YMCA BLACK COUNTRY GROUP

England & Wales · Charity number 1086320

Details

Other names	WEST BROMWICH AND DISTRICT YMCA
Status	Registered
Legal form	Charitable company
Company number	04116412
Registered	2001-04-26
Register	View on the Charity Commission register

Contact

Address	YMCA Tramway Drive Wolverhampton WV2 1BJ
Phone	01902371550
Email	info@ymcabc.org.uk
Website	www.ymcabc.org.uk

Activities

Objects: THE PROMOTION OF THE SPIRITUAL PHYSICAL SOCIAL AND INTELLECTUAL WELFARE OF THE YOUNG PEOPLE OF WEST BROMWICH AND DISTRICT IN LINE WITH CHRISTIAN PRINCIPLES A) BY ORGANISED PROGRAMMES WITH GOALS WHICH FURTHER THE DEVELOPMENT OF SPIRIT MIND AND BODY ANDB) BY AFFORDING FACILITIES FOR RECREATION SOCIAL NEED LEISURE-TIME ACTIVITY AND FOR MEETING SOCIALLY AND BY PROVIDING PROGRAMMES TO HELP YOUNG PEOPLE TO PREPARE FOR EMPLOYMENT AND FOR THE UNEMPLOYED TO LEARN OR DEVELOP NEW SKILLS ANDD) BY PROVIDING (IN PURSUANCE OF THE ABOVE OBJECTS BUT NOT FURTHER OR OTHERWISE) HOSTELS WITHIN THE MEANING OF SECTION 129(1) OF THE HOUSING ACT 1974 OR ANY RE-ENACTMENT OR MODIFICATION THEREOF FOR THE TIME BEING IN FORCE

Activities: The YMCA's vision is of an inclusive Christian Movement, transforming communities, so that all young people truely belong contribute and thrive. We fulfill this vision through supported housing for homeless young people, family support & childcare services in areas of deprivation, physical activity and healthy living services which promote well being, and community learning activities.

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty, Accommodation/housing, Religious Activities, Economic/community Development/employment, Recreation
- **Who:** Children/young People, The General Public/mankind

Geography

- **Area of benefit:** WEST BROMWICH AND DISTRICT
- Dudley
- Sandwell
- Walsall
- Wolverhampton

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£10,019,755	£9,525,116	£14,460,512	220
2024-03-31	£8,299,409	£8,508,499	£13,257,100	208
2023-03-31	£7,642,533	£7,583,051	£13,466,190	202
2022-03-31	£6,758,567	£6,837,612	£13,406,708	196
2021-03-31	£6,439,675	£5,817,818	£13,485,753	178

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Trustees

Name	Role	Appointed
Jeremy OAKLEY	Chair	2020-11-17
Ann-Marie Walsh		2018-08-07
Clotilda Tigere		2024-11-27
Geoffrey Stonyer		2023-12-11
JONATHAN ROBERT ROWE		2021-11-17
Jayne Alison SARGEANT		2022-06-07
MARTIN JAMES SHENTON		2021-05-18
Mark Allan FUSSELL		2021-11-17
OLASEINDE BALOGUN		2018-08-07
Pauline TOMLINSON		2020-11-17
Philip WALKER		2020-05-19
Ramesh Kumar MALHAN		2024-06-27
Stephanie Paula PATRICK		2022-10-06

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YMCA BLACK COUNTRY GROUP

England & Wales - Charity number 1086320

Accounts

Registered number: 4116412
Charity number: 1086320

YMCA BLACK COUNTRY GROUP

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

WR Partners
Protecting your future.

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

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YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Trustees	P Walker, Chair J Oakley, Vice Chair A Walsh S Balogun G England (retired 27 November 2024) M Fussell R Malhan (appointed 27 June 2024) S Patrick J Rowe J Sargeant M Shenton G Stonyer (appointed) P Tomlinson J Welsby (retired 30 November 2024) C Tigere (appointed 27 November 2024)
Company registered number	4116412
Charity registered number	1086320
Registered office	Tramway Drive Wolverhampton West Midlands WV2 1BJ
Company secretary	S Bavington (appointed 29 October 2024) J Law (resigned 29 October 2024)
Chief executive officer	S Bavington
Independent auditors	WR Partners Chartered Accountants & Statutory Auditors Belmont House Shrewsbury Business Park Shrewsbury Shropshire SY2 6LG
Bankers	Unity Trust Bank PLC Four Brindley Place Birmingham B1 2JB

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Solicitors (Human Resources)	Irwin Mitchell Solicitors 31 Temple Street Birmingham B2 5DB Anthony Collins Solicitors 134 Edmund Street Birmingham B3 2ES
Chief Officer Team	Chief Executive Officer - Steve Bavington Chief Finance Officer- Steve Lee Chief Operations Officer (Places) - Sally Cowan Chief Operations Officer (Programmes) - Joanne Goldie Chief Operations Officer (Childcare) - Helen Brown
Registered Provider of Social Housing Number	L4550

CHAIR'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

The Chair presents his statement for the year.

As we draw to the close of our Connected Communities 2020–25 Strategic Plan, I'm pleased to share this statement reflecting on all that God has done through YMCA Black Country Group in this season of transition and growth.

This year, the Board of Trustees has prayerfully overseen the development and launch of our new Strategic Plan 2025–2030: The SHAPE of Communities. Shaped through meaningful engagement with staff, stakeholders, and those we serve, the plan sets a Spirit-led course for the years ahead. Its five pillars – Safe, Healthy, Aspirational, Protected & Sustainable, and Engaged communities, reflect not only the practical needs around us but also our Gospel-rooted commitment to wholeness and human flourishing.

We've continued to strengthen the way we govern. The appointment of Clotilda as our Young Trustee through the national YMCA Get On Board initiative stands as a testament to our belief that God speaks through young voices. Her journey from Open Door resident to Y-Living tenant and now trustee brings lived experience and genuine insight to our decision-making.

We also remain committed to faithful stewardship and integrity in all we do. This year, we achieved 92% compliance across key statutory responsibilities, including fire, gas, electrical and water safety. Achieving Investors in People Gold status affirms our culture of valuing and developing those who serve within the organisation.

Financially, we've maintained a sound and stable position, with an operating surplus of £494,639. This is no small achievement in a difficult economic climate and reflects good governance, effective leadership, and God's ongoing provision. It also gives us confidence to invest further in our calling to serve the most vulnerable.

We have been especially encouraged by the growth of our Christian mission. New leadership roles have been introduced to embed this focus across all areas of the charity. Our bespoke YMCA Chaplaincy Training, now being prepared for national rollout, is one way we are resourcing the wider movement, equipping others to bring hope, dignity, and spiritual care in their own communities.

Looking ahead, I'm confident that our foundations are strong. With God's help, clear strategy, and a deeply committed team, we are ready to press forward into the next season. As a Board, we remain steadfast in our purpose: that every person should have the opportunity to discover who they are and what they can become.

Finally, I want to thank my fellow Trustees, our executive team, and all those who have served so faithfully throughout this year. Your work is not just valuable; it is Kingdom work.

.....

Date:

TRUSTEES' REPORT (incorporating strategic report) FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the audited financial statements of the YMCA Black Country Group for the year 1 April 2024 to 31 March 2025. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law.

The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective October 2019) as amended by Updated Bulletin 1 and 2.

The Group includes the Charity, YMCA Black Country Group and two subsidiary charities; YMCA Walsall and YMCA Wolverhampton. References to 'The Charity' relate to YMCA Black Country Group only. Reference to consolidated activity or specific subsidiaries are stated.

Comment from the Chief Executive Officer

2024–25 has been a year of strategic transformation and meaningful impact, as we stepped boldly into a new chapter with the launch of our Strategic Plan 2025–2030: The SHAPE of Communities. This plan brings fresh clarity to our calling — to build Safe, Healthy, Aspirational, Protected & Sustainable, and Engaged communities where all people can thrive.

The impact has been felt across every part of our mission. In housing, our Y-Living accommodation at 235 Hamstead Road became fully operational, providing 26 high-quality studio apartments for young professionals. This brings our total Y-Living capacity to 147 flats — safe, affordable homes that enable young adults to move forward in life with dignity and independence. Planning is already underway for our next development at the Dixon Building in Wolverhampton, which will add a further 30 units to this vital offer.

Our Early Years work continues to reflect excellence and care, with all nine of our nurseries rated either Good or Outstanding by Ofsted. Alongside this, the YMCA Apprenticeship Academy grew to support 29 young people this year, giving them the skills, confidence, and opportunity to build a future in early years education. This partnership with Central YMCA is a practical response to sector challenges — and a clear example of how we're growing our own talent, rooted in values.

We've seen extraordinary fruit from our partnership with the Department for Work and Pensions through the Sandwell Youth Hub. Over 1,300 young people were supported into volunteering or employment. From this, the Umbrella Café has emerged — a new and creative expression of support for people with disabilities. It's a beautiful picture of inclusion, hospitality and community in action.

Across the Group, we've served over 2,100 individuals through our accommodation and childcare services, with housing alone providing 131,185 bed nights to 570 people. Our wider programme work has engaged thousands more — from 914 members using our health and wellbeing facilities to countless others accessing targeted support services. All of it flows from the same heart: to love and serve people as Christ calls us to.

Financially, the organisation is in a much stronger position. Turnover rose to £7.3 million, with an operating surplus of £13,904 and a consolidated surplus across the Group of £494,639 – a significant turnaround from last year's deficit. This reflects careful stewardship, sound governance, and a shared commitment to delivering our mission sustainably. Our Going Concern review confirms that the Group remains financially strong, with the right structures in place to support growth and resilience. We give thanks to God for His provision and guidance as we navigate the complexities of leading a diverse and growing organisation.

From 1st April, we welcomed the integration of Living Springs into the YMCA Black Country Group, a supported housing scheme for parents with young children- further diversifies the housing offer we provide and helping to build confidence improve wellbeing and develop life skills to those we assist.

Finally, I want to offer heartfelt thanks- to our staff, our volunteers, our trustees, our partners, and all those who support us. Your dedication, faith and hard work make this Kingdom work possible. We press on, confident that we are called to this work and equipped for what lies ahead.

Objectives and activities

a. Mission, Ethos & Values

YMCA Black Country Group is a charity committed to community transformation, enabling people to develop in mind, body and spirit. Built on a Christian foundation, with an ethos that is inclusive of all, we are a youth-minded organisation, with a community approach.

Our work is primarily in places across the Black Country and border areas, working with children, young people and their families, offering support & advice, accommodation, family work, health & wellbeing, and training & education services.

The report below highlights what we have achieved in the 2024/25 financial year; and also, our aspiration to grow our services to best meet the needs of young people and their communities, so that they can truly belong contribute and thrive.

During the year, the principle activities of the consolidated group were young people's housing (57%) and community activities (43%)

Our Values underpin all our work:

Objectives and activities (continued)

b. Connected Communities: A Strategic Guide

In the final year of the *'Connected Communities: A Strategic Guide'* we have continued to progress against its objectives. The Strategic Guide charts the direction of YMCA Black Country Group (and its subsidiaries) through to the end of the 24-25 financial year. The strategy allows for considerable flexibility in application, and despite wider challenges, it remains a robust document to guide the charity forward.

Connected Communities: 2020-25, a Strategic Guide, is summarised below, and is being delivered through five areas of focus.

Focus 1:	**Places of Transformation** *A YMCA BC presence spread across our area, with transformational community impact.*
Delivered By	**2025 Aim**
• Sustainable 'Community Hubs' that have sustainable 'economic engines' principally based on childcare and accommodation, and from which other community services can be delivered. • Community Outreach locations, which meet strategically identified needs. • Community awareness of YMCA presence & positive impact.	4 full service 'central' Community Branches {2} 5 additional community hubs 925 Childcare places (279) {925} * 175 Supported accommodation units (220) {272} * 278 Young professional / worker units (60) {147} * Community outreach present in13 towns (13) {25} * 1 in 2 members of public are awareness of YMCA presence in Community Branch towns * () Number in 2019 {} in 2025

Focus 2:	**Programmes for People** *People development programmes, covering the range of YMCA BCG services.*
Delivered By	**2025 Aim**
• Learning & Skills / Health & Well-Being / Family Work / Support & Advice programmes which evidence impact, provided from Community Branches/ Outreach Locations, or where area-wide/specialist services meet strategic need. • Focusing on the distinctive of YMCA BCG, our 'connected community' approach and our unique ethos and values. • Nurturing a mixed model of social enterprise, alongside donor-based and commissioned services.	Programmes reaching 7,000 people p.a. (3,500) {18,762 programmes reaching people} Quality assessments rated 'good' with >20% at outstanding (100% good) {11% "Outstanding", 89% "Good"} Distinctive impact measures, developed & applied for all services 1 New scalable social enterprise identified & proven * () Number in 2019 {} in 2025

Objectives and activities (continued)

• Providing 'Belong, Contribute, thrive' progression routes in Community Branches for young people to grow within the YMCA environment... from child to teenager to adult. • Empowering young staff/ volunteers/ trustees to Belong, Contribute & Thrive.	50 young staff thrive through 'Group' task-groups which stretch them 100 young people contribute as volunteers annually {120} Increase trustees aged under 35 (1) {1} * () Number in 2019 {} in 2025

Focus 3:	**Empowering Young People** *Special emphasis on enabling young people aged 0-35 years, to Belong, Contribute & Thrive.*
Delivered By	**2025 Aim**
• Informal education youth work, linked to YMCA BCG programme areas – delivered in YMCA Community Branches and Outreach locations.	Created a sustainable youth-work model regularly reaching 500 teenagers {747 / month} Birth - Youth - Adult progression routes in 4 Community Branches {3}

Focus 4:	**Growing Ethos & Values** *Nurturing an inclusive Christian culture, where everyone benefits.*
Delivered By	**2025 Aim**
• Effective Induction and the consistency of Christian Mission across the group. (e.g. spiritual content programme in nurseries) • Establishing Ethos Champions in all YMCA BCG locations. • Developing youth work which links into Church / Missional opportunities. • Supporting Christian Mission growth through YMCA, locally, nationally and globally.	50 Governance Members (18) {23} 100% complete full induction within 3 months {100%) 90% of locations have a trained ethos champion (0) All nurseries embed Mind Body & Spirit and Belong, Contribute & Thrive {new childcare curriculum} 5 Church youth work partnerships working with over 100 young people {3 in ongoing development} Over 70% of staff engage in Christian Mission events annually {2024/25 over 50%} A national Christian Mission strategy established which contributes to World YMCA * () Number in 2019 {} in 2025

Focus 5:	**Investing in Talent** *Crafting a skilled, motivated and creative staff team to implement the Strategic Guide.*
Delivered By	**2025 Aim**
• Specific emphasis on the development / acquisition of Entrepreneurial Leadership, Spiritual Leadership and Organisational Management / Leadership • Recruiting & retaining excellent staff, continually developed and who exemplify our Ethos & Values. • Becoming a Real Living Wage employer	8 staff have undertaken Entrepreneurial / Spiritual / Organisational leadership development (or were recruited for these skills) A range of tools are developed allowing Staff to regularly reflect on the YMCA BCG Values to test they are living them in their working practice. Real Living Wage implementation completed

Objectives and activities (continued)

Strategic report

Achievements and performance

a. Key financial performance

In order to enhance transparency and openness, accounts consolidated with those of its charitable subsidiaries are included in the Financial Accounts and Statements, in addition to those of the Charity itself.

Consolidated turnover grew by 21% to £10,011,805. The surplus in the Charity alone was £13,904 with a consolidated surplus across the Group of £494,639. However, our consolidated EBITDA was £1,261,463. It should be noted that the surpluses include the recognition of capital grants as income in accordance with FRS102.

b. Review of activities

Places of Transformation

Our Community Branches provide a sustainable YMCA presence in towns across the Black Country. Each comprising a social enterprise (usually childcare or housing related) which forms its economic engine, and from which wider charitable services can be delivered. Community branches have a reception, central meeting hub, and deliver 3 key service areas on single or multiple sits. Full-service community branches deliver across all 5 thematic service areas (housing, family & youth work, health & well-being, training & education, support & advice).

West Bromwich Central Community Branch	Full Service
Walsall Central Community Branch	Full Service
Wolverhampton Central Community Branch	Currently delivers across 4 thematic areas

The number of accommodation and childcare places offered across the Black Country is shown below.

Community Branch	Childcare Places **	Housing Units
Walsall Central	65	21 *
West Bromwich Central ***	179	180
Wolverhampton Central	115	85 **

*Delivered by YMCA Walsall
** Delivered by YMCA Wolverhampton

Community Outreach Locations	Childcare Places **	Housing Units
Dudley, Central	[redacted]	23
Pendeford **		10
Rugeley **		28
Wednesbury		27
Black Country SL Hosts		45
Pelsall Village, Walsall	32	[redacted]
Pelsall Lane, Walsall	60	
Hurst Hill, Dudley	30	
Lye, Stourbridge	63	
Dudley, Central	100	

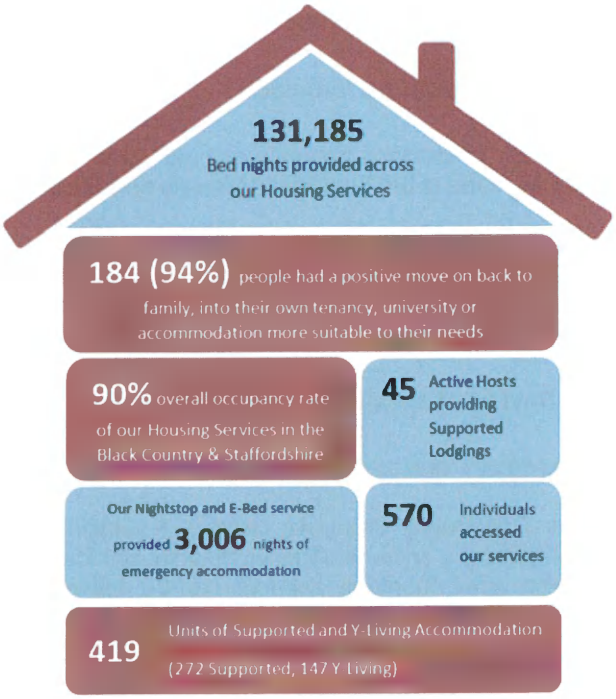
Strategic report (continued)

Achievements and performance (continued)

Across the Group, YMCA BCG and its subsidiary charities have provided a consistent provision of accommodation throughout the year.

Supported housing provision for 411 young people was delivered in Dudley, Sandwell, Walsall, Wolverhampton and South Staffordshire, through a range of housing projects in our Community Branches and Outreach projects, including our Supported Lodgings network of host families and individuals.

Additionally 158 young adults benefited from the Charity's Y-Living (young professional / worker) accommodation in Sandwell, Dudley and Wolverhampton.



Programmes for People

During the year, our 'people development' programmes covering a range of service areas including youth work, learning and skills, health & wellbeing, family work and support and advice programmes continued to thrive. Our Community Branches in West Bromwich and Walsall, have facilities for other local charities and social enterprises to deliver their services and programmes to the local community.

One of our settings is Ofsted graded 'Outstanding', and all eight of the other settings are Ofsted graded 'Good'.

Distinctive impact measures have been developed through a suite of key performance indicators, which are collected and monitored by the Senior Management Team, and reported to the Finance, Audit and Risk Committee throughout the year.

The Strategic Guide aspiration to identify one new scalable social enterprise has not been an area developed in this financial year.

Strategic report (continued)

Achievements and performance (continued)

Growing Ethos & Values

A new Chaplaincy Coordinator for the group was appointed during the year. They are working closely with the Head of Christian Mission to recruit and train a number of volunteer chaplains to provide support across the various settings with confidential chaplaincy support.

YMCA Black Country Group's childcare curriculum continues to be embedded across all our childcare settings embedding Mind, Body & Spirit and Belong, Contribute & Thrive within the Early Years Framework. This curriculum has been shared widely across the YMCA movement. YMCA Black Country Early Years team and leadership have provided ongoing support to other YMCAs to improve their practice and quality, and to model diversity within a Christian ethos framework.

The Charity Group continued to support the planning of YMCA's Unify Christian Mission events including 10 members of staff and trustees attending UK Unify in Malvern in October 2024. Our Chief Operating Officer (Programmes) is a member of the YMCA Youth Unify Planning Group. The Head of Christian Mission further supports the spiritual life of the organisation, particularly in taking a lead to provide pastoral support to staff and providing pastoral visits to project managers.

The Charity has continued to support the work of the YMCA Movement through involvement in the Regional forums & networks, Governance Committees, and National and International conferences and events.

Investing in Talent

The Charity has continued to be impacted by increasing inflation and combined with the impact of national insurance for employers, above inflation uplift of minimum wage and a deficit budget, the Real Living Wage was not implemented.

The Charity continued the Childcare Apprenticeship Academy to train our own apprentices, in partnerships with Central YMCA with three cohorts now successfully been recruited and trained. The Board awarded a cost of living uplift of 2.5% for staff paid above National Living Wage from 1 April 2025.

The Trustees would like to place on record their thanks to the Charity's team of staff and volunteers, who have made such a difference in the lives of many children, young people and family members across the Black Country and surrounding area, evidenced in the above review of activities.

c. Capital commitments

During the year, YMCA finalised plans and commenced the refurbishment of the Dixons Building in Wolverhampton. This project is Phase 3 of the redevelopment of the land around the Royal Hospital, which includes the YMCA Headquarters on Cleveland Road, which was part of Phase 1. The contract sum is £5.018m and includes Homes England grant funding of £3.69m, £0.9m from the West Midlands Combined Authority and a YMCA contribution of £0.428m. There will also be additional YMCA client costs of £0.754m. The development will be funded by way of long term loan and reserves, currently estimated at £1m and £0.182m.

Strategic report (continued)

Financial review

a. Going concern

The Trustees, supported by the Finance Audit and Risk Committee, have undertaken a detailed going concern review of current and future operations of the Charity and the Group as whole and, after making appropriate enquiries, very thorough consideration of draft budgets and cash flow up to March 2025 and beyond. Having taken key strategic decisions, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Trustees have no doubt that the Charity can pay its debts when they fall due, certainly for in excess of one year from the date the annual accounts were approved. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

The Group generated an "EBITDA" cash surplus (before depreciation and loan interest) of c.£353k which was below the budgeted EBITDA of £569k. At the time of approval of these accounts, and in the three months to June 2025, the Group had returned a consolidated surplus of £301k well above budget and an "EBITDA" cash surplus of c.£457k.

b. YMCA Pension Provision

YMCA Black Country Group recognises possible concern relating to its participation in a defined benefit pension scheme. Appropriate action has been taken: the scheme was closed to new members in 2007 and the link to final salary broken in 2011. Additional contributions continue to be made to reduce the deficit. As part of the YMCA federation, the multi-employer scheme is run by an independent board of trustees with employer representation through the Principal Employer, the National Council of YMCAs. The pension scheme trustees obtain an actuarial valuation every three years and we have considered the implications to the charity's finances from latest available actuarial valuation. We have reviewed the charity's ability to continue to deliver its charitable objects by ensuring budgets, forecasts and plans are available and include the impact of the deficit repayments. The trustees included the impact of pension scheme deficit repayments in considering going concern, reserve and the risk and uncertainties that the charity face noted elsewhere in this Report.

YMCA Black Country Group benefits from the pension scheme trustees and the Principal Employer seeking suitable specialist professional advice both to manage the scheme and the continuing effort to explore ways of reducing the overall pension deficit. The notes to the Accounts includes an accounting policy and further details in note 22.

c. Reserves Policy

The revaluation reserve represents the surplus over the original cost of the freehold land and buildings which occurred, less depreciation of the freehold buildings, following various valuations, the last of which was undertaken in March 2019.

The Board have agreed a policy of retaining a minimum £950k consolidated cash reserve (excluding designated reserves) as sufficient to support the cash management of the Group, considering the development of future projects, and in order to achieve the growth aspirations of the Group's 2020 2025 Strategic Guide. This reserve provides immediate cash for working capital, including the fluctuating demands of development. Additionally, for the charity alone, the cash reserve policy is to be maintained at a minimum of the average monthly outgoings, which for 2024/25 was £638k. At 31st March 2025 the actual consolidated cash reserve (excluding designated reserves) was £1.8m, and for the Charity alone was £1.2m, both achieving the policy requirements.

In considering medium term risks the Board have agreed that unrestricted funds (including property but net of social housing grant and borrowing) should be a minimum of 6 months operating cost which at 31st March 2025 was £3.8m. Actual unrestricted funds equalled £12.6m providing strong reassurance of financial stability.

The Board also tracks a measure of Income Security, requiring the proportion of budgeted income considered secure to be >80% of the overall budget. Based on recent performance, budgeted accommodation and contract income are considered secure. The Income Security Measure for 2024/25 is 92%.

d. Designated reserves policy

In addition to the consolidated cash reserves referred to above, the Board have determined to set aside the following cash resource to be designated as follows:

Sinking Fund:	£112k as a sinking fund reserve for major capital improvements in the years ahead.
Ten Percent Fund	£114k towards small scale projects which fulfil YMCA BCG's charitable objects, and meet the following criteria: • Activities which support Christian Mission • Building improvements for specific projects • Positive activities which divert away from anti social behaviour • Family activities which support good parenting • Emergency respite childcare
"Thrive" Fund:	£10k as fund to support young people progressing into Higher Education at diversity. During the year, £2k of this fund was provided for two young people and this fund has now ended.
"Welfare" Fund:	£10k designated to provide financial assistance to our residents suffering from fuel poverty. During the year £1200 was provided and the remaining balance is £1,600.
"Thrive into Work" Fund:	£30k designated by the Board in February 2023 to support our residents with the cost of living crisis enabling them to move into their own accommodation. These funds have been designated for a maximum a period of two years. During the year, £18,300 of financial support was provided.

As at 31 March 2025, unspent donations received totalled £18,913 for our "Moving Forward Fund" which have been treated as deferred income for future periods of expenditure. During the year an amount of £4,876 fnancial support was provided to our residents and service users moving to independent living.

e. Material investments policy

Under the Articles of Association, the Charity has the power to invest in any way the Trustees wish. The Trustees, having regard to the liquidity requirements of day-to-day operations and to the reserves policy, have, historically, operated a policy of keeping sufficient funds available on current account (to offset standard bank charges) and in an interest bearing account in order to generate a modest rate of return on such monies. The Charity currently does not have funds available to utilise for investment purposes; working capital requirements are met from the Charity's current account.

f. Principal risks and uncertainties

YMCA BCG maintains a Corporate Risk Register which is then "RAG" rated. This is scrutinised by the Finance Audit and Risk Committee annually and presented to the Board for approval. This is reviewed on a regular basis by the Chief Officer team who, in accordance with the Risk Management Policy, are required to notify the Chair of the Board (normally via the CEO) of any new risks or any re evaluated existing Retained (Net) Risks which exceed the Acceptable Risk Score Threshold as identified on the Corporate Risk Register.

The FAR completed its annual scrutiny of the Corporate Risk Register at its June 2025 meeting and the Board approved the register in July 2025.

In addition, the Senior Leadership Team are responsible for highlighting operational risks which are captured on an Operational Risk Register. This is periodically reviewed at Senior Leadership Team meetings with additional risks and changes to existing risks discussed.

g. Financial risk management objectives and policies

The Trustees have overall responsibility for the system of internal financial control, the effectiveness of which has been reviewed and reported on to the Trustees by the Finance, Audit and Risk Sub Committee. The principal elements of the system, which is designed to recognise the specific characteristics and objectives of the Association and the risks to which it is exposed, include:

- A clearly defined structure which delegates authority, responsibility and accountability, including responsibility for internal financial control to management;
- A well established budgeting and reporting function, with budgets and results reviewed at a senior level within the Association to provide a timely and regular monitoring of financial performance;
- An investment evaluation process to ensure Trustees' approval for all major capital expenditure commitments; and
- A regular review procedure carried out by the Association of its risk exposure and of the systems of internal financial control in place to mitigate those risks, with annual reports of findings to the Trustees.

Internal financial control, by its nature, provides only reasonable and not absolute assurance against material misstatement or loss.

h. Principal funding

The Trustees wish to record their sincere appreciation to the various public bodies for making grants totalling £3,607,948 across the consolidated Group.

The main funding sources continue to be the supported housing and supported lodgings projects, rents received for accommodation mainly through housing benefit together with capital grant funding secured for the 235 Phase 2 Development.

The principal funding sources for the Charity for the financial year were:

Source	Project / Area of Work
Accommodation Rent	Including Housing Benefit and Self-Rent
Black Country Growth Deal	YMCA City Gateway - Phase 2 (Capital)
Homes England	235 Phase 2 (Capital)
CHADD (Lead Contractor)	Transitional support / accomodation for young people
Donations	Including Walsall Almshouses and The Moving Forward Fund
Dudley Metropolitan Borough Council	Supporting People
The Eveson Trust	Supported Lodgings
Sandwell Metropolitan Borough Council	Supported Lodgings and HAF provision
Walsall Metropolitan Borough Council	Supported Lodgings and YMCA Walsall
City of Wolverhampton Council	Supported Lodgings, #Yes project, youth provision and YMCA Wolverhampton
The National Lottery Community Fund - RC Midland Region	Wrens Nest and YMCA Walsall - The Glebe Centre
DWP	Sandwell Youth Hub
Communities in Sync	Wider Determinents of Health
Western Gateway	Gym, Café, Conference Bookings, Office Rental and Conference Bookings
Benefact Trust	Gateway to Achieve
YMCA England and Wales	Room Sponsorship, Cadent Project
Nursery Fees	YMCA Wolverhampton
One YMCA	YMCA Wolverhampton
Staffordshire County Council	YMCA Wolverhampton
Small Street Centre	YMCA Walsall
Garfield Weston	YMCA Walsall

Structure, governance and management

a. Constitution

The Charity is a company limited by guarantee and its governing document is its Articles of Association. It is an autonomous Charity, and an affiliated member of the National Council of Young Mens Christian Associations, which is the mechanism by which the individual YMCAs of England and Wales federate. In January 2020, the Board reaffirmed its affiliation, signing the new Membership Agreement of the federation.

For the sake of clarity, all references to Trustees are synonymous with Directors for purposes of Company law.

The Objects of the Charity are:

- To advance the Christian faith, including by:

  a) promoting a Christian environment inspired and motivated by the life, example and teaching of Jesus Christ, where people of faith and people of none can work together for the transformation of communities; and
  b) enabling people of all ages and in particular young people, to flourish through experiencing and responding to the love of God demonstrated by the life, example and teaching of Jesus Christ;

- To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life;

- To provide or assist in the provision of education for people of all ages and in particular young people, with the object of developing their physical, mental or spiritual capacities;

- To relieve or assist in the relief of people of all ages and in particular young people, who are in conditions of need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances; and

- To provide residential accommodation, including Social Housing, for people of all ages and in particular young people, who are in need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances.

The Charity welcomes, serves and works with persons of all religious faiths and of none.

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The Governance Committee is tasked with overseeing the process of Board skill gap analysis and the recruitment of new Trustees. The Committee have been particularly active in recent years overseeing the recruitment of new trustees as retiring trustees have completed their three terms of office. They have sought to develop a healthy diversity, ensuring always an appropriate match of skills and ethos, combined with an intentional desire to broaden gender, ethnicity and age profiles.

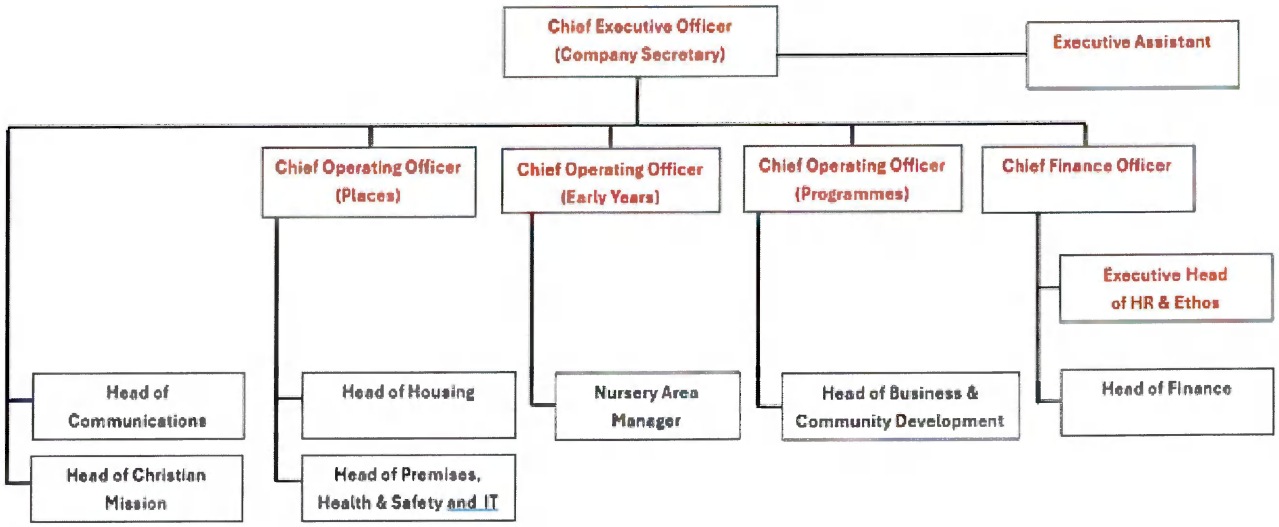
The Board place on record their thanks to John Welsby and Grace England who retired as Trustees in November 2024. Trustees are appointed by election at AGM or co-option, in accordance with the Articles.

At the time of this report's approval, the make-up of the Board was as follows:

Sex		Age				Ethnicity	
Female	5	20 - 40	1	60 +	6	Ethnic Minority	4
Male	8	41 - 60	6			White	9

c. Organisational structure and decision-making policies

The Charity's forward strategy, together with high level policy are approved by the Board. The Chief Executive Officer is responsible to the Board for the operational implementation, delivered through Chief Officers, and a wider Senior Leadership Team.



Structure, governance and management (continued)

d. Group Subsidiaries

YMCA BCG is the sole member of two charitable subsidiaries, YMCA Walsall, and YMCA Wolverhampton. Each delivers against objects consistent with YMCA BCG for their designated geographical areas. YMCA Wolverhampton additionally takes prime responsibility for the Group's Ofsted registered childcare provision.

All present Trustees are also Trustees of these two subsidiary charities.

Trustees are also Directors of an associate company West Bromwich & District YMCA Community Enterprises and subsidiary company YMCA Black Country Social Enterprises Limited, both of which are now dormant following the Group restructure effective from 1 April 2019.

e. Risk management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finance of the Charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

f. Governance Members

Governance Members are members of the company under Company law, and appointed, as defined in the Articles. Governance members ensure the Charity remains faithful to its Christian foundation and charitable purposes, by:

- holding the Board to account at each Annual General Meeting; and
- appointing new trustee directors to the Board.

Throughout the year, Governance Members are updated on the Charity's progress, invited to project visits and special events, and where appropriately skilled, some participate on a number of the Charity's Committees.

There are currently 21 Governance Members, and the Board plans to increase this number to gain greater ownership of the Charity from across the Black Country.

Structure, governance and management (continued)

g. Committee Structure

The Board delegate scrutiny to several standing Committees to provide efficient governance and effective use of Board time. Committees operates under terms of reference set by the Board.

Committee	Remit	Composition	
		Trustees	Governance Mem.
Finance Audit & Risk 6/year	Finance policy, financial performance & organisational delivery, budget scrutiny corporate risk, internal audit	Mark Fussell (Ch.) Martin Shenton Phil Walker (non-voting) Jonathan Rowe Jeremy Oakley	Eric Moore
Safeguarding 6/year	Safeguarding Policy, reports, incidents and claims, trends and actions	Stephanie Patrick (Ch.) Jayne Sargeant Geoff Stonyer	Hazel Bloxham
Governance Development 2/year	Governance code, Trustee succession, training & development	Seinde Balogun (Ch.) Jonathan Rowe Ramesh Malhan	
Capital Projects and Acquisitions 4/year	Current and future capital development	Jeremy Oakley (Ch.) Grace England Phil Walker Geoff Stonyer	Eric Moore
Human Resources & Ethos 4/year	HR & Ethos Policy, HR KPIs, employee relations and claims, trends and actions. GOR posts.	Anna Walsh (Ch.) Jeremy Oakley Jonathan Rowe Geoff Stonyer	
Health & Safety 1/year	Health & Safety Policy, reports, incidents & claims, trends and actions	Seinde Balogun (Ch.) Phil Walker	
Executive Remuneration 2/year	Chief Officer remuneration, CEO supervision & review, Chief Officer appointments & succession	Anna Walsh (Ch.) Jonathan Rowe Jeremy Oakley Geoff Stonyer	

h. Chief Officer Remuneration

The Group has established a Chief Officer and CEO Review Committee which meets annually to approve the remuneration of Chief Officer's posts.

Structure, governance and management (continued)

i. Equity, Diversity and Inclusion

Following the murder of George Floyd in 2020, YMCA Black Country, building on the foundation of YMCA collaboration developed an internal action plan to strengthen equality, diversity and inclusion across the organisation.

This included a formal response to staff feedback from a regional EDI perception survey, the appointment of a diversity champion at board level, and a commitment to achieving the international standard ISO 30415 In Human Resource Management: Diversity and Inclusion.

In 2023, YMCA Black Country became the first YMCA in the world and only the second organisation globally to be awarded this standard. This recognition relfects our ongoing commitment to embedding inclusive practices in our culture, governance and people management.

The Board has appointed Pauline Tomlinson as the nominated Trustee EDI Champion.

In addition to the table provided for Trustee demographics at section b, the following table will be used as a benchmark for future years:

	Number	Age		Sex		Ethnicity	
Senior Managers	14	16-35	1	Female	10	Ethnic Minority	1
		36-45	5	Male	4	White	13
		46-55	3				
		56+	5				
Managers/ Supervisors	39	16-35	12	Female	32	Ethnic Minority	12
		36-45	12	Male	7	White	27
		46-55	8				
		56+	7				
Other staff / Relief / Volunteers	189	16-35	102	Female	145	Ethnic Minority	80
		36-45	30	Male	33	White	98
		46-55	19	Undisclosed	11	Undisclosed	11
		56+	38				

Structure, governance and management (continued)

Plans for future periods

f

The new 2025-30 Strategy – The S.H.A.P.E. of Communities seeks to continue the excellent legacy, with a focus on develop the quality of our projects and services to young people and communities across the Black Country and South Staffordshire.

