furniture and equipment	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2016	1,095,321	108,046	220,495	123,640	1,547,502
Additions	-	238,154	17,219	-	255,373
Disposals and eliminations	-	(65,012)	(5,500)	-	(70,512)
At 31 March 2017	1,095,321	281,188	232,214	123,640	1,732,363
Depreciation					
At 1 April 2016	232,875	56,920	193,289	123,640	606,724
Charge for the year	9,669	8,700	14,886	-	33,255
Disposals and eliminations	-	(22,006)	(1,155)	-	(23,161)
At 31 March 2017	242,544	43,614	207,020	123,640	616,818
Net book value					
At 31 March 2017	852,777	237,574	25,194	-	1,115,545
At 31 March 2016	862,446	51,126	27,206	-	940,778

Fixed assets - Charity

	Freehold land and buildings	Leasehold properties	Furniture and equipment	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2016	1,095,321	65,012	177,398	81,528	1,419,259
Additions	-	229,936	10,018	-	239,954
Disposals and eliminations	-	(65,012)	(5,500)	-	(70,512)
At 31 March 2017	1,095,321	229,936	181,916	81,528	1,588,701
Depreciation					
At 1 April 2016	232,875	22,006	155,071	81,528	491,480
Charge for the year	9,669	7,400	6,817	-	23,886
Disposals and eliminations	-	(22,006)	(1,155)	-	(23,161)
At 31 March 2017	242,544	7,400	160,733	81,528	492,205
Net book value					
At 31 March 2017	852,777	222,536	21,183	-	1,096,496
At 31 March 2016	862,446	43,006	22,327	-	927,779

West Kent YMCA

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

10 Debtors - Group

	2017 £	2016 £
Trade debtors	100,990	46,478
Other debtors	3,869	3,515
Prepayments and accrued income	55,648	36,336
	<u>160,507</u>	<u>86,329</u>

Debtors – Charity

	2017 £	2016 £
Trade debtors	100,990	46,478
Amounts owed from group undertakings	132,291	93,095
Prepayments and accrued income	52,670	22,583
	<u>285,951</u>	<u>162,156</u>

Amounts owed from group undertakings include an amount of £132,291 (2016 - £93,095) which is due after more than one year.

11 Creditors: amounts falling due within one year - Group

	2017 £	2016 £
Trade creditors	38,054	27,512
Other taxes and social security	16,402	14,225
Other creditors	2,793	3,260
Accruals and deferred income (see note 12 below)	95,657	80,986
	<u>152,906</u>	<u>125,983</u>

Creditors: amounts falling due within one year – Charity

	2017 £	2016 £
Trade creditors	35,154	26,081
Other taxes and social security	16,402	14,225
Other creditors	2,793	3,260
Accruals and deferred income (see note 12 below)	85,866	72,320
	<u>140,215</u>	<u>115,886</u>

12 Deferred income - Group

	2017 £	2016 £
Deferred income as at 1 April	31,014	27,466
Incoming resources received requiring deferment	55,231	31,014
Release of incoming resources during the year	(31,014)	(27,466)
	<u>55,231</u>	<u>31,014</u>

West Kent YMCA

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

12 Deferred income - Charity

	2017 £	2016 £
Deferred income as at 1 April	31,014	27,466
Incoming resources received requiring deferment	55,231	31,014
Release of incoming resources during the year	(31,014)	(27,466)
Deferred income as at 31 March	55,231	31,014

13 Pension liability – Group and Charity

Movement in liability during the year:

	2017 £	2016 £
At 1 April	216,772	239,892
Payments made	(23,977)	(23,120)
Actuarial losses	-	-
At 31 March	192,795	216,772

In 2008 West Kent YMCA were notified by the YMCA Pension Plan of their allocation of the overall YMCA Pension Plan deficit (note 22). Future payments were provided for in full in the 31 March 2009 financial statements in accordance with FRS 102 Section 21 "Provisions and Contingencies".