Specific initiatives in the coming year will include the following:

- Continuing to embed the YMCA Black Country Childcare Curriculum within our settings and exploring opportunities to promote the Curriculum across the YMCA Federation
- Expanding youth work and mentoring provision in Wolverhampton, Walsall, Dudley and Sandwell
- Empowering more young people through sponsorship and volunteering opportunities
- Supporting in the coordination of Youth Unify and European Unify devotional programmes

From 1st April 2025 Living Springs merged into YMCA Black Country Group. YMCA Living Springs provides supporting housing in self catered flats for parents with young children as a temporary placement, as well as signposting to additional support and day activities to build confidence, wellbeing and practical life skills.

Inspired by and faithful to our Christian values, Living Springs offers:

- A safe harbour enabling people to thrive
- A community to experience healthy relationships and care
- Support and Advice to build confidence and resilience

Regulatory Bodies and Statutory Controls

a. Charity Commission and Regulator of Social Housing

YMCA BCG recognises that good governance is essential to the success of a charity. In selecting a Code of Governance to adopt (see below), the Trustees considered their obligations to both the Charity Commission and the Regulator of Social Housing.

A self assessment review of the Economic and Consumer Standards set by the Regulator of Social Housing took place in the last quarter of 2024/2025, undertaken by Chief Officers and nominated Trustees, with housing expertise. The self assessment was also reviewed by an external consultant who provided training to the Trustees on their responsibilities for governance of a Registered Provider.

There were no serious incidents reportable to the Charity Commission or the Regulator of Social Housing during the year.

b. Code of Governance

Trustees continue to abide by the charity Code of Governance (2020) code and have tasked the Governance Committee with the role of recommending remedial and improvement actions to the Board. .

c. Fundraising Statement

Fundraising undertaken by the Charity for its charitable activities are carried out by employees or volunteers of the Charity. Funds raised outside of contracts and traded income are mainly sourced through charitable grants obtained through a rigorous process of application. Funds presently raised from voluntary donations are principally for specified purposes, namely the 'Moving Forward Fund' with funds raised designated to provide low cost resources to YMCA residents who are in the process of moving into independent accommodation; the Glebe centre, with donations raised for the operation of the centre, provision of food and clothing; and the 'Brighter Futures Fund', with donations supporting YMCA's youth work delivery across the Black Country.

No fundraising has been undertaken on behalf of the YMCA Black Country Group (or its charitable subsidiaries) by a contracted third party individual or organisation.

d. Value for Money

A Value for Money Strategy has been developed in compliance with regulatory requirements.

YMCA BCG proactively engages with all of its service users whether this be through one to one support, service user meetings or satisfaction questionnaires to ensure that the services delivered are fit for purpose and outcomes achieved. Trustees receive presentations from service users throughout the year, and a report on service user consultation and engagement at its September meeting.

Contracted work won under competitive tendering situations is scrutinised against price and quality, with the need to offer and deliver best value to secure new contracted work. Exempt housing rents are now regularly scrutinised by Local Authorities to ensure they represent value for money. Traded services (e.g. Childcare, Gym, Café etc.) operates within the boundaries of local market forces to moderate price, and (for Childcare) our commitment to quality is judged by Ofsted.

The Finance Policy of YMCA BCG has clear levels of authority delegated to officers but with certain financial transactions based on value and type of expenditure requiring Board approval. Financial and non financial outputs and performance are scrutinised by the Group's Finance Audit and Risk Sub Committee for variances. In addition, a Corporate Risk Register is maintained, updated and reviewed on a regular basis.

The Group structure has enabled all entities to benefit from cost savings achieved by way of Group wide procurement. Significant cost savings continue to be achieved in respect of insurance, audit and utility costs.

e. Safeguarding

The Safeguarding Committee is a well established Committee comprising of Trustees, Governance Members, Designated Safeguarding Lead together with Designated Safeguarding Officers and which meets bi monthly to scrutinise safeguarding incidents and to ensure compliance with legal and regulatory requirements including the reporting of incidents as they arise to the relevant authorities, including the Charity Commission.

f. Consideration of furthering the Charity's Purposes for the Public Benefit

The Trustees have considered the general guidance on public benefit issued by the Charity Commission and believes that having reviewed the Charity's activities undertaken to achieve its charitable objects, the Charity does indeed provide significant public benefit. Details of these activities are outlined in the Strategic Report above.

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the company and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, WR Partners, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Trustee: Philip Walker
Date: 17 September 2025

Chief Executive: Steve Bavington

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP

Opinion

We have audited the financial statements of YMCA Black Country Group (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2025 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, the Housing and Regreneration Act 2008 and the accounting direction for Private Registered Providers of Social Housing 2015.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

- We reviewed the susceptibility of the charitable company's financial statements to material misstatement and identified the principal risks, implementing a series of testing procedures to provide us with sufficient comfort to issue our opinion.
- We reviewed the charitable company's regulatory environment to ensure we could conclude that it had acted in accordance with the framework relevant to the charitable company and its environment and identify any instances of non-compliance.
- We also assessed the charitable company's internal control procedures to ensure we could appropriately scrutinise these controls and establish whether our understanding of the control environment was sufficient to supplement our additional testing procedures.
- The engagement team consisted of a team that the engagement partner believes is equipped with the relevant level of technical and charitable company awareness to carry out our work to the required standard.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Malpass BA FCA (Senior statutory auditor)
for and on behalf of
WR Partners
Chartered Accountants & Statutory Auditors
Belmont House
Shrewsbury Business Park
Shrewsbury
Shropshire
SY2 6LG

29 September 2025

COMPANY STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Turnover	3	**7,291,897**	6,548,446
Operating Expenditure	5	**(6,893,416)**	(6,509,981)
Operating Surplus/(Deficit)		**398,481**	38,465
Finance Income		**550**	205
Finance Payable		**(385,127)**	(296,631)
Surplus/(Deficit) for the year		**13,904**	(257,961)
Total comprehensive income for the year		**13,904**	(257,961)

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Turnover	3	**10,011,805**	8,292,282
Operating Expenditure	5	**(9,139,989)**	(8,211,868)
Operating Surplus/(Deficit)		**871,816**	80,414
Finance Income		**7,950**	7,127
Finance Payable		**(385,127)**	(296,631)
Surplus/(Deficit) for the year		**494,639**	(209,090)
Total comprehensive income for the year		**494,639**	(209,090)

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)
REGISTERED NUMBER: 4116412

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		Restated 2024 £
Fixed assets					
Intangible assets	11		**16,756,941**		*16,867,465*
Tangible assets	12		**1,108,839**		*1,186,702*
			17,865,780		*18,054,167*
Current assets					
Stocks	13	**238**		*238*	
Debtors	14	**507,697**		*527,568*	
Cash at bank and in hand		**2,781,372**		*2,347,757*	
		3,289,307		*2,875,563*	
Creditors: amounts falling due within one year	15	**(1,405,133)**		*(1,558,414)*	
Net current assets			**1,884,174**		*1,317,149*
Total assets less current liabilities			**19,749,954**		*19,371,316*
Creditors: amounts falling due after more than one year	16		**(5,249,142)**		*(5,376,562)*
Net assets excluding pension liability			**14,500,812**		*13,994,754*
Defined benefit pension scheme liability	22		**(40,300)**		*(28,881)*
Total net assets			**14,460,512**		*13,965,873*

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Charity funds			
Restricted funds		**434,439**	*353,837*
Unrestricted funds		**14,026,073**	*13,612,036*
Total funds		**14,460,512**	*13,965,873*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 17 September 2025 and signed on their behalf by:

Trustee: Philip Walker
Date: 17 September 2025

Chief Executive: Steve Bavington

The notes on pages 37 to 55 form part of these financial statements.

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)
REGISTERED NUMBER: 4116412

COMPANY BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*Restated 2024 £*
Fixed assets					
Housing properties	11		**16,756,941**		*16,867,465*
Tangible assets	12		**318,234**		*307,178*
			17,075,175		*17,174,643*
Current assets					
Debtors	14	**300,821**		*334,496*	
Cash at bank and in hand		**1,362,430**		*953,068*	
		1,663,251		*1,287,564*	
Creditors: amounts falling due within one year	15	**(1,838,548)**		*(1,460,232)*	
Net current liabilities			**(175,297)**		*(172,668)*
Total assets less current liabilities			**16,899,878**		*17,001,975*
Creditors: amounts falling due after more than one year	16		**(5,249,142)**		*(5,376,562)*
Net assets			**11,650,736**		*11,625,413*
Defined benefit pension scheme liability	22		**(40,300)**		*(28,881)*
Total net assets			**11,610,436**		*11,596,532*

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Charity funds			
Restricted funds		**10,500**	*10,500*
Unrestricted funds		**11,599,936**	*11,586,032*
Total funds		**11,610,436**	*11,596,532*

The company's net movement in funds for the year was £13,904 *(2024 - £(257,961))*.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

.....
Trustee: Philip Walker
Date: 17 September 2025

.....
Chief Executive: Steve Bavington

The notes on pages 37 to 55 form part of these financial statements.

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

Group Statement of Changes in Equity

	Revenue Reserves £	Designated Reserves £	Revaluation Reserves £	Restricted Reserves £	2025 £	*As Restated 2024 £*
At 1 April	9,872,178	909,176	2,830,681	353,837	13,965,873	*14,174,963*
Surplus/(deficit) for the year	414,037	-	-	80,602	494,639	*209,090*
Transfers	- 49,464	49,464	-	-	-	-
	10,236,751	**958,640**	**2,830,681**	**434,439**	**14,460,512**	*13,965,873*

Company Statement of Changes in Equity

	Revenue Reserves £	Designated Reserves £	Revaluation Reserves £	Restricted Reserves £	2025 £	*As Restated 2024 £*
At 1 April	8,527,817	227,533	2,830,681	10,500	11,596,532	*11,854,493*
Surplus/(deficit) for the year	13,904	-	-	-	13,904	*257,961*
Transfers	- 2,130	2,130	-	-	-	-
	8,539,591	**229,663**	**2,830,681**	**10,500**	**11,610,436**	*11,596,532*

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash used in operating activities	17	**738,318**	*265,412*
Cash flows from investing activities			
Dividends, interests and rents from investments		**7,127**	*205*
Purchase of tangible fixed assets		**(123,710)**	*(204,647)*
Purchase of housing properties		**(77,550)**	*(1,396,410)*
Net cash used in investing activities		**(194,133)**	**(1,600,852)**
Cash flows from financing activities			
Cash inflows from new borrowing		**-**	*1,200,000*
Repayments of borrowing		**(110,570)**	*(79,086)*
Net cash (used in)/provided by financing activities		**(110,570)**	**1,120,914**
Change in cash and cash equivalents in the year		**433,615**	**(214,526)**
Cash and cash equivalents at the beginning of the year		**2,347,757**	*2,562,283*
Cash and cash equivalents at the end of the year	18	**2,781,372**	*2,347,757*

The notes on pages 37 to 55 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. General information

YMCA Black Country Group is a private company limited by guarantee, registered in England and Wales. The charitable company's registered number and registered address can be found on the Company information page. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The principal activity of the company is the provision of social housing.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and comply with the Accounting Direction for Private Registered Providers of Social Housing 2015, the Statement of Recommended Practice for Social Housing Providers (SORP) and the Housing and Registration Act 2008.

YMCA Black Country Group has prepared the financial statements in accordance with FRS102.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activiti in these financial statements.

2.2 Turnover

Turnover represents rent and service charges receivable (net of losses from voids), revenue grants and charitable fees and donations.

2.3 Basis of consolidation

The financial statements consolidate the accounts of YMCA Black Country Group and all of its subsidiary undertakings ('subsidiaries').

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2. Accounting policies (continued)

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long-term leasehold property and improvements	- Over the term of the lease
Fixtures and fittings	- 20-25% straight line
Office equipment	- 15% reducing balance
Computer equipment	- 33.3% straight line
Major Components	- See below

Major components in housing properties are to be treated as seperable assets and depreciated over their estimated useful lives as follows:

Buildings - 100 years
Roof - 70 years
Electrics - 40 years
Windows/Doors/Bathrooms - 30 years
Kitchen - 20 years
Boiler - 15 years

2.7 Revaluation of tangible fixed assets

The company has adopted the revaluation model to revalue items of property, plant and equipment whose fair value can be measured reliably. The revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

The fair value of land and buildings is usually determined from market-based evidence by appraisal that is normally undertaken by professional qualified valuers. The fair value of items of plant and machinery is usually their market value determined by appraisal.

Revaluation gains and losses are recognised in other comprehensive income and accumulated in equity.

2.8 Interest receivable

Interest of funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

2. Accounting policies (continued)

2.9 Operating leases

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.13 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.14 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Accounting policies (continued)

2.15 Social Housing grants (SHG) and other grants

Government grants are recognised as revenue when the grant proceeds are received or receviable. Where a grant imposes specific future performance related conditions it is recognised as revenue when the performance-related conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability. Where government grant is provided for the construction of housing properties with a specific scheme, then the performance related condition is met when the construction of the housing properties is complete.

2.16 Pensions

YMCA Black County Group participated in the multi-employer defined pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members and accruals on 30th April 2007. Due to insufficient information, the plan's actuary has advised that it is not possible to separate the identify the assets and liabilities related to YMCA Black Country Group.

As described in note 21, YMCA Black Country Group has a contractual obligation to make pension deficit payments of £24,367 pa over the period to April 2027 (2024: £21,215 pa to April 2027) accordingly, this is shown as a liability in these accounts. In addition, YMCA Black Country Group is required to contribute £6,761 pa (2024: £6,761 pa) to the operating expenses of the Pension Plan and these costs are charged in the Statement of Comprehensive Income as made.

2.17 Fund accounting

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

2.18 Gift Aid payments

Gift aid paments are charged as distributions of reserves in accordance with the guidance included in the institute of Chartered Accountants technical release 'Guidance on donations by a company to its parent charity'.

2. Accounting policies (continued)

2.19 Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. In the opinion of the Trustees there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

3. Turnover, Operating Costs and Operating Surplus

Group	2025 Turnover £	2025 Operating Expenses £	2025 Operating Surplus £	2024 Turnover £	2024 Operating Expenses £	2024 Operating Deficit £
Income & Expenditure from lettings						
Accommodation	7,244,293	(5,197,338)	2,046,955	5,900,753	(4,325,454)	1,575,299
Other Income & Expenditure						
Community Activities	2,403,094	(4,327,778)	(1,924,684)	2,036,536	(4,183,045)	(2,146,509)
Donations	27,446	-	27,446	54,151	-	54,151
Other Income	344,922	-	344,922	307,969	-	307,969
Total	**10,019,755**	**(9,525,116)**	**494,639**	**8,299,409**	**(8,508,499)**	**(209,090)**

Company	2025 Turnover £	2025 Operating Expenses £	2025 Operating Surplus £	2024 Turnover £	2024 Operating Expenses £	2024 Operating Deficit £
Income & Expenditure from lettings						
Accommodation	3,751,450	(2,943,297)	808,153	3,380,955	(2,752,456)	628,499
Other Income & Expenditure			-			-
			-			-
Community Activities	648,335	(4,335,246)	(3,686,911)	618,568	(4,054,156)	(3,435,588)
Donations	25,130	-	25,130	12,499	-	12,499
Other Income	2,867,532	-	2,867,532	2,536,629	-	2,536,629
Total	**7,292,447**	**(7,278,543)**	**13,904**	**6,548,651**	**(6,806,612)**	**(257,961)**

4. Turnover from lettings

	Group	Group	Company	Company
	£	£	£	£
	2025	2024	**2025**	2024
Income from lettings				
Rent receivable	**5,250,993**	4,719,842	**3,654,788**	3,265,782
Net Rent Receivable				
Supporting people - grant	**36,667**	37,500	**-**	-
Supported lodgings	**95,662**	115,173	**95,662**	115,173
Total income from lettings	**5,383,322**	4,872,515	**3,750,450**	3,380,955
Rent Losses from voids	**1,287,614**	1,465,748	**1,186,470**	1,371,520

5. Expenditure

	Group 2025 £	Group 2024 £	**Company 2025 £**	Company 2024 £
People Related	**84,885**	351,401	**37,213**	327,106
Premises Related	**1,016,090**	1,008,419	**970,539**	797,789
Office Costs	**78,175**	85,611	**53,451**	50,861
Direct Activity Costs	**449,085**	338,468	**285,205**	153,075
Other Direct Expenses	**34,736**	3,700	**18,357**	3,700
Other Operating Overhead	**55,659**	70,003	**40,153**	38,779
Recharges		-	**1,413,776**	1,231,076
Bad Debts	**11,784**	79,904	**16,624**	81,092
Bank Charges	**7,000**	11,062	**-**	-
Travel Costs	**2,494**	3,834	**-**	-
Programme Delivery	**324,059**	305,345	**-**	-
Salaries	**2,782,054**	1,855,112	**550,069**	60,996
NIC	**188,422**	111,403	**43,325**	3,914
Pension	**75,715**	31,989	**15,240**	1,241
Depreciation	**87,180**	69,203	**10,116**	2,827
Total Expenditure from Lettings	**5,197,338**	**4,325,454**	**3,454,068**	**2,752,456**
Other expenditure	4,327,778	4,183,045	3,823,474	4,054,156
Total expenditure	**9,525,116**	**8,508,499**	**7,277,542**	**6,806,612**

6. Finance income

	Group 2025 £	*Group 2024 £*	**Company 2025 £**	*Company 2024 £*
Bank Interest	**7,950**	*7,127*	**550**	*205*
	7,950	*7,127*	**550**	*205*

7. Interest payable

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Loan Interest payable	**385,127**	*296,631*	**385,127**	*296,631*
	385,127	*296,631*	**385,127**	*296,631*

No interest was capitalised in the year (2024: £Nil).

8. Net Income/(Expenditure)

This is stated after charging:

	2025 £	*2024 £*
Depreciation of tangible fixed assets	**201,573**	*89,790*
Depreciation of housing properties	**188,074**	*166,503*
Auditors remuneration	**27,500**	*27,500*
Operating lease rentals	**287,421**	*287,421*

During the year, no Trustees received any remuneration or benefits in kind (2024: £Nil).
During the year, expenses totalling £131 were reimbursed to 1 Trustee (2024: £Nil to 0 Trustees).

9. Staff costs

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Wages and salaries	**4,417,659**	*3,747,531*	**2,185,672**	*1,953,414*
Social security costs	**330,485**	*270,645*	**186,389**	*163,156*
Contribution to defined contribution pension schemes	**104,148**	*79,532*	**57,675**	*48,785*
	4,852,292	*4,097,708*	**2,429,736**	*2,165,355*

Included in the above, are £nil (2024: £17,981) redundancy payments paid out to employees

9. Staff costs (continued)

The average number of persons employed by the company during the year was as follows:

	Group 2025 No.	*Group 2024 No.*	Company 2025 No.	*Company 2024 No.*
Average staff numbers	**220**	*212*	**102**	*98*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2025 No.	*Group 2024 No.*
In the band £60,001 - £70,000	**1**	*1*
In the band £70,001 - £80,000	**1**	*1*

Directors' and Senior Executives Emoluments

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Emoluments	**338,848**	*255,759*	**70,560**	*53,513*
Pension contributions	**10,986**	*30,215*	**1,763**	*13,229*
	349,834	*285,974*	**72,323**	*66,742*

The chief executive is included in the YMCA Pension Scheme and is an ordinary member of the scheme. No enhanced or special terms apply. During the period the total amount contributed to the individual pension arrangement was £6,806 (2024: £1,763).

10. Taxation Status

YMCA Black Country Group is a company limted by guarantee, a registered charity and is registered with the Regulator of Social Housing under the Housing and Regeneration Act 2008.

The Company has charitable status for tax purposes and no liability to corporation tax arises.

11. Housing Properties

Group and Company

	Housing Properties £
Cost	
At 1 April 2024	**18,284,806**
Additions	**77,550**
At 31 March 2025	**18,362,356**
Amortisation	
At 1 April 2024	**1,417,341**
Charge for the year	**188,074**
At 31 March 2025	**1,605,415**
Net book value	
At 31 March 2025	**16,756,941**
At 31 March 2024	*16,867,465*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

12. Tangible fixed assets

Group

	Long-term leasehold property and improvements £	Fixtures and fittings £	Office equipment £	Computer equipment £	Total £
Cost or valuation					
At 1 April 2024	**1,138,758**	**734,353**	**164,829**	**67,293**	**2,105,233**
Additions	**21,103**	**102,608**	**-**	**-**	**123,711**
Disposals	**-**	**(99,102)**	**(164,829)**	**-**	**(263,931)**
Transfers between classes	**(155,000)**	**155,000**	**-**	**-**	**-**
At 31 March 2025	**1,004,861**	**892,859**	**-**	**67,293**	**1,965,013**
Depreciation					
At 1 April 2024	**260,613**	**459,563**	**164,829**	**33,526**	**918,531**
Charge for the year	**50,264**	**131,974**	**-**	**19,335**	**201,573**
On disposals	**-**	**(99,101)**	**(164,829)**	**-**	**(263,930)**
Transfers between classes	**(6,510)**	**6,419**	**-**	**91**	**-**
At 31 March 2025	**304,367**	**498,855**	**-**	**52,952**	**856,174**
Net book value					
At 31 March 2025	**700,494**	**394,004**	**-**	**14,341**	**1,108,839**
At 31 March 2024	*878,145*	*274,790*	*-*	*33,767*	*1,186,702*

12. Tangible fixed assets (continued)

Company

	Long-term leasehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2024	**157,036**	**417,744**	**60,118**	**634,898**
Additions	**18,505**	**102,608**	**-**	**121,113**
At 31 March 2025	**175,541**	**520,352**	**60,118**	**756,011**
Depreciation				
At 1 April 2024	**22,499**	**277,674**	**27,547**	**327,720**
Charge for the year	**5,663**	**86,164**	**18,230**	**110,057**
At 31 March 2025	**28,162**	**363,838**	**45,777**	**437,777**
Net book value				
At 31 March 2025	**147,379**	**156,514**	**14,341**	**318,234**
At 31 March 2024	*134,537*	*140,070*	*32,571*	*307,178*

13. Stocks

	Group 2025 £	*Group 2024 £*
Food for nurseries	**238**	*238*

14. Debtors

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Due within one year				
Trade debtors	**227,483**	*291,735*	**118,344**	*211,232*
Amounts owed by group undertakings	**-**	*-*	**-**	*46,869*
Other debtors	**38,825**	*53,699*	**7,232**	*6,284*
Prepayments and accrued income	**241,389**	*182,134*	**175,245**	*70,111*
	507,697	*527,568*	**300,821**	*334,496*

Provisions for bad and doubtful debts included above for the group are £123,519 (2024: £169,789).

Provisions for bad and doubtful debts included above for the company are £101,538 (2024: £139,557).

Rent arrears included within the above for the group are £307,238 (2024: £289,284) and for the company are £202,918 (2024: £240,198).

15. Creditors: Amounts falling due within one year

	Group 2025 £	*Group Restated 2024 £*	Company 2025 £	*Company Restated 2024 £*
Bank loans	**271,361**	*254,511*	**271,361**	*254,511*
Trade creditors	**266,392**	*358,948*	**215,378**	*276,745*
Amounts owed to group undertakings	**-**	*-*	**810,100**	*312,525*
Other taxation and social security	**24,163**	*77,623*	**14,593**	*46,937*
Other creditors	**109,269**	*113,233*	**105,585**	*101,429*
Accruals and deferred income	**733,948**	*754,099*	**421,531**	*468,085*
	1,405,133	*1,558,414*	**1,838,548**	*1,460,232*

The prior year adjustment relates to the reclassification of a creditor to a contingent liability. The obligation was previously recognised as a liability, but as any repayment is contingent on the sale of the leasehold property, the most appropriate accounts treatment is to disclose this as a contingent liability in the notes to the accounts. Accordingly, the creditor has been removed by way of prior year adjustment.

The creditor has been removed by way of prior year adjustment. The impact on creditors and reserves was £708,773. Please see note 20.

16. Creditors: Amounts falling due after more than one year

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Bank loans	**5,249,142**	*5,376,562*	**5,249,142**	*5,376,562*

Included within the above are amounts falling due as follows:

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Between one and two years				
Bank loans	**278,488**	*278,203*	**278,488**	*278,203*
Between two and five years				
Bank loans	**425,536**	*719,541*	**425,536**	*719,541*
Over five years				
Bank loans	**4,545,118**	*4,378,818*	**4,545,118**	*4,378,818*

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Repayable by instalments				
Payable or repayable by instalments	**4,545,118**	*4,378,818*	**4,545,118**	*4,378,818*
	4,545,118	*4,378,818*	**4,545,118**	*4,378,818*

Bank loans totalling £5,249,142 (2024: £5,376,562) are secured by fixed charge over the freehold property and assets of the company.

Bank loan term of repayment are monthly and interest is payable at 2.25% and 1.5% above the base rate of the Bank of England over the principal amount.

17. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2025 £	*Group 2024 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**494,639**	*(209,090)*
Adjustments for:		
Depreciation charges	**389,647**	*256,293*
Interest income	**(7,127)**	*(205)*
Decrease in debtors	**19,871**	*321,146*
Decrease in creditors	**(170,131)**	*(78,228)*
Decrease in provisions	**11,419**	*(24,504)*
Net cash provided by operating activities	**738,318**	*265,412*

18. Analysis of cash and cash equivalents

	Group 2025 £	*Group 2024 £*
Cash in hand	**2,781,372**	*2,347,757*
Total cash and cash equivalents	**2,781,372**	*2,347,757*

19. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	**2,347,757**	**433,615**	**2,781,372**
Debt due within 1 year	**(254,511)**	**(16,850)**	**(271,361)**
Debt due after 1 year	**(5,376,562)**	**127,420**	**(5,249,142)**
	(3,283,316)	**544,185**	**(2,739,131)**

20. Contingent liabilities

Improvements to one of the leasehold properties were part financed by a grant of £708,773; the terms of which indicate that there may be a requirement for the charity to repay the grant if the property was ever to be sold. The trustees have no current intention to sell the property.

21. Capital commitments

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Contracted for but not provided in these financial statements				
Acquisition and redevelopment of Housing Properties	**428,000**	-	**428,000**	-

At 31 March 2025, YMCA Black Country Group had entered into a capital commitment of £428,000 in relation to the acquisition and redevelopment of a future housing property.

The total cost of the property and redevelopment contract is £5,018,000, the majority of which is being funded through external grant funding administered directly by the developer. The charity is only contractually commited to funding £428,000 and is not responsible for nor in receipt of the external grant funding.

22. Pension commitments

Defined Contribution Scheme

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £104,148 (2024:£79,532)

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

The most recent completed three year valuation was at 1st May 2023. The assumptions used which have the most significant effect on the results of the valuation are those relating to the assumed rates of return on assets of 4.56%, the increase in pensions in payment of 3.18% (for RPI capped at 5% pa), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 21.5 years, female 24.0 years and 23.1 years for a male pensioner, female 25.7 years, retiring in 20 years time. The result of the valuation showed that the actuarial value of the assets was £103.1m, which represented 92% of the benefits that had accrued to members.

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

22. Pension commitments (continued)

The valuation prepared as at 1 May 2023 showed that the pension plan had a deficit of £9.1 million. YMCA Black Country Group has been advised that it will need to make monthly contributions of £1,767 from 1st of May 2024. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the pension plan. Agreed future deficit contributions have discounted rate of 0% (2024:0%) The current recovery period is three years, commencing 1 May 2024.

Reconciliation of opening and closing provision

	2025	*2024*
	£	*£*
Provision at the start of the year	**28,881**	*53,385*
Increase to provision	**32,634**	-
Deficit contribution paid	**(21,215)**	*(24,504)*
	40,300	***28,881***

23. Operating lease commitments

At 31 March 2025 the Group and the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2025	*Group 2024*	**Company 2025**	*Company 2024*
	£	*£*	**£**	*£*
Not later than 1 year	**281,308**	*389,655*	**132,069**	*194,915*
Later than 1 year and not later than 5 years	**741,593**	*1,151,692*	**395,771**	*405,819*
Later than 5 years	**558,900**	*1,060,586*	**30,500**	*31,000*
	1,581,801	*2,601,933*	**558,340**	*631,734*

The following lease payments have been recognised as an expense in the Statement of financial activities:

	Group 2025	*Group 2024*	**Company 2025**	*Company 2024*
	£	*£*	**£**	*£*
Operating lease rentals	**423,143**	*287,421*	**210,011**	*118,788*

24. Related party transactions

YMCA Black Country Group which is registered in England and Wales is the ultimate parent undertaking of:

YMCA Wolverhampton - a company limited by guarentee and a registered charity in England and Wales.

YMCA Walsall (Previously trading as First Base Walsall) - a company limited by guarentee and a registered charity in England and Wales.

None are registered with the Regulator of Social Housing.

Transactions with Non-Regulated Subsidiaries

	2025 £	2024 £
Rental Expenditure		
YMCA Wolverhampton	-	-
YMCA Walsall	43,198	33,000
Management Charge Income		
YMCA Wolverhampton	378,523	378,523
YMCA Walsall	94,641	88,035
Rental Income		
YMCA Wolverhampton	169,800	169,800
YMCA Walsall	65,000	65,000
Premises Related Income		
YMCA Wolverhampton	47,183	47,183
YMCA Walsall	2,400	2,400

25. Post balance sheet events

As disclosed in the Trustee's Report, Living Springs merged into YMCA Black Country Group on 1st April 2025.

YMCA BLACK COUNTRY GROUP

England & Wales - Charity number 1086320

Accounts

Registered number: 4116412
Charity number: 1086320

YMCA BLACK COUNTRY GROUP

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

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YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

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YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2024

Trustees	J Oakley, Chair A Walsh, Vice Chair S Balogun G England M Fussell R Malhan (appointed 27 June 2024) S Patrick J Rowe J Sargeant M Shenton G Stonyer (appointed 11 December 2023) P Tomlinson P Walker J Welsby
Company registered number	4116412
Charity registered number	1086320
Registered office	Tramway Drive Wolverhampton West Midlands WV2 1BJ
Company secretary	J Law
Chief executive officer	S Bavington
Independent auditors	WR Partners Chartered Accountants & Statutory Auditors Belmont House Shrewsbury Business Park Shrewsbury Shropshire SY2 6LG
Bankers	Unity Trust Bank PLC Four Brindley Place Birmingham B1 2JB
Solicitors	MFG Solicitors LLP Pamore House Hall Court Hall Park Way Overdale Telford TF3 4LX

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Solicitors (Human Resources)	Irwin Mitchell Solicitors 31 Temple Street Birmingham B2 5DB
Solicitors (Operations & Developments)	Wright Hassall LLP Olympus Avenue Royal Leamington Spa Warwick CV34 6BF
Chief Officer Team	Chief Executive Officer - Steve Bavington Chief Corporate Officer - Jill Law Chief Operations Officer (Places) - Sally Cowan Chief Operations Officer (Programmes) - Joanne Goldie Chief Operations Officer (Early years) - Helen Brown (appointed 10 June 2024)
Registered Provider of Social Housing Number	L4550

CHAIR'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

The Chair presents his statement for the year.

Trustees and staff are to be congratulated for their endeavour and integrity, during 2023-2024 against the backdrop and context of some significant national political and economic turmoil, as we reset following the Covid era, and are adjusting to the financial squeeze that is affecting the whole country.

As we come to the end of the penultimate year of the 5 year Connected Communities 2020-25 Strategic Plan, planned and written prior to many challenges outside of our control, I have been delighted to see the impact that we have made over the last few years. For example, our ambition to provide high quality move-on accommodation for young people at a cost that would enable them to save for the future, has positively shaped our housing offer and continues to grow alongside our supported housing. We also opened our ninth day nursery in the centre of Dudley, serving the working population of the borough.

As is fitting, we all give thanks to the Lord Jesus for his provision, guidance and encouragement to live out our challenge and opportunity to make a positive difference in the lives of staff, stakeholders and the wider community we serve.

As part of an increased focus on young people, and particularly hearing their voice in our decision making, the Board is actively recruiting a young Trustee to represent youth voice at Board level. To support their integration and effectiveness, they are taking part in a YMCA training programme, and mentored by one of the current Trustees, with the hope that they will become a Trustee at the end of this training.

The Charity has remained stable through the transition and first year of the new CEO. Building on his predecessor's work, he has brought a renewed impetus to increase our presence and reputation with stakeholders and partners across the Black Country and beyond. This has led to new partnerships, including the privilege of being chosen by Black Country Chamber of Commerce as their 'Charity of the Year.' We have weathered the varied and arduous storms and, despite the ongoing challenges common to charities and business alike, we are steadily moving towards a phase of growth.

We have also maintained our focus on the YMCA Vision and Values with the appointment of the Head of Christian Mission, who leads on both the internal support for staff and managers, as well as externally increasing our visibility and links with churches and other Christian organisations across the Black Country. This vital work supports the core mission of the YMCAs work, in particular ensuring that we continue to help people thrive in 'Spirit' as well as body and mind.

We are a local charity, embedded in the fabric of the Black Country and South Staffordshire area, but we are also committed to playing our part in the wider movement. I am pleased that the YMCA Black Country has been able to serve the European YMCA movement by contributing to the ongoing development and delivery of UNIFY Europe; a collaboration of YMCAs who seek to further embed the Christian ethos, emphasis and mission of the YMCA. This includes active support and engagement with Youth UNIFY, sending young people from the Black Country to participate in the annual Youth Unify Festival in Budapest in Summer 2023.

As you read through the pages of this Trustees Report and Annual Accounts, you will discover an organisation with a clear sense of purpose and direction, a strong governance and management framework and a stable financial position. There is so much need within the Black Country, and an organisation committed to transforming communities and enabling young people to belong, contribute and thrive in body, mind and spirit is more relevant than ever.

J. OAKLEY
Date: 18 SEPTEMBER 2024

TRUSTEES' REPORT (incorporating strategic report) FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their annual report together with the audited financial statements of the YMCA Black Country Group for the year 1 April 2023 to 31 March 2024. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law.

The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective October 2019) as amended by Updated Bulletin 1 and 2.

The Group includes the Charity, YMCA Black Country Group and two subsidiary charities; YMCA Walsall and YMCA Wolverhampton. References to 'The Charity' relate to YMCA Black Country Group only. Reference to consolidated activity or specific subsidiaries are stated.

Comment from the Chief Executive Officer

2023-24 has been a year of consolidation and review. The work of changing lives however has continued unabated. We have started discussions about how we grow our impact with the next generation. To this end we have a renewed youth focus and are planning sustainable youth consultation as we prepare for a year of review and planning towards a new strategy for 2025-30.

The development of 26 new units of Y-Living accommodation at 235 Hamstead Road was completed and handed over in March 2024 with the scheme available for let early in the 2024/25 financial year, following a total capital investment of over £3.5m. This will increase our housing capacity for Y-Living to 165 units. This vital move-on accommodation enables working young people to secure a high-quality low-cost home, providing stability and enabling them to save for the future.

Our Early Years department launched the YMCA Apprenticeship Academy, to recruit and train apprentices who are vital to the ongoing success of the nine nursery settings across the Black Country. 24 Apprentices across two cohorts of learners were recruited and trained during the year.

The YMCA partnered with DWP to host the Sandwell Youth Hub. This hub works with young people aged 18-24, who are referred by the Job Centre. In partnership with DWP Work coaches, YMCA mentors within Youth Hubs have a primary focus of addressing key barriers that are currently preventing young people from finding and keeping employment.

Across the Group we served over 2,100 young people, vulnerable adults and young professionals through our accommodation and childcare services (broadly comparable on the previous year), and a further 17,480 community member engagements in our range of programme activity (an increase of 20% on the previous year).

Consolidated turnover grew by 8% to £8,292,282. The deficit in the Charity alone was £257,961 with a consolidated deficit across the Group of £209,090. However, our consolidated EBITDA was £238,102 and £353,346 respectively.

The Going Concern review received by Trustees in September 2024 continues to demonstrate that the Charitable Group is in a strong financial position, despite the effect of ongoing external factors such as higher energy costs, and that governance and management structures are working effectively. Continued growth is anticipated in the next financial year, and a return to a consolidated surplus.

Finally, I would like to join the Chair and Trustees in noting my thanks to all our supporters, stakeholder and our incredible Chief Officers, Staff and Volunteer team, helping to make what is set out in these pages possible.

Objectives and activities

a. Mission, Ethos & Values

YMCA Black Country Group is a charity committed to community transformation, enabling people to develop in mind, body and spirit. Built on a Christian foundation, with an ethos that is inclusive of all, we are a youth-minded organisation, with a community approach.

Our work is primarily in places across the Black Country and border areas, working with children, young people and their families, offering support & advice, accommodation, family work, health & wellbeing, and training & education services.

The report below highlights what we have achieved in the 2023/24 financial year; and also, our aspiration to grow our services to best meet the needs of young people and their communities, so that they can truly belong contribute and thrive.

During the year, the principle activities of the consolidated group were young people's housing (60%) and community activities (40%).

Hope	We encourage an expectation that life has more. *Proverbs 23:18*
Compassion	We demonstrate active care and concern for all. *1 Peter 3:8*
Inspire	We inspire people to meet their potential. *John 10:10*
Trust	We build trust through open, honest and transparent communication. *Proverbs 12:22*

Values

Our values were further developed in 2019/20 through consultation with staff and trustees and describe the way we behave.
They aim to be Christ-centred, inclusive to all and aspirational.

Objectives and activities (continued)

b. Connected Communities: A Strategic Guide

The Senior Leadership Team and Trustees launched Connected Communities: A Strategic Guide at the beginning of the 20/21 financial year. This year we have continued to progress against its objectives. The Strategic Guide charts the direction of YMCA Black Country Group (and its subsidiaries) through to the end of 2025. The strategy allows for considerable flexibility in application, and despite wider challenges, it remains a robust document to guide the charity forward.

Connected Communities: 2020-25, a Strategic Guide, is summarised below, and is being delivered through five areas of focus.

Focus 1:	**Places of Transformation** *A YMCA BC presence spread across our aree, with transformational community impact.*
Delivered By	**2025 Aim**
• Sustainable 'Community Branches' that have sustainable 'economic engines' principally based on childcare and accommodation, and from which other community services can be delivered. • Community Outreach locations, which meet strategically identified needs. • Community awareness of YMCA presence & positive impact.	4 full service 'central' Community Branches {2} 5 additional community branches 925 Childcare places (279) {925}* 175 Supported accommodation units (220) {175}* 278 Young professional / worker units (60) {278}* Community outreach present in130 towns (13) {25}* 1 in 2 members of public are awareness of YMCA presence in Community Branch towns *( ) Number in 2019 { } in 2024

Focus 2:	**Programmes for People** *People development programmes, covering the range of YMCA BCG services.*
Delivered By	**2025 Aim**
• Learning & Skills / Health & Well-Being / Family Work / Support & Advice programmes which evidence impact, provided from Community Branches/ Outreach Locations, or where area-wide/specialist services meet strategic need. • Focusing on the distinctive of YMCA BCG, our 'connected community' approach and our unique ethos and values. • Nurturing a mixed model of social enterprise, alongside donor-based and commissioned services.	Programmes reaching 7,000 people p.a. (3,500) {17,480}* Quality assessments rated 'good' with >20% at outstanding (100% good) {11% "Outstanding, 78% "Good", 11% waiting to be graded} Distinctive impact measures, developed & applied for all services 1 New scalable social enterprise identified & proven * ( ) Number in 2019 { } In 2024

Objectives and activities (continued)

Focus 3:	**Empowering Young People** *Special emphasis on enabling young people aged 0-35 years, to Belong, Contribute & Thrive.*
Delivered By	**2025 Aim**
• Informal education youth work, linked to YMCA BCG programme areas – delivered in YMCA Community Branches and Outreach locations. • Providing 'Belong, Contribute, Thrive' progression routes in Community Branches for young people to grow within the YMCA environment ... from child to teenager to adult. • Empowering young staff/ volunteers/ trustees to Belong, Contribute & Thrive.	Created a sustainable youth-work model regularly reaching 500 teenagers {641 / month} Birth - Youth - Adult progression routes in 4 Community Branches {3} 50 young staff thrive through 'Group' task-groups which stretch them 100 young people contribute as volunteers annually {120} Increase trustees aged under 35 (1) {1} * ( ) Number in 2019 { } in 2024

Focus 4:	**Growing Ethos & Values** *Nurturing an inclusive Christian culture, where everyone benefits.*
Delivered By	**2025 Aim**
• Effective Induction and the consistency of Christian Mission across the group. (e.g. spiritual content programme in nurseries) • Establishing Ethos Champions in all YMCA BCG locations. • Developing youth work which links into Church / Missional opportunities. • Supporting Christian Mission growth through YMCA, locally, nationally and globally.	50 Governance Members (18) {22} 100% complete full induction within 3 months - during the year, the Group reverted back to face-to-face Corporate Inductions however due to changes in personnel, this has not been as effective as anticipated with a fresh approach and link with the George Williams College being explored for the 204/25 year 90% of locations have a trained ethos champion (0) - during the year, and following the appointment of our Head of Chaplaincy, the role of our Ethos Champions was under review and will be embedded in the 2024/25 year All curriculums embed Mind Body & Spirit and Belong, Contribute & Thrive {new childcare curriculum} 5 Church youth work partnerships working with over 100 young people {3 in ongoing development} Over 70% of staff engage in Christian Mission events annually {2023/24 over 50%} A national Christian Mission strategy established which contributes to World YMCA * ( ) Number in 2019 { } in 2024

Objectives and activities (continued)

Focus 5:	**Investing in Talent** *Crafting a skilled, motivated and creative staff team to implement the Strategic Guide.*
Delivered By	**2025 Aim**
• Specific emphasis on the development / acquisition of Entrepreneurial Leadership, Spiritual Leadership and Organisational Management / Leadership • Recruiting & retaining excellent staff, continually developed and who exemplify our Ethos & Values. • Becoming a Real Living Wage employer	8 staff have undertaken Entrepreneurial / Spiritual / Organisational leadership development (or were recruited for these skills) A range of tools are developed allowing Staff to regularly reflect on the YMCA BCG Values to test they are living them in their working practice. Real Living Wage implementation completed

Strategic report

Achievements and performance

a. Key financial performance

In order to enhance transparency and openness, accounts consolidated with those of its charitable subsidiaries are included in the Financial Accounts and Statements, in addition to those of the Charity itself.

Consolidated turnover grew by 8% to £8,292,282. The deficit in the Charity alone was £257,961 with a consolidated deficit across the Group of £209,090. However, our consolidated EBITDA was £238,102 and £353,346 respectively. It should be noted that the surpluses include the recognition of capital grants as income in accordance with FRS102.

b. Review of activities

Places of Transformation

Our Community Branches provide a sustainable YMCA presence in towns across the Black Country. Each comprising a social enterprise (usually childcare or housing related) which forms its economic engine, and from which wider charitable services can be delivered. Community branches have a reception, central meeting hub, and deliver 3 key service areas on single or multiple sites. Full service community branches deliver across all 5 thematic service areas (housing, family & youth work, health & well being, training & education, support & advice). We aspire to deliver four full service Community Branches by the end of 2025.

West Bromwich Central Community Branch	Full Service
Walsall Central Community Branch	Full Service
Wolverhampton Central Community Branch	Currently delivers across 4 thematic areas

Strategic report (continued)

Achievements and performance (continued)

Community Outreach locations widen the scope and impact of our work beyond areas served by our Community Branches. Given our aspiration was to be reaching 25 towns/neighbourhoods by 2025, we have more than exceeded this target as we are currently reaching 27 towns (representing 135 neighbourhoods) across our service areas in Programmes alone.

Community Outreach Locations	
Dudley	Dudley Central, Wrens Nest, Kates Hill, Sedgley, Lye, Stourbridge, Kingswinford, Coseley, Halesowen, Black Heath, Russell Hall, Milking Bank, Priory, Holly Hall, Oakham, Springfields, Netherton, Upper Gornal, Gornal Wood, Lower Gornal, Ocker Hill, Tipton, Quarry Bank, Pensnett, Cradley Heath, Old Hill
Sandwell	Hamstead, Wednesbury, Greets Green, West Brom Central, Great Barr, Rowley Regis, Old Oscott, Pheasey, Quinton, Oldbury, Langley Green, Warley, Tividale, Burnt Tree, Great Bridge, Black Lake, Ling, Dartmouth, Gunns Village, Churchfields, Stone Cross, Friar Park, Hateley Heath, Charlemont, Streetly, Boardsley Green
Walsall	Rushall, Pelsall, Caldmore, Fullbrook, Walsall Central, Palfrey, Yew Tree, Caldmore, High Gate, Birchills, Alumwell, Chuckery, Leamore, Daisey Bank, Delves, Blakenhall Heath, Kings Hill, Beechdale, Pelsall, Cheslyn Hay, Brownhills, Aldridge, Bescott, Darlaston
Wolverhampton	Pendeford, Wednesfield, Parkfields, Blakenhall, Horsely Fields, Goldthorn Park, Merry Dale, Chapel Ash, Bilston, Graiseley, Merry Hill, Pendeford, Dunstall Hill, Fallings Park, Willenhall, Park Village, Low Hill, Wednesfield, Ettingshall, Moseley, Bradley, Cinder Hill, Bradmore, Heath Town, Lanesfield, Upper Penn, All Saints, Wood End, New Bridge, Penn, Cosford
Staffordshire Borders / Other	Rugeley, Cannock Chase, Cosford, Shawbury, Balsall Heath, Rotton Park, Harbourne, Handsworth, Nechalls, Aston, Camden, Hednesford, Kings Heath, Soho, Hockley, Lozells, Acocks Green, Selly Park, Jewellery Quarter, Perry Barr, Shard End, Solihull, Lichfield, Saltely, Little Aston, Codsall, Coven

The number of accommodation and childcare places offered across the Black Country is shown below.

Strategic report (continued)

Achievements and performance (continued)

Community Branch	Childcare Places **	Housing Units
Walsall Central	65	21 *
West Bromwich Central ***	179	179
Wolverhampton Central	115	85 **

*Delivered by YMCA Walsall
** Delivered by YMCA Wolverhampton
*** *Excluding* additional 26 units completed at the end of the financial year

Community Outreach Locations	Childcare Places **	Housing Units
Dudley, Central		23
Pendeford **		10
Rugeley **		28
Wednesbury		27
Black Country SL Hosts		45
Pelsall Village, Walsall	32	
Pelsall Lane, Walsall	60	
Hurst Hill, Dudley	30	
Lye, Stourbridge	63	
Dudley, Central	100	

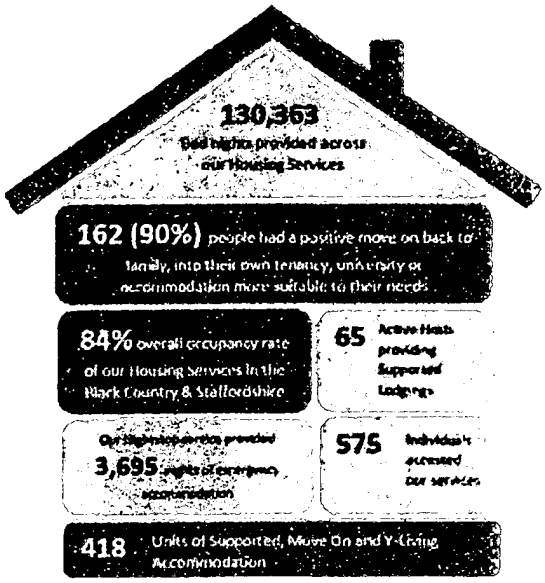
Strategic report (continued)

Achievements and performance (continued)

Across the Group, YMCA BCG and its subsidiary charities have provided a consistent provision of accommodation throughout the year.

Supported housing provision for 422 young people was delivered in Dudley, Sandwell, Walsall, Wolverhampton and South Staffordshire, through a range of housing projects in our Community Branches and Outreach projects, including our Supported Lodgings network of host families and individuals.

Additionally 153 young adults benefited from the Charity's Y-Living (young professional / worker) accommodation in Sandwell, Dudley and Wolverhampton.



The charity shop based in Wednesfield was closed when the lease expired in August 2023.

Programmes for People

During the year, our 'people development' programmes covering a range of service areas including learning and skills, health & wellbeing, family work and support and advice programmes continued to thrive. Our Community Branches in West Bromwich and Walsall, have facilities for other local charities and social enterprises to deliver their services and programmes to the local community, and these have returned to 2019 levels.

Across all of YMCA Black Country Group's programme activity (including community projects, supported housing and childcare) the charity group has worked with 17,480 people during the year.

One of our settings is Ofsted graded 'Outstanding', and all eight of the other settings are Ofsted graded 'Good'.

Distinctive impact measures have been developed through a suite of key performance indicators, which are collected and monitored by the Senior Management Team, and reported to the Finance, Audit and Risk Committee throughout the year.

The Strategic Guide aspiration to identify one new scalable social enterprise has not been an area developed in this financial year.

Strategic report (continued)

Achievements and performance (continued)

Community Branch	Programme Activity
Walsall Central	Small Street has enjoyed a stable twelve month period following a slow recovery from the previous few years, including the pandemic. The offices are now full and new partnerships with the local authority have been formed as Small Street became one of the more successful 'Walsall Connected Hubs'. A capital grant from the Cloth Workers Foundation was secured to enable a refurbishment of the communal spaces and for the conference spaces, including new branding for the centre in order to market the facilities more appropriately. Programmes at the Glebe Centre* have continued this year with both its Public Health contract and the Big Lottery funded INSPIRE programme. This year we have linked even more strategically with the Walsall Drug and Alcohol Strategic Board which has further increased opportunities for partnership working and which has been a welcome addition to the timetable of activities offered. In addition, we have hosted two other local services at the Glebe (the Beacon and the Sexual Health Clinic) further cementing our position strategically within Walsall.
West Bromwich Central	Y-Gym and Coffee Shop have both been growing and developing their activity over the past year. The Coffee Shop has seen a consistent growth in over the counter sales and provided a great centre of activity for Western Gateway. Y-Gym has continued to consistently increased in its memberships this year and now has a stable base of direct debit members and has started to increase the staff presence on the gym floor which is having a positive affect upon memberships. Similarly to last year, gym memberships have not been an issue, but the hiring of the larger spaces such as the sports hall and the dance studio continue to present challenges, despite being utilised wherever possible. Western Gateway's Incubator Units and Office Lets have been fully let over the past twelve months.

Strategic report (continued)

Achievements and performance (continued)

Community Outreach Locations	Programme Activity
Black Country-Wide	Our **Mentoring Advice & Guidance Programme**, Gateway To Achieve was supported by the Board to run a six month programme to retain staff whilst additional projects were developed. In October 2023 YMCA saw the successful opening of the DWP Youth Hub in West Bromwich which provides mentoring and support to young people aged 18-24 seeking employment. This continues to be a successful youth hub and has also had very well attended jobs fairs held at Western Gateway. YMCA Black Country Group has also been successfully delivering the **National Mentoring Programme: Y's girls** through a Partnership Agreement with YMCA England and Wales. This programme matches trained volunteer mentors with vulnerable females aged 8-14. However, due to the lack of funding this programme closed in March 24.
Wolverhampton-Wide	**The Youth Work Programme, Y's Youth** has reduced delivery during term times due to a lack of funding. The current programme delivers two sessions per week, one for SEND children and one for home educated young people. Both take place during the daytime. *In the holiday periods we continue to deliver the Holiday Activity programme which* in contracted for all main school holidays and funded by additional #YES grants for the half term provision. This continues to be very well attended and one of the main pathways to engage with young people in Wolverhampton.
Dudley	**Wrens Nest** Navigators Has now completed three years of delivery, with attendance remaining high and a change in the offer of activities being delivered as a result of successful coproduction with the community. Wrens Nest even saw one of its young volunteers being shortlisted for 'Young Volunteer of the Year' at the national YMCA Youth Matters awards.
Staffordshire Borders	**The RAF Airplay** contract began in January 2022. In September 2023 YMCA Black Country handed back RAF Shawbury to the main contract holder. This was due to the distance of the project – located in the Shrewsbury. YMCA Black Country took on the project in the stead of YMCA Wellington who did not have capacity to deliver the project, however the intensity of management and distance to the project was unsustainable for the available finances of the project.

* Delivered by YMCA Walsall
** Delivered by YMCA Wolverhampton

Strategic report (continued)

Achievements and performance (continued)

Empowering Young People

We have seen a tangible growth in the area of youth work at YMCA with continued funding for Y's Youth, the delivery of Y's girls, the Wrens Nest Navigators project and also the most recent delivery at both RAF Cosford and Shawbury. We now have youth work regularly reaching an average of over 600 teenagers per month.

Work in other Strategic Objectives to empower young people will be given greater priority in the period 2022 2025, namely:

- Creating Birth Youth Adult progression routes in 4 Community Branches
- Enabling 50 young staff members to thrive through 'Group' task groups which stretch them
- 100 young people contributing as volunteers annually
- Increase the number of trustees aged under 35

Growing Ethos & Values

The Trustees continue to review the role of Governance Members and explore opportunities to increase Membership from 22 toward the 2025 goal of 50.

YMCA Black Country Group's childcare curriculum continues to be embedded across all our childcare settings embedding Mind, Body & Spirit and Belong, Contribute & Thrive within the Early Years Framework. This curriculum has been shared widely across the YMCA movement. YMCA Black Country Early Years team and leadership have provided ongoing support to other YMCAs to improve their practice and quality, and to model diversity within a Christian ethos framework.

The Charity continued to support the planning of YMCA's Unify Christian Mission events with face-to-face events during the year, including our attendance at YMCA European Unify which took place in Prague in February 2024 and which was attended by a number of YMCA staff and a Board Member. Following on from this, our Chief Operating Officer (Programmes) is now a member of the YMCA Youth Unify Planning Group, taking a group of young people to the festival in Budapest in August 2023 and helping to plan Youth Unify 2024.

The Charity's Head of Christian Mission support the spiritual life of the organisation, particularly in taking a lead to provide pastoral support to staff, and overseeing chaplaincy impact with service users and customers. The Head of Christian Mission is also leading on connecting with local Churches around the Black Country and particularly in areas close to YMCA properties. This will build strategic links with partners who can support our services through volunteering and joint initiatives. The Charity's Chaplaincy service has continued to be supported during the year through the West Bromwich Church of England Deanery, and Blue Fish Chaplaincy, Wolverhampton.

The Charity has continued to support the work of the YMCA Movement through involvement in the Regional forums & networks, Governance Committees, and National and International conferences and events.

Strategic report (continued)

Achievements and performance (continued)

Investing in Talent

The Charity was not immune from the cost of living crisis and the economic impact of increasing inflation, compounded by the fuel crisis placing a strain on the Trustee's ability to maintain real term pay levels.

Whilst the Real Living Wage was not able to be implemented during the year, a 5% uplift was awarded for staff paid above National Living Wage from 1 April 2023. From April 2024, the Board awarded a 2.5% uplift for all staff for staff paid above National Living Wage, and increased the base rate for all staff to 11p over the National Living wage.

The Trustees would like to place on record their thanks to the Charity's team of staff and volunteers, who have made such a difference in the lives of many children, young people and family members across the Black Country and surrounding area, evidenced in the above review of activities.

c. Capital commitments

The development of our land at 235 Hamstead Road, Great Barr continued during the year with the property being handed over in March 2024 and ready for letting May 2024. This development with Jessup Partnership delivers 26 units of affordable young professional worker accommodation. The total build costs before grant funding (and excluding VAT) is £3.207m, with the developer securing Homes England grant funding of £1.949m and YMCA entering into a contract with the developer worth £1.258m. The YMCA has secured a development loan with Charity Bank for £1.2m (secured on Western Gateway) and the remaining £0.058m from YMCA Reserves.

Strategic report (continued)

Financial review

a. Going concern

The Trustees, supported by the Finance Audit and Risk Committee, have undertaken a detailed going concern review of current and future operations of the Charity and the Group as whole and, after making appropriate enquiries, very thorough consideration of draft budgets and cash flow up to March 2025 and beyond. Having taken key strategic decisions, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Trustees have no doubt that the Charity can pay its debts when they fall due, certainly for in excess of one year from the date the annual accounts were approved. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

The Trustees noted that despite another challenging year, the Group generated an "EBITDA" cash surplus (before depreciation and loan interest) of c.£353k which was only marginally below the budgeted EBITDA of £404k. At the time of approval of these accounts, and in the four months to July 2024, the Group had returned a consolidated surplus of £231k well above budget and an "EBITDA" cash surplus of c.£468k.

b. YMCA Pension Provision

YMCA Black Country Group recognises possible concern relating to its participation in a defined benefit pension scheme. Appropriate action has been taken: the scheme was closed to new members in 2007 and the link to final salary broken in 2011. Additional contributions continue to be made to reduce the deficit. As part of the YMCA federation, the multi-employer scheme is run by an independent board of trustees with employer representation through the Principal Employer, the National Council of YMCAs. The pension scheme trustees obtain an actuarial valuation every three years and we have considered the implications to the charity's finances from latest available actuarial valuation. We have reviewed the charity's ability to continue to deliver its charitable objects by ensuring budgets, forecasts and plans are available and include the impact of the deficit repayments. The trustees included the impact of pension scheme deficit repayments in considering going concern, reserve and the risk and uncertainties that the charity face noted elsewhere in this Report.

YMCA Black Country Group benefits from the pension scheme trustees and the Principal Employer seeking suitable specialist professional advice both to manage the scheme and the continuing effort to explore ways of reducing the overall pension deficit. The notes to the Accounts includes an accounting policy and further details in note 21.

c. Reserves Policy

The revaluation reserve represents the surplus over the original cost of the freehold land and buildings which occurred, less depreciation of the freehold buildings, following various valuations, the last of which was undertaken in March 2019.

The Board have agreed a policy of retaining a minimum £950k consolidated cash reserve (excluding designated reserves) as sufficient to support the cash management of the Group, considering the development of future projects, and in order to achieve the growth aspirations of the Group's 2020 2025 Strategic Guide. This reserve provides immediate cash for working capital, including the fluctuating demands of development. Additionally, for the Charity alone, the cash reserve policy is to be maintained at a minimum of the average monthly outgoings, which for 2023/24 was £550k. At 31st March 2024 the actual consolidated cash reserve (excluding designated reserves) was £1,377k, and for the Charity alone was £600k, both achieving the policy requirements.

In considering medium term risks the Board have agreed that unrestricted funds (including property but net of social housing grant and borrowing) should be a minimum of 6 months operating cost which at 31st March 2024 was £3,304k. Actual unrestricted funds equalled £10,612k providing strong reassurance of financial stability.

The Board also tracks a measure of Income Security, requiring the proportion of budgeted income considered secure to be >80% of the overall budget. Based on recent performance, budgeted accommodation and contract income are considered secure. The Income Security Measure for 2023/24 is 93%.

d. Designated reserves policy

In addition to the consolidated cash reserves referred to above, the Board have determined to set aside the following cash resource to be designated as follows:

Sinking Fund:	£112k as a sinking fund reserve for major capital improvements in the years ahead.
Ten Percent Fund	£65k towards small scale projects which fulfil YMCA BCG's charitable objects, and meet the following criteria: • Activities which support Christian Mission • Building improvements for specific projects • Positive activities which divert away from anti social behaviour • Family activities which support good parenting • Emergency respite childcare
"Thrive" Fund:	£10k as fund to support young people progressing into Higher Education at diversity. During the year, £3k of support was provided.
"Welfare" Fund:	£10k designated to provide financial assistance to our residents suffering from fuel poverty.
"Thrive into Work" Fund:	£30k designated by the Board in February 2023 to support our residents with the cost of living crisis enabling them to move into their own accommodation. These funds have been designated for a maximum a period of two years. During the year, £3,700 of financial support was provided.

As at 31 March 2024, unspent donations received total £33,775 for our "Moving Forward Fund" which have been treated as deferred income for future periods of expenditure. Our "Moving Forward Fund" provides financial support to our residents and service users move to independent living.

e. Material investments policy

Under the Articles of Association, the Charity has the power to invest in any way the Trustees wish. The Trustees, having regard to the liquidity requirements of day-to-day operations and to the reserves policy, have, historically, operated a policy of keeping sufficient funds available on current account (to offset standard bank charges) and in an interest bearing account in order to generate a modest rate of return on such monies. The Charity currently does not have funds available to utilise for investment purposes; working capital requirements are met from the Charity's current account.

f. Principal risks and uncertainties

YMCA BCG maintains a Corporate Risk Register which is then "RAG" rated. This is scrutinised by the Finance Audit and Risk Committee annually and presented to the Board for approval. This is reviewed on a regular basis by the Chief Officer team who, in accordance with the Risk Management Policy, are required to notify the Chair of the Board (normally via the CEO) of any new risks or any re evaluated existing Retained (Net) Risks which exceed the Acceptable Risk Score Threshold as identified on the Corporate Risk Register.

The FAR completed its annual scrutiny of the Corporate Risk Register at its June 2024 meeting and recommended this to the Board for approval.

In addition, the Senior Leadership Team are responsible for highlighting operational risks which are captured on an Operational Risk Register. This is periodically reviewed at Senior Leadership Team meetings with additional risks and changes to existing risks discussed.

g. Financial risk management objectives and policies

The Trustees have overall responsibility for the system of internal financial control, the effectiveness of which has been reviewed and reported on to the Trustees by the Finance, Audit and Risk Sub Committee. The principal elements of the system, which is designed to recognise the specific characteristics and objectives of the Association and the risks to which it is exposed, include:

- A clearly defined structure which delegates authority, responsibility and accountability, including responsibility for internal financial control to management;
- A well established budgeting and reporting function, with budgets and results reviewed at a senior level within the Association to provide a timely and regular monitoring of financial performance;
- An investment evaluation process to ensure Trustees' approval for all major capital expenditure commitments; and
- A regular review procedure carried out by the Association of its risk exposure and of the systems of internal financial control in place to mitigate those risks, with annual reports of findings to the Trustees.

Internal financial control, by its nature, provides only reasonable and not absolute assurance against material misstatement or loss.

h. Principal funding

The Trustees wish to record their sincere appreciation to the various public bodies for making grants totalling £3,607,948 across the consolidated Group.

The main funding sources continue to be the supported housing and supported lodgings projects, rents received for accommodation mainly through housing benefit together with capital grant funding secured for the 235 Phase 2 Development.

The principal funding sources for the Charity for the financial year were:

Source	Project / Area of Work
Accommodation Rent	Including Housing Benefit and Self-Rent
Black Country Growth Deal	YMCA City Gateway - Phase 2 (Capital)
Homes England	235 Phase 2 (Capital)
CHADD (Lead Contractor)	Transitional support / accomodation for young people
Donations	Including Walsall Almshouses and The Moving Forward Fund
Dudley Metropolitan Borough Council	Supporting People
The Eveson Trust	Supported Lodgings
Sandwell Metropolitan Borough Council	Supported Lodgings and HAF provision
Walsall Metropolitan Borough Council	Supported Lodgings and YMCA Walsall
City of Wolverhampton Council	Supported Lodgings, #Yes project, youth provision and YMCA Wolverhampton
The National Lottery Community Fund - RC Midland Region	Wrens Nest and YMCA Walsall - The Glebe Centre
DWP	Sandwell Youth Hub
Communities in Sync	Wider Determinents of Health
Western Gateway	Gym, Café, Conference Bookings, Office Rental and Conference Bookings
Benefact Trust	Gateway to Achieve
YMCA England and Wales	Room Sponsorship, Cadent Project
Nursery Fees	YMCA Wolverhampton
One YMCA	YMCA Wolverhampton
Staffordshire County Council	YMCA Wolverhampton
Small Street Centre	YMCA Walsall
Garfield Weston	YMCA Walsall

Structure, governance and management

a. Constitution

The Charity is a company limited by guarantee and its governing document is its Articles of Association. It is an autonomous Charity, and an affiliated member of the National Council of Young Mens Christian Associations, which is the mechanism by which the individual YMCAs of England and Wales federate. In January 2020, the Board reaffirmed its affiliation, signing the new Membership Agreement of the federation.

For the sake of clarity, all references to Trustees are synonymous with Directors for purposes of Company law.

The Objects of the Charity are:

- To advance the Christian faith, including by:

  a) promoting a Christian environment inspired and motivated by the life, example and teaching of Jesus Christ, where people of faith and people of none can work together for the transformation of communities; and
  b) enabling people of all ages and in particular young people, to flourish through experiencing and responding to the love of God demonstrated by the life, example and teaching of Jesus Christ;

- To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life;

- To provide or assist in the provision of education for people of all ages and in particular young people, with the object of developing their physical, mental or spiritual capacities;

- To relieve or assist in the relief of people of all ages and in particular young people, who are in conditions of need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances; and

- To provide residential accommodation, including Social Housing, for people of all ages and in particular young people, who are in need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances.

The Charity welcomes, serves and works with persons of all religious faiths and of none.

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The Governance Committee is tasked with overseeing the process of Board skill gap analysis and the recruitment of new Trustees. The Committee have been particularly active in recent years overseeing the recruitment of new trustees as retiring trustees have completed their three terms of office. They have sought to develop a healthy diversity, ensuring always an appropriate match of skills and ethos, combined with an intentional desire to broaden gender, ethnicity and age profiles.

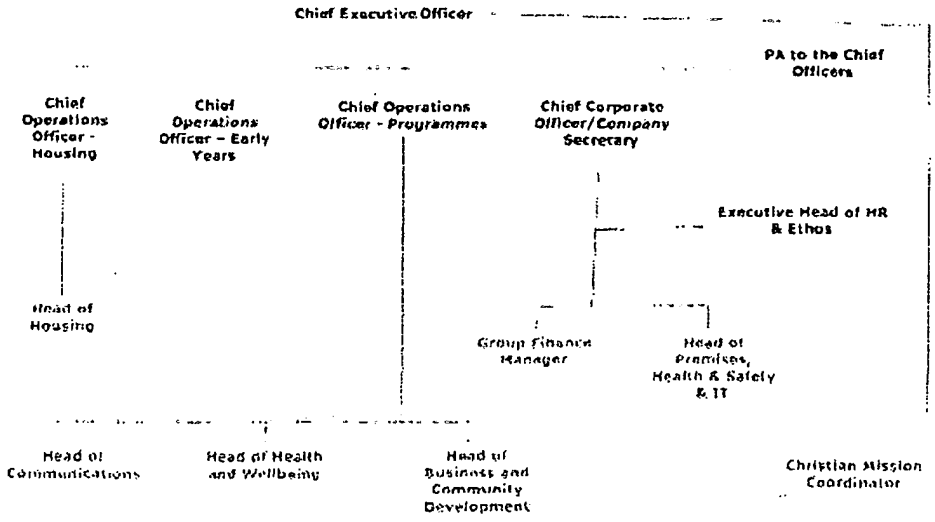
The Board place on record their thanks to Geoff Stonyer who retired as a Trustee in November 2022. Further recruitment is planned for 2024/25 including recruiting a "Young Trustee." Trustees are appointed by election at AGM or co option, in accordance with the Articles.

At the time of this report's approval, the make-up of the Board was as follows:

Sex		Age				Ethnicity	
Female	5	20 - 40	1	60 +	7	Ethnic Minority	3
Male	9	41 - 60	6			White	11

c. Organisational structure and decision-making policies

The Charity's forward strategy, together with high level policy are approved by the Board. The Chief Executive Officer is responsible to the Board for the operational implementation, delivered through Chief Officers, and a wider Senior Leadership Team.



Chief Officer Structure and Wider Senior Leadership Team Responsibilities

Structure, governance and management (continued)

d. Group Subsidiaries

YMCA BCG is the sole member of two charitable subsidiaries, YMCA Walsall, and YMCA Wolverhampton. Each delivers against objects consistent with YMCA BCG for their designated geographical areas. YMCA Wolverhampton additionally takes prime responsibility for the Group's Ofsted registered childcare provision.

All present Trustees are also Trustees of these two subsidiary charities.

Trustees are also Directors of an associate company West Bromwich & District YMCA Community Enterprises and subsidiary company YMCA Black Country Social Enterprises Limited, both of which are now dormant following the Group restructure effective from 1 April 2019.

e. Risk management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finance of the Charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finance of the Charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

The FAR completed its annual scrutiny of the Corporate Risk Register at its June 2024 meeting with the Register recommended to and approved by the Board in July 2024.

f. Governance Members

Governance Members are members of the company under Company law, and appointed, as defined in the Articles. Governance members ensure the Charity remains faithful to its Christian foundation and charitable purposes, by:

- holding the Board to account at each Annual General Meeting; and
- appointing new trustee directors to the Board.

Throughout the year, Governance Members are updated on the Charity's progress, invited to project visits and special events, and where appropriately skilled, some participate on a number of the Charity's Committees.

There are currently 22 Governance Members, and the Board plans to increase this to 50, to gain greater ownership of the Charity from across the Black Country.

Structure, governance and management (continued)

g. Committee Structure

The Board delegate scrutiny to several standing Committees to provide efficient governance and effective use of Board time. Committees operates under terms of reference set by the Board.

Committee	Remit	Composition	
		Trustees	Governance Mem.
Finance Audit & Risk 6/year	Finance policy, financial performance & organisational delivery, budget scrutiny corporate risk , internal audit	Mark Fussell (Ch.) Martin Shenton Jeremy Oakley (non-voting) Jonathan Rowe	Eric Moore
Safeguarding 6/year	Safeguarding Policy, reports, incidents and claims, trends and actions	John Welsby (Ch.) Jayne Sargeant Stephanie Patrick Geoff Stonyer	Hazel Bloxham
Governance Development 3/year	Governance code, Trustee succession, training & development	Selnde Balogun (Ch.) Jonathan Rowe	
Capital Projects and Acquisitions 3/year	Current and future capital development	Phil Walker (Ch.) Grace England Jeremy Oakley Geoff Stonyer	Eric Moore
Human Resources & Ethos 2/year	HR & Ethos Policy, HR KPIs, employee relations and claims, trends and actions. GOR posts.	Anna Walsh (Ch.) Jeremy Oakley (non-voting) Jonathan Rowe	
Health & Safety 1/year	Health & Safety Policy, reports, Incidents & claims, trends and actions	Selnde Balogun (Ch.) Phil Walker	
Executive Remuneration 1/year	Chief Officer remuneration, CEO supervision & review, Chief Officer appointments & succession	Anna Walsh (Ch.) Jonathan Rowe Jeremy Oakley Geoff Stonyer	

h. Chief Officer Remuneration

The Group has established a Chief Officer and CEO Review Committee which meets annually to approve the remuneration of Chief Officer's posts.

i. Equity, Diversity and Inclusion

Since the tragic murder of George Floyd in 2020, YMCA Black Country, together with YMCAs from across the Midlands Region, have participated in a collaborative working group to develop a proactively response which increases diversity and equity for Black, Asian and Minority Ethnic community members. In 2021/22, this work resulted in the creation of an approved Terms of Reference for the Working Group, the adoption of a Diversity

Structure, governance and management (continued)

Champion at Trustee level in each Midlands YMCA (including YMCA Black Country Group), a series of regional training courses for YMCA staff and Trustees on Diversity and Unconscious Bias, and participation in a regional staff EDI perception survey.

YMCA Black Country has built on the outcome of this work, creating an action plan in response to the results of the perception survey, and setting out to achieve the new international standard ISO 30415 in Human Resource Management: Diversity and Inclusion. YMCA Black Country became the first YMCA in the world and only the second organisation in the world to achieve this standard.

The Board has appointed John Welsby as the nominated Trustee EDI Champion.

In addition to the table provided for Trustee demographics at section b, the following table will be used as a benchmark for future years:

	Number	Age		Sex		Ethnicity	
Senior Managers	13	16-35	2	Female	10	Ethnic Minority	1
		36-55	7	Male	3	White	13
		56-65	2				
		66+	2				
Managers / Supervisors	36	16-35	11	Female	31	Ethnic Minority	13
		36-55	20	Male	5	White	21
		56-65	5			Undisclosed	2
		66+					
		0					
Other staff / Relief / Volunteers	196	16-35	108	Female	156	Ethnic Minority	74
		36-55	48	Male	40	White	110
		56-65	40			Undisclosed	12
		66+	0				

The Governance Committee has been working to improve the Charity's response to EDI matters for the past few years, and are particularly pleased with the positive developments this year.

Plans for future periods

The Connected Communities: 2020 25 strategic guide, continues to provide the helpful steer through this turbulent time, containing sufficient flexibility across the five areas of focus, to adjust to the changing environment. Specific initiatives will in the coming year include the following:

- Exploring the utilisation of the land and buildings adjoining our premises at Green Lane which was purchased during the 2022/23 year;
- Continuing to embed the YMCA Black Country Childcare Curriculum within our settings and exploring opportunities to promote the Curriculum across the YMCA Federation;
- Expanding youth work and mentoring provision in Wolverhampton, Walsall, Dudley and Sandwell;
- Exploring opportunities to expand our Early Years offer across the Black Country;
- Empowering more young people through sponsorship and volunteering opportunities; and
- Supporting in the coordination of Youth Unify and European Unify devotional programmes.

Regulatory Bodies and Statutory Controls

a. Charity Commission and Regulator of Social Housing

YMCA BCG recognises that good governance is essential to the success of a charity. In selecting a Code of Governance to adopt (see below), the Trustees considered their obligations to both the Charity Commission and the Regulator of Social Housing.

A self assessment review of the Economic and Consumer Standards set by the Regulator of Social Housing took place in the Summer of 2021 undertaken by Chief Officers and nominated Trustees, which was later reported into the Board. Trustees remain confident that the charity remains compliant with the standards.

There were no serious incidents reportable to the Charity Commission or the Regulator of Social Housing during the year.

b. Code of Governance

Following a comparative review by the Governance development Committee, in March 2021 the Trustees adopted the Charity Code of Governance (2020) believing the revised format better suited the needs to the charity. Prior to this, the charity used the National Housing Federation Code of Governance (2015).

The Trustees acknowledge compliance with the Charity Code of Governance (2020) code, and have tasked the Governance Committee with the role of recommending remedial and improvement actions to the Board.

c. Fundraising Statement

Fundraising undertaken by the Charity for its charitable activities are carried out by employees or volunteers of the Charity. Funds raised outside of contracts and traded income are mainly sourced through charitable grants obtained through a rigorous process of application. Funds presently raised from voluntary donations are principally for specified purposes, namely the 'Moving Forward Fund' with funds raised designated to provide low cost resources to YMCA residents who are in the process of moving into independent accommodation; the Glebe centre, with donations raised for the operation of the centre, provision of food and clothing; and the 'emergency fuel' fund, with donations supporting YMCA residents who are struggling to meet their basic heat/ lighting needs.

No fundraising has been undertaken on behalf of the YMCA Black Country Group (or its charitable subsidiaries) by a contracted third party individual or organisation.

d. Value for Money

A Value for Money Strategy has been developed in compliance with regulatory requirements.

YMCA BCG proactively engages with all of its service users whether this be through one to one support, service user meetings or satisfaction questionnaires to ensure that the services delivered are fit for purpose and outcomes achieved. Trustees receive presentations from service users throughout the year, and a report on service user consultation and engagement at its September meeting.

Contracted work won under competitive tendering situations is scrutinised against price and quality, with the need to offer and deliver best value to secure new contracted work. Exempt housing rents are now regularly scrutinised by Local Authorities to ensure they represent value for money. Traded services (e.g. Childcare, Gym, Café etc.) operates within the boundaries of local market forces to moderate price, and (for Childcare) our commitment to quality is judged by Ofsted.

The Finance Policy of YMCA BCG has clear levels of authority delegated to officers but with certain financial transactions based on value and type of expenditure requiring Board approval. Financial and non financial outputs and performance are scrutinised by the Group's Finance Audit and Risk Sub Committee for variances. In addition, a Corporate Risk Register is maintained, updated and reviewed on a regular basis.

The Group structure has enabled all entities to benefit from cost savings achieved by way of Group wide procurement. Significant cost savings continue to be achieved in respect of insurance, audit and utility costs.

e. Safeguarding

The Safeguarding Committee is a well established Committee comprising of Trustees, Governance Members, Designated Safeguarding Lead together with Designated Safeguarding Officers and which meets bi monthly to scrutinise safeguarding incidents and to ensure compliance with legal and regulatory requirements including the reporting of incidents as they arise to the relevant authorities, including the Charity Commission.

f. Consideration of furthering the Charity's Purposes for the Public Benefit

The Trustees have considered the general guidance on public benefit issued by the Charity Commission and believes that having reviewed the Charity's activities undertaken to achieve its charitable objects, the Charity does indeed provide significant public benefit. Details of these activities are outlined in the Strategic Report above..