14 Financial instruments - Group

	2017 £	2016 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	104,859	49,993
Carrying amount of financial liabilities		
Measured at amortised cost	81,145	80,744

Financial instruments - Charity

	2017 £	2016 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	233,281	139,573
Equity instruments measured at cost less impairment	2	2
Carrying amount of financial liabilities		
Measured at amortised cost	68,582	70,647

West Kent YMCA

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

15 Restricted funds Group

	At 1 April 2016	Income	Expenditure	Transfers	At 31 March 2017
	£	£	£	£	£
Horizon fund	-	258,005	(316,625)	58,620	-
Vehicle 4 Change	12,511	112,693	(99,041)	-	26,163
Juice Bar	4,560	42,989	(24,661)	(22,888)	-
Youth Work	-	53,000	(9,771)	-	43,229
	17,071	466,687	(450,098)	35,732	69,392

Charity

	At 1 April 2016	Income	Expenditure	Transfers	At 31 March 2017
	£	£	£	£	£
Horizon fund	-	258,005	(316,625)	58,620	-
Vehicle 4 Change	12,511	112,693	(99,041)	-	26,163
Juice Bar	4,560	42,989	(24,661)	(22,888)	-
Youth Work	-	53,000	(9,771)	-	43,229
	17,071	466,687	(450,098)	35,732	69,392

The Horizon fund represents grants and donations, which are restricted to starting and sustaining Horizon projects. Horizon projects deliver supported vocational training and the charity has sufficient resources to meet these obligations.

Vehicle 4 Change represents grants in support of the Vehicle 4 Change [V4C] youth outreach project; received from: The Big Lottery Fund - Reaching Communities (but does not include Big Lottery Fund grants under their Awards 4 All programme); the Henry Smith Charitable Trust and the Garfield Weston Foundation.

The Juice Bar project operated youth groups for 11 to 19 year olds to engage them with accredited activities. This project was commissioned and funded by Kent County Council.

Youth Work project was set up to support children and young people aged 8 to 19 and also those aged 8 to 25 with Special Educational Needs or Disabilities (SEND). The project has been funded by Kent County Council.

The transfer of £58,620 into the Horizon restricted fund from unrestricted general fund is due to the charity covering additional expenditure on the Horizon fund project not covered by incoming restricted resources.

West Kent YMCA

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

16 Unrestricted funds – Group

	General fund	Designated property development fund	Designated property fund	Designated pensions fund	Total
	£	£	£	£	£
Balance at 1 April 2016	177,320	-	913,572	(216,772)	874,120
Movement in funds for the year	194,394	-	176,779	23,977	395,150
Transfers	(235,732)	200,000	-	-	(35,732)
Balance at 31 March 2017	135,982	200,000	1,090,351	(192,795)	1,233,538

Unrestricted funds – Charity

	General fund	Designated property development fund	Designated property fund	Designated pensions fund	Total
	£	£	£	£	£
Balance at 1 April 2016	254,424	-	905,452	(216,772)	943,104
Movement in funds for the year	248,387	-	169,861	23,977	442,225
Transfers	(235,732)	200,000	-	-	(35,732)
Balance at 31 March 2017	267,079	200,000	1,075,313	(192,795)	1,349,597

The designated property fund represents the amount of unrestricted funds attributable to the charity's freehold and leasehold property.

The designated pension fund represents the charity's future commitment to make payments in respect of the YMCA Pension Plan deficit (note 22).

The designated property development fund represents amounts set aside by the Trustees for future improvements to the properties and any capital development.

West Kent YMCA

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

17 Analysis of group assets between funds

	Tangible fixed assets £	Net current assets £	Provisions £	Total £
Unrestricted funds				
- General	25,194	110,788	-	135,982
- Designated fund - property	1,090,351	-	-	1,090,351
- Designated fund - pension	-	-	(192,795)	(192,795)
- Designated fund - property development	-	200,000	-	200,000
Restricted funds	-	69,392	-	69,392
	1,115,545	380,180	(192,795)	1,302,930

18 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2017 £	2016 £
Net income for the reporting period	411,739	21,342
Adjustments for:		
Interest receivable	(4,479)	(109)
Depreciation of tangible fixed assets	33,255	29,826
(Profit)/loss on sale of assets	(2,649)	4,138
Decrease in provisions	(23,977)	(23,120)
(Increase)/decrease in debtors	(74,178)	185,852
Increase/(decrease) in creditors	26,922	(243,221)
Net cash provided by / (used in) operating activities	366,633	(25,292)

19 Operating lease commitments

Operating lease payments represent rental payables by the company for certain equipment and property. Leases are negotiated for an average term of 5 – 15 years.