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the company and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, WR Partners, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Trustee : J. OAKLEY
Date: 18 SEPTEMBER 2024

Chief Executive : S. BAVINGTON

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP

Opinion

We have audited the financial statements of YMCA Black Country Group (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2024 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, the Housing and Regreneration Act 2008 and the accounting direction for Private Registered Providers of Social Housing 2015.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

- We reviewed the susceptibility of the charitable company's financial statements to material misstatement and identified the principal risks, implementing a series of testing procedures to provide us with sufficient comfort to issue our opinion.
- We reviewed the charitable company's regulatory environment to ensure we could conclude that it had acted in accordance with the framework relevant to the charitable company and its environment and identify any instances of non-compliance.
- We also assessed the charitable company's internal control procedures to ensure we could appropriately scrutinise these controls and establish whether our understanding of the control environment was sufficient to supplement our additional testing procedures.
- The engagement team consisted of a team that the engagement partner believes is equipped with the relevant level of technical and charitable company awareness to carry out our work to the required standard.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Malpass BA FCA (Senior statutory auditor)
for and on behalf of
WR Partners
Chartered Accountants & Statutory Auditors
Belmont House
Shrewsbury Business Park
Shrewsbury
Shropshire
SY2 6LG

Date: 19th September 2024

COMPANY STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2024

	Note	2024 £	2023 £
Turnover	3	**6,548,446**	6,022,653
Operating Expenditure	5	**(6,509,981)**	(5,803,595)
Operating Surplus/(Deficit)		**38,465**	219,058
Finance Income	6	**205**	10
Finance Payable		**(296,631)**	(185,101)
Surplus/(Deficit) for the year		**(257,961)**	33,967
Total comprehensive income for the year		**(257,961)**	33,967

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2024

	Note	2024 £	2023 £
Turnover	3	**8,292,282**	7,642,523
Operating Expenditure	5	**(8,211,868)**	(7,397,950)
Operating Surplus/(Deficit)		**80,414**	244,573
Finance Income	6	**7,127**	10
Finance Payable		**(296,631)**	(185,101)
Surplus/(Deficit) for the year		**(209,090)**	59,482
Total comprehensive income for the year		**(209,090)**	59,482

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2024

	Note		2024 £		2023 £
Fixed assets					
Housing properties	11		16,867,465		15,637,558
Tangible assets	12		1,186,702		1,071,845
			18,054,167		16,709,403
Current assets					
Stocks	13	238		238	
Debtors	14	527,568		848,714	
Cash at bank and in hand	18	2,347,757		2,562,283	
		2,875,563		3,411,235	
Creditors: amounts falling due within one year	15	(2,267,187)		(2,212,313)	
Net current assets			608,376		1,198,922
Total assets less current liabilities			18,662,543		17,908,325
Creditors: amounts falling due after more than one year	16		(5,376,562)		(4,388,750)
Net assets excluding pension liability			13,285,981		13,519,575
Defined benefit pension scheme liability	21		(28,881)		(53,385)
Total net assets			13,257,100		13,466,190

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

	Note	2024 £	*2023 £*
Charity funds			
Restricted funds		**353,837**	*399,832*
Unrestricted funds		**12,903,263**	*13,066,358*
Total funds		**13,267,100**	*13,466,190*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Trustee : J. OAKLEY
Date: 18 SEPTEMBER 2024

Chief Executive : S. BAVINGTON

The notes on pages 40 to 58 form part of these financial statements.

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)
REGISTERED NUMBER: 4116412

COMPANY BALANCE SHEET
AS AT 31 MARCH 2024

	Note		2024 £		2023 £
Fixed assets					
Housing properties	11		16,867,465		15,637,558
Tangible assets	12		307,178		244,190
			17,174,643		15,881,748
Current assets					
Debtors	14	334,496		698,141	
Cash at bank and in hand		953,068		792,238	
		1,287,564		1,490,379	
Creditors: amounts falling due within one year	15	(2,169,005)		(1,784,272)	
Net current liabilities			(881,441)		(293,893)
Total assets less current liabilities			16,293,202		15,587,855
Creditors: amounts falling due after more than one year	16		(5,376,562)		(4,388,750)
Net assets excluding pension liability			10,916,640		11,199,105
Defined benefit pension scheme liability	21		(28,881)		(53,385)
Total net assets			10,887,759		11,145,720

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

	Note	2024 £	2023 £
Charity funds			
Restricted funds		**10,500**	*27,482*
Unrestricted funds		**10,877,259**	*11,118,238*
Total funds		**10,887,759**	*11,145,720*

The company's net movement in funds for the year was £(257,961) *(2023 - £33,967)*.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Trustee : J. OAKLEY
Date: 18 SEPTEMBER 2024

Chief Executive : S. BAVINGTON

The notes on pages 40 to 58 form part of these financial statements.

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

Group Statement of Changes in Equity

	Revenue Reserves £	Designated Reserves £	Revaluation Reserves £	Restricted Reserves £	2024 £	*2023 £*
At 1 April	9,237,733	997,944	2,830,681	399,831	13,466,190	*13,406,708*
Surplus/(deficit) for the year	-188,223	-	-	-20,867	-209,090	*59,482*
Transfers	113,895	-88,768	-	-25,127	-	-
	9,163,405	**909,176**	**2,830,681**	**353,837**	**13,257,100**	*13,466,190*

Company Statement of Changes in Equity

	Revenue Reserves £	Designated Reserves £	Revaluation Reserves £	Restricted Reserves £	2024 £	*2023 £*
At 1 April	8,027,323	260,233	2,830,681	27,482	11,145,720	*11,111,753*
Surplus/(deficit) for the year	-257,961	-	-	-	-257,961	*33,967*
Transfers	49,682	-32,700	-	-16,982	-	-
	7,819,044	**227,533**	**2,830,681**	**10,500**	**10,887,759**	*11,145,720*

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in operating activities	17	**265,412**	*211,174*
Cash flows from investing activities			
Dividends, interests and rents from investments		**205**	*10*
Purchase of tangible fixed assets		**(204,647)**	*(92,570)*
Purchase of housing properties		**(1,396,410)**	*(633,451)*
Net cash used in investing activities		**(1,600,852)**	**(726,011)**
Cash flows from financing activities			
Cash inflows from new borrowing		**1,200,000**	-
Repayments of borrowing		**(79,086)**	*(112,285)*
Net cash provided by/(used in) financing activities		**1,120,914**	**(112,285)**
Change in cash and cash equivalents in the year		**(214,526)**	**(627,122)**
Cash and cash equivalents at the beginning of the year		**2,562,283**	*3,189,405*
Cash and cash equivalents at the end of the year	18	**2,347,757**	*2,562,283*

The notes on pages 40 to 58 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. General information

YMCA Black Country Group is a private company limited by guarantee, registered in England and Wales. The charitable company's registered number and registered address can be found on the Company Information page. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The principal activity of the company is the provision of social housing.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and comply with the Accounting Direction for Private Registered Providers of Social Housing 2015, the Statement of Recommended Practice for Social Housing Providers (SORP) and the Housing and Registration Act 2008.

YMCA Black Country Group has prepared the financial statements in accordance with FRS102.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activiti in these financial statements.

2.2 Turnover

Turnover represents rent and service charges receivable (net of losses from voids), revenue grants and charitable fees and donations.

2.3 Basis of consolidation

The financial statements consolidate the accounts of YMCA Black Country Group and all of its subsidiary undertakings ('subsidiaries').

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

2. Accounting policies (continued)

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long-term leasehold property and improvements	- Over the term of the lease
Fixtures and fittings	- 20-25% straight line
Office equipment	- 15% reducing balance
Computer equipment	- 33.3% straight line
Major Components	- See below

Major components in housing properties are to be treated as seperable assets and depreciated over their estimated useful lives as follows:

Buildings - 100 years
Roof - 70 years
Electrics - 40 years
Windows/Doors/Bathrooms - 30 years
Kitchen - 20 years
Boiler - 15 years

2.7 Revaluation of tangible fixed assets

The company has adopted the revaluation model to revalue items of property, plant and equipment whose fair value can be measured reliably. The revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

The fair value of land and buildings is usually determined from market-based evidence by appraisal that is normally undertaken by professional qualified valuers. The fair value of items of plant and machinery is usually their market value determined by appraisal.

Revaluation gains and losses are recognised in other comprehensive income and accumulated in equity.

2.8 Interest receivable

Interest of funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

2. Accounting policies (continued)

2.9 Operating leases

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.13 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.14 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Accounting policies (continued)

2.15 Social Housing grants (SHG) and other grants

Government grants are recognised as revenue when the grant proceeds are received or receviable. Where a grant imposes specific future performance related conditions it is recognised as revenue when the performance-related conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability. Where government grant is provided for the construction of housing properties with a specific scheme, then the performance related condition is met when the construction of the housing properties is complete.

2.16 Pensions

YMCA Black County Group participated in the multi-employer defined pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members and accruals on 30th April 2007. Due to insufficient information, the plan's actuary has advised that it is not possible to separate the identify the assets and liabilities related to YMCA Black Country Group.

As described in note 21, YMCA Black Country Group has a contractual obligation to make pension deficit payments of £21,215 pa over the period to April 2027 (2023: £24,504 pa to April 2029) accordingly, this is shown as a liability in these accounts. In addition, YMCA Black Country Group is required to contribute £6,761 pa (2023: £5,804 pa) to the operating expenses of the Pension Plan and these costs are charged in the Statement of Comprehensive Income as made.

2. Accounting policies (continued)

2.17 Fund accounting

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

2.18 Gift Aid payments

Gift aid paments are charged as distributions of reserves in accordance with the guidance included in the Institute of Chartered Accountants technical release 'Guidance on donations by a company to its parent charity'.

2.19 Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. In the opinion of the Trustees there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

3. Turnover, Operating Costs and Operating Surplus

Group	2024 Turnover £	2024 Operating Expenses £	2024 Operating Deficit £	2023 Turnover £	2023 Operating Expenses £	2023 Operating Surplus £
Income & Expenditure from lettings						
Accommodation	5,900,753	(4,325,454)	1,575,299	5,258,386	(4,054,007)	1,204,379
Other Income & Expenditure						
Community Activities	2,036,536	(4,183,045)	(2,146,509)	2,074,151	(3,343,943)	(1,269,792)
Donations	54,151	-	54,151	22,333	-	22,333
Other Income	307,969	-	307,969	287,653	-	287,653
Total	8,299,409	(8,508,499)	(209,090)	7,642,523	(7,397,950)	244,573

Company	2024 Turnover £	2024 Operating Expenses £	2024 Operating Deficit £	2023 Turnover £	2023 Operating Expenses £	2023 Operating Surplus £
Income & Expenditure from lettings						
Accommodation	3,380,955	(2,752,456)	628,499	3,019,404	(2,575,719)	443,685
Other Income & Expenditure			-			
Community Activities	618,568	(4,054,156)	(3,435,588)	561,190	(3,227,876)	(2,666,686)
Donations	12,499	-	12,499	16,856	-	16,856
Other Income	2,536,629	-	2,536,629	2,425,203	-	2,425,203
Total	6,548,651	(6,806,612)	(257,961)	6,022,653	(5,803,595)	219,058

4. Turnover from lettings

	Group £ 2024	Group £ 2023	Company £ 2024	Company £ 2023
Income from lettings				
Rent receivable	**4,719,842**	4,148,281	**3,265,782**	2,917,174
Net Rent Receivable				
Supporting people - grant	**37,500**	35,000	**-**	-
Supported lodgings	**115,173**	102,230	**115,173**	102,230
Total income from lettings	**4,872,515**	4,285,511	**3,380,955**	3,019,404
Rent Losses from voids	**1,465,748**	1,736,571	**1,371,520**	1,627,590

5. Operating costs

	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
People Related	351,401	356,474	327,106	309,428
Premises Related	1,008,419	972,936	797,789	782,867
Office Costs	85,611	52,230	50,861	26,382
Direct Activity Costs	338,468	205,052	153,075	61,406
Other Direct Expenses	3,700	436	3,700	436
Other Operating Overhead	70,003	116,022	38,779	39,082
Recharges	-	-	1,231,076	1,229,278
Bad Debts	79,904	87,810	81,092	57,759
Bank Charges	11,062	5,911	-	-
Travel Costs	3,834	4,819	-	-
Programme Delivery	305,345	268,853	-	-
Salaries	1,855,112	1,786,049	60,998	56,843
NIC	111,403	103,895	3,914	3,882
Pension	31,989	24,238	1,241	1,231
Depreciation	69,203	59,283	2,827	7,125
Total Operating Costs from Lettings	**4,325,454**	**4,044,007**	**2,752,456**	**2,575,719**
Other Operating Costs	4,183,045	3,353,943	4,054,156	3,227,876
Total Operating costs	**8,508,499**	**7,397,950**	**6,806,612**	**5,803,595**

6. Finance income

	Group 2024 £	*Group 2023 £*	Company 2024 £	*Company 2023 £*
Bank Interest	7,127	*10*	205	*10*
	7,127	*10*	**205**	*10*

7. Interest payable

	Group 2024 £	*Group 2023 £*	Company 2024 £	*Company 2023 £*
Loan Interest payable	**296,631**	*185,101*	**296,631**	*185,101*
	296,631	*185,101*	**296,631**	*185,101*

No interest was capitalised in the year (2023: £Nil).

8. Net Income/(Expenditure)

This is stated after charging:

	2024 £	*2023 £*
Depreciation of tangible fixed assets	**89,790**	*67,515*
Depreciation of housing properties	**166,503**	*194,354*
Auditors remuneration	**27,500**	*22,240*
Operating lease rentals	**287,421**	*336,268*

During the year, no Trustees received any remuneration or benefits in kind (2023: £Nil).
During the year, expenses totalling £131 were reimbursed to 1 Trustee (2023: £Nil to 0 Trustees).

9. Staff costs

	Group 2024 £	*Group 2023 £*	Company 2024 £	*Company 2023 £*
Wages and salaries	**3,747,531**	*3,541,017*	**1,953,414**	*1,811,811*
Social security costs	**270,645**	*245,871*	**163,156**	*145,857*
Contribution to defined contribution pension schemes	**79,532**	*82,167*	**48,785**	*49,160*
	4,097,708	*3,869,055*	**2,165,355**	*2,006,828*

Included in the above, are £17,981 (2023: £6,044) redundancy payments paid out to 3 employees (2023: 5 employees).

9. *Staff costs (continued)*

The average number of persons employed by the company during the year was as follows:

	Group 2024 No.	*Group 2023 No.*
Average staff numbers	**212**	*202*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2024 No.	*Group 2023 No.*
In the band £60,001 - £70,000	**1**	*-*
In the band £70,001 - £80,000	**1**	*1*

Directors' and Senior Executives Emoluments

	Group 2024 £	*Group 2023 £*	Company 2024 £	*Company 2023 £*
Emoluments	**239,083**	*255,759*	**70,560**	*53,513*
Pension contributions	**6,806**	*30,215*	**1,763**	*13,229*
	245,889	*285,974*	**72,323**	*66,742*

The chief executive is included in the YMCA Pension Scheme and is an ordinary member of the scheme. No enhanced or special terms apply. During the period the total amount contributed to the individual pension arrangement was £1,763 (2023: £13,229).

10. Taxation Status

YMCA Black Country Group is a company limted by guarantee, a registered charity and is registered with the Regulator of Social Housing under the Housing and Regeneration Act 2008.

The Company has charitable status for tax purposes and no liability to corporation tax arises.

11. Housing Properties

Group and Company

	Housing Properties £
Cost	
At 1 April 2023	**16,888,396**
Additions	**1,396,410**
At 31 March 2024	**18,284,806**
Amortisation	
At 1 April 2023	**1,250,838**
Charge for the year	**166,503**
At 31 March 2024	**1,417,341**
Net book value	
At 31 March 2024	**16,867,465**
At 31 March 2023	*15,637,558*

12. Tangible fixed assets

Group

	Long-term leasehold property and improvements £	Fixtures and fittings £	Office equipment £	Computer equipment £	Total £
Cost or valuation					
At 1 April 2023	**1,054,492**	**642,825**	**164,829**	**38,440**	**1,900,586**
Additions	**84,266**	**91,528**	**-**	**28,853**	**204,647**
At 31 March 2024	**1,138,758**	**734,353**	**164,829**	**67,293**	**2,105,233**
Depreciation					
At 1 April 2023	**207,143**	**435,064**	**160,685**	**25,959**	**828,741**
Charge for the year	**53,470**	**24,509**	**4,244**	**7,567**	**89,790**
At 31 March 2024	**260,613**	**459,563**	**164,829**	**33,526**	**918,531**
Net book value					
At 31 March 2024	**878,145**	**274,790**	**-**	**33,767**	**1,186,702**
At 31 March 2023	*847,349*	*207,771*	*4,244*	*12,481*	*1,071,845*

12. Tangible fixed assets (continued)

Company

	Long-term leasehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2023	**157,036**	**360,192**	**31,265**	**548,493**
Additions	**-**	**57,552**	**28,853**	**86,405**
At 31 March 2024	**157,036**	**417,744**	**60,118**	**634,898**
Depreciation				
At 1 April 2023	**16,836**	**265,187**	**22,280**	**304,303**
Charge for the year	**5,663**	**12,487**	**5,267**	**23,417**
At 31 March 2024	**22,499**	**277,674**	**27,547**	**327,720**
Net book value				
At 31 March 2024	**134,537**	**140,070**	**32,571**	**307,178**
At 31 March 2023	*140,200*	*95,005*	*8,985*	*244,190*

13. Stocks

	Group 2024 £	*Group 2023 £*
Food for nurseries	**238**	*238*

14. Debtors

	Group 2024 £	*Group 2023 £*	Company 2024 £	*Company 2023 £*
Due within one year				
Trade debtors	**291,735**	*620,490*	**211,232**	*454,355*
Amounts owed by group undertakings	**-**	*-*	**46,869**	*46,250*
Other debtors	**53,699**	*25,293*	**6,284**	*15,096*
Prepayments and accrued income	**182,134**	*202,931*	**70,111**	*182,440*
	527,568	*848,714*	**334,496**	*698,141*

Provisions for bad and doubtful debts included above for the group are £169,789 (2023: £184,748).

Provsions for bad and doubtful debts included above for the company are £139,557 (2023: £139,506).

Rent arrears included within the above for the group are £289,284 (2023: £581,987) and for the company are £240,198 (2023: £465,254).

15. Creditors: Amounts falling due within one year

	Group 2024 £	*Group 2023 £*	Company 2024 £	*Company 2023 £*
Bank loans	**254,511**	*121,409*	**254,511**	*121,409*
Trade creditors	**358,948**	*424,203*	**276,745**	*351,257*
Amounts owed to group undertakings	**-**	*-*	**312,525**	*-*
Other taxation and social security	**77,623**	*453*	**46,937**	*453*
Other creditors	**113,233**	*236,367*	**101,429**	*196,877*
Accruals and deferred income	**1,462,872**	*1,429,881*	**1,176,858**	*1,114,276*
	2,267,187	*2,212,313*	**2,169,005**	*1,784,272*

16. Creditors: Amounts falling due after more than one year

	Group 2024 £	*Group 2023 £*	Company 2024 £	*Company 2023 £*
Bank loans	**5,376,562**	*4,388,750*	**5,376,562**	*4,388,750*

Included within the above are amounts falling due as follows:

	Group 2024 £	*Group 2023 £*	Company 2024 £	*Company 2023 £*
Between one and two years				
Bank loans	**278,203**	*136,908*	**278,203**	*136,908*
Between two and five years				
Bank loans	**719,541**	*288,745*	**719,541**	*288,745*
Over five years				
Bank loans	**4,378,818**	*3,963,097*	**4,378,818**	*3,963,097*

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	Group 2024 £	*Group 2023 £*	Company 2024 £	*Company 2023 £*
Repayable by instalments				
Payable or repayable by instalments	**4,378,818**	*3,963,097*	**4,378,818**	*3,963,097*
	4,378,818	*3,963,097*	**4,378,818**	*3,963,097*

Bank loans totalling £5,631,073 (2023: £4,510,159) are secured by fixed charge over the freehold property and assets of the company.

Bank loan term of repayment are monthly and interest is payabe at 2.25% and 1.5% above the base rate of the Bank of England over the principal amount.

17. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2024 £	*Group 2023 £*
Net income/expenditure for the period (as per Statement of Financial Activities)	**(209,090)**	*59,482*
Adjustments for:		
Depreciation charges	**256,293**	*261,869*
Interest income	**(206)**	*(10)*
Decrease/(increase) in debtors	**321,146**	*(175,597)*
Increase/(decrease) in creditors	**(78,228)**	*91,316*
Decrease in provisions	**(24,504)**	*(25,886)*
Net cash provided by operating activities	**265,412**	*211,174*

18. Analysis of cash and cash equivalents

	Group 2024 £	*Group 2023 £*
Cash in hand	**2,347,757**	*2,562,283*
Total cash and cash equivalents	**2,347,757**	*2,562,283*

19. Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	**2,562,283**	**(214,526)**	**2,347,757**
Debt due within 1 year	**(121,409)**	**(133,102)**	**(254,511)**
Debt due after 1 year	**(4,388,750)**	**(987,812)**	**(5,376,562)**
	(1,947,876)	**(1,336,440)**	**(3,283,316)**

20. Capital commitments

	Group 2024 £	*Group 2023 £*	Company 2024 £	*Company 2023 £*
Contracted for but not provided in these financial statements				
Acquisition of tangible fixed assets	-	*1,258,000*	-	*1,258,000*

21. Pension commitments

Defined Contribution Scheme

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £79,531 (2023: £82,167).

Defined Benefit Scheme

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

The most recent completed three year valuation was at 1st May 2023. The assumptions used which have the most significant effect on the results of the valuation are those relating to the assumed rates of return on assets of 4.56%, the increase in pensions in payment of 3.18% (for RPI capped at 5% pa), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 21.5 years, female 24.0 years and 23.1 years for a male pensioner, female 25.7 years, retiring in 20 years time. The result of the valuation showed that the actuarial value of the assets was £103.1m, which represented 92% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2023 showed that the pension plan had a deficit of £9.1 million. YMCA Black Country Group has been advised that it will need to make monthly contributions of £1,767 from 1st of May 2024. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the pension plan. Agreed future deficit contributions have discounted rate of 0% (2023 3%) The current recovery period is three years, commencing 1 May 2024.

Reconciliation of opening and closing provision

	2024	2023
	£	£
Provision at the start of the year	53,385	79,271
Deficit contribution paid	(24,504)	(25,886)
	28,881	53,385

22. Operating lease commitments

At 31 March 2024 the Group and the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2024	Group 2023	Company 2024	Company 2023
	£	£	£	£
Not later than 1 year	389,655	287,421	194,915	118,788
Later than 1 year and not later than 5 years	1,151,692	210,925	405,819	109,725
Later than 5 years	1,060,586	341,713	31,000	31,500
	2,601,933	840,059	631,734	260,013

The following lease payments have been recognised as an expense in the Statement of financial activities:

	Group 2024	Group 2023	Company 2024	Company 2023
	£	£	£	£
Operating lease rentals	287,421	336,268	118,788	209,668

23. Related party transactions

YMCA Black Country Group which is registered in England and Wales is the ultimate parent undertaking of:

YMCA Wolverhampton - a company limited by guarentee and a registered charity in England and Wales.

YMCA Walsall (Previously trading as First Base Walsall) - a company limited by guarentee and a registered charity in England and Wales.

None are registered with the Regulator of Social Housing.

Transactions with Non-Regulated Subsidiaries

	2024 £	2023 £
Rental Expenditure		
YMCA Wolverhampton	-	-
YMCA Walsall	33,000	38,100
Management Charge Income		
YMCA Wolverhampton	378,523	359,957
YMCA Walsall	88,035	87,067
Rental Income		
YMCA Wolverhampton	169,800	146,800
YMCA Walsall	65,000	65,000
Premises Related Income		
YMCA Wolverhampton	47,183	50,120
YMCA Walsall	2,400	2,400

YMCA BLACK COUNTRY GROUP

England & Wales - Charity number 1086320

Accounts

Registered number: 4116412
Charity number: 1086320

YMCA BLACK COUNTRY GROUP

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

WR Partners
Protecting your future.

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2023

Trustees	J Oakley, Chair (until 14 April 2023) J Rowe, Joint Chair (from 14 April 2023) A Walsh, Joint Chair (from 14 April 2023) S Balogun G England M Fussell S Patrick (appointed 6 October 2022) J Sargeant (appointed 7 June 2022) M Shenton G Stonyer (retired 16 November 2022) P Tomlinson P Walker J Welsby
Company registered number	4116412
Charity registered number	1086320
Registered office	38 Carters Green West Bromich West Midlands B70 9LG
Company secretary	S C Clay (resigned 30 November 2022) J Law (appointed 30 November 2022)
Chief executive officer	S C Clay (resigned 30 November 2022) J Law, Interim CEO (1 December 2022 - 5 March 2023) S Bavington (appointed 6 March 2023)
Independent auditors	WR Partners Chartered Accountants & Statutory Auditors Belmont House Shrewsbury Business Park Shrewsbury Shropshire SY2 6LG
Bankers	Unity Trust Bank PLC Four Brindley Place Birmingham B1 2JB
Solicitors	MFG Solicitors LLP Pamore House Hall Court Hall Park Way Overdale Telford TF3 4LX

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Solicitors (Human Resources)	Irwin Mitchell Solicitors 31 Temple Street, Birmingham, B2 5DB
Solicitors (Operations & Developments)	Wright Hassall LLP Olympus Avenue, Royal Leamington Spa, Warwick. CV34 6BF
Chief Officer Team	Chief Executive Officer - Stephen Clay (resigned 30 November 2022) Chief Executive Officer - Steve Bavington (appointed 6 March 2023) Chief Corporate Officer - Jill Law Chief Operations Officer (Places) - Sally Cowan Chief Operations Officer (Programmes) - Joanne Goldie
Registered Provider of Social Housing Number	L4550

CHAIR'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

The Joint Chairpersons presents their statement for the year.

The 2022/23 financial year marks a year of consolidation and has ushered in a change in leadership of the Association with the appointment of Steve Bavington, our new CEO in March 2023.

Although many businesses and charities in the Black Country are beginning to return to pre-pandemic working patterns, the concern shifted this year towards the cost-of-living crisis, with rising costs of utilities and essential items, further compounded by rising interest rates. This is having a severe impact on many of our customers and service users who were already struggling, as well as affecting employees and the Charity as a whole.

On behalf of the Board of Trustees we would like to express our continued gratitude to all our staff, for the way they have served the Association and embodied the ethos and values of YMCA Black Country namely Compassion, Trust, Hope and Inspire. By showing their active concern and care for all, our amazing team of paid staff and volunteers exemplify our God-given calling to 'love others as ourselves' and we as trustees feel privileged to be part of an organisation that demonstrates this.

Since the completion of the YMCA City Gateway building in 2021 we have enjoyed a period of consolidation whilst assessing potential new development opportunities in line with our 2020-25 strategic objectives. That said, builders went on site on our campus on 235 Hamstead Road to bring the planned development of 26 new units of accommodation to fruition. This new housing block will increase our Y-Living accommodation on the site to 59 units.

Projects that were launched in the previous year including RAF Air Play, two new nurseries, and a community development programme in Wrens Nest, Dudley are all continuing to support young people to belong, contribute and thrive in vastly different settings.

The Trustees are pleased to once again support the YMCA's Christian Mission at an international level, including, through our previous CEO, coordinating the production of a YMCA Rhythms devotional booklet and the leading of the devotional content for the YMCA World Council in July 2022.

Despite some of the challenges we faced, it is encouraging to see that the reach of our charitable activity has continued to grow, supporting and working with 14,546 children, young people and community members during the year. This Trustee Report, together with the accompanying Annual Accounts are intended to provide a public and transparent account of these activities, detailing how the charity has utilised public funds toward our charitable objects in meeting local needs.

It is our ongoing hope that as you read through these pages you will discover an organisation with a clear sense of purpose and direction, a strong governance and management framework, and a stable financial position. There is much need within the Black Country, and an organisation committed to transforming communities and enabling young people to belong, contribute and thrive is more relevant than ever.

We are thankful, and hugely encouraged by all the activity and the positive impact achieved by all our services despite the challenges. We look forward to a new season, under new leadership, facilitating a bright future ahead – for the association, and the people and communities we serve.

JONATHAN ROWE
Joint Chair of Trustees
Date: 27-09-2023

TRUSTEES' REPORT (incorporating strategic report) FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report together with the audited financial statements of the YMCA Black Country Group for the year 1 April 2022 to 31 March 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The Group includes the Charity, YMCA Black Country Group and two subsidiary charities; YMCA Walsall and YMCA Wolverhampton. References to 'The Charity' relate to YMCA Black Country Group only. Reference to consolidated activity or specific subsidiaries are stated.

Comment from the Chief Executive Officer

The year saw the departure of Steve Clay my predecessor, after 19 years with the Association, steering it safely through the creation of YMCA Black Country Group with the additions of YMCA Wolverhampton and YMCA Walsall and, of course, the pandemic. I have heard many voices of appreciation of his wisdom, insight and compassion from different quarters, and add my vote of thanks to him for all he did for the Charity, and the communities we serve. He left YMCA Black Country Group in great condition for the future.

It is a privilege for me to be returning to lead YMCA Black Country Group after nine and a half years away. My previous experience here, leading the Communications and Fundraising function locally under Steve Clay, as well as a 12 month secondment to YMCA England and Wales, has stood me in good stead for returning to the movement to work with many previous colleagues and friends – both locally and nationally.

The growth we have enjoyed over the last few years, alongside the challenges of the pandemic, lead to the need for the past year to be one of stability and consolidation. Arriving as I did, with the year almost at its close, I have been delighted by the quality of all our various services – a direct result of the incredible attitude, aptitude and dedication of the whole staff team, and especially the experienced and passionate senior leaders.

This year, our Housing team have further embedded the 'George Williams Award' which brings together different elements of the support we offer to help our residents become prepared for independent living, providing an engaging learning pathway that celebrates their accomplishments every step of the way. We continue to look for new ways to serve all our residents, and improve opportunities for young people of all backgrounds, in all our different settings to belong, contribute and thrive.

The year also saw the consolidation of our growth in childcare expansion ensuring a robust financial position by the end of the year resulting in our planned expansion to be resumed in the 2023/24 year. We have now successfully integrated the nursery acquisitions, enabling our Early Years team to embed our 'YMCA Early Years Nursery Curriculum' across all our settings. This curriculum encapsulates both the unique YMCA values, and the exceptional quality of our offer.

It has been picked up on by other YMCAs around the country who are interested in embedding our curriculum in their Day Nursery settings. It provides a reproducible model, and enables the whole Nursery team to clearly articulate our cohesive and comprehensive approach to Early Years learning. It is helping us to deliver remarkable outcomes for the children in our care evidenced by children achieving a good level of development within the EYFS profile, with our attainment scores consistently higher than local authority averages as published and benchmarked annually.

Our Youth and Community work is also flourishing, with excellent feedback on all our projects from the children and young people, their families, our funders and partner organisations. We have now completed 2 years of our innovative five year project on the Wrens Nest estate in the Dudley borough. This Big Lottery funded project has built trust in the area and as we are starting to observe an improvement in outcomes for children, young people and families in an area of multiple complex challenges.

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

The past year has been a period of great achievements highlighted with the achievement of ISO 30415 and in the summer of 2023, achievement of the IIP Gold Accreditation.

Whilst the impact of the coronavirus pandemic on both the Charity's financial positon and operational activities lessened, the impact of the costs of living crisis and fuel poverty steadily increased throughout the year. As a Charity, we are not immune from the financial pressures and were proactive, in conjunction with our broker, in reviewing all our utility contracts to mitigate these costs both in this financial year and going forward. In response to this and the deficit generated in the 2021/22 financial year, the Board faced tough decisions in reviewing and amending Company Sick Pay to address the financial impact of sickness absence across all areas of operation whilst reluctantly deferring the aspiration to be a Real Living Wage employer in the 2022/23 year.

The Board of Trustees supported the creation of "Thrive Into Work" designated fund to provide short term financial support to remove the barriers face by our supported housing residents looking to secure employment to access affordable move-on accommodation due to reduced housing benefit and inability to save for a deposit for their own tenancy.

During the year, we also launched Trauma Informed Training across all of our staff team, with designated Trauma Informed Champions across all our locations.

Across the Group we served 2,042 young people, vulnerable adults and young professionals through our accommodation and childcare services (an increase of 31% on the previous year), and a further 14,546 community member engagements in our range of programme activity (an increase of 30% on the previous year).

Consolidated turnover grew by 13% to £7,642,523 indicating the start of recovery. Surplus in the Charity alone was positive at £33,967 with a consolidated surplus across the Group of £59,482.

The Going Concern review received by Trustees in September 2023 continues to demonstrate that the Charitable Group is in a strong financial position, despite the effect of the pandemic, and that governance and management structures are working effectively. Continued growth is anticipated in the next financial year, and a return to a consolidated surplus. However, aspirations to achieve Real Living Wage across all service areas have been hampered by the impact of Coronavirus and the limitation of Government funding for childcare.

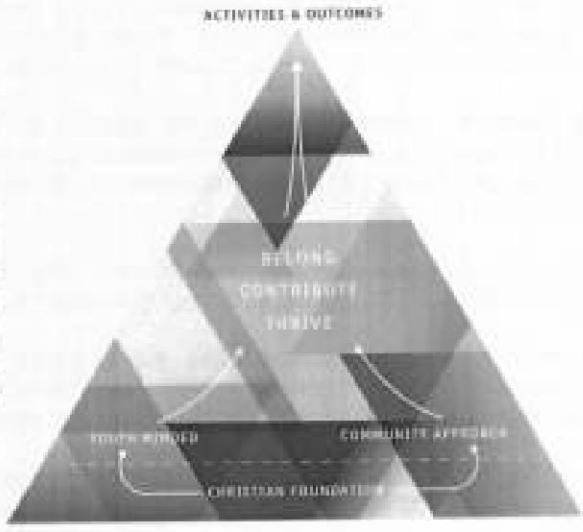
Objectives and activities

a. Mission, Ethos & Values

YMCA Black Country Group is a charity committed to community transformation, enabling people to develop in mind, body and spirit. Built on a Christian foundation, with an ethos that is inclusive of all, we are a youth-minded organisation, with a community approach.

Our work is primarily in places across the Black Country and border areas, working with children, young people and their families, offering support & advice, accommodation, family work, health & wellbeing, and training & education services.

The report below highlights what we have achieved in the 2022/23 financial year in the midst of the coronavirus pandemic; and also, our aspiration (notwithstanding the present difficulties) to grow our services to best meet the needs of young people and their communities, so that they can truly belong contribute and thrive.



During the year, the principle activities of the consolidated group were young people's housing (60%) and community activities (40%)

HOPE	*We encourage an expectation that life has more.* cf. 1 Thess. 5:11
COMPASSION	*We demonstrate active care and concern for all.* cf. Galatians 6:10
INSPIRE	*We inspire people to meet their potential* cf. John 10:10
TRUST	*We build trust through open, honest and transparent relationships.* cf. Psalm 41:12

Values
Our Values, were further developed in 2019/20 through consultation with Staff and Trustees, and describe the way we behave.

They aim to be Christ-centred, inclusive for all and aspirational

Objectives and activities (continued)

b. Connected Communities: A Strategic Guide

The Senior Leadership Team and Trustees launched *Connected Communities: A Strategic Guide* at the beginning of the 20/21 financial year. This year we have continued to progress against its objectives. The Strategic Guide charts the direction of YMCA Black Country Group (and its subsidiaries) through to the end of 2025. The strategy allows for considerable flexibility in application, and despite the challenges of the pandemic, it remains a robust document to guide the charity forward.

Connected Communities: 2020-25, a Strategic Guide, is summarised below, and is being delivered through five areas of focus.

Focus 1:	**Places of Transformation** *A YMCA BC presence spread across our area, with transformational community impact.*
Delivered By	**2025 Aim**
• Sustainable 'Community Branches' that have sustainable 'economic engines' principally based on childcare and accommodation, and from which other community services can be delivered. • Community Outreach locations, which meet strategically identified needs. • Community awareness of YMCA presence & positive impact.	4 full service 'central' Community Branches (2) 5 additional community branches 825 Childcare places (279) {544}* 175 Supported accommodation units (220) {223}* 278 Young professional / worker units (60) {136}* Community outreach present in 25 towns (13) (27)* 1 in 2 members of public are awareness of YMCA presence in Community Branch towns * ( ) Number in 2019 { } in 2023

Focus 2:	**Programmes for People** *People development programmes, covering the range of YMCA BCG services.*
Delivered By	**2025 Aim**
• Learning & Skills / Health & Well-Being / Family Work / Support & Advice programmes which evidence impact, provided from Community Branches/ Outreach Locations, or where area-wide/specialist services meet strategic need. • Focusing on the distinctive of YMCA BCG, our 'connected community' approach and our unique ethos and values. • Nurturing a mixed model of social enterprise, alongside donor-based and commissioned services.	Programme reaching 7,000 people p.a. (3,500) {14,546}* Quality assessments rated 'good' with >20% at outstanding (100% good) {88% good} Distinctive impact measures, developed & applied for all services 1 New scalable social enterprise identified & proven * ( ) Number in 2019 { } in 2023

Objectives and activities (continued)

Focus 3:	**Empowering Young People** *Special emphasis on enabling young people aged 0-35 years, to Belong, Contribute & Thrive*
Delivered By	**2025 Aim**
• Informal education youth work, linked to YMCA BCG programme areas – delivered in YMCA Community Branches and Outreach locations. • Providing 'Belong, Contribute, Thrive' progression routes in Community Branches for young people to grow within the YMCA environment ... from child to teenager to adult. • Empowering young staff/ volunteers/ trustees to Belong, Contribute & Thrive.	Created a sustainable youth-work model regularly reaching 500 teenagers {665 / month} Birth - Youth - Adult progression routes in 4 Community Branches {3} 50 young staff thrive through 'Group' task-groups which stretch them 100 young people contribute as volunteers annually {142} Increase trustees aged under 35 (1) {1} * ( ) Number in 2019 { } in 2023

Focus 4:	**Growing Ethos & Values** *Nurturing an inclusive Christian culture, where everyone benefits.*
Delivered By	**2025 Aim**
• Effective Induction and the consistency of Christian Mission across the group. (e.g. spiritual content programme in nurseries) • Establishing Ethos Champions in all YMCA BCG locations. • Developing youth work which links into Church / Missional opportunities. • Supporting Christian Mission growth through YMCA, locally, nationally and globally.	50 Governance Members (18) {20} 100% complete full induction within 3 months {2022/23 69%} 90% of locations have a trained ethos champion (0) {7/15 47%} All curriculums embed Mind Body & Spirit and Belong, Contribute & Thrive {new childcare curriculum} 5 Church youth work partnerships working with over 100 young people {3 in ongoing development} Over 70% of staff engage in Christian Mission events annually {2022/23over 50%} A national Christian Mission strategy established which contributes to World YMCA * ( ) Number in 2019 { } in 2023

Objectives and activities (continued)

Focus 5:	**Investing in Talent** *Crafting a skilled, motivated and creative staff team to implement the Strategic Guide.*
Delivered By	**2025 Aim**
• Specific emphasis on the development / acquisition of Entrepreneurial Leadership, Spiritual Leadership and Organisational Management / Leadership • Recruiting & retaining excellent staff, continually developed and who exemplify our Ethos & Values. • Becoming a Real Living Wage employer	24 staff have undertaken Entrepreneurial / Spiritual / Organisational leadership development (or were recruited for these skills) A range of tools are developed allowing Staff to regularly reflect on the YMCA BCG Values to test they are living them in their working practice. Real Living Wage implementation completed

Strategic report

Achievements and performance

a. Key financial performance

In order to enhance transparency and openness, accounts consolidated with those of its charitable subsidiaries are included in the Financial Accounts and Statements, in addition to those of the Charity itself.

Consolidated turnover grew by 13% to £7,642,523 indicating the start of recovery. Surplus in the charity alone was positive at £33,967 with a consolidated surplus across the Group of £59,482. It should be noted that the surpluses include the recognition of capital grants as income in accordance with FRS102.

b. Review of activities

Places of Transformation

Our Community Branches provide a sustainable YMCA presence in towns across the Black Country. Each comprising a social enterprise (usually childcare or housing related) which forms its economic engine, and from which wider charitable services can be delivered. Community branches have a reception, central meeting hub, and deliver 3 key service areas on single or multiple sites. Full service community branches deliver across all 5 thematic service areas (housing, family & youth work, health & well-being, training & education, support & advice). We aspire to deliver four full service Community Branches by the end of 2025.

West Bromwich Central Community Branch	Full Service
Walsall Central Community Branch	Full Service
Wolverhampton Central Community Branch	Currently delivers across 4 thematic areas

Strategic report (continued)

Achievements and performance (continued)

Community Outreach locations widen the scope and impact of our work beyond areas served by our Community Branches In 2022/2023 we undertook a mapping exercise to evaluate what towns/neighbourhoods we were reaching with our services. Given our aspiration was to be reaching 25 towns/neighbourhoods by 2025, we have more than exceeded this target as we are currently reaching 27 towns (representing 135 neighbourhoods) across our service areas in Programmes alone.

Community Outreach Locations	
Dudley	Dudley Central, Wrens Nest, Kates Hill, Sedgley, Lye, Stourbridge, Kingswinford, Coseley, Halesowen, Black Heath, Russell Hall, Milking Bank, Priory, Holly Hall, Oakham, Springfields, Netherton, Upper Gornal, Gornal Wood, Lower Gornal, Ocker Hill, Tipton, Quarry Bank, Pensnett, Cradley Heath, Old Hill
Sandwell	Hamstead, Wednesbury, Greets Green, West Brom Central, Great Barr, Rowley Regis, Old Oscott, Pheasey, Quinton, Oldbury, Langley Green, Warley, Tividale, Burnt Tree, Great Bridge, Black Lake, Ling, Dartmouth, Gunns Village, Churchfields, Stone Cross, Friar Park, Hateley Heath, Charlemont, Streetly, Boardsley Green
Walsall	Rushall, Pelsall, Caldmore, Fullbrook, Walsall Central, Palfrey, Yew Tree, Caldmore, High Gate, Birchills, Alumwell, Chuckery, Leamore, Daisey Bank, Delves, Blakenhall Heath, Kings Hill, Beechdale, Pelsall, Cheslyn Hay, Brownhills, Aldridge, Bescott, Darlaston
Wolverhampton	Pendeford, Wednesfield, Parkfields, Blakenhall, Horsely Fields, Goldthorn Park, Merry Dale, Chapel Ash, Bilston, Graiseley, Merry Hill, Pendeford, Dunstall Hill, Fallings Park, Willenhall, Park Village, Low Hill, Wednesfield, Ettingshall, Moseley, Bradley, Cinder Hill, Bradmore, Heath Town, Lanesfield, Upper Penn, All Saints, Wood End, New Bridge, Penn, Cosford
Staffordshire Borders / Other	Rugeley, Cannock Chase, Cosford, Shawbury, Balsall Heath, Rotton Park, Harbourne, Handsworth, Nechalls, Aston, Camden, Hednesford, Kings Heath, Soho, Hockley, Lozells, Acocks Green, Selly Park, Jewellery Quarter, Perry Barr, Shard End, Solihull, Lichfield, Saltely, Little Aston, Codsall, Coven

The number of accommodation and childcare places offered across the Black Country is shown below.

Community Branch	Childcare Places**	Housing Units
Walsall Central	65	21 *
West Bromwich Central	179	145
Wolverhampton Central	115	85 **

Community Outreach Locations	Childcare Places**	Housing Units
Dudley, Central	[redacted]	23
Pendeford **		10
Rugeley **		28
Wednesbury		34
Black Country S.L. Hosts		60
Pelsall Village, Walsall	32	[redacted]
Pelsall Lane, Walsall	60	
Hurst Hill, Dudley	30	
Lye, Stourbridge	63	

* Delivered by YMCA Walsall
** Delivered by YMCA Wolverhampton

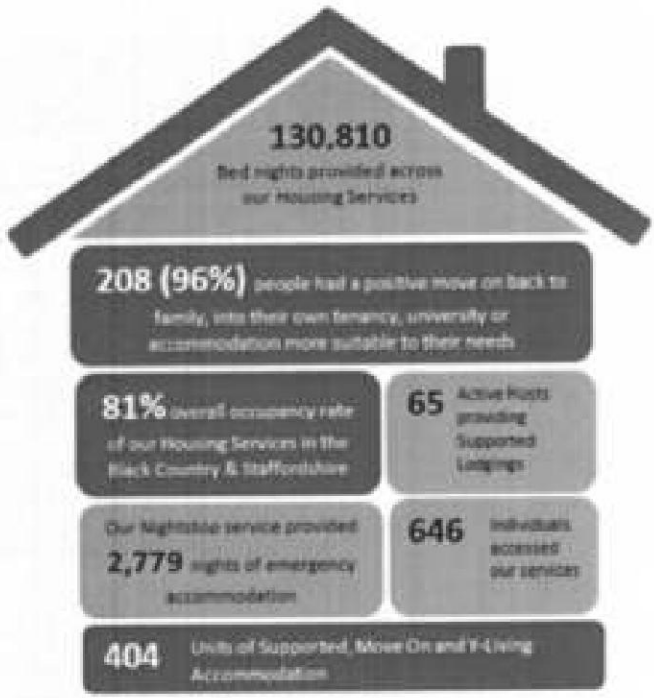
Strategic report (continued)

Achievements and performance (continued)

Across the Group, YMCA BCG and its subsidiary charities have provided a consistent provision of accommodation throughout the year.

Supported housing provision for 478 young people was delivered in Dudley, Sandwell, Walsall, Wolverhampton and South Staffordshire, through a range of housing projects in our Community Branches and Outreach projects, including our Supported Lodgings network of host families and individuals.

Additionally 168 young adults benefited from the Charity's young professional / worker accommodation in Sandwell, Dudley and Rugeley.



The charity shop based in Wednesfield (and delivered through YMCA Wolverhampton managed to return a net contribution of £9,723 (management fee and surplus) by year end despite financial performance not returning to pre-pandemic levels. Having considered the ongoing financial viability of the shop, the Board reluctantly decided at it's July Board Meeting to close this area of operations when the lease expired in August 2023.

Programmes for People

During the year, our 'people development' programmes restarted meeting face-to-face, covering a range of service areas including learning and skills, health & wellbeing, family work and support and advice programmes. Our Community Branches in West Bromwich and Walsall, have facilities for other local charities and social enterprises to deliver their services and programmes to the local community, and these have slowly begun to return, albeit not yet at 2019 levels.

Across all of YMCA Black Country Group's programme activity (including community projects, supported housing and childcare) the charity group has worked with 14,546 people during the year.

One of our settings is Ofsted graded "Outstanding", five of our settings are Ofsted graded "Good", two are still awaiting their first inspection since registration and one setting was graded "Requires improvement."

Distinctive impact measures have been developed through a suite of key performance indicators, which are collected and monitored by the Senior Management Team, and reported to the Finance, Audit and Risk Committee throughout the year.

The Strategic Guide aspiration to identify one new scalable social enterprise has not been an area developed in this financial year.

Strategic report (continued)

Achievements and performance (continued)

Community Branch	Programme Activity
Walsall Central	The past twelve months have been a period of recovery from COVID for the **Small Street Centre***. The Community work has continued and grown over the past twelve months. Two new projects have started at Small Street to increase our community engagement, the first of which is Making Connections which is a social prescribing project working with older people who are deemed vulnerable and isolated. In addition a Community Engagement Officer started a three year funded post and has been delivering on the Local Authority's Connected Project, assisting local people to access the local authority database to make claims and report local issues. This has increased the footfall through Small Street and brought in new conferencing opportunities for employability courses to be delivered. Small Street continues to provide premises for nursery provision as well as office hire and meeting spaces for local organisations to develop and deliver their own programmes. During the year conferencing and office hire have continued to recover post COVID and are showing signs of a health recovery in the 2023/24 year. Programmes at the **Glebe Centre*** have continued this year with both its Public Health contract and the Big Lottery funded INSPIRE programme. This year we have linked more strategically with the Walsall Drug and Alcohol Strategic Board which has further increased opportunities for partnership working and which has been a welcome addition to the timetable of activities offered. In addition, we have been embedding our Trauma Informed approach into our practices with all service users.
West Bromwich Central	**Y-Gym** and **Coffee Shop** have both been growing and developing their activity over the past year. The Coffee Shop was operated by Just Straight Talk (one of YMCA's partner organisations) until 31 March 2023 and is currently being delivered by YMCA following the TUPE'ing of their coffee shop staff. The energy and activity from the re-opening of the coffee shop has been a welcome return to Western Gateway. Y-Gym has continued to consistently increase in its memberships this year and now has a stable base of direct debit members. There are now set procedures in place with the staff team to ensure membership retention is prioritised and that any cancelled memberships are swiftly followed up. Similarly to last year, gym memberships have not been an issue, but the hiring of the larger spaces such as the sports hall and the dance studio continue to present challenges. Western Gateway's **Incubator Units** and **Office Lets** have taken some time to recover post COVID and are showing signs of a healthy recovery in the 2023/24 year.

Strategic report (continued)

Achievements and performance (continued)

Community Outreach Locations	Programme Activity
Black Country-Wide	Our **Mentoring Advice & Guidance Programme**, Building Better Opportunities concluded in February 2023 when our funding ended. However, following Board support we have retained two mentors to work on a YMCA specific mentoring project called Gateway To Achieve which began in March 2023. This smaller team of mentors continues to support individuals in our community into education, training and employment. YMCA Black Country Group has also been successfully delivering the **National Mentoring Programme: Y's girls** through a Partnership Agreement with YMCA England and Wales. This programme matches trained volunteer mentors with vulnerable females aged 8-14. These mentors meet one to one with the young people and act as mentor and role model to develop greater resilience and coping skills through engaging in confidence building and activities.
Wolverhampton-Wide	The **Youth Work Programme, Y's Youth** has been delivered over the past twelve months, building on the foundation of our Head Start programme. This programme has delivered universal access youth services to young people in the community throughout the school term. These activities include sports and recreational games, arts and crafts and cook/eat sessions. The programme has also secured additional funding to extend delivery in the school periods through the Holiday Activity Fund and this provision has proved one of the most popular elements of our youth provision. This has increased the number of young people engaging with our service. In April of 2022 the City of Wolverhampton Council approached and funded YMCA to deliver youth activities at The Way in Wolverhampton for a fixed term of six months to enable youth provision from the centre to continue. The Commissioner for Children's Services, working with YMCA directly as well as the Wolves Foundation, devised a timetable of activities to run throughout April to September. The **Adult Learning**** Contract concluded in August 2022 and did not continue into the autumn term.
Dudley	**Wrens Nest Navigators** has completed its second year of delivery with a revised and co-produced programme. This programme is funded by the National Lottery for 5 years to work holistically with families from the area of Wrens Nest, providing youth based activities, one to one support and guidance with families as well as community and schools based work. This programme has moved from strength to strength with a good SROI already calculated from the evaluation.
Staffordshire Borders	The **RAF Airplay**** contract began in January 2022. This has seen the **youth work teams** from RAF Cosford (Wolverhampton) and RAF Shawbury (Shrewsbury) being transferred to YMCA Black Country Group and the delivery of the youth work services for these bases being added to our youth work portfolio. RAF Cosford continues to be a thriving programme with great attendance and a new Station Youth Worker who has embedded the ethos and values of YMCA Black Country. RAF Shawbury is steadily increasing its numbers.

* Delivered by YMCA Walsall
** Delivered by YMCA Wolverhampton

Strategic report (continued)

Achievements and performance (continued)

Empowering Young People

Following on from the pandemic we have seen a tangible growth in the area of youth work at YMCA with continued funding for Y's Youth, the delivery of Y's girls, Wrens Nest and also the most recent delivery at both RAF Cosford and Shawbury. We now have youth work regularly reaching an average of 450 teenagers per month.

Work in other Strategic Objectives to empower young people will be given greater priority in the period 2022-2025, namely:

- Creating Birth - Youth - Adult progression routes in 4 Community Branches
- Enabling 50 young staff members to thrive through 'Group' task-groups which stretch them.
- 100 young people contributing as volunteers annually
- Increase the number of trustees aged under 35

Growing Ethos & Values

The Trustees continue to review the role of Governance Members and explore opportunities to increase Membership from 20 toward the 2025 goal of 50.

Staff ethos champions have been appointed in 7 locations during the year. This is expected to increase to 15 main operational sites over the next 12-24 months pending appointment of our new Christian Mission Co-Ordinator and who is due to take up post in September 2023.

YMCA Black Country Group's new childcare curriculum continues to be embedded across all our childcare settings embedding Mind, Body & Spirit and Belong, Contribute & Thrive within the Early Years Framework. During the year under review, our Curriculum was launched to other YMCAs culminating in this being presented at YMCA Strategic Leaders Conference in Belfast in April 2023 and at YMCA National Conference in July 2023. This has enabled other YMCAs to improve their practice and quality, and to model diversity within a Christian ethos framework.

The Charity continued to support the planning of YMCA's Unify Christian Mission events with face to face events resuming during the year including our attendance at YMCA European Unify which took place in Vienna in January 2023 and which was attended by a number of YMCA staff and Board Members. Following on from this, our Chief Operating Officer (Programmes) is now a member of the YMCA Youth Unify Planning Group with this event taking place in August 2023 in Budapest.

The relaxation of Coronavirus restrictions during the year enabled the work of the Charity's Christian Mission Coordinator to further support the spiritual life of the organisation, particularly in taking a lead to provide pastoral support to staff, and providing pastoral visits to project managers. This enabled delivery of the Alpha Course enabling our staff of all faiths and none to explore the Christian faith. The Charity's Chaplaincy service has continued to be supported during the year through the West Bromwich Church of England Deanery, and Blue Fish Chaplaincy, Wolverhampton.

The Charity has continued to support the work of the YMCA Movement through involvement in the Regional forums & networks, Governance Committee, and in coordinating the YMCA/ YWCA World Week of Prayer in November 2022 on behalf of World YMCA. Our former CEO was also involved in coordinating an international team in preparing the Devotions for World Council 2022 in Denmark, on behalf of YMCA World.

Strategic report (continued)

Achievements and performance (continued)

Investing in Talent

The Charity was not immune from the cost of living crisis and the economic impact of increasing inflation, compounded by the fuel crisis placing a strain on the Trustee's ability to maintain real-term pay levels.

Whilst progress towards the implementation of the Real Living Wage was not made, the Board have tasked the Chief Officers to prepare a roadmap to achieving this by 2024/25.

In response to the cost of living crisis, the Board awarded a cost of living uplift of between 1.5% and 2.5% effective from 1 October for staff paid above National Living Wage, awarded qualifying staff with a one-off bonus paid in December and a further 1.5% uplift from 1 January 2023 for all staff and a further 5% uplift for staff paid above National Living Wage from 1 April 2023.

During March 2023, the Charity underwent external assessment for the renewal of our Investors in People accreditation having previously been awarded Silver. Following this process, we are delighted to have achieved Gold and reflects the investment we place in our staff.

The Trustees would like to place on record their thanks to the Charity's team of staff and volunteers, who in such unprecedented times have made such a difference in the lives of many children, young people and family members across the Black Country and surrounding area, evidenced in the above review of activities.

c. Capital commitments

Phase 2 of the City Gateway development providing community services completed in August 2022 and has enabled us to deliver youth support work, notably "HAF".

The conversation of 53 Walsall Street in Wednesbury to provide 14 units of affordable young professional / worker accommodation was complete in the autumn of 2022 and was made available to let from December.

During the year, the Board continued to explore the development of our land at 235 Hamstead Road, Great Barr to deliver against its Housing Growth Strategy. As a result, this was approved by the Board on 1 February 2023. Following the development costs being value for money tested and securing £1.2m external finance with Charity Bank, YMCA entered into contract with Jessup Partnership to deliver 26 units of affordable young professional worker accommodation. On 8 March 2023, YMCA entered into a capital commitment with the Developers who have secured Homes England grant funding of £1.949m. The total build costs before grant funding (and excluding VAT) is £3.207m, with YMCA entering into a contract with the developer worth £1.258m. This will be funded, in part, by a development loan secured with Charity Bank for £1.2m (secured on Western Gateway) and the remaining £0.058m from YMCA Reserves.

Strategic report (continued)

Financial review

a. Going concern

The Trustees, supported by the Finance Audit and Risk Committee, have undertaken a detailed going concern review of current and future operations of the Charity and the Group as whole and, after making appropriate enquiries, very thorough consideration of draft budgets and cash flow up to March 2024 and beyond. Having taken key strategic decisions, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Trustees have no doubt that the Charity can pay its debts when they fall due, certainly for in excess of one year from the date the annual accounts were approved. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

The Trustees noted that despite another challenging year, the Group generated an "EBITDA" cash surplus (before depreciation and loan interest) of c.£506k which exceeded budgeted EBITDA by approximately £35k. At the time of approval of these accounts, and in the four months to July 2023, the Group had returned a consolidated surplus of £63k slightly below budget and an "EBITDA" cash surplus of c.£240k.

b. YMCA Pension Provision

YMCA Black Country Group participated in a multi employer defined benefit pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members and accruals on 30 April 2007. Due to insufficient information, the plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Black Country Group. As described in note 21, YMCA Black Country Group has a contractual obligation to make pension deficit payments of £2,042 per month over the period to April 2027. Accordingly this is shown as a liability in note 20 to these accounts. In addition, YMCA Black Country Group is required to contribute £5,804 pa to the operating expenses of the Pension Plan and these costs are charged to the Statement of Financial Activities as made.

c. Reserves Policy

The revaluation reserve represents the surplus over the original cost of the freehold land and buildings which occurred, less depreciation of the freehold buildings, following various valuations, the last of which was undertaken in March 2019.

The Board have agreed a policy of retaining a minimum £950k consolidated cash reserve (excluding designated reserves) as sufficient to support the cash management of the Group, considering the development of future projects, and in order to achieve the growth aspirations of the Group's 2020 2025 Strategic Guide. This reserve provides immediate cash for working capital, including the fluctuating demands of development. Additionally, for the charity alone, the cash reserve policy is to be maintained at a minimum of the average monthly outgoings, which for 2022/23 was £478k. At 31st March 2023 the actual consolidated cash reserve (excluding designated reserves) was £1,598k, and for the Charity alone was £566k, both achieving the policy requirements.

In considering medium term risks the Board have agreed that unrestricted funds (including property but net of social housing grant and borrowing) should be a minimum of 6 months operating cost which at 31st March 2023 was £2,870k. Actual unrestricted funds equalled £10,891k providing strong reassurance of financial stability.

The Board also tracks a measure of Income Security, requiring the proportion of budgeted income considered secure to be >80% of the overall budget. Based on recent performance, budgeted accommodation and contract income are considered secure. The Income Security Measure for 2022/23 is 95%.

d. Designated reserves policy

In addition to the consolidated cash reserves referred to above, the Board have determined to set aside the following cash resource to be designated as follows:

Sinking Fund:	£112k as a sinking fund reserve for major capital improvements in the years ahead.
Ten Percent Fund	£91k towards small scale projects which fulfil YMCA BCG's charitable objects, and meet the following criteria: • Activities which support Christian Mission • Building improvements for specific projects • Positive activities which divert away from anti social behaviour • Family activities which support good parenting • Emergency respite childcare At its November 2022 Meeting, the Board agreed to designate £26k to maintain provision of our mentoring services post 31 March 2023.
"Thrive" Fund:	£13k as fund to support young people progressing into Higher Education at University. During the year, £8k of support was provided.
"Welfare" Fund:	£10k designated to provide financial assistance to our residents suffering from fuel poverty.
"Thrive into Work" Fund:	£34k funds were designated by the Board in February 2023 to support our residents with the cost of living crisis enabling them to move into their own accommodation. These funds have been designated for a maximum a period of two years. During the year, £561 of financial support was provided.

As at 31 March 2023, unspent donations received total £9,953 for our "Moving Forward Fund" which have been treated as deferred income for future periods of expenditure. Our "Moving Forward Fund" provides financial support to our residents and service users move to independent living.

e. Material investments policy

Under the Articles and Articles of Association, the charity has the power to invest in any way the trustees wish. The Trustees, having regard to the liquidity requirements of day to day operations and to the reserves policy, have, historically, operated a policy of keeping sufficient funds available on current account (to offset standard bank charges) and in an interest bearing account in order to generate a modest rate of return on such monies. The Charity currently does not have funds available to utilise for investment purposes; working capital requirements are met from the Charity's current account.

f. Principal risks and uncertainties

YMCA BCG maintains a Corporate Risk Register which is then "RAG" rated. This is scrutinised by the Finance Audit and Risk Committee annually and presented to the Board for approval. This is reviewed on a regular basis by the Chief Officer team who, in accordance with the Risk Management Policy, are required to notify the Chair of the Board (normally via the CEO) of any new risks or any re-evaluated existing Retained (Net) Risks which exceed the Acceptable Risk Score Threshold as identified on the Corporate Risk Register.

The FAR completed its annual scrutiny of the Corporate Risk Register at its June 2023 meeting and recommended this to the Board for approval.

In addition, the Senior Leadership Team are responsible for highlighting operational risks which are captured on an Operational Risk Register. This is periodically reviewed at Senior Leadership Team meetings with additional risks and changes to existing risks discussed.

g. Financial risk management objectives and policies

The Trustees have overall responsibility for the system of internal financial control, the effectiveness of which has been reviewed and reported on to the Trustees by the Finance, Audit and Risk Sub Committee. The principal elements of the system, which is designed to recognise the specific characteristics and objectives of the Association and the risks to which it is exposed, include:

- A clearly defined structure which delegates authority, responsibility and accountability, including responsibility for internal financial control to management;
- A well established budgeting and reporting function, with budgets and results reviewed at a senior level within the Association to provide a timely and regular monitoring of financial performance;
- An investment evaluation process to ensure Trustees' approval for all major capital expenditure commitments, and
- A regular review procedure carried out by the Association of its risk exposure and of the systems of internal financial control in place to mitigate those risks, with annual reports of findings to the Trustees.

Internal financial control, by its nature, provides only reasonable and not absolute assurance against material misstatement or loss.

h. Principal funding

The Trustees wish to record their sincere appreciation to the various public bodies for making grants totalling £2,308,228 across the consolidated Group.

The main funding sources continue to be the supported housing and supported lodgings projects, rents received for accommodation mainly through housing benefit and fees for the use of the Carters Green nursery.

The principal funding sources for the Charity for the financial year were:

Source	Project / Area of Work
Accommodation Rent	Including Housing Benefit and Self-Rent
Big Lottery	Building Better Opportunities
Black Country Growth Deal	YMCA City Gateway - Phase 2 (capital)
City of Wolverhampton Council	HAF Project and youth provision and YMCA Wolverhampton
CHADD (Lead Contractor)	Transitional support / accommodation for Young People
Donations	Including the Moving Forward Fund
Dudley Metropolitan Borough Council	Supporting People
The Eveson Charitable Trust	Supported Lodgings
Murray Hall Community Trust	Starting Well Project
Nursery fees	YMCA Wolverhampton
One YMCA	YMCA Wolverhampton
Sandwell Metropolitan Borough Council	Supported Lodgings
Small Street Centre	YMCA Walsall
Staffordshire County Council	YMCA Wolverhampton
The National Lottery Community Fund – RC Midland Region	Wrens Nest and YMCA Walsall - The Glebe Centre
Walsall Metropolitan Borough Council	Supported Lodgings and YMCA Walsall
West Midlands Combined Authority	YMCA Walsall
Western Gateway	Gym, Café, Conference Bookings, Office Rental and Associated services
Wolverhampton Voluntary Sector Council	Wolverhampton Skills Connect Project and YMCA Walsall
YMCA England and Wales	Y Girls Mentoring Programme and Room Sponsor

Structure, governance and management

a. Constitution

The Charity is a company limited by guarantee and its governing document is its Articles of Association. It is an autonomous Charity, and an affiliated member of the National Council of Young Mens Christian Associations, which is the mechanism by which the individual YMCAs of England and Wales federate. In January 2020, the Board reaffirmed its affiliation, signing the new Membership Agreement of the federation.

For the sake of clarity, all references to Trustees are synonymous with Directors for purposes of Company law.

The Objects of the Charity are:

- To advance the Christian faith, including by:
  - a) promoting a Christian environment inspired and motivated by the life, example and teaching of Jesus Christ, where people of faith and people of none can work together for the transformation of communities; and
  - b) enabling people of all ages and in particular young people, to flourish through experiencing and responding to the love of God demonstrated by the life, example and teaching of Jesus Christ;
- To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life;
- To provide or assist in the provision of education for people of all ages and in particular young people, with the object of developing their physical, mental or spiritual capacities;
- To relieve or assist in the relief of people of all ages and in particular young people, who are in conditions of need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances; and
- To provide residential accommodation, including Social Housing, for people of all ages and in particular young people, who are in need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances.

The Charity welcomes, serves and works with persons of all religious faiths and of none.

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The Governance Committee are tasked with overseeing the process of Board skill gap analysis and the recruitment of new Trustees. The Committee have been particularly active in recent years overseeing the recruitment of new trustees as retiring trustees have completed their three terms of office. They have sought to develop a healthy diversity, ensuring always an appropriate match of skills and ethos, combined with an intentional desire to broaden gender, ethnicity and age profiles.

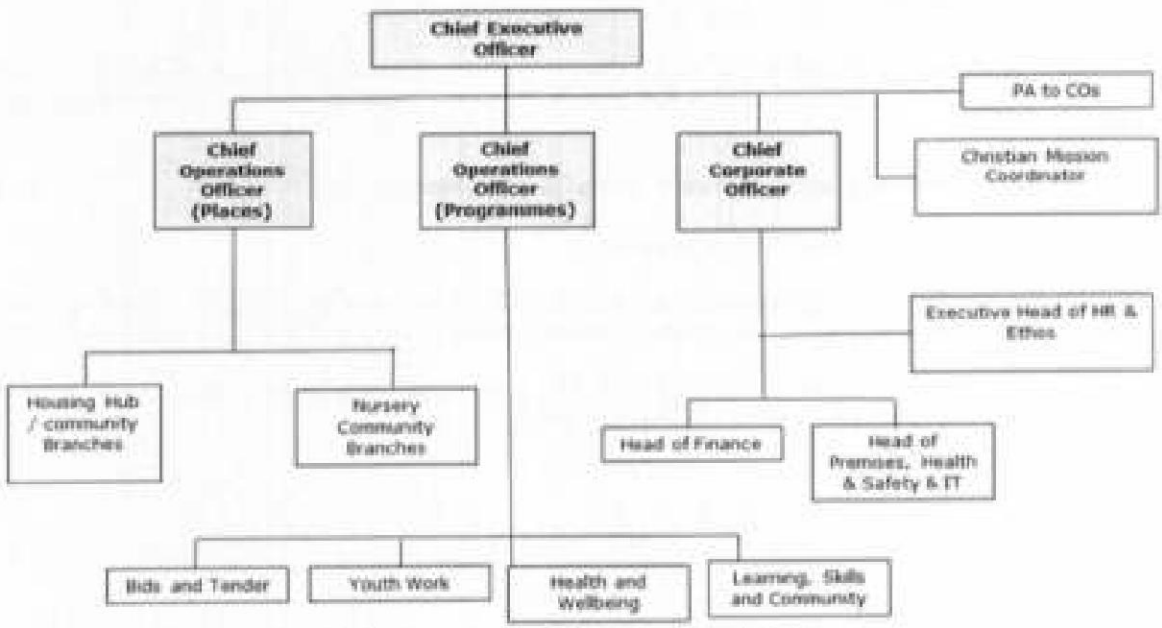
The Board place on record their thanks to Geoff Stonyer who retired as a Trustee in November 2022. Further recruitment is planned for 2023/24. Trustees are appointed by election at AGM or co option, in accordance with the Articles.

At the time of this report's approval, the make-up of the Board was as follows:

Sex		Age				Ethnicity	
Female	5	20 - 40	1	60 +	6	Ethnic Minority	2
Male	7	41 - 60	5			White	10

c. Organisational structure and decision-making policies

The Charity's forward strategy, together with high level policy are approved by the Board. The Chief Executive Officer is responsible to the Board for the operational implementation, delivered through Chief Officers, and a wider Senior Leadership Team.



Chief Officer Structure and Wider Senior Leadership Team Responsibilities

Structure, governance and management (continued)

d. Group Subsidiaries

YMCA BCG is the sole member of two charitable subsidiaries, YMCA Walsall, and YMCA Wolverhampton. Each delivers against objects consistent with YMCA BCG for their designated geographical areas. YMCA Wolverhampton additionally takes prime responsibility for the Group's Ofsted registered childcare provision.

All present Trustees are also Trustees of these two subsidiary charities.

Trustees are also Directors of an associate company West Bromwich & District YMCA Community Enterprises and subsidiary company YMCA Black Country Social Enterprises Limited, both of which are now dormant following the Group restructure effective from 1 April 2019.

e. Risk management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finance of the Charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finance of the Charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

The FAR completed its annual scrutiny of the Corporate Risk Register at its June 2023 meeting with the Register recommended to and approved by the Board in July 2023.

f. Governance Members

Governance Members are members of the company under Company law, and appointed, as defined in the Articles. Governance members ensure the Charity remains faithful to its Christian foundation and charitable purposes, by:

- holding the Board to account at each Annual General Meeting; and
- appointing new trustee directors to the Board

Throughout the year, Governance Members are updated on the Charity's progress, invited to project visits and special events, and where appropriately skilled, some participate on a number of the Charity's Committees.

There are currently 20 Governance Members, and the Board plans to increase this to 50, to gain greater ownership of the Charity from across the Black Country.

Structure, governance and management (continued)

g. Committee Structure

The Board delegate scrutiny to several standing Committees to provide efficient governance and effective use of Board time. Committees operates under terms of reference set by the Board.

Committee	Remit	Composition	
		Trustees	Governance Mem.
Finance Audit & Risk 6/year	Finance policy, financial performance & organisational delivery, budget scrutiny corporate risk , internal audit	Mark Fussell (Ch.) Martin Shenton Jeremy Oakley Jonathan Rowe (non-voting)	Eric Moore
Safeguarding 6/year	Safeguarding Policy, reports, incidents and claims, trends and actions	John Welsby (Ch.) Jayne Sargeant Stephanie Patrick	Hazel Bloxham Geoff Stonyer
Governance Development 3/year	Governance code, Trustee succession, training & development	Seinde Balogun (Ch.) Jonathan Rowe	
Capital Projects 3/year	Current and future capital development	Phil Walker (Ch.) Grace England Jeremy Oakley	Eric Moore Geoff Stonyer
Human Resources 2/year	HR & Ethos Policy, HR KPIs, employee relations and claims, trends and actions. GOR posts.	Anna Walsh (Ch.) Jeremy Oakley Jonathan Rowe (non-voting)	
Health & Safety 1/year	Health & Safety Policy, reports, incidents & claims, trends and actions	Seinde Balogun (Ch.) Phil Walker	
Executive Remuneration 1/year	Chief Officer remuneration, CEO supervision & review, Chief Officer appointments & succession	Anna Walsh (Ch.) Jonathan Rowe Jeremy Oakley	

h. Chief Officer Remuneration

The Group has established a Chief Officer and CEO Review Committee which meets annually to approve the remuneration of Chief Officer's posts.

i. Equity, Diversity and Inclusion

Since the tragic murder of George Floyd in 2020, YMCA Black Country, together with YMCAs from across the Midlands Region, have participated in a collaborative working group to develop a proactively response which increases diversity and equity for Black, Asian and Minority Ethnic community members. In 2021/22, this work resulted in the creation of an approved Terms of Reference for the Working Group, the adoption of a Diversity Champion at Trustee level in each Midlands YMCA (including YMCA Black Country Group), a series of regional training courses for YMCA staff and Trustees on Diversity and Unconscious Bias, and participation in a regional staff EDI perception survey.

Structure, governance and management (continued)

YMCA Black Country has built on the outcome of this work, creating an action plan in response to the results of the perception survey, and setting out to achieve the new international standard ISO 30415 in Human Resource Management: Diversity and Inclusion. YMCA Black Country became the first YMCA in the world and only the second organisation in the world to achieve this standard.

In addition to the table provided for Trustee demographics at section b, the following table will be used as a benchmark for future years:

	Number	Age		Sex		Ethnicity	
Senior Managers	14	16-35	2	Female	9	Ethnic Minority	2
		36-55	9	Male	5	White	12
		56-65	1				
		66+	2				
Managers / Supervisors	35	16-35	13	Female	31	Ethnic Minority	8
		36-55	17	Male	4	White	26
		56-65	5			Undisclosed	1
		66+	0				
Other Staff / Volunteers	181	16-35	88	Female	146	Ethnic Minority	62
		36-55	60	Male	35	White	98
		56-65	27			Undisclosed	21
		66+	6				

The Governance Committee has been working to improve the Charity's response to EDI matters for the past few years, and are particularly pleased with the positive developments this year.

Plans for future periods

The Connected Communities: 2020-25 strategic guide, continues to provide the helpful steer through this turbulent time, containing sufficient flexibility across the five areas of focus, to adjust to the changing environment. Specific initiatives will in the coming year include the following:

- Completion of the development of 26 units of young worker accommodation at 235 Hampstead Road, Sandwell which began in March 2023;
- Exploring the utilisation of the land and buildings adjoining our premises at Green Lane which was purchased during the 2022/23 year;
- Continuing to embed the YMCA Black Country Childcare Curriculum within our settings and exploring opportunities to promote the Curriculum across the YMCA Federation;
- Expanding youth work and mentoring provision in Wolverhampton, Walsall and Sandwell;
- Exploring opportunities to expand our Early Years offer across the Black Country;
- Empowering more young people through sponsorship and volunteering opportunities;
- Recruiting Ethos Reps to 100% of YMCA locations; and
- Supporting in the coordination of Youth Unify and European Unify devotional programmes.

Regulatory Bodies and Statutory Controls

a. Charity Commission and Regulator of Social Housing

YMCA BCG recognises that good governance is essential to the success of a charity. In selecting a Code of Governance to adopt (see below), the Trustees considered their obligations to both the Charity Commission and the Regulator of Social Housing.

A self-assessment review of the Economic and Consumer Standards set by the Regulator of Social Housing took place in the Summer of 2021 undertaken by Chief Officers and nominated Trustees, which was later reported into the Board. Trustees remain confident that the charity remains compliant with the standards.

There were no serious incidents reportable to the Charity Commission or the Regulator of Social Housing during the year.

b. Code of Governance

Following a comparative review by the Governance development Committee, in March 2021 the Trustees adopted the Charity Code of Governance (2020) believing the revised format better suited the needs to the charity. Prior to this, the charity used the National Housing Federation Code of Governance (2015).

The Trustees acknowledge compliance with the Charity Code of Governance (2020) code, and have tasked the Governance Committee with the role of recommending remedial and improvement actions to the Board.

c. Fundraising Statement

Fundraising undertaken by the Charity for its charitable activities are carried out by employees or volunteers of the Charity. Funds raised outside of contracts and traded income are mainly sourced through charitable grants obtained through a rigorous process of application. Funds presently raised from voluntary donations are principally for specified purposes, namely the 'Moving Forward Fund' with funds raised designated to provide low cost resources to YMCA residents who are in the process of moving into independent accommodation; the Glebe centre, with donations raised for the operation of the centre, provision of food and clothing; and the 'emergency fuel' fund, with donations supporting YMCA residents who are struggling to meet their basic heat/ lighting needs.

No fundraising has been undertaken on behalf of the YMCA Black Country Group (or its charitable subsidiaries) by a contracted third party individual or organisation.

d. Value for Money

A Value for Money Strategy has been developed in compliance with regulatory requirements.

YMCA BCG proactively engages with all of its service users whether this be through one to one support, service user meetings or satisfaction questionnaires to ensure that the services delivered are fit for purpose and outcomes achieved. Trustees receive presentations from service users throughout the year, and a report on service user consultation and engagement at its September meeting.

Contracted work won under competitive tendering situations is scrutinised against price and quality, with the need to offer and deliver best value to secure new contracted work. Exempt housing rents are now regularly scrutinised by Local Authorities to ensure they represent value for money. Traded services (e.g. Childcare, Gym, Café etc.) operates within the boundaries of local market forces to moderate price, and (for Childcare) our commitment to quality is judged by Ofsted.

The Finance Policy of YMCA BCG has clear levels of authority delegated to officers but with certain financial transactions based on value and type of expenditure requiring Board approval. Financial and non financial outputs and performance are scrutinised by the Group's Finance Audit and Risk Sub Committee for variances. In addition, a Corporate Risk Register is maintained, updated and reviewed on a regular basis.

The Group structure has enabled all entities to benefit from cost savings achieved by way of Group wide procurement. Significant cost savings continue to be achieved in respect of insurance, audit and utility costs.

e. Safeguarding

The Safeguarding Committee is a well established Committee comprising of Trustees, Governance Members, Designated Safeguarding Lead together with Designated Safeguarding Officers and which meets bi monthly to scrutinise safeguarding incidents and to ensure compliance with legal and regulatory requirements including the reporting of incidents as they arise to the relevant authorities, including the Charity Commission.

f. Consideration of furthering the Charity's Purposes for the Public Benefit

The Trustees have considered the general guidance on public benefit issued by the Charity Commission and believes that having reviewed the Charity's activities undertaken to achieve its charitable objects, the Charity does indeed provide significant public benefit. Details of these activities are outlined in the Strategic Report above.