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

	Group 2017 £	2016 £	Charity 2017 £	2016 £
Amounts due:				
Within one year	43,723	4,556	43,723	4,556
Between one and five years	185,695	9,112	185,695	9,112
	229,418	13,668	229,418	13,668

West Kent YMCA

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2017

20 Contingencies

The charity is entitled to the freehold reversion in respect of land over which it has granted a 70-year lease to National Council of YMCAs [YMCA England & Wales] at peppercorn rent from 7 February 1994. They constructed a residential hostel for young people on this site, which is operated by the charity as their managing agent and local housing partner. The premises were refurbished and extended with capital funding from the Homes & Communities Agency [HCA]. Prior to this redevelopment the original lease was extended to 74 years. The total HCA grant value in the building of £1.8m is accounted for by YMCA England & Wales.

21 Results of parent company

The consolidated movement in funds for the year includes an inflow of funds of £458,817 (2016: £33,890) which is dealt with in the accounts of the parent company.

22 Pension scheme

West Kent YMCA participated in a contributory pension plan providing defined benefits based on final pensionable pay for employees of YMCAs in England, Scotland and Wales. The assets of the YMCA Pension Plan are held separately from those of West Kent YMCA and at the year-end these were invested the Mercer Dynamic De-risking Solution, 40% matching portfolio and 60% in the growth portfolio and Schroder (property units only).

The most recent completed three year valuation was as at 1 May 2014. The assumptions used which have the most significant effect on the results of the valuation are those relating to the assumed rates of return on assets held before and after retirement of 5.35% and 3.85% respectively, the increase in pensions in payment of 3.3%, and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.6 years, female 24.6 years, and 24.8 years for a male pensioner, female 26.9 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £90.8m. This represented 70% of the benefits that had accrued to members.

The plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to West Kent YMCA for the purposes of FRS 102 Section 28 disclosure and accordingly the FRS 102 Section 28 deficit is not shown on the balance sheet.

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

The valuation prepared as at 1 May 2014 showed that the YMCA Pension Plan had a deficit of £38.7 million. West Kent YMCA has been advised that it will need to make monthly contributions of £1,923. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. The current recovery period is 12 years commencing 1st May 2015.

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

23 Related party relationships and transactions

Included within debtors in the Charity Balance Sheet is an amount of £132,291 (2016: £93,095) owed by West Kent YMCA Trading Limited, a wholly owned subsidiary of West Kent YMCA. This balance was eliminated on consolidation.

West Kent YMCA

If you cannot find what you need, or require a different format, please email your contact details and specific request to Company.Secretary@WestKentYMCA.org.uk

We welcome questions or feedback on this report from readers, funders, supporters, donors, commissioners, clients, staff and volunteers. Email voice@WestKentYMCA.org.uk

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- our new retail and training venue at www.WestKentYMCA.org.uk/tower
- our new counselling service at www.WestKentYMCA.org.uk/counselling
- our supported youth housing www.WestKentYMCA.org.uk/housing
- our 16 Plus training & employability programmes www.WestKentYMCA.org.uk/16plus
- Youth engagement - Vehicle 4 Change www.WestKentYMCA.org.uk/V4C
- our offer to SEN and Disabled clients at www.WestKentYMCA.org.uk/SEND
- our upcycling courses at www.WestKentYMCA.org.uk/upcycle
- our events www.WestKentYMCA.org.uk/events

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<https://www.facebook.com/shopYMCA> our shops

<https://www.facebook.com/juicebaryouthclub> youth clubs

<https://www.facebook.com/WestKentYMCA> **for friends of West Kent YMCA**

<https://www.facebook.com/Talk2us-Counselling-445898568933990> talk 2 us counselling

<https://www.facebook.com/WKYMCA> **our projects and services**

<https://www.facebook.com/DofE.WestKentYMCA/> our DofE Awards

<https://www.facebook.com/Recycle.YMCA/> our RECYCLE project to rebuild & re-use old bikes



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.



ACCOMMODATION



Our Vision

Young people in need are equipped and empowered to build their future.

Our Mission

We are a local Christian charity committed to helping young men and women, of all faiths or none, particularly at times of need.

Our mission is to do this by providing the foundation that young people need, including:

- A safe and secure place to live
- A safe and supported place to learn
- A great environment in which to develop and grow, and
- An excellent standard of complete support, designed for and with young people

We aim to be the best provider of these young people's services and will work with partners who share our values and aspirations.

Our Values

We strive to be:

Inclusive	Caring
Ambitious	Honest
Inspiring	Empowering
Committed to sustainability	