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the company and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, WR Partners, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....
JONATHAN ROWE
(Joint Chair of Trustees)
Date: 27-09-2023

.....
S Bavington
(Chief Executive)
27-09-2023

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP

Opinion

We have audited the financial statements of YMCA Black Country Group (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2023 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, the Housing and Regreneration Act 2008 and the accounting direction for Private Registered Providers of Social Housing 2015.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

- We reviewed the susceptibility of the charitable company's financial statements to material misstatement and identified the principal risks, implementing a series of testing procedures to provide us with sufficient comfort to issue our opinion.
- We reviewed the charitable company's regulatory environment to ensure we could conclude that it had acted in accordance with the framework relevant to the charitable company and its environment and identify any instances of non-compliance.
- We also assessed the charitable company's internal control procedures to ensure we could appropriately scrutinise these controls and establish whether our understanding of the control environment was sufficient to supplement our additional testing procedures.
- The engagement team consisted of a team that the engagement partner believes is equipped with the relevant level of technical and charitable company awareness to carry out our work to the required standard.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

WR Partners

Andrew Malpass BA FCA (Senior statutory auditor)
for and on behalf of
WR Partners
Chartered Accountants & Statutory Auditors
Belmont House
Shrewsbury Business Park
Shrewsbury
Shropshire
SY2 6LG

Date: 28th September 2023

COMPANY STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Turnover	3	**6,022,653**	5,284,841
Operating Expenditure	5	**(5,803,595)**	(5,026,990)
Operating Surplus		**219,058**	257,851
Finance Income	6	**10**	406
Interest Payable		**(185,101)**	(74,300)
Surplus for the year		**33,967**	183,957
Total comprehensive income for the year		**33,967**	183,957

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2023

Turnover	3	**7,642,523**	6,758,161
Operating Expenditure	5	**(7,397,950)**	(6,763,312)
Operating Surplus/(Deficit)		**244,573**	(5,151)
Finance Income	6	**10**	406
Finance Payable		**(185,101)**	(74,300)
Surplus/(Deficit) for the year		**59,482**	(79,045)
Total comprehensive income for the year		**59,482**	(79,045)

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)
REGISTERED NUMBER: 4116412

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2023

	Note	2023 £		2022 £	
Fixed assets					
Housing properties	11		15,637,558		15,198,461
Tangible assets	12		1,071,845		1,046,790
			16,709,403		16,245,251
Current assets					
Stocks	13	238		238	
Debtors	14	848,714		673,117	
Cash at bank and in hand	18	2,562,283		3,189,405	
		3,411,235		3,862,760	
Creditors: amounts falling due within one year	15	(2,212,313)		(2,150,755)	
Net current assets			1,198,922		1,712,005
Total assets less current liabilities			17,908,325		17,957,256
Creditors: amounts falling due after more than one year	16		(4,388,750)		(4,471,277)
Net assets excluding pension liability			13,519,575		13,485,979
Defined benefit pension scheme liability	21		(53,385)		(79,271)
Total net assets			13,466,190		13,406,708

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Charity funds			
Restricted funds		**399,832**	*406,746*
Unrestricted funds		**13,066,358**	*12,999,962*
Total funds		**13,466,190**	*13,406,708*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

JONATHAN ROWE
Joint Chair of Trustees
Date: 27-09-2023

S Bavington
Chief Executive
27-09-2023

The notes on pages 40 to 58 form part of these financial statements.

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)
REGISTERED NUMBER: 4116412

COMPANY BALANCE SHEET
AS AT 31 MARCH 2023

	Note		2023 £		2022 £
Fixed assets					
Housing properties	11		15,637,558		15,198,461
Tangible assets	12		244,190		193,559
			15,881,748		15,392,020
Current assets					
Debtors	14	698,141		976,265	
Cash at bank and in hand		792,238		1,118,176	
		1,490,379		2,094,441	
Creditors: amounts falling due within one year	15	(1,784,272)		(1,824,160)	
Net current liabilities / assets			(293,893)		270,281
Total assets less current liabilities			15,587,855		15,662,301
Creditors: amounts falling due after more than one year	16		(4,388,750)		(4,471,277)
Net assets excluding pension liability			11,199,105		11,191,024
Defined benefit pension scheme liability	21		(53,385)		(79,271)
Total net assets			11,145,720		11,111,753

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Charity funds			
Restricted funds		27,482	27,482
Unrestricted funds		11,118,238	11,084,271
Total funds		11,145,720	11,111,753

The company's net movement in funds for the year was £33,967 *(2022 - £183,957)*.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

JONATHAN ROWE
Joint Chair of Trustees
Date: 27-09-2023

S Bavington
Chief Executive
27-09-2023

The notes on pages 40 to 58 form part of these financial statements.

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

Group Statement of Changes in Equity

	Revenue Reserves	Designated Reserves	Revaluation Reserves	Restricted Reserves	2023	2022
	£	£	£	£	£	£
At 1 April	9,144,243	1,025,038	2,830,681	406,745	13,406,708	13,485,752
Surplus for the year	66,396	-	-	- 6,914	59,482	- 79,045
Transfers	27,094	- 27,094	-	-	-	-
	9,237,733	**997,944**	**2,830,681**	**399,831**	**13,466,190**	13,406,708

Company Statement of Changes in Equity

	Revenue Reserves	Designated Reserves	Revaluation Reserves	Restricted Reserves	2023	2022
	£	£	£	£	£	£
At 1 April	7,997,572	256,017	2,830,681	27,482	11,111,753	10,927,795
Surplus for the year	33,967	-	-	-	33,967	183,957
Transfers	- 4,216	4,216	-	-	-	-
	8,027,323	**260,233**	**2,830,681**	**27,482**	**11,145,720**	11,111,753

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities	17	**211,174**	*881,566*
Cash flows from investing activities			
Dividends, interests and rents from investments		**10**	*406*
Purchase of tangible fixed assets		**(92,570)**	*(221,909)*
Purchase of housing properties		**(633,451)**	*(2,366,220)*
Net cash used in investing activities		**(726,011)**	**(2,587,723)**
Cash flows from financing activities			
Cash inflows from new borrowing		**-**	*2,516,290*
Repayments of borrowing		**(112,285)**	*(265,186)*
Net cash (used in)/provided by financing activities		**(112,285)**	**2,251,104**
Change in cash and cash equivalents in the year		**(627,122)**	**544,947**
Cash and cash equivalents at the beginning of the year		**3,189,405**	*2,644,458*
Cash and cash equivalents at the end of the year	18	**2,562,283**	*3,189,405*

The notes on pages 40 to 58 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. General information

YMCA Black Country Group is a private company limited by guarantee, registered in England and Wales. The charitable company's registered number and registered address can be found on the Company information page. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The principal activity of the company is the provision of social housing.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and comply with the Accounting Direction for Private Registered Providers of Social Housing 2015, the Statement of Recommended Practice for Social Housing Providers (SORP) and the Housing and Registration Act 2008.

YMCA Black Country Group has prepared the financial statements in accordance with FRS102.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activiti in these financial statements.

2.2 Turnover

Turnover represents rent and service charges receivable (net of losses from voids), revenue grants and charitable fees and donations.

2.3 Basis of consolidation

The financial statements consolidate the accounts of YMCA Black Country Group and all of its subsidiary undertakings ('subsidiaries').

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

2. Accounting policies (continued)

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long-term leasehold property and improvements	- Over the term of the lease
Fixtures and fittings	- 20-25% straight line
Office equipment	- 15% reducing balance
Computer equipment	- 33.3% straight line
Major Components	- See below

Major components in housing properties are to be treated as seperable assets and depreciated over their estimated useful lives as follows:

Buildings - 100 years
Roof - 70 years
Electrics - 40 years
Windows/Doors/Bathrooms - 30 years
Kitchen - 20 years
Boiler - 15 years

2.7 Revaluation of tangible fixed assets

The company has adopted the revaluation model to revalue items of property, plant and equipment whose fair value can be measured reliably. The revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

The fair value of land and buildings is usually determined from market-based evidence by appraisal that is normally undertaken by professional qualified valuers. The fair value of items of plant and machinery is usually their market value determined by appraisal.

Revaluation gains and losses are recognised in other comprehensive income and accumulated in equity.

2.8 Interest receivable

Interest of funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

2. Accounting policies (continued)

2.9 Operating leases

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.13 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.14 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Accounting policies (continued)

2.15 Social Housing grants (SHG) and other grants

Government grants are recognised as revenue when the grant proceeds are received or receivable. Where a grant imposes specific future performance related conditions it is recognised as revenue when the performance-related conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability. Where government grant is provided for the construction of housing properties with a specific scheme, then the performance related condition is met when the construction of the housing properties is complete.

2.16 Pensions

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in the Consolidated statement of comprehensive income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of financial position. The assets of the plan are held separately from the Group in independently administered funds.

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

As described in note 21 YMCA Black Country Group has a contractual obligation to make pension deficit payments over the period to April 2027, accordingly this is shown as a liability in these accounts. In addition, YMCA Black Country Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

2. Accounting policies (continued)

2.17 Fund accounting

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

2.18 Gift Aid payments

Gift aid paments are charged as distributions of reserves in accordance with the guidance included in the institute of Chartered Accountants technical release 'Guidance on donations by a company to its parent charity'.

2.19 Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. In the opinion of the Trustees there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3. Turnover, Operating Costs and Operating Surplus

Group	2023 Turnover £	2023 Operating Expenses £	2023 Operating Surplus £	2022 Turnover £	2022 Operating Expenses £	2022 Operating Surplus £
Income & Expenditure from lettings						
Accommodation	**5,258,386**	**(4,054,007)**	**1,204,379**	4,873,812	(3,726,815)	1,146,997
Other Income & Expenditure						
Community Activities	**2,074,151**	**(3,343,943)**	**(1,269,792)**	1,664,491	(3,036,497)	(1,372,006)
Donations	**22,333**	**-**	**22,333**	49,342	-	49,342
Other Income	**287,653**	**-**	**287,653**	163,606	-	163,606
Furlough Income	-	-	-	6,910	-	6,910
Total	**7,642,523**	**(7,397,950)**	**244,573**	6,758,161	(6,763,312)	(5,151)

Company	2023 Turnover £	2023 Operating Expenses £	2023 Operating Surplus £	2022 Turnover £	2022 Operating Expenses £	2022 Operating Surplus £
Income & Expenditure from lettings						
Accommodation	**3,019,404**	**(2,575,719)**	**443,685**	2,790,596	(2,099,213)	691,383
Other Income & Expenditure			-			
Community Activities	**561,190**	**(3,227,876)**	**(2,666,686)**	398,224	(2,927,777)	(2,529,553)
Donations	**16,856**	**-**	**16,856**	9,404	-	9,404
Other Income	**2,425,203**	**-**	**2,425,203**	2,085,536	-	2,085,536
Furlough Income	-	-	-	1,081	-	1,081
Total	**6,022,653**	**(5,803,595)**	**219,058**	5,284,841	(5,026,990)	257,851

4. Turnover from lettings

	Group £ 2023	Group £ 2022	Company £ 2023	Company £ 2022
Income from lettings				
Rent receivable	**4,148,281**	3,725,841	**2,917,174**	2,559,719
Net Rent Receivable				
Supporting people - grant	**35,000**	122,500	**-**	87,500
Supported lodgings	**102,230**	143,377	**102,230**	143,377
Total income from lettings	**4,285,511**	3,991,718	**3,019,404**	2,790,596
Rent Losses from voids	**1,736,571**	896,560	**1,627,590**	810,238

5. Operating costs

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
People Related	356,474	83,053	309,428	18,730
Premises Related	972,936	788,146	782,867	653,512
Office Costs	52,230	67,084	26,382	28,578
Direct Activity Costs	205,052	158,691	61,406	54,528
Other Direct Expenses	436	-	436	-
Other Operating Overhead	116,022	135,312	39,082	31,624
Recharges	-	-	1,229,278	964,158
Bad Debts	87,810	42,683	57,759	22,520
Bank Charges	5,911	6,789	-	-
Travel Costs	4,819	4,349	-	-
Programme Delivery	268,853	299,092	-	-
Salaries	1,786,049	1,899,277	56,843	270,952
NIC	103,895	105,946	3,882	31,310
Pension	24,238	39,131	1,231	8,841
Depreciation	59,283	97,264	7,125	24,462
Total Operating Costs from Lettings	**4,044,007**	**3,726,815**	**2,575,719**	**2,109,215**
Other Operating Costs	3,353,943	3,036,497	3,227,876	2,927,777
Total Operating costs	**7,397,950**	**6,763,312**	**5,803,595**	**5,036,992**

6. Finance income

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Bank Interest	10	*406*	10	*406*
	10	*406*	10	*406*

7. Interest payable

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Loan Interest payable	**185,101**	*74,300*	**185,101**	*74,300*
	185,101	*74,300*	**185,101**	*74,300*

No interest was capitalised in the year (2022: £Nil).

8. Net Income/(Expenditure)

This is stated after charging:

	2023 £	*2022 £*
Depreciation of tangible fixed assets	**67,515**	*98,935*
Depreciation of housing properties	**194,354**	*157,774*
Auditors remuneration	**22,240**	*20,250*
Operating lease rentals	**336,268**	*416,573*

During the year, no Trustees received any remuneration (2022: £Nil).
During the year, no Trustees received any benefits in kind (2022: £Nil).

9. Staff costs

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Wages and salaries	**3,541,017**	*3,260,010*	**1,811,811**	*1,631,684*
Social security costs	**245,871**	*212,964*	**145,857**	*128,327*
Contribution to defined contribution pension schemes	**82,167**	*83,527*	**49,160**	*53,238*
	3,869,055	*3,556,501*	**2,006,828**	*1,813,249*

Included in the above, are £6,044 (2022: £Nil) redundancy payments paid out to 5 employees (2022:0 employees).

9. Staff costs (continued)

The average number of persons employed by the company during the year was as follows:

	Group 2023 No.	*Group 2022 No.*
Average staff numbers	**202**	*196*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2023 No.	*Group 2022 No.*
In the band £70,001 - £80,000	**-**	*1*

Directors' and Senior Executives Emoluments

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Emoluments	**255,759**	*274,941*	**53,513**	*88,122*
Pension contributions	**30,215**	*36,038*	**13,229**	*19,599*
	285,974	*310,979*	**66,742**	*107,721*

The chief executive is included in the YMCA Pension Scheme and is an ordinary member of the scheme. No enhanced or special terms apply. During the period the total amount contributed to the individual pension arrangement was £13,229 (2022: £19,599).

10. Taxation Status

YMCA Black Country Group is a company limted by guarantee, a registered charity and is registered with the Regulator of Social Housing under the Housing and Regeneration Act 2008.

The Company has charitable status for tax purposes and no liability to corporation tax arises.

11. Housing Properties

Group and Company

	Housing Properties £
Cost	
At 1 April 2022	16,254,945
Additions	633,451
At 31 March 2023	16,888,396
Amortisation	
At 1 April 2022	1,056,484
Charge for the year	194,354
At 31 March 2023	1,250,838
Net book value	
At 31 March 2023	15,637,558
At 31 March 2022	*15,198,461*

12. Tangible fixed assets

Group

	Long-term leasehold property and improvements £	Fixtures and fittings £	Office equipment £	Computer equipment £	Total £
Cost or valuation					
At 1 April 2022	1,029,844	583,888	164,829	29,455	1,808,016
Additions	24,648	58,937	-	8,985	92,570
At 31 March 2023	1,054,492	642,825	164,829	38,440	1,900,586
Depreciation					
At 1 April 2022	166,639	414,207	156,812	23,568	761,226
Charge for the year	40,504	20,847	3,773	2,391	67,515
At 31 March 2023	207,143	435,054	160,585	25,959	828,741
Net book value					
At 31 March 2023	847,349	207,771	4,244	12,481	1,071,845
At 31 March 2022	*963,205*	*169,681*	*8,017*	*5,887*	*1,046,790*

12. **Tangible fixed assets (continued)**

Company

	Long-term leasehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2022	157,036	303,190	22,280	482,506
Additions	-	57,002	8,985	65,987
At 31 March 2023	157,036	360,192	31,265	548,493
Depreciation				
At 1 April 2022	11,173	255,494	22,280	288,947
Charge for the year	5,663	9,693	-	15,356
At 31 March 2023	16,836	265,187	22,280	304,303
Net book value				
At 31 March 2023	140,200	95,005	8,985	244,190
At 31 March 2022	*145,863*	*47,696*	-	*193,559*

13. **Stocks**

	Group 2023 £	*Group 2022 £*
Food for nurseries	238	*238*

14. Debtors

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Due within one year				
Trade debtors	**620,490**	*436,859*	**454,355**	*347,742*
Amounts owed by group undertakings	**-**	*-*	**46,250**	*468,731*
Other debtors	**25,293**	*23,334*	**15,096**	*3,370*
Prepayments and accrued income	**202,931**	*212,924*	**182,440**	*156,422*
	848,714	*673,117*	**698,141**	*976,265*

Provisions for bad and doubtful debts included above for the group are £184,748 (2022: £132,235).

Provsions for bad and doubtful debts included above for the company are £139,506 (2022: £104,645).

Rent arrears included within the above for the group are £581,987 (2022: £432,116) and for the company are £465,254 (2022: £343,426).

15. Creditors: Amounts falling due within one year

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Bank loans	**121,409**	*151,167*	**121,409**	*151,167*
Trade creditors	**424,203**	*345,986*	**351,257**	*276,406*
Other taxation and social security	**453**	*68,024*	**453**	*36,147*
Other creditors	**236,367**	*174,226*	**196,877**	*160,518*
Accruals and deferred income	**1,429,881**	*1,411,352*	**1,114,276**	*1,199,922*
	2,212,313	*2,150,755*	**1,784,272**	*1,824,160*

16. Creditors: Amounts falling due after more than one year

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Bank loans	**4,388,750**	*4,471,277*	**4,388,750**	*4,471,277*

Included within the above are amounts falling due as follows:

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Between one and two years				
Bank loans	**136,908**	*153,228*	**136,908**	*153,228*
Between two and five years				
Bank loans	**288,745**	*468,185*	**288,745**	*468,185*
Over five years				
Bank loans	**3,963,097**	*3,849,864*	**3,963,097**	*3,849,864*

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Repayable by instalments				
Payable or repayable by instalments	**3,963,097**	*3,849,864*	**3,963,097**	*3,849,864*
	3,963,097	*3,849,864*	**3,963,097**	*3,849,864*

Bank loans totalling £4,510,159 (2022: £4,622,444) are secured by fixed charge over the freehold property and assets of the company.

Bank loan term of repayment are monthly and interest is payabe at 2.25% above the base rate of the Bank of England over the principal amount.

17. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2023 £	*Group 2022 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**59,482**	*(79,045)*
Adjustments for:		
Depreciation charges	**261,869**	*256,709*
Interest income	**(10)**	*(406)*
Increase in debtors	**(175,597)**	*(142,875)*
Increase in creditors	**91,316**	*872,276*
Decrease in provisions	**(25,886)**	*(25,093)*
Net cash provided by operating activities	**211,174**	*881,566*

18. Analysis of cash and cash equivalents

	Group 2023 £	*Group 2022 £*
Cash in hand	**2,562,283**	*3,189,405*
Total cash and cash equivalents	**2,562,283**	*3,189,405*

19. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	**3,189,405**	**(627,122)**	**2,562,283**
Debt due within 1 year	**(151,167)**	**29,758**	**(121,409)**
Debt due after 1 year	**(4,471,277)**	**82,527**	**(4,388,750)**
	(1,433,039)	**(514,837)**	**(1,947,876)**

20. Capital commitments

	Group 2023 £	*Group 2022 £*	Company 2023 £	*Company 2022 £*
Contracted for but not provided in these financial statements				
Acquisition of tangible fixed assets	**1,258,000**	*433,534*	**1,258,000**	*433,534*

21. Pension commitments

Defined Contribution Scheme

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £82,167 (2022: £83,527).

Defined Benefit Scheme

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

The most recent completed three year valuation was as at 1 May 2020. 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 2.59% and 1.09% respectively, the increase in pensions in payment of 2.99% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.0 years, female 24.4 years, and 23.7 years for a male pensioner, female 26.1 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £146.1m, which represented 79% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2020 showed that the YMCA Pension Plan had a deficit of £36 million. YMCA Black Country Group has been advised that it will need to make monthly contributions of £2,035 from 1 May 2021. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. The current recovery period is 8 years commencing 1st May 2021.

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

Reconciliation of opening and closing provision

	2023	2022
	£	£
Provision at the start of the year	**79,271**	*104,364*
Deficit contribution paid	**(25,886)**	*(25,093)*
	53,385	***79,271***

22. Operating lease commitments

At 31 March 2023 the Group and the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2023	Group 2022	Company 2023	Company 2022
	£	£	£	£
Not later than 1 year	**287,421**	*343,071*	**118,788**	*216,271*
Later than 1 year and not later than 5 years	**210,925**	*508,161*	**109,725**	*354,127*
Later than 5 years	**341,713**	*364,513*	**31,500**	*32,000*
	840,059	*1,215,745*	**260,013**	*602,398*

The following lease payments have been recognised as an expense in the Statement of financial activities:

	Group 2023	Group 2022	Company 2023	Company 2022
	£	£	£	£
Operating lease rentals	**336,268**	*416,573*	**209,668**	*209,064*

23. Related party transactions

YMCA Black Country Group which is registered in England and Wales is the ultimate parent undertaking of:

YMCA Wolverhampton - a company limited by guarentee and a registered charity in England and Wales.

YMCA Walsall (Previously trading as First Base Walsall) - a company limited by guarentee and a registered charity in England and Wales.

None are registered with the Regulator of Social Housing.

Transactions with Non-Regulated Subsidiaries

	2023 £	2022 £
Rental Expenditure		
YMCA Wolverhampton	-	58,425
YMCA Walsall	38,100	30,500
Management Charge Income		
YMCA Wolverhampton	359,957	364,139
YMCA Walsall	87,067	40,910
Rental Income		
YMCA Wolverhampton	146,800	109,514
YMCA Walsall	65,000	60,536
Premises Related Income		
YMCA Wolverhampton	50,120	44,350
YMCA Walsall	2,400	40,460

YMCA BLACK COUNTRY GROUP

England & Wales - Charity number 1086320

Accounts

Registered number: 4116412
Charity number: 1086320

YMCA BLACK COUNTRY GROUP

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

WR Partners
Protecting your future.

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

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The following pages do not form part of the statutory financial statements:

YMCA BLACK COUNTRY GROUP

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2022

Trustees	J Oakley, Chair S Balogun G England M Fussell (appointed 17 November 2021) R Hill (Retired 25 March 2022) J Rowe (appointed 17 November 2021) J Sargeant (appointed 7 June 2022) M Shenton (appointed 18 May 2021) G Stonyer P Tomlinson P Walker A Walsh J Welsby
Company registered number	4116412
Charity registered number	1086320
Registered office	38 Carters Green West Bromich West Midlands B70 9LG
Company secretary	S C Clay
Chief executive officer	S C Clay
Independent auditors	WR Partners Chartered Accountants & Statutory Auditors Belmont House Shrewsbury Business Park Shrewsbury Shropshire SY2 6LG
Bankers	Unity Trust Bank PLC Four Brindley Place Birmingham B1 2JB
Solicitors	MFG Solicitors LLP Pamore House Hall Court Hall Park Way Overdale Telford TF3 4LX

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Solicitors (Human Resources)	Irwin Mitchell Solicitors 31 Temple Street, Birmingham, B2 5DB Anthony Collins 134 Edmund Street, Birmingham, B3 2ES
Solicitors (Operations & Developments)	Wright Hassall LLP Olympus Avenue, Royal Leamington Spa, Warwick. CV34 6BF
Internal auditor	TIAA Limited Artillery House, Fort Fareham, Newgate Lane, Fareham
Chief Officer Team	Chief Executive Officer - Stephen Clay Chief Corporate Officer - Jill Law Chief Operations Officer (Places) - Sally Cowan Chief Operations Officer (Programmes) - Joanne Goldie
Registered Provider of Social Housing Number	L4550

CHAIR'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

The Chair presents his statement for the year.

The 2021/22 financial year marks my first full year as Chair of YMCA Black Country Group and my second year providing an introduction to the Trustee Report.

The effect of the global pandemic has continued to reap havoc across the country, disrupting service delivery to marginalised communities. New working patterns have emerged as long periods of back office staff working from home have gradually been replaced by hybrid working as the new normal. Yet for the majority of our staff, their dedicated service delivery in nurseries, housing and community projects has remained face to face throughout the year, as they've worked tirelessly to restore services back toward pre-pandemic normality.

On behalf of the Board of Trustees I would like to express our continued gratitude to all our staff, for the way they have embodied the ethos and values of YMCA Black Country, in their active concern and care for all. I am constantly reminded of Jesus' exhortation to 'love others as ourselves' and feel privileged to be part of an organisation that exemplifies this.

It is particularly satisfying to have completed the first phase of our YMCA City Gateway building which now hosts our administrative offices, having transferred from our old offices in Temple Street, and I look forward to seeing new services develop from this fabulous new facility.

We also launched exciting new programmes during the year such as RAF Air Play - a national YMCA partnership providing youth club services on RAF bases across the UK, two new nurseries in Walsall and Stourbridge, and new Big Lottery programmes in Wrens Nest, Dudley, and at the Glebe Centre in Walsall.

The Trustees and I are pleased to once again support the YMCA's Christian Mission at an international level, including, through our CEO, coordinating the production of material for the YMCA / YWCA World Week of Prayer in November 21, and the coordination of the devotional content for the YMCA World Council 2022 to be held in July 2022.

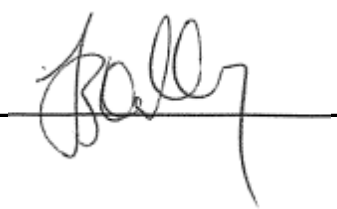
Our recovery from coronavirus was hampered by continued waves of staff sickness and self-isolation, and our office lets and meeting areas experienced lower occupancy levels than anticipated.

Despite the challenges, it is encouraging to see that the reach of our charitable activity has continued to grow, supporting and working with 11159 children, young people and community members during the year. This Trustee Report, together with the accompanying Annual Accounts are intended to provide a public and transparent account of these activities, detailing how the charity has utilised public funds toward our charitable objects in meeting local need.

It is my ongoing hope that as you read through these pages you will discover an organisation with a clear sense of purpose and direction, a strong governance and management framework, and a stable financial position. There is much need within the Black Country, and an organisation committed to transforming communities and enabling young people to belong, contribute and thrive is more relevant than ever.

J Oakley
Chair of Trustees

Date: 21 September 2022



TRUSTEES' REPORT (incorporating strategic report) FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their annual report together with the audited financial statements of the YMCA Black Country Group for the year 1 April 2021 to 31 March 2022. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The Group includes the Charity, YMCA Black Country Group and two subsidiary charities; YMCA Walsall and YMCA Wolverhampton. References to 'The Charity' relate to YMCA Black Country Group only. Reference to consolidated activity or specific subsidiaries are stated.

Comment from the Chief Executive Officer

This past year has been a year of both great challenge and optimism for the future.

No one could have predicted the severity and duration of the pandemic when it hit in March 2020. In essence the period of coronavirus disruption has played out as a game of two halves. In the first period (20/21), Government support and funding packages were accessed, designed to ensure charities could effectively respond to the emerging crisis. These enabled YMCA Black Country Group to maintain essential services and also to complete the year with a healthy surplus. The second period (21/22) has proved more challenging. Government support ceased, yet income from fee paying services had not returned to 2019/20 levels. Consequently, although the consolidated accounts returned a cash surplus, for the first time in recent history, the consolidated accounts record a trading loss.

Through repeated waves of coronavirus, our dedicated staff team have continued to provide excellent services to local communities throughout the period.

The first phase of work at YMCA City Gateway in Wolverhampton completed in September 2021. A £9M investment which marks the first time in over 100 years of YMCA services delivery, that YMCA has put down permanent root in the City. The facility makes a confident statement and intent to grow local services. During the year, through its subsidiary YMCA Wolverhampton, the Group acquired two additional nurseries, in Rushall, Walsall and in Lye, Stourbridge, expanding its childcare network to eight settings.

Across the Group we served 1556 young people, vulnerable adults and young professionals through our accommodation and children childcare services, and a further 11159 community member engagements in our range of programme activity.

Consolidated turnover grew by 5% to £6,758,161 indicating the start of recovery. Surplus in the charity alone was strong at £183,957 although the consolidated surplus across the Group recorded a loss of £79,045, highlighting the operational challenges faced during the year in childcare, room/office letting and community leisure services.

The Going Concern review received by Trustees in September 2022 continues to demonstrate that the charitable group is in a strong financial position, despite the effect of the pandemic, and that governance and management structures are working effectively. Continued growth is anticipated in the next financial year, and a return to a consolidated surplus. However, aspirations to achieve Real Living Wage across all service areas have been hampered by the impact of Coronavirus and the limitation of Government funding for childcare.

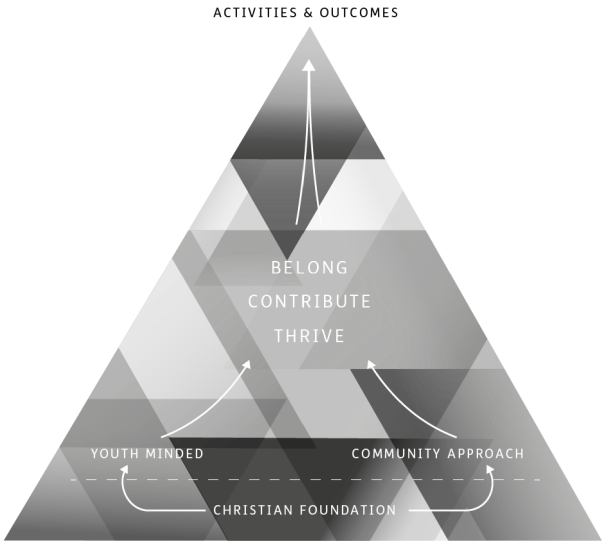
Objectives and activities

a. Policies and objectives

YMCA Black Country Group is a charity committed to community transformation, enabling people to develop in mind, body and spirit. Built on a Christian foundation, with an ethos that is inclusive of all, we are a youth-minded organisation, with a community approach.

Our work is primarily in places across the Black Country and border areas, working with children, young people and their families, offering support & advice, accommodation, family work, health & wellbeing, and training and education services.

The report below highlights what we have achieved in the 2021/22 financial year in the midst of the corona virus pandemic; and also, our aspiration (notwithstanding the present difficulties) to grow our services to best meet the needs of young people and their communities, so that they can truly belong contribute and thrive.



During the year, the principle activities of the consolidated group were young people's housing (72%) and community activities (28%)

HOPE	*We encourage an expectation that life has more.* cf. 1 Thess. 5:11
COMPASSION	*We demonstrate active care and concern for all.* cf. Galatians 6:10
INSPIRE	*We inspire people to meet their potential* cf. John 10:10
TRUST	*We build trust through open, honest and transparent relationships.* cf. Psalm 41:12

Values
Our Values, were further developed in 2019/20 through consultation with Staff and Trustees, and describe the way we behave.

They aim to be Christ-centred, inclusive for all and aspirational

Objectives and activities (continued)

b. Connected Communities: A Strategic Guide

At the start of the 2020/21 financial year, the Senior Leadership Team and Trustees launched Connected Communities: A Strategic Guide which charts the direction of YMCA Black Country Group (and it's subsidiaries) for the subsequent five years. The strategy allows for considerable flexibility in application, and despite the challenges of the pandemic, it remains a robust document to guide the charity forward.

Connected Communities: 2020-25, a Strategic Guide, is summarised below, and is being delivered through five areas of focus.

Focus 1:	**Places of Transformation** *A YMCA BC presence spread across our area, with transformational community impact.*
Delivered By	**2025 Aim**
• Sustainable 'Community Branches' that have sustainable 'economic engines' principally based on childcare and accommodation, and from which other community services can be delivered. • Community Outreach locations, which meet strategically identified needs. • Community awareness of YMCA presence & positive impact.	4 full service 'central' Community Branches {2} 5 additional community branches 825 Childcare places (279) {544}* 175 Supported accommodation units (220) {221}* 278 Young professional / worker units (60) {125}* Community outreach present in 25 towns (13) {19}* 1 in 2 members of public are awareness of YMCA presence in Community Branch towns * ( ) Number in 2019 { } in 2022

Focus 2:	**Programmes for People** *People development programmes, covering the range of YMCA BCG services.*
Delivered By	**2025 Aim**
• Learning & Skills / Health & Well-Being / Family Work / Support & Advice programmes which evidence impact, provided from Community Branches/ Outreach Locations, or where area-wide/specialist services meet strategic need. • Focusing on the distinctive of YMCA BCG, our 'connected community' approach and our unique ethos and values. • Nurturing a mixed model of social enterprise, alongside donor-based and commissioned services.	Programme reaching 7,000 people p.a. (3,500) {12,715}* Quality assessments rated 'good' with >20% at outstanding (100% good) {100% good} Distinctive impact measures, developed & applied for all services 1 New scalable social enterprise identified & proven * ( ) Number in 2019 { } in 2022

Objectives and activities (continued)

Focus 3:	**Empowering Young People** *Special emphasis on enabling young people aged 0-35 years, to Belong, Contribute & Thrive.*
Delivered By	**2025 Aim**
• Informal education youth work, linked to YMCA BCG programme areas – delivered in YMCA Community Branches and Outreach locations. • Providing 'Belong, Contribute, Thrive' progression routes in Community Branches for young people to grow within the YMCA environment … from child to teenager to adult. • Empowering young staff / volunteers / trustees to Belong, Contribute & Thrive.	Created a sustainable youth-work model regularly reaching 500 teenagers {450 / month} Birth - Youth - Adult progression routes in 4 Community Branches {tbc in 2022/23} 50 young staff thrive through 'Group' task-groups which stretch them 100 young people contribute as volunteers annually {tbc in 2022/23} Increase trustees aged under 35 (1) {1} * ( ) Number in 2019 { } in 2022

Focus 4:	**Growing Ethos & Values** *Nurturing an inclusive Christian culture, where everyone benefits.*
Delivered By	**2025 Aim**
• Effective Induction and the consistency of Christian Mission across the group. (e.g. spiritual content programme in nurseries) • Establishing Ethos Champions in all YMCA BCG locations. • Developing youth work which links into Church / Missional opportunities. • Supporting Christian Mission growth through YMCA, locally, nationally and globally.	50 Governance Members (18) {19} 100% complete full induction within 3 months {currently at 68%} 90% of locations have a trained ethos champion (0) {6/15 40%} All curriculums embed Mind Body & Spirit and Belong, Contribute & Thrive {new childcare curriculum} 5 Church youth work partnerships working with over 100 young people {2 in development} Over 70% of staff engage in Christian Mission events annually {tbc in 2022/23} A national Christian Mission strategy established which contributes to World YMCA * ( ) Number in 2019 { } in 2022

Objectives and activities (continued)

Focus 5:	**Investing in Talent** *Crafting a skilled, motivated and creative staff team to implement the Strategic Guide..*
Delivered By	**2025 Aim**
• Specific emphasis on the development / acquisition of Entrepreneurial Leadership, Spiritual Leadership and Organisational Management / Leadership • Recruiting & retaining excellent staff, continually developed and who exemplify our Ethos & Values. • Becoming a Real Living Wage employer	20 staff have undertaken Entrepreneurial / Spiritual / Organisational leadership development (or were recruited for these skills) A range of tools are developed allowing Staff to regularly reflect on the YMCA BCG Values to test they are living them in their working practice. Real Living Wage implementation completed

Strategic report

Achievements and performance

a. Key financial performance

In order to enhance transparency and openness, accounts consolidated with those of its charitable subsidiaries are included in the Financial Accounts and Statements, in addition to those of the Charity itself.

The consolidated turnover grew by 5% to £6,758,161 indicating the start of recovery. Surplus in the charity alone was strong at £183,957 although the Group returned a consolidated loss of £79,045 highlighting the operational challenges faced during the year in childcare, room/office letting and community leisure services. It should be noted that the surpluses include the recognition of capital grants as income in accordance with FRS102.

Given the challenges of returning operations to viability post-coronavirus, and taken together with the significant surplus of 2020/21, the Trustees consider this to be a satisfactory result.

b. Review of activities

Places of Transformation

Our Community Branches provide a sustainable YMCA presence in towns across the Black Country. Each comprising a social enterprise (usually childcare or housing related) which forms its economic engine, and from which wider charitable services can be delivered. Community branches have a reception, central meeting hub, and deliver 3 key service areas on single or multiple sites. Full service community branches deliver across all 5 thematic service areas (housing, family & youth work, health & well-being, training & education, support & advice). We aspire to deliver four full service Community Branches by the end of 2025.

West Bromwich Central Community Branch	Full Service
Walsall Central Community Branch	Full Service
Wolverhampton Central Community Branch	Currently delivers across 4 thematic areas

Community Outreach locations widen the scope and impact of our work beyond areas served by our Community Branches. In 2021/22 we added 4 new outreach locations, increasing the number of towns/neighbourhoods YMCA BC is operating in to 19. We aspire to be working in 25 towns / neighbourhoods by the end of 2025.

Community Outreach Locations	
Dudley	Dudley Central, Wrens Nest, Sedgley, Lye
Sandwell	Hamstead, Wednesbury, Greets Green
Walsall	Rushall, Pelsall, Caldmore
Wolverhampton	Pendeford, Wednesfield
Staffordshire Boarders / Other	Rugeley, Cannock Chase, Cosford, Shawbury

Strategic report (continued)

Achievements and performance (continued)

The first phase of work at YMCA City Gateway in Wolverhampton completed in September 2021. The facility comprises 63 units of young professional / worker accommodation, a 115 place day nursery, and community training area. It has also become the administrative head office for YMCA Black Country Group and the registered office for YMCA Wolverhampton following the completion of the administrative office move from Temple Street. Work will continue on the final phase of the building to complete fit out of the ground floor community hub, which will provide space for community projects, a hireable studio/meeting area, and a retail unit which is intended to become a convenience store for the local community.

During the year, through its subsidiary YMCA Wolverhampton, the Group acquired two additional nurseries, in Rushall, Walsall and in Lye, Stourbridge, expanding its childcare network to eight settings. Coronavirus continued to have a significant operational impact on our nursery services. With the removal of the furlough scheme and guaranteed level of Early Years funding the nursery operation reversed the gains made in 2020/21 and reluctantly, policy changes in company sick pay have been necessary to ensure ongoing viability. Throughout the year 1004 children received childcare and early year's education.

The number of accommodation and childcare places offered across the Black Country is shown below.

Community Branch	Childcare Places**	Accommodation Units	Community Outreach Locations	Childcare Places**	Accommodation Units
Walsall Central	65	21 *	Dudley, Central		23
West Bromwich Central	179	145	Pendeford **		10
			Rugeley **		28
Wolverhampton Central	115	85 **	Wednesbury		34
			Black Country S.L. Hosts		60
			Pelsall, Walsall	32	
			Rushall, Walsall	60	
			Hurst Hill, Dudley	30	
			Lye, Stourbridge	63	

* Delivered by YMCA Walsall
** Delivered by YMCA Wolverhampton

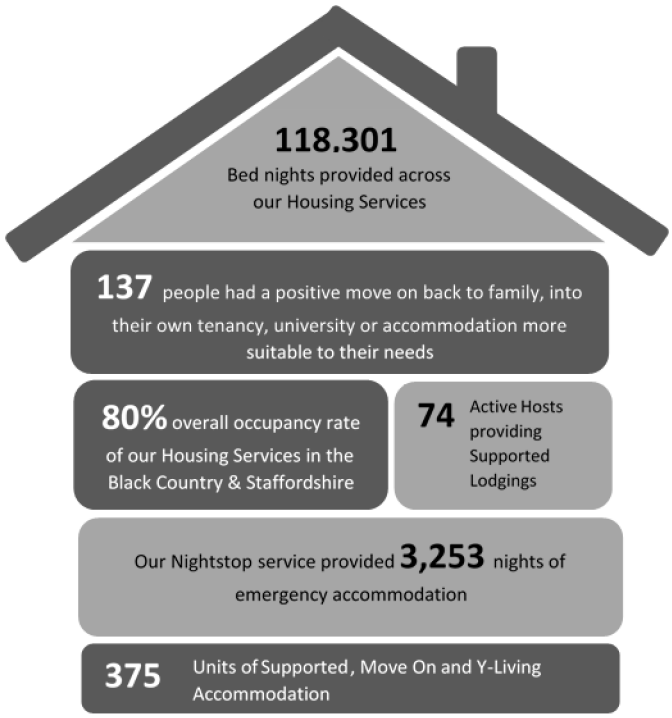
Strategic report (continued)

Achievements and performance (continued)

Across the Group, YMCA BCG and its subsidiary charities have provided a consistent provision of accommodation throughout the year.

Supported housing provision for 431 young people was delivered in Dudley, Sandwell, Walsall, Wolverhampton and South Staffordshire, through a range of housing projects in our Community Branches and Outreach projects, including our Supported Lodgings network of host families and individuals.

Additionally 121 young adults benefited from the Charity's young professional / worker accommodation in Sandwell, Dudley and Rugeley.



The charity shop based in Wednesfield (and delivered through YMCA Wolverhampton) was closed for part of the year due to coronavirus shutdown, but still managed to return a contribution of £6,752 (management fee and surplus) by year end.

Plans for developing in-house marketing and digital communication skills are in place for 2022/23, and it is intended to begin testing public awareness of YMCA services in Community Branch towns in line with Strategic Guide requirements during 2023.

Programmes for People

During the year, our 'people development' programmes restarted meeting face-to-face, covering a range of service areas including learning and skills, health & wellbeing, family work and support and advice programmes. Our Community Branches in West Bromwich and Walsall, have facilities for other local charities and social enterprises to deliver their services and programmes to the local community, and these have slowly begun to return, albeit not yet at 2019 levels.

Across all of YMCA Black Country Group's programme activity (including community projects, supported housing and childcare) the charity group has worked with 12,715 people during the year.

Three nursery settings (operated by YMCA Wolverhampton) received Ofsted inspections during the year, at Greets Green, Sandwell, Carters Green, Sandwell and Small Street, Walsall. Each received GOOD grading, with areas of OUTSTANDING practise.

Strategic report (continued)

Achievements and performance (continued)

Distinctive impact measures have been developed through a suite of key performance indicators, which are collected and monitored by the Senior Management Team, and reported to the Finance, Audit and Risk Committee throughout the year.

The Strategic Guide aspiration to identify one new scalable social enterprise has not been an area developed in this financial year.

Community Branch	Programme Activity
Walsall Central	Over the past twelve months **Community Development Work** has continued at the small street centre with employability courses being run from the centre, enabling individuals to gain meaningful qualifications leading to tangible employment outcomes for them. Small Street also still continues to provide a safe space for community members to meet other people, and to engage with a variety of support from the available mentors on site. Support has been provided with health and wellbeing, benefits, information advice and guidance and supported into training or employment. Programmes at the **Glebe Centre*** have developed this year with the addition of INSPIRE, supported by the Big Lottery, in addition to the core public health contract. This has enabled the staff at the Glebe to adopt a trauma informed approach to working with some of the most vulnerable members of the community. The support is holistic and therapeutic. It provides structured day care to the service users which in turn will enable routines to be established and it is hoped that the service users will participant fully in citizenship and work towards gaining employment o volunteering opportunities. In addition to providing premises for nursery provision, the Small Street Centre has provided office and meeting spaces for local organisations to develop and deliver their own programmes. During the year, this space was utilised by Lichfield Diocese, and Manor Farm Community Association, Yellow Ribbon as well as providing office space for the YMCA's Building Better Opportunities programme. The effects of the pandemic are still being felt in the conferencing and office hire as working patterns have significantly changed for many companies and individuals.
West Bromwich Central	The **Ygym and Coffee Shop** has been growing and developing tis activity over the past year. The coffee shop is currently operated by one of YMCA's partner organisation (Just Straight Talk). The energy and activity from the coffee has been a welcome return to Western Gateway. Ygym has consistently increased in it memberships this year. The team have been working hard to retain current members, contact past members who left during the pandemic and continue marketing the great facilities available. We have found that gym memberships have not been an issue, but the hiring of larger spaces such as the Sports Hall and Dance studio has remained a challenge. Western Gateway's **Starter and Social Business Units** – Office and unit rental has been slow to pick up since the pandemic. Advertising with a local agent has sparked some interest but retention of existing tenants has also been a concern.

Strategic report (continued)

Achievements and performance (continued)

Community Outreach Locations	Programme Activity
Black Country-Wide	Our **Mentoring Advice & Guidance Programme**, Building Better Opportunities continued with mentors working from home and supporting on average 30 people per month individuals with benefits, IAG and help accessing health and wellbeing services. We have continued to develop Litmos, our new **online learning platform**. Litmos is an interactive online learning platform which will raise the profile of learning and development within the organisation in future years. In addition it allows YMCA to develop and market online training courses and programmes in the future. YMCA Black Country Group has also been successful in being one of the 10 pilot sites for the **national mentoring programme: Y's girls**. This programme matches trained volunteer mentors with vulnerable females aged 8-14. These mentors meet one on one with the young people and act as mentor and role model to develop greater resilience and coping skills through engaging in confidence building and activities. There have been 20 successful matches of girls over this last year and lots of engagement with the national team to develop research to sustain the model going forward.
Wolverhampton-Wide	The **Youth Work Programme, Y's Youth** has been delivered over the past twelve months, building on the foundation of our Head Start programme. This programme has delivered universal access youth services to young people in the community throughout the school term. These activities include sports and recreational games, arts and crafts and cook/eat sessions. The programme has also secured additional funding to extend delivery in the school periods through the Holiday Activity Fund. This has increased the number of young people engaging with our service. Y's Youth has worked with 3056 young people over this year. The **Adult Learning**** Contract has continued to be delivered at City Gateway focussing on Literacy, numeracy and essential digital skills. The team of tutors have delivered over 60 sessions and supported 22 individuals to access learning opportunities. Throughout 2021/2022 YMCA has operated as a gateway for **Kickstart placements****, both in our own settings and also facilitating placements with two of our partner organisations. This programme focusses on providing young people aged 16-24 with supported job placements of 25 hours per week. We have delivered 12 successful placements for young people in a variety of departments including, administration, customer services, facilitates, nurseries and retail.
Dudley	**Wrens Nest Navigators** programme has been running from April 2021 and has been a flagship programme for the area. This programme is funded by the National Lottery for 5 years to work holistically with families from the area of Wrens Nest, providing youth based activities, one to one support and guidance with families as well as community and schools based work. This programme began delivery in September 2021 and has already worked with 489 individuals.
Staffordshire Borders	The **RAF Airplay**** contract began in January 2022. This has seen the **youth work teams** from RAF Cosford (Wolverhampton) and RAF Shawbury (Shrewsbury) being transferred to YMCA Black Country Group and the delivery of the youth work services for these bases being added to our youth work portfolio. The contract is in its infancy with a transitional period being expected. That being said, delivery at RAF Cosford is very structured and regular with very good attendance. RAF Shawbury is a smaller base and will take some more time for the changes to be embedded.

* Delivered by YMCA Walsall
** Delivered by YMCA Wolverhampton

Strategic report (continued)

Achievements and performance (continued)

Empowering Young People

Following on from the pandemic year we have seen a tangible growth on the area of youth work at YMCA with continued funding for Y's Youth, the delivery of Y's girls, Wrens Nest and also the most recent delivery at both RAF Cosford and Shawbury. We now have youth work regularly reaching an average of 450 teenagers per month.

Work in other Strategic Objectives to empower young people will be given greater priority in the period 2022-2025, namely:

- Creating Birth - Youth - Adult progression routes in 4 Community Branches
- Enabling 50 young staff members to thrive through 'Group' task-groups which stretch them.
- 100 young people contributing as volunteers annually

Increase the number of trustees aged under 35

Growing Ethos & Values

The Trustees reviewed the role of Governance Members in July 2021. There are currently 19 Governance Members, and the Board intend to gradually increase the number toward the 2025 goal of 50.

A new staff induction and ethos training programme was introduced in the last quarter of 2020/21. At 31st March 2022 68% of staff have completed the full induction programme. It is expected that this percentage will continue to increase greatly toward 100% over the next 12 months.

Staff ethos champions have been appointed in 6 locations during the year. This is expected to increase to 15 main operational sites over the next 12-24 months.

YMCA Black Country Group's new childcare curriculum has been developed during the year embedding Mind Body & Spirit and Belong, Contribute & Thrive within the Early Years Framework. It is intended that the curriculum is launched in 2022/23 and offered as a resource for other YMCAs to improve their practice and quality, and to model diversity within a Christian ethos framework.

The Charity continued to support the planning of YMCA's Unify Christian Mission events although due to the Coronavirus situation no events took place during the year. European Unify, due to take place in January 2022 in Vienna, was postponed until October 2022.

The Charity's Christian Mission Coordinator continued to support the spiritual life of the organisation, particularly in taking a lead to provide pastoral support to staff, and providing pastoral visits to project managers. The Charity's Chaplaincy service has continued to be supported during the year through the West Bromwich Church of England Deanery, and Blue Fish Chaplaincy, Wolverhampton.

The Charity has continued to support the work of the YMCA Movement through involvement in the Regional forums & networks, Governance Committee, and in coordinating the YMCA/YWCA World Week of Prayer in November 2021 on behalf of World YMCA. The CEO has also been coordinating an international team preparing the Devotions for World Council 2022 in Denmark, on behalf of YMCA World.

Strategic report (continued)

Achievements and performance (continued)

Investing in Talent

Progress toward the implementation of the Real Living Wage has been reluctantly put on hold as it transpired toward the end of the year that the operational model for nursery viability had been adversely impacted by the continuing waves of pandemic, and the cost of large numbers of staff on sick leave.

At the time of report approval, the level of inflation, compounded by the fuel crisis, is placing additional strain on the Trustees ability to maintain real-term pay levels. The charity is exploring alternative ways of supporting staff who may be struggling due to the cost of living crisis.

The Trustees would like to place on record their thanks to the Charity's team of staff and volunteers, who in such unprecedented times have made such a difference in the lives of many children, young people and family members across the Black Country and surrounding area, evidenced in the above review of activities.

c. Capital commitments

The first phase of work at YMCA City Gateway in Wolverhampton completed in September 2021. A £9M investment which marks the first time in over 100 years of YMCA services delivery, that YMCA has put down permanent root in the City. The facility makes a confident statement and intent to grow local services.

"Phase 2" of the City Gateway development comprising community services and retail unit is due for completion in Summer 2022.

During the year, through its subsidiary YMCA Wolverhampton, the Group acquired two additional nurseries, in Rushall, Walsall and in Lye, Stourbridge, expanding its childcare network to eight settings.

The conversation of 53 Walsall Street in Wednesbury was commissioned toward the end of the year and iis due for completion in Summer 2022. The scheme will provide 14 units of affordable young professional / worker accommodation which aligns to the Strategic Guide. These works were independently value for money tested with the JCT Minor Works contract £173,416 (gross) being signed on 30 March 2022.

Planning permission for a further 26 units of housing to be built on YMCA BC land at 235 Hamstead Road, was approved by Sandwell Council in July 2021. The scheme will be developed by Jessup and funded via Homes England grant and YMCA financing (details to be confirmed). Start on site is anticipate by the beginning of 2023.

Strategic report (continued)

Achievements and performance (continued)

d. Coronavirus statement

The Group faced a number of post-COVID challenges during the 2021/22 year with a significant reduction in one-off support funding available coupled with the ending of the Furlough Scheme.

In addition, the financial impact of staff sickness absence resulted in the Board reviewing the Sickness Absence Policy in March 2022 following recommendations from Chief Officers. In early April 2022, the Board approved a change to Company Sick Pay.

The diversity of our operations has helped to ensure ongoing sustainability of all our projects with the largest single area of operation in the provision of accommodation remaining strong.

The financial performance of our combined Childcare operations (YMCA Wolverhampton) did not generate the break-even positon anticipated when setting the 2021/22 Budget. The Finance, Audit and Risk Committee have increased the scrutiny of our childcare operations including additional reports being presented at each meeting. Childcare operations experienced the financial impact of Covid related sickness absence more so than any other of our operations which, in part, gave rise to the Board reviewing the Group's company sick pay arrangements.

YGym – re-opened fully in the summer of 2021 in line with Government guidance. The introduction of Clubware software really helped with reduced administrative costs and automated processes e.g. management of direct debits. Customers are also able to sign up and book sessions on-line.

Lettings of offices, sports hall and community meeting rooms have been recovering although they remained below pre-pandemic levels at year end.

A further statement regarding Going Concern is referenced within the financial review below.

Strategic report (continued)

Financial review

a. Going concern

The Trustees, supported by the Finance Audit and Risk Committee, have undertaken a detailed going concern review of current and future operations of the Charity and the Group as whole and, after making appropriate enquiries, very thorough consideration of draft budgets and cash flow up to September 2023 and beyond. Having taken key strategic decisions, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Trustees have no doubt that the Charity can pay its debts when they fall due, certainly for in excess of one year from the date the annual accounts were approved. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

The Trustees noted that despite another challenging year, the Group generated a cash surplus (before depreciation and loan interest) of £244k which exceeded budgeted by approximately £58k. At the time of approval of these accounts, and in the four months to July 2022, the Group had returned a consolidated surplus of £139k, broadly in line with budget.

While there remains a pending cost of living uplift, and the rising cost of fuel is giving cause for concern, the current position provides Trustees with continued confidence regarding viability and going concern.

b. YMCA Pension Provision

YMCA Black Country Group participated in a multiemployer defined benefit pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members and accruals on 30 April 2007. Due to insufficient information, the plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Black Country Group. As described in note 21, YMCA Black Country Group has a contractual obligation to make pension deficit payments of £1,982 per month over the period to April 2027. Accordingly this is shown as a liability in note 20 to these accounts. In addition, YMCA Black Country Group is required to contribute £5,318 pa to the operating expenses of the Pension Plan and these costs are charged to the Statement of Financial Activities as made.

c. Reserves Policy

The revaluation reserve represents the surplus over the original cost of the freehold land and buildings which occurred, less depreciation of the freehold buildings, following various valuations, the last of which was undertaken in March 2019.

The Board has agreed a policy of retaining a minimum £950,000 consolidated cash reserve (excluding designated reserves) as sufficient to support the cash management of the Group, considering the development of future projects, and in order to achieve the growth aspirations of the Group's 2020/2025 Strategic Guide. This reserve provides immediate cash for working capital, including the fluctuating demands of development. Additionally, for the charity alone, the cash reserve policy is to be maintained at a minimum of the average monthly outgoings, which for 2021/22 was £410,000. At 31st March 2022 the actual consolidated cash reserve was £3,189,405, and for the charity alone was £1,118,176, both achieving the policy requirements.

In considering medium term risks the Board have agreed that unrestricted funds (including property but net of social housing grant and borrowing) should be a minimum of 6 months operating cost which at 31st March 2022 was £2,460,000. Actual unrestricted funds equalled £12,999,963 providing strong reassurance of financial stability.

The Board also tracks a measure of Income Security, requiring the proportion of budgeted income considered secure to be >80% of the overall budget. Based on recent performance, budgeted accommodation and contract income are considered secure. The Income Security Measure for 2021/22 is 96%.

d. Designated reserves policy

In addition to the consolidated cash reserves referred to above, the Board have determined to set aside the following cash resource to be designated as follows:

Sinking Fund: £134k as a sinking fund reserve for major capital improvements in the years ahead.

Ten Percent Fund: £91k towards small scale projects which fulfil YMCA BCG's charitable objects, and meet the following criteria:

- Activities which support Christian Mission
- Building improvements for specific projects
- Positive activities which divert away from antisocial behaviour
- Family activities which support good parenting
- Emergency respite childcare

"Thrive" Fund £21k as fund to support young people progressing into Higher Education at University. £11k of this Fund was originally designated by the Board in September 2021 with a further £11k designated in March 2022. During the year, £1k of support was provided.

"Welfare" Fund £10k designated by the Board in March 2022 to provide financial assistance to our residents suffering from fuel poverty

As at 31 March 2022, unspent donations received total £10,511 for our "Moving Forward Fund" which have been treated as deferred income for future periods of expenditure. Our "Moving Forward Fund" provides financial support to our residents and service users move to independent living.

e. Material investments policy

Under the Articles and Articles of Association, the charity has the power to invest in any way the trustees wish. The Trustees, having regard to the liquidity requirements of daytoday operations and to the reserves policy, have, historically, operated a policy of keeping sufficient funds available on current account (to offset standard bank charges) and in an interest bearing account in order to generate a modest rate of return on such monies. The Charity currently does not have funds available to utilise for investment purposes; working capital requirements are met from the Charity's current account.

f. Principal risks and uncertainties

YMCA BCG maintains a Corporate Register which is then "RAG" rated. This is scrutinised by the Finance Audit and Risk Committee on a regular basis and presented to the Board for approval. This is reviewed on a monthly basis by the Chief Officer team who are required to notify the Chair of the Board (normally via the CEO) of any new risks or any re-evaluated existing Retained (Net) Risk, which exceed the Acceptable Risk Score Threshold as identified on the Corporate Risk RegisterIn addition, the Senior Leadership Team are responsible for highlighting operational risks which are captured on an Operational Risk Register. This is periodically reviewed at Senior Leadership Team meetings with additional risks and changes to existing risks discussed.

g. Financial risk management objectives and policies

The Trustees have overall responsibility for the system of internal financial control, the effectiveness of which has been reviewed and reported on to the Trustees by the Finance, Audit and Risk SubCommittee. The principal elements of the system, which is designed to recognise the specific characteristics and objectives of the Association and the risks to which it is exposed, include:

- **A clearly defined structure which delegates authority, responsibility and accountability, including responsibility for internal financial control to management;**
- **A well established budgeting and reporting function, with budgets and results reviewed at a senior level within the Association to provide a timely and regular monitoring of financial performance;**
- **An investment evaluation process to ensure Trustees' approval for all major capital expenditure commitments, and;**
- **A regular review procedure carried out by the Association of its risk exposure and of the systems of internal financial control in place to mitigate those risks, with annual reports of findings to the Trustees.**

Internal financial control, by its nature, provides only reasonable and not absolute assurance against material misstatement or loss.

Structure, governance and management

a. Constitution

The Charity is a company limited by guarantee and its governing document is its Articles of Association. It is an autonomous Charity, and an affiliated member of the National Council of Young Mens Christian Associations, which is the mechanism by which the individual YMCAs of England and Wales federate. In January 2020, the Board reaffirmed its affiliation, signing the new Membership Agreement of the federation.

For the sake of clarity, all references to Trustees are synonymous with Directors for purposes of Company law.

The Objects of the Charity are:

- To advance the Christian faith, including by:
  a) promoting a Christian environment inspired and motivated by the life, example and teaching of Jesus Christ, where people of faith and people of none can work together for the transformation of communities; and
  b) enabling people of all ages and in particular young people, to flourish through experiencing and responding to the love of God demonstrated by the life, example and teaching of Jesus Christ;

- To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life;

- To provide or assist in the provision of education for people of all ages and in particular young people, with the object of developing their physical, mental or spiritual capacities;

- To relieve or assist in the relief of people of all ages and in particular young people, who are in conditions of need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances; and

- To provide residential accommodation, including Social Housing, for people of all ages and in particular young people, who are in need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances.

The Charity welcomes, serves and works with persons of all religious faiths and of none.

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The Governance Committee are tasked with overseeing the process of Board skillgap analysis and the recruitment of new Trustees. The Committee have been particularly active in recent years overseeing the recruitment of new trustees as retiring trustees have completed their three terms of office. They have sought to develop a healthy diversity, ensuring always an appropriate match of skills and ethos, combined with an intentional desire to broaden gender, ethnicity and age profiles.

The Board welcomed four new Trustees, including Jon Rowe and Mark Fussell who returned to the Board having previously stepped down for a period of 1 year in line with the Articles. Both offer considerable experience in charity governance. Martin Shenton and Jayne Sargeant (22/23 year) join as Trustees with high level finance and youth work skills respectively. The Board place on record their thanks to Rob Hill who retired as Trustee in March 2022. Further recruitment is planned for 2022/23. Trustees are appointed by election at AGM or cooption, in accordance with the Articles.

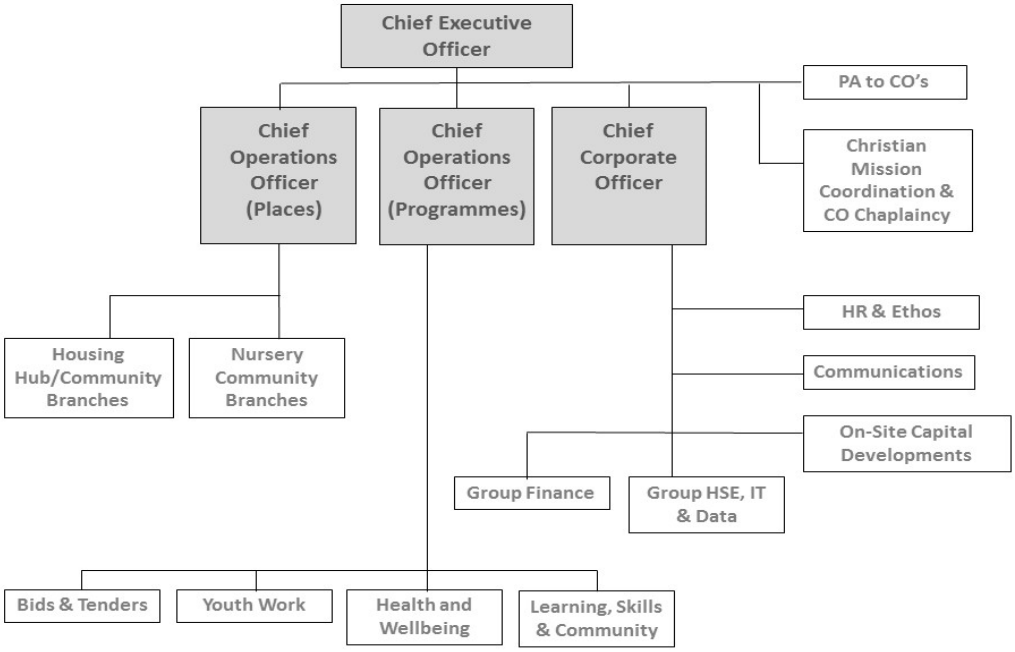
At the time of this report's approval, the make-up of the Board was as follows:

Sex		**Age**				**Ethnicity**	
Female	4	20 - 40	1	60 +	7	BAME	2
Male	8	41 - 60	4			White	10

c. Organisational structure and decision-making policies

The Charity's forward strategy, together with high level policy are approved by the Board. The Chief Executive Officer is responsible to the Board for the operational implementation, delivered through Chief Officers, and a wider Senior Leadership Team.

Structure, governance and management (continued)



Chief Officer Structure and Wider Senior Leadership Team Responsibilities

d. Group Subsidiaries

YMCA BCG is the sole member of two charitable subsidiaries, YMCA Walsall, and YMCA Wolverhampton. Each delivers against objects consistent with YMCA BCG for their designated geographical areas. YMCA Wolverhampton additionally takes prime responsibility for the Group's Ofsted registered childcare provision.

All present Trustees are also Trustees of these two subsidiary charities.

Trustees are also Directors of an associate company West Bromwich & District YMCA Community Enterprises and subsidiary company YMCA Black Country Social Enterprises Limited, both of which are now dormant following the Group restructure effective from 1 April 2019.

e. Risk management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finance of the Charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

In July 2022, the Board approved the updated Risk Management Policy and Corporate Risk Register for the organisation in response to the Internal Audit of group-wide Risk Management.

Structure, governance and management (continued)

f. Governance Members

Governance Members are members of the company under Company law, and appointed, as defined in the Articles. Governance members ensure the Charity remains faithful to its Christian foundation and charitable purposes, by:

- holding the Board to account at each Annual General Meeting, and
- appointing new trustee directors to the Board

Throughout the year, Governance Members are updated on the Charity's progress, invited to project visits and special events, and where appropriately skilled, some participate on a number of the Charity's Committees.

There are currently 19 Governance Members, and the Board plans to increase this to 50, to gain greater ownership of the Charity from across the Black Country.

Structure, governance and management (continued)

g. Committee Structure

The Board delegate scrutiny to several standing Committees to provide efficient governance and effective use of Board time. Committees operates under terms of reference set by the Board.

Committee	Remit	Composition	
		Trustees	Governance Mem.
Finance Audit & Risk 6/year	Finance policy, financial performance & organisational delivery, budget scrutiny corporate risk , internal audit	Geoff Stonyer (Ch.) Martin Shenton Jonathan Rowe Mark Fussell Jeremy Oakley (non-voting)	Eric Moore
Safeguarding 6/year	Safeguarding Policy, reports, incidents and claims, trends and actions	Geoff Stonyer (Ch.) John Welsby Jayne Sargeant	Hazel Bloxham
Governance Development 3/year	Governance code, Trustee succession, training & development	Seinde Balogun (Ch.) Jonathan Rowe	
Capital Projects 3/year	Current and future capital development	Phil Walker (Ch.) Grace England Geoff Stonyer Jeremy Oakley	Eric Moore
Human Resources 2/year	HR & Ethos Policy, HR KPIs, employee relations and claims, trends and actions. GOR posts.	Anna Walsh (Ch.) Jeremy Oakley Jonathan Rowe	
Health & Safety 2/year	Health & Safety Policy, reports, incidents & claims, trends and actions	Seinde Balogun (Ch.) Phil Walker	
Executive Remuneration 1/year	Chief Officer remuneration, CEO supervision & review, Chief Officer appointments & succession	Anna Walsh (Ch.) Jonathan Rowe Jeremy Oakley (non-voting)	

Structure, governance and management (continued)

h. Internal Audit

During the 2020/21 financial year, the Finance, Audit & Risk Committee commissioned a series of internal audits, conducted by TIAA Ltd. The 4-stage grading system used includes; No Assurance, Limited Assurance, Reasonable Assurance and Substantial Assurance.

Income and Debtors	Reported in August 2021. Graded 'Reasonable Assurance.' An action plan is in place to reach 'Substantial Assurance.'
Estate Management	Reported February 2022, Graded 'Reasonable Reassurance'. An action plan is in place to reach 'Substantial Assurance'.
Risk Management	Reported March 2022, Graded 'Reasonable Reassurance'. An action plan is in place to reach 'Substantial Assurance'.

In addition, a Cyber Assurance – Vulnerability Scan was undertaken in August 2021 with no 'urgent' or 'critical' actions identified. 'Serious' vulnerabilities whereby intruders *may* be able to gain access to specific information were identified and were actioned immediately to remove the threat.

i. Equity, Diversity and Inclusion

Since the tragic murder of George Floyd in 2020, YMCA Black Country, together with YMCAs from across the Midlands Region, have participated in a collaborative working group to develop a proactively response which increases diversity and equity for Black, Asian and Minority Ethnic community members. In 2021/22, this work resulted in the creation of an approved Terms of Reference for the Working Group, the adoption of a Diversity Champion at Trustee level in each Midlands YMCA (including YMCA Black Country Group), a series of regional training courses for YMCA staff and Trustees on Diversity and Unconscious Bias, and participation in a regional staff EDI perception survey.

YMCA Black Country has built on the outcome of this work, creating an action plan in response to the results of the perception survey, and working towards and achieving the the new international standard ISO 30415 in Human Resource Management: Diversity and Inclusion. YMCA Black Country became the first YMCA in the world and only the second organisation in the world to achieve this standard.

In addition to the table provided of Trustee demographics at section b, the following table will be used as a benchmark for future years:

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Structure, governance and management (continued)

	Number	Age		Sex		Ethnicity	
Senior Managers	16	16-35	1	Female	11	BAME	2
		36-55	11	Male	5	White	14
		56-65	1				
		66+	3				
Managers / Supervisors	26	16-35	10	Female	24	BAME	5
		36-55	11	Male	2	White	21
		56-65	5				
		66+	0				
Other Staff / Volunteers	178	16-35	90	Female	141	BAME	60
		36-55	58	Male	37	White	118
		56-65	26				
		66+	4				

The Governance Committee has been working to improve the Charity's response to EDI matters for the past few years, and are particularly pleased with the positive developments this year.

Plans for future periods

At the time of completing this report, and with the country tentatively beginning to overcome the effects of the Coronavirus lockdown, the growing cost of living and fuel crises are giving cause for concern. Whilst our plans for the future remain cautiously optimistic, we are mindful that the ability of YMCA Black Country Group to deliver going forward will be dependent on Government action to cap fuel prices and respond to inflationary pressures to support charities.

The Connected Communities: 202025 strategic guide, continues to provide the helpful steer through this turbulent time, containing sufficient flexibility across the five areas of focus, to adjust to the changing environment. Specific initiatives will in the coming year include the following:The completion of City Gateway: Phase 2, to include a Community Hub and Retail area, and the Grand opening of the building as a whole.

- Start on site for the development of 26 units of young worker accommodation at 235 Hampstead Road, Sandwell.
- The completion of 14 units of Young Worker / Youth Professional Accommodation using building conversion principles, based at 53 Walsall Street, Wednesbury.
- The launch of the YMCA Black Country Childcare Curriculum following completion of the development, started in 2020/21.
- Expanding youth work provision in Wolverhampton, through support for The Way – Youth Zone, and the Holiday Activity Scheme.
- Re-engaging in delivery of the Talent Match programme in Walsall in partnership with Wolverhampton Voluntary Sector Council.
- Expanding the programme offer at the Glebe Centre.
- Empowering more young people through sponsorship and volunteering opportunities.
- Recruiting Ethos Reps to 80% of YMCA locations.
- Supporting World YMCA in the coordination of the devotional programme in World Council 2022.

Regulatory Bodies and Statutory Controls

a. Charity Commission and Regulator of Social Housing

YMCA BCG recognises that good governance is essential to the success of a charity. In selecting a Code of Governance to adopt (see below), the Trustees considered their obligations to both the Charity Commission and the Regulator of Social Housing.

A self-assessment review of the Economic and Consumer Standards set by the Regulator of Social Housing took place in the Summer of 2021 undertaken by Chief Officers and nominated Trustees, which was later reported into the Board. Trustees remain confident that the charity remains compliant with the standards.

There were no serious incidents reportable to the Charity Commission or the Regulator of Social Housing during the year.

b. Code of Governance

Following a comparative review by the Governance development Committee, in March 2021 the Trustees adopted the Charity Code of Governance (2020) believing the revised format better suited the needs to the charity. Prior to this, the charity used the National Housing Federation Code of Governance (2015).

The Trustees acknowledge compliance with the Charity Code of Governance (2020) code, and have tasked the Governance Committee with the role of recommending remedial and improvement actions to the Board.

c. Fundraising Statement

Fundraising undertaken by the Charity for its charitable activities are carried out by employees or volunteers of the Charity. Funds raised outside of contracts and traded income are mainly sourced through charitable grants obtained through a rigorous process of application. Funds presently raised from voluntary donations are principally for specified purposes, namely the ‘Moving Forward Fund’ with funds raised designated to provide low cost resources to YMCA residents who are in the process of moving into independent accommodation; the Glebe centre, with donations raised for the operation of the centre, provision of food and clothing; and the ‘emergency fuel’ fund, with donations supporting YMCA residents who are struggling to meet their basic heat/lighting needs.

No fundraising has been undertaken on behalf of the YMCA Black Country Group (or its charitable subsidiaries) by a contracted third party individual or organisation.

d. Value for Money

A Value for Money Strategy has been developed in compliance with regulatory requirements.

YMCA BCG proactively engages with all of its service users whether this be through one to one support, service user meetings or satisfaction questionnaires to ensure that the services delivered are fit for purpose and outcomes achieved. Trustees receive presentations from service users throughout the year, and a report on service user consultation and engagement at its September meeting.

Contracted work won under competitive tendering situations is scrutinised against price and quality, with the need to offer and deliver best value to secure new contracted work. Exempt housing rents are now regularly scrutinised by Local Authorities to ensure they represent value for money. Traded services (e.g. Childcare, Gym, Café etc.) operates within the boundaries of local market forces to moderate price, and (for Childcare) our commitment to quality is judged by Ofsted.

The Finance Policy of YMCA BCG has clear levels of authority delegated to officers but with certain financial transactions based on value and type of expenditure requiring Board approval. Financial and non financial outputs and performance are scrutinised by the Group's Finance Audit and Risk Sub Committee for variances. In addition, a Corporate Risk Register is maintained, updated and reviewed on a regular basis.

The Group structure has enabled all entities to benefit from cost savings achieved by way of Group wide procurement. Significant cost savings continue to be achieved in respect of insurance, audit and utility costs.

e. Safeguarding

The Safeguarding Committee is a well-established Committee comprising of Trustees, Governance Members, Designated Safeguarding Lead together with Designated Safeguarding Officers and which meets bi-monthly to scrutinise safeguarding incidents and to ensure compliance with legal and regulatory requirements including the reporting of incidents as they arise to the relevant authorities, including the Charity Commission.

f. Consideration of furthering the Charity's Purposes for the Public Benefit

The Trustees have considered the general guidance on public benefit issued by the Charity Commission and believes that having reviewed the Charity's activities undertaken to achieve its charitable objects, the Charity does indeed provide significant public benefit. Details of these activities are outlined in the Strategic Report above.

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the company and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, WR Partners, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....
J Oakley
(Chair of Trustees)
Date: 21 SEPTEMBER 2022

.....
S C Clay
(Chief Executive & Company Secretary)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP

Opinion

We have audited the financial statements of YMCA Black Country Group (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2022 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, the Housing and Regreneration Act 2008 and the accounting direction for Private Registered Providers of Social Housing 2015.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, 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.

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

- We reviewed the susceptibility of the charitable company's financial statements to material misstatement and identified the principal risks, implementing a series of testing procedures to provide us with sufficient comfort to issue our opinion.
- We reviewed the charitable company's regulatory environment to ensure we could conclude that it had acted in accordance with the framework relevant to the charitable company and its environment and identify any instances of non-compliance.
- We also assessed the charitable company's internal control procedures to ensure we could appropriately scrutinise these controls and establish whether our understanding of the control environment was sufficient to supplement our additional testing procedures.
- The engagement team consisted of a team that the engagement partner believes is equipped with the relevant level of technical and charitable company awareness to carry out our work to the required standard.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

WR Partners

Andrew Malpass BA FCA (Senior statutory auditor)
for and on behalf of
WR Partners
Chartered Accountants & Statutory Auditors
Belmont House
Shrewsbury Business Park
Shrewsbury
Shropshire
SY2 6LG

Date: 26th September 2022

COMPANY STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Turnover	3	**5,284,841**	4,949,431
Operating Expenditure	5	**(5,026,990)**	(4,520,770)
Operating Surplus		**257,851**	428,661
Finance Income		**406**	2,654
Interest Payable		**(74,300)**	(58,252)
Surplus for the year		**183,957**	373,063
Total comprehensive income for the year		**183,957**	373,063

YMCA BLACK COUNTRY GROUP

(A company limited by guarantee)

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2022

Turnover	3	**6,758,161**	6,437,021
Operating Expenditure	5	**(6,763,312)**	(5,759,566)
Operating Surplus/(Deficit)		**(5,151)**	677,455
Finance Income		**406**	2,654
Finance Payable		**(74,300)**	(58,252)
Surplus/(Deficit) for the year		**(79,045)**	621,857
Total comprehensive income for the year		**(79,045)**	621,857

YMCA BLACK COUNTRY GROUP

(A company limited by guarantee)
REGISTERED NUMBER: 4116412

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		*2021 £*
Fixed assets					
Housing properties	11		**15,198,461**		*12,990,015*
Tangible assets	12		**1,046,790**		*923,816*
			16,245,251		*13,913,831*
Current assets					
Stocks	13	**238**		*238*	
Debtors	14	**673,117**		*530,242*	
Cash at bank and in hand		**3,189,405**		*2,644,458*	
		3,862,760		*3,174,938*	
Creditors: amounts falling due within one year	15	**(2,150,755)**		*(1,208,426)*	
Net current assets			**1,712,005**		*1,966,512*
Total assets less current liabilities			**17,957,256**		*15,880,343*
Creditors: amounts falling due after more than one year	16		**(4,471,277)**		*(2,290,226)*
Net assets excluding pension liability			**13,485,979**		*13,590,117*
Defined benefit pension scheme liability	21		**(79,271)**		*(104,364)*
Total net assets			**13,406,708**		*13,485,753*

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

	Note	2022 £	*2021 £*
Charity funds			
Restricted funds		**406,745**	*376,439*
Unrestricted funds		**12,999,963**	*13,109,314*
Total funds		**13,406,708**	*13,485,753*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

J Oakley
(Chair of Trustees)
Date: 21 SEPTEMBER 2022.

S C Clay
(Chief Executive & Company Secretary)

The notes on pages 43 to 61 form part of these financial statements.

YMCA BLACK COUNTRY GROUP

(A company limited by guarantee)
REGISTERED NUMBER: 4116412

COMPANY BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		*2021* *£*
Fixed assets					
Housing properties	11		**15,198,461**		*12,990,015*
Tangible assets	12		**193,559**		*211,853*
			15,392,020		*13,201,868*
Current assets					
Debtors	14	**976,265**		*424,645*	
Cash at bank and in hand		**1,118,176**		*1,411,848*	
		2,094,441		*1,836,493*	
Creditors: amounts falling due within one year	15	**(1,824,160)**		*(1,715,975)*	
Net current assets			**270,281**		*120,518*
Total assets less current liabilities			**15,662,301**		*13,322,386*
Creditors: amounts falling due after more than one year	16		**(4,471,277)**		*(2,290,226)*
Net assets excluding pension liability			**11,191,024**		*11,032,160*
Defined benefit pension scheme liability	21		**(79,271)**		*(104,364)*
Total net assets			**11,111,753**		*10,927,796*

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

	Note	2022 £	*2021 £*
Charity funds			
Restricted funds		**27,482**	*27,482*
Unrestricted funds		**11,084,271**	*10,900,314*
Total funds		**11,111,753**	*10,927,796*

The company's net movement in funds for the year was £183,957 (2021 - £373,063).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

J Oakley
(Chair of Trustees)
Date: 21 SEPTEMBER 2022

S C Clay
(Chief Executive & Company Secretary)

The notes on pages 43 to 61 form part of these financial statements.

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

Group Statement of Changes in Equity

	Revenue Reserves	Designated Reserves	Revaluation Reserves	Restricted Reserves	2022	2021
	£	£	£	£	£	£
At 1 April	9,091,857	1,186,775	2,830,681	376,439	13,485,752	12,863,896
Surplus for the year	49,403	- 158,754	-	30,306	- 79,045	621,857
Transfers	2,983	- 2,983	-	-	-	-
	9,144,243	**1,025,038**	**2,830,681**	**406,745**	**13,406,708**	13,485,753

Company Statement of Changes in Equity

	Revenue Reserves	Designated Reserves	Revaluation Reserves	Restricted Reserves	2022	2021
	£	£	£	£	£	£
At 1 April	7,810,632	259,000	2,830,681	27,482	10,927,795	10,554,734
Surplus for the year	183,957	-	-	-	183,957	373,063
Transfers	2,983	- 2,983	-	-	-	-
	7,997,572	**256,017**	**2,830,681**	**27,482**	**11,111,753**	10,927,797

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	*2021 £*
Cash flows from operating activities			
Net cash used in operating activities	17	**881,566**	*1,052,789*
Cash flows from investing activities			
Dividends, interests and rents from investments		**406**	*2,654*
Purchase of tangible fixed assets		**(221,909)**	*(83,159)*
Purchase of housing properties		**(2,366,220)**	*(1,459,426)*
Net cash used in investing activities		**(2,587,723)**	**(1,539,931)**
Cash flows from financing activities			
Cash inflows from new borrowing		**2,516,290**	-
Repayments of borrowing		**(265,186)**	*(83,402)*
Net cash provided by/(used in) financing activities		**2,251,104**	**(83,402)**
Change in cash and cash equivalents in the year		**544,947**	**(570,544)**
Cash and cash equivalents at the beginning of the year		**2,644,458**	*3,215,002*
Cash and cash equivalents at the end of the year	18	**3,189,405**	*2,644,458*

The notes on pages 43 to 61 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. General information

YMCA Black Country Group is a private company limited by guarantee, registered in England and Wales. The charitable company's registered number and registered address can be found on the Company information page. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The principal activity of the company is the provision of social housing.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and comply with the Accounting Direction for Private Registered Providers of Social Housing 2015, the Statement of Recommended Practice for Social Housing Providers (SORP) and the Housing and Registration Act 2008.

YMCA Black Country Group has prepared the financial statements in accordance with FRS102.

2.2 Turnover

Turnover represents rent and service charges receivable (net of losses from voids), revenue grants and charitable fees and donations.

2.3 Basis of consolidation

The financial statements consolidate the accounts of YMCA Black Country Group and all of its subsidiary undertakings ('subsidiaries').

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset’s use.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long-term leasehold property	- Over the term of the lease
Fixtures and fittings	- 20-25% straight line
Office equipment	- 15% reducing balance
Computer equipment	- 33.3% straight line
Major Components	- See below

Major components in housing properties are to be treated as seperable assets and depreciated over their estimated useful lives as follows:

Buildings - 100 years
Roof - 70 years
Electrics - 40 years
Windows/Doors/Bathrooms - 30 years
Kitchen - 20 years
Boiler - 15 years

2.7 Revaluation of tangible fixed assets

The company has adopted the revaluation model to revalue items of property, plant and equipment whose fair value can be measured reliably. The revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

The fair value of land and buildings is usually determined from market-based evidence by appraisal that is normally undertaken by professional qualified valuers. The fair value of items of plant and machinery is usually their market value determined by appraisal.

Revaluation gains and losses are recognised in other comprehensive income and accumulated in equity.

2.8 Interest receivable

Interest of funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

2. Accounting policies (continued)

2.9 Operating leases

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.13 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.14 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Accounting policies (continued)

2.15 Social Housing grants (SHG) and other grants

Government grants are recognised as revenue when the grant proceeds are received or receviable. Where a grant imposes specific future performance related conditions it is recognised as revenue when the performance-related conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability. Where government grant is provided for the construction of housing properties with a specific scheme, then the performance related condition is met when the construction of the housing properties is complete.

2.16 Pensions

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in the Consolidated statement of comprehensive income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of financial position. The assets of the plan are held separately from the Group in independently administered funds.

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

As described in note 21 YMCA Black Country Group has a contractual obligation to make pension deficit payments over the period to April 2027, accordingly this is shown as a liability in these accounts. In addition, YMCA Black Country Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

2. Accounting policies (continued)

2.17 Fund accounting

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

2.18 Gift Aid payments

Gift aid paments are charged as distributions of reserves in accordance with the guidance included in the institute of Chartered Accountants technical release 'Guidance on donations by a company to its parent charity'.

2.19 Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. In the opinion of the Trustees there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3. Turnover, Operating Costs and Operating Surplus

Group	2022 Turnover £	2022 Operating Expenses £	2022 Operating Surplus £	2021 Turnover £	2021 Operating Expenses £	2021 Operating Surplus £
Expenditure from lettings						
Accommodation	**4,873,812**	**(3,726,815)**	**1,146,997**	5,123,670	(3,674,764)	1,448,906
Other Income & Expenditure						
Community Activities	**1,664,491**	**(3,036,497)**	**(1,372,006)**	1,216,099	(2,084,802)	(868,703)
Donations	**49,342**	**-**	**49,342**	41,266	-	41,266
Other Income	**163,606**	**-**	**163,606**	(133,956)	-	(133,956)
Furlough Income	**6,910**	**-**	**6,910**	189,942	-	189,942
Total	**6,758,161**	**(6,763,312)**	**(5,151)**	6,437,021	(5,759,566)	677,455

Company	2022 Turnover £	2022 Operating Expenses £	2022 Operating Surplus £	2021 Turnover £	2021 Operating Expenses £	2021 Operating Surplus £
Expenditure from lettings						
Accommodation	**2,790,596**	**(2,099,213)**	**691,383**	2,802,534	(2,365,381)	437,153
Other Income & Expenditure			**-**			
Community Activities	**398,224**	**(2,927,777)**	**(2,529,553)**	546,460	(2,155,389)	(1,608,929)
Donations	**9,404**	**-**	**9,404**	13,507	-	13,507
Other Income	**2,085,536**	**-**	**2,085,536**	1,516,701	-	1,516,701
Furlough Income	**1,081**	**-**	**1,081**	70,229	-	70,229
Total	**5,284,841**	**(5,026,990)**	**257,851**	4,949,431	(4,520,770)	428,661

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

4. Turnover from lettings

	Group	Group	**Company**	Company
	£	£	£	£
	2022	2021	**2022**	2021
Income from lettings				
Rent receivable	**3,725,841**	3,634,810	**2,559,719**	2,553,789
Net Rent Receivable				
Supporting people - grant	**122,500**	140,000	**87,500**	105,000
Supported lodgings	**143,377**	143,745	**143,377**	143,745
Total income from lettings	**3,991,718**	3,918,555	**2,790,596**	2,802,534
Rent Losses from voids	**896,560**	464,731	**810,238**	325,070

5. Operating costs

	Group 2022 £	Group 2021 £	**Company 2022 £**	Company 2021 £
People Related	**83,053**	36,006	**18,730**	11,763
Premises Related	**788,146**	788,778	**653,512**	554,931
Office Costs	**67,084**	34,662	**28,578**	28,980
Direct Activity Costs	**158,691**	339,955	**54,528**	289,405
Other Direct Expenses	**-**	89,212	**-**	-
Other Operating Overhead	**135,312**	71,588	**31,624**	21,967
Recharges	**-**	-	**964,158**	722,200
Bad Debts	**42,683**	107,809	**22,520**	82,145
Bank Charges	**6,789**	781	**-**	-
Travel Costs	**4,349**	1,165	**-**	-
Programme Delivery	**299,092**	218,773	**-**	-
Salaries	**1,899,277**	1,611,810	**270,952**	446,025
NIC	**105,946**	98,405	**31,310**	34,720
Pension	**39,131**	40,244	**8,841**	13,766
Depreciation	**97,264**	235,579	**24,462**	159,481
Total Operating Costs from Lettings	**3,726,815**	**3,674,767**	**2,109,215**	**2,365,383**
Other Operating Costs	3,036,497	2,084,799	2,927,777	2,155,387
Total Operating costs	**6,763,312**	**5,759,566**	**5,036,992**	**4,520,770**

6. Finance income

	Group 2022 £	*Group 2021 £*	**Company 2022 £**	*Company 2021 £*
Bank Interest	**406**	*2,654*	**406**	*2,654*
	406	*2,654*	**406**	*2,654*

7. Interest payable

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Loan Interest payable	**74,300**	*58,252*	**74,300**	*58,252*
	74,300	*58,252*	**74,300**	*58,252*

No interest was capitalised in the year (2021: £Nil).

8. Net Income/(Expenditure)

This is stated after charging:

	2022 £	*2021 £*
Depreciation of tangible fixed assets	**98,935**	*102,768*
Depreciation of housing properties	**157,774**	*151,666*
Auditors remuneration	**20,250**	*19,200*
Operating lease rentals	**416,573**	*411,730*

During the year, no Trustees received any remuneration (2021: £Nil).
During the year, no Trustees received any benefits in kind (2021: £Nil).

9. Staff costs

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Wages and salaries	**3,260,010**	*2,909,339*	**1,631,684**	*1,743,554*
Social security costs	**212,964**	*199,410*	**128,327**	*135,725*
Contribution to defined contribution pension schemes	**83,527**	*80,291*	**53,238**	*53,813*
	3,556,501	*3,189,040*	**1,813,249**	*1,933,092*

Included in the above, are £Nil (2021: £13,127) redundancy payments paid out to 0 employees (2021:1 employee).

9. Staff costs (continued)

The average number of persons employed by the company during the year was as follows:

	Group 2022 No.	*Group 2021 No.*
Average staff numbers	**196**	*178*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2022 No.	*Group 2021 No.*
In the band £70,001 - £80,000	**1**	*1*

Directors' and Senior Executives Emoluments

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Emoluments	**274,941**	*238,887*	**88,122**	*63,798*
Pension contributions	**36,038**	*15,463*	**19,599**	*10,347*
	310,979	*254,350*	**107,721**	*74,145*

The chief executive is included in the YMCA Pension Scheme and is an ordinary member of the scheme. No enhanced or special terms apply. During the period the total amount contributed to the individual pension arrangement was £19,599 (2021: £10,347).

10. Taxation Status

YMCA Black Country Group is a company limted by guarantee, a registered charity and is registered with the Regulator of Social Housing under the Housing and Regeneration Act 2008.

The Company has charitable status for tax purposes and no liability to corporation tax arises.

11. Housing Properties

Group and Company

	Housing Properties £
Cost	
At 1 April 2021	**13,888,725**
Additions	**2,366,220**
At 31 March 2022	**16,254,945**
Depreciation	
At 1 April 2021	**898,710**
Charge for the year	**157,774**
At 31 March 2022	**1,056,484**
Net book value	
At 31 March 2022	**15,198,461**
At 31 March 2021	*12,990,015*

12. Tangible fixed assets

Group

	Long-term leasehold property £	Fixtures and fittings £	Office equipment £	Computer equipment £	Other fixed assets £	Total £
Cost or valuation						
At 1 April 2021	**1,245,394**	**911,418**	**167,629**	**74,552**	**49,964**	**2,448,957**
Additions	**9,363**	**39,075**	**-**	**7,176**	**166,295**	**221,909**
Disposals	**(485,228)**	**(366,605)**	**(2,800)**	**(52,272)**	**44,055**	**(862,850)**
At 31 March 2022	**769,529**	**583,888**	**164,829**	**29,456**	**260,314**	**1,808,016**
Depreciation						
At 1 April 2021	**599,220**	**699,285**	**155,614**	**71,022**	**-**	**1,525,141**
Charge for the year	**54,008**	**36,528**	**3,998**	**4,401**	**-**	**98,935**
On disposals	**(488,850)**	**(321,605)**	**(2,800)**	**(51,856)**	**2,261**	**(862,850)**
At 31 March 2022	**164,378**	**414,208**	**156,812**	**23,567**	**2,261**	**761,226**
Net book value						
At 31 March 2022	**605,151**	**169,680**	**8,017**	**5,889**	**258,053**	**1,046,790**
At 31 March 2021	*646,174*	*212,133*	*12,015*	*3,530*	*49,964*	*923,816*

12. Tangible fixed assets (continued)

Company

	Long-term leasehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2021	**157,036**	**295,352**	**22,280**	**474,668**
Additions	**-**	**7,838**	**-**	**7,838**
At 31 March 2022	**157,036**	**303,190**	**22,280**	**482,506**
Depreciation				
At 1 April 2021	**6,005**	**237,644**	**19,166**	**262,815**
Charge for the year	**5,168**	**17,850**	**3,114**	**26,132**
At 31 March 2022	**11,173**	**255,494**	**22,280**	**288,947**
Net book value				
At 31 March 2022	**145,863**	**47,696**	**-**	**193,559**
At 31 March 2021	*151,031*	*57,708*	*3,114*	*211,853*

13. Stocks

	Group 2022 £	*Group 2021 £*
Food for nurseries	**238**	*238*

14. Debtors

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Due within one year				
Trade debtors	**436,859**	*383,258*	**347,742**	*308,995*
Amounts owed by group undertakings	**-**	*-*	**468,731**	*16,781*
Other debtors	**23,334**	*28,857*	**3,370**	*28,401*
Prepayments and accrued income	**212,924**	*118,127*	**156,422**	*70,468*
	673,117	*530,242*	**976,265**	*424,645*

Provisions for bad and doubtful debts included above for the group are £132,235 (2021: £167,705).

Provsions for bad and doubtful debts included above for the company are £104,645 (2021: £142,824).

Rent arrears included within the above for the group are £432,116 (2021: £496,477) and for the company are £343,426 (2021: £414,547).

15. Creditors: Amounts falling due within one year

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Bank loans	**151,167**	*81,114*	**151,167**	*81,114*
Trade creditors	**345,986**	*480,470*	**276,406**	*436,827*
Amounts owed to group undertakings	**-**	*-*	**-**	*678,139*
Other taxation and social security	**68,024**	*27,104*	**36,147**	*23,302*
Other creditors	**174,226**	*166,173*	**160,518**	*160,461*
Accruals and deferred income	**1,411,352**	*453,565*	**1,199,922**	*336,132*
	2,150,755	*1,208,426*	**1,824,160**	*1,715,975*

16. Creditors: Amounts falling due after more than one year

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Bank loans	**4,471,277**	*2,290,226*	**4,471,277**	*2,290,226*

Included within the above are amounts falling due as follows:

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Between one and two years				
Bank loans	**153,228**	*83,582*	**153,228**	*83,582*
Between two and five years				
Bank loans	**468,185**	*174,687*	**468,185**	*174,687*
Over five years				
Bank loans	**3,849,864**	*2,031,957*	**3,849,864**	*2,031,957*

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Repayable by instalments				
Payable or repayable by instalments	**3,849,864**	*2,031,957*	**3,849,864**	*2,031,957*
	3,849,864	*2,031,957*	**3,849,864**	*2,031,957*

Bank loans totalling £4,622,444 (2021: £2,371,340) are secured by fixed charge over the freehold property and assets of the company.

Bank loan term of repayment are monthly and interest is payabe at 2.25% above the base rate of the Bank of England over the principal amount.

17. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2022 £	*Group 2021 £*
Net income/(expenditure) for the year (as per Statement of Financial Activities)	**(79,045)**	*621,857*
Adjustments for:		
Depreciation charges	**256,709**	*254,434*
Interest income	**(406)**	*(2,654)*
Decrease/(increase) in debtors	**(142,875)**	*158,199*
Increase in creditors	**872,276**	*46,093*
Decrease in provisions	**(25,093)**	*(25,140)*
Net cash provided by operating activities	**881,566**	*1,052,789*

18. Analysis of cash and cash equivalents

	Group 2022 £	*Group 2021 £*
Cash in hand	**3,189,405**	*2,644,458*
Total cash and cash equivalents	**3,189,405**	*2,644,458*

19. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	**2,644,458**	**544,947**	**3,189,405**
Debt due within 1 year	**(81,114)**	**(70,053)**	**(151,167)**
Debt due after 1 year	**(2,290,226)**	**(2,181,051)**	**(4,471,277)**
	273,118	**(1,706,157)**	**(1,433,039)**

20. Capital commitments

	Group 2022 £	*Group 2021 £*	Company 2022 £	*Company 2021 £*
Contracted for but not provided in these financial statements				
Acquisition of tangible fixed assets	**433,534**	*989,665*	**433,534**	*989,665*

21. Pension commitments

Defined Contribution Scheme

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £83,527 (2021: £80,291).

Defined Benefit Scheme

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

The most recent completed three year valuation was as at 1 May 2020. 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 2.59% and 1.09% respectively, the increase in pensions in payment of 2.99% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.0 years, female 24.4 years, and 23.7 years for a male pensioner, female 26.1 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £146.1m, which represented 79% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2020 showed that the YMCA Pension Plan had a deficit of £36 million. YMCA Black Country Group has been advised that it will need to make monthly contributions of £2,035 from 1 May 2021. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. The current recovery period is 8 years commencing 1st May 2021.

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

Reconciliation of opening and closing provision

	2022	*2021*
	£	*£*
Provision at the start of the year	**104,364**	*129,504*
Deficit contribution paid	**(25,093)**	*(25,140)*
	79,271	***104,364***

22. Operating lease commitments

At 31 March 2022 the Group and the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022	*Group 2021*	**Company 2022**	*Company 2021*
	£	*£*	**£**	*£*
Not later than 1 year	**343,071**	*395,180*	**216,271**	*136,880*
Later than 1 year and not later than 5 years	**508,161**	*493,192*	**354,127**	*269,800*
Later than 5 years	**364,513**	*162,500*	**32,000**	-
	1,215,745	*1,050,872*	**602,398**	*406,680*

23. Related party transactions

YMCA Black Country Group which is registered in England and Wales is the ultimate parent undertaking of:

YMCA Wolverhampton - a company limited by guarentee and a registered charity in England and Wales.

YMCA Walsall (Previously trading as First Base Walsall) - a company limited by guarentee and a registered charity in England and Wales.

None are registered with the Regulator of Social Housing.

Transactions with Non-Regulated Subsidiaries

	2022 £	2021 £
Rental Expenditure		
YMCA Wolverhampton	58,425	115,248
YMCA Walsall	30,500	30,709
Management Charge Income		
YMCA Wolverhampton	364,139	289,490
YMCA Walsall	40,910	90,588
Rental Income		
YMCA Wolverhampton	109,514	97,852
YMCA Walsall	60,536	60,000
Premises Related Income		
YMCA Wolverhampton	44,350	43,784
YMCA Walsall	40,460	6,360

YMCA BLACK COUNTRY GROUP

England & Wales - Charity number 1086320

Accounts

Registered number: 4116412
Charity number: 1086320

YMCA BLACK COUNTRY GROUP

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

WR Partners
Protecting your future.

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

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YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

Trustees	J Oakley, Chair (appointed 17 November 2020) S Balogun G England R Hill J Rowe (resigned 17 November 2020) M Shenton (appointed 18 May 2021) G Stonyer P Tomlinson (appointed 17 November 2020) P Walker (appointed 19 May 2020) A Walsh J Welsby
Company registered number	4116412
Charity registered number	1086320
Registered office	38 Carters Green West Bromich West Midlands B70 9LG
Company secretary	S C Clay
Chief executive officer	S C Clay
Independent auditors	WR Partners Chartered Accountants & Statutory Auditors Belmont House Shrewsbury Business Park Shrewsbury Shropshire SY2 6LG
Bankers	Unity Trust Bank PLC Four Brindley Place Birmingham B1 2JB
Internal Auditor	MFG Solicitors LLP Pamore House Hall Court Hall Park Way Overdale Telford TF3 4LX

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Solicitors (Human Resources)	Irwin Mitchell Solicitors 31 Temple Street, Birmingham, B2 5DB Anthony Collins 134 Edmund Street, Birmingham, B3 2ES
Solicitors (Operations & Developments)	Wright Hassall LLP Olympus Avenue, Royal Leamington Spa, Warwick. CV34 6BF FBC Manby Bowdler LLP Routh House, Hall Park Way, Overdale, Telford. TF3 4NJ
Chief Officer Team	Chief Corporate Officer - Jill Law Chief Operations Officer (Places) - Sally Cowan Chief Operations Officer (Programmes) - Joanne Goldie (Appointed 1 July 2020)
Registered Provider of Social Housing Number	L4550

CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

The chairman presents his statement for the year.

Having previously served on the Board, and recently spent some time away, I was asked to re-join as Trustee and Chair as part of the succession planning strategy for outgoing Chair, Jon Rowe. When I first indicated my willingness, no-one had heard of Covid-19 or the concept of social distancing!

So taking over as Chair in the middle of a global pandemic has been quite a challenge; although as you will see for this report, I'm pleased to report that the organisation is equipped and skilled for the task. It is essential that we express our collective gratitude to God that he has provided us with incredibly gifted leadership and staff across the organisation who are committed to the challenges, whatever they may be.

Throughout this year Trustees have been particularly concerned for the welfare of YMCA residents and young people left isolated and without social connections. Our Nurseries have experienced a very similar pattern to the more publicised school disruption, with regular 'bubble' isolations and occasional temporary closure, and our gym, coffee shop and much of our office lets and meeting rooms have been largely unused.

In response, we have been greatly encouraged by the tremendous resilience of our staff teams and their commitment to serve; bringing inspiration and hope in desperate times. Our housing staff have provided a stable onsite presence throughout, whilst our programme mentors and back-office staff have adapted to what became the 'new normal' of working from home. At the peak of lockdown there were 99 staff members on furlough. At the time of writing, no staff member is furloughed and (while regretful), only four redundancies have been necessary.

Across our YMCA group we have been supported with emergency funding to respond to the Coronavirus emergency, and I would like to particularly like to thank Homeless Link, The National Lottery and YMCA England and Wales who have contributed a combined £95,250 to help us provide an immediate response.

Since my return to YMCA Black Country Group I have been particularly impressed with the ambitious plans set out in Connected Communities 2020-25: A Strategic Guide. While the pace of progress will no doubt have been affected by recent events, I'm convinced of its continued relevance and its adaptability to present realities. I look forward to working with my Trustee colleagues and senior team to take this forward.

We are a local charity, embedded in the fabric of the Black Country and border area communities, but we're also committed to playing our part in the wider YMCA Movement. It is often that in times of crisis, and in searching for meaning in events that surround us, that we reach out to our Heavenly Father. I am pleased that YMCA Black Country were able to serve the global YMCA Movement by helping to coordinate four livestreamed global prayer services (May, June, July and November), uniting hundreds of YMCA members from across the world in solidarity, worship and prayer. We have certainly needed God's intervention at this time.

As you read through the pages of this Trustees Report and Annual Accounts you will discover an organisation with a clear sense of purpose and direction, a strong governance and management framework, and a stable financial position. There is much need within the Black Country, and an organisation committed to transforming communities and enabling young people to belong, contribute and thrive is more relevant than ever.

J Oakley
Chair of Trustees

Date: 29 September 2021

TRUSTEES' REPORT (incorporating strategic report) FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their annual report together with the audited financial statements of the YMCA Black Country Group for the year 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The Group includes the Charity, YMCA Black Country Group and two subsidiary charities; YMCA Walsall and YMCA Wolverhampton. References to 'The Charity' relate to YMCA Black Country Group only. Reference to consolidated activity or specific subsidiaries are stated.

Comment from the Chief Executive Officer

Thinking back over the seismic changes of the last financial year is quite overwhelming. In April 2020 was we entered the first lockdown, no one envisaged the pandemic would progress in a series of waves that would so dramatically affect our lives for so long.

Our service delivery has been markedly affected, yet the flexibility, resilience and continued reinvention within our staff teams has pulled us through, and delivered essential, quality provision, under very difficult circumstances.

During the year we served 943 young people, vulnerable adults and young professionals through our accommodation and children childcare services, and a further 8,754 community member engagements in our range of programme activity. Work at City Gateway, on Cleveland Road is tantalisingly close to completion, and promises an exciting range of accommodation, childcare and learning services combined with being the new base for our administrative offices.

While there's been an understandable dip in group turnover to £6,437,021, prudent management have delivered a group surplus of £504,357 (adjusting for capital receipts) and the growth of accommodation, childcare and programme activity is projected to continue strongly through the next financial year.

The Going Concern review received by Trustees in September 2021 continues to demonstrate that the charitable group is in a strong financial position, despite the effect of the pandemic, and that governance and management structures are working effectively.

I have been pleased to welcome our incoming Chair, Jeremy Oakley who is an experienced Chair and who also brings with him prior knowledge of YMCA. Jeremy successfully blends the qualities of Christian leadership, pastoral insight and entrepreneurial drive, which enables him to combine his heart of justice for the disadvantaged with a desire to do more. I'm sure the next few years will be both challenging and rewarding!

Objectives and activities

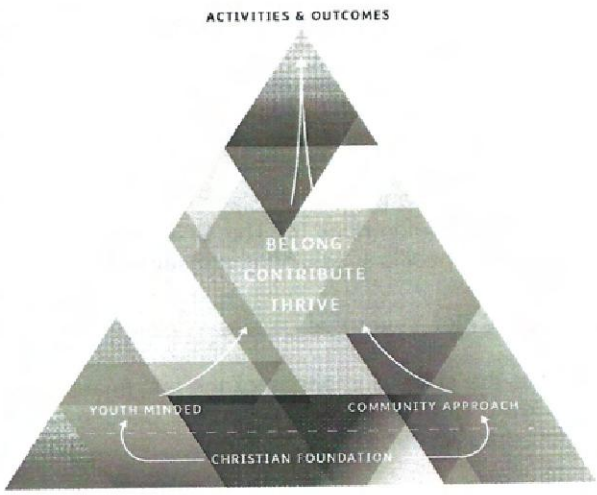
a. Policies and objectives

YMCA Black Country Group is a charity committed to community transformation, enabling people to develop in mind, body and spirit. Built on a Christian foundation, with an ethos that is inclusive of all, we are a youth-minded organisation, with a community approach.

Objectives and activities (continued)

Our work is primarily in places across the Black Country and border areas, working with children, young people and their families, offering support & advice, accommodation, family work, health & wellbeing, and training and education services.

This strategic report highlights what we have achieved in the 2020/21 financial year in the midst of the coronavirus pandemic; and also our aspiration (notwithstanding the present difficulties) to grow our services to best meet the needs of young people and their communities, so that they can truly belong, contribute and thrive.



During the year, the principle activities of the consolidated group were young people's housing (80%) and children's nurseries (20%)

HOPE *We encourage an expectation that life has more.* cf. 1 Thess. 5:11

COMPASSION *We demonstrate active care and concern for all.* cf. Galatians 6:10

INSPIRE *We inspire people to meet their potential* cf. John 10:10

TRUST *We build trust through open, honest and transparent relationships.* cf. Psalm 41:12

Values
Our Values, were further developed in 2019/20 through consultation with Staff and Trustees, and describe the way we behave.

They aim to be Christ-centred, inclusive for all and aspirational

b. Connected Communities: A Strategic Guide

At the start of the 2020/21 financial year, the Senior Leadership Team and Trustees launched Connected Communities: A Strategic Guide which charts the direction of YMCA Black Country Group (and it's subsidiaries) for the subsequent five years. The strategy allows for considerable flexibility in application, and despite the challenges of the pandemic, it remains a robust document to guide the charity forward.

Connected Communities: 2020-25, a Strategic Guide, is summarised below, and is being delivered through five areas of focus.

Objectives and activities (continued)

Focus 1:	Places of Transformation *A YMCA BC presence spread across our area, with transformational community impact.*
Delivered By	**2025 Aim**
• Sustainable 'Community Branches' that have sustainable 'economic engines' principally based on childcare and accommodation, and from which other community services can be delivered. • Community Outreach locations, which meet strategically identified needs. • Community awareness of YMCA presence & positive impact.	4 full service 'central' Community Branches 5 additional community branches 825 Childcare places (279)* 175 Supported accommodation units (220)* 278 Young professional / worker units (60)* Community outreach present in 25 towns 1 in 2 members of public are awareness of YMCA presence in Community Branch towns * ( ) Number in 2019

Focus 2:	Programmes for People *People development programmes, covering the range of YMCA BCG services.*
Delivered By	**2025 Aim**
• Learning & Skills / Health & Well-Being / Family Work / Support & Advice programmes which evidence impact, provided from Community Branches/ Outreach Locations, or where area-wide/specialist services meet strategic need. • Focusing on the distinctive of YMCA BCG, our 'connected community' approach and our unique ethos and values. • Nurturing a mixed model of social enterprise, alongside donor-based and commissioned services.	Programme reaching 7,000 people p.a. (3,500)* Quality assessments rated 'good' with >20% at outstanding Distinctive impact measures, developed & applied for all services 1 New scalable social enterprise identified & proven * ( ) Number in 2019

Objectives and activities (continued)

Focus 3:	**Empowering Young People** *Special emphasis on enabling young people aged 0-35 years, to Belong, Contribute & Thrive.*
Delivered By	**2025 Aim**
• Informal education youth work, linked to YMCA BCG programme areas – delivered in YMCA Community Branches and Outreach locations. • Providing 'Belong, Contribute, Thrive' progression routes in Community Branches for young people to grow within the YMCA environment ... from child to teenager to adult. • Empowering young staff / volunteers / trustees to Belong, Contribute & Thrive.	Created a sustainable youth-work model regularly reaching 500 teenagers Birth - Youth - Adult progression routes in 4 Community Branches 50 young staff thrive through 'Group' task-groups which stretch them 100 young people contribute as volunteers annually Increase trustees aged under 35

Focus 4:	**Growing Ethos & Values** *Nurturing an inclusive Christian culture, where everyone benefits.*
Delivered By	**2025 Aim**
• Effective Induction and the consistency of Christian Mission across the group. (e.g. spiritual content programme in nurseries) • Establishing Ethos Champions in all YMCA BCG locations. • Developing youth work which links into Church / Missional opportunities. • Supporting Christian Mission growth through YMCA, locally, nationally and globally.	50 Governance Members 100% complete full induction within 3 months 90% of locations have a trained ethos champion All curriculums embed Mind Body & Spirit and Belong, Contribute & Thrive 5 Church youth work partnerships working with over 100 young people Over 70% of staff engage in Christian Mission events annually A national Christian Mission strategy established which contributes to World YMCA

Focus 5:	**Investing in Talent** *Crafting a skilled, motivated and creative staff team to implement the Strategic Guide..*
Delivered By	**2025 Aim**
• Specific emphasis on the development / acquisition of Entrepreneurial Leadership, Spiritual Leadership and Organisational Management / Leadership • Recruiting & retaining excellent staff, continually developed and who exemplify our Ethos & Values. • Becoming a Real Living Wage employer	20 staff have undertaken Entrepreneurial / Spiritual / Organisational leadership development (or were recruited for these skills) A range of tools are developed allowing Staff to regularly reflect on the YMCA BCG Values to test they are living them in their working practice. Real Living Wage implementation completed

Strategic report

Achievements and performance

a. Key financial performance

In order to enhance transparency and openness, accounts consolidated with those of its charitable subsidiaries are included in the Financial Accounts and Statements, in addition to those of the Charity itself.

The consolidated surplus at the end of the year is £621,857 which includes a surplus of £373,065 for the Charity itself. It should be noted that the surpluses include the recognition of capital grants as income in accordance with FRS102. The Trustees consider this to be a very satisfactory result.

b. Review of activities

Places of Transformation

The completion of YMCA City Gateway has slipped to Autumn 2021 (from January 2021), with developers, Jessup suffering Coronavirus related delays throughout. Once operational, the facility will create 63 units of young professional / worker accommodation, a 115 place day nursery, enterprise and community training areas and a local supermarket, in the heart of the city of Wolverhampton. It will become both the administrative head office for YMCA Black Country Group and the registered office for YMCA Wolverhampton.

Despite the pandemic, YMCA Black Country Group (via YMCA Wolverhampton) expanded its childcare provision establishing a YMCA Community Outreach in Hurst Hill, Dudley and Pelsall, Walsall. However, Coronavirus did have a significant operational impact on our nursery services, with significantly reduced daily attendances compared to 'normal' numbers. The continuation of Early Years Funding and the provision of the staff furlough scheme enabled nurseries to remain viable. Throughout the year 456 children received childcare and early year's education.

Community Branch	Childcare Places**	Accommodation Units	Community Outreach Locations	Childcare Places**	Accommodation Units
Walsall Central	97	21 *	Dudley, Central		23
West Bromwich Central	184	145	Pendeford **		10
			Rugeley **		28
Wolverhampton Central	57	22 **	Wednesbury		34
			Black Country S.L. Hosts		60
			Pelsall, Walsall	60	
			Hurst Hill, Dudley	30	

* Delivered by YMCA Walsall

** Delivered by YMCA Wolverhampton

The above table does not include City Gateway.

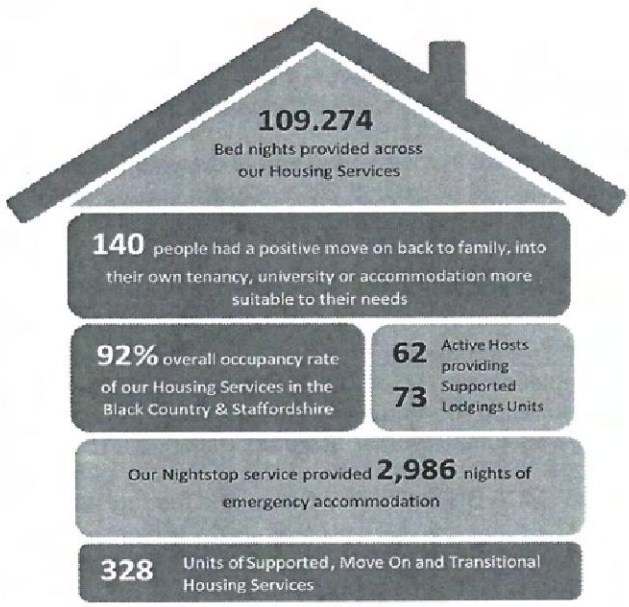
Strategic report (continued)

Achievements and performance (continued)

Across the Group, YMCA BCG and its subsidiary charities have provided a consistent provision of accommodation throughout the year.

Supported housing provision for 413 young people was delivered in Dudley, Sandwell, Walsall, Wolverhampton and South Staffordshire, through a range of housing projects in our Community Branches and Outreach projects, including our Supported Lodgings network of host families and individuals.

Additionally 74 young adults benefited from the Charity's young professional / worker accommodation in Sandwell, Dudley and Rugeley.



The charity shop based in Wednesfield (and delivered through YMCA Wolverhampton) was closed throughout the year due to the impact of Coronavirus. It has since successfully reopened in April '21 and its progress will be reported in next year's Trustee Report.

Programmes for People

During the year, our development programmes (albeit impacted by Coronavirus) covered a range of service areas including learning and skills, health & wellbeing, family work and support and advice programmes. Our Community Branches in West Bromwich and Walsall, also have the facilities for other local charities and social enterprises to deliver services and programmes for the local community, which are compatible with the Charity's objects – although the latter being significantly impaired due to the pandemic.

Strategic report (continued)

Achievements and performance (continued)

Community Branch	Programme Activity
Walsall Central	Since restrictions have lifted our **Community Development Programme*** has resumed from the Small Street Centre reducing isolation in the community, created in part due to lockdowns. The programme has providing a safe space for community members to meet other people, and to engage with a variety of support from the available mentors on site. Support has been provided with health and wellbeing, benefits, information advice and guidance and supported into training or employment. We have also been delivering Make it Click, a range of on line digital skills courses in partnership with the Good Things Foundation. Programmes at the **Glebe Centre*** have provided services for homeless and vulnerable people in the local area. Throughout the pandemic hot food has been provided on a take away basis and service users have still been able to access showers and washing facilities. Throughout the first period of lock down, the Glebe staff also prepared and delivered over 1,000 meals to vulnerable people in the community. In addition to providing premises for nursery provision, the Small Street Centre has provided **office and meeting spaces** * for local organisations to develop and deliver their own programmes. During the year, this space was utilised by Lichfield Diocese, and Manor Farm Community Association, as well as providing office space for the YMCA's Building Better Opportunities programme. The pandemic significantly reduced the use of offices and meeting spaces and related income was much lower than normal.
West Bromwich Central	The **Ygym and Coffee Shop** at Western Gateway remained closed for majority of the period April 2020 – March 2021 due to restrictions imposed by the Government on gym and leisure facilities. Staff were placed on furlough whilst the facilities remained closed. Gym Member direct debits were frozen whilst the gym remained closed. Western Gateway's **Starter and Social Business Units** – Despite the offer of a payment holidays to support organisations to retain their tenancies, occupation has fallen to around 25%. Similarly hire of **meeting spaces** has been hugely affected throughout this period with no conferencing taking place at all.

Strategic report (continued)

Achievements and performance (continued)

Community Outreach Locations	Programme Activity
Black Country-Wide	Our **Mentoring Advice & Guidance Programme,** Building Better Opportunities continued with mentors working from home and supporting 50 individuals with benefits, IAG and help accessing health and wellbeing services. We purchased **Litmos,** a new online learning platform at the end of this period. Litmos is an interactive online learning platform which will raise the profile of learning and development within the organisation in future years. In addition it allows YMCA to develop and market online training courses and programmes in the future.
Wolverhampton-Wide	The **Youth Work Programme,** Head Start, a health and wellbeing programme for 8-14 year olds adapted its delivery to provide online sessions and activities. Activity packs and boxes were delivered to families with all available materials provided for young people to continue engaging in activities such as cook and eat sessions, craft sessions, and physical activity, etc. Engagement with these activities increased during the period of lockdown, widening project reach beyond the initial areas of Springfield, Heath Town, Park Village, Old Heath, Eastfield, All Saints, Blakenhall, Parkfields and Ettingshall areas. On average 68 sessions per quarter were delivered with an attendance of 1,176 young people. The **Adult Learning Contract**** was extended in August 2020 for an additional twelve months. YMCA have delivered English, Maths, and ICT classes online and with printed workbooks to support learners in continuing their learning throughout the periods of lockdown. Over the three courses, 60 sessions were delivered, supporting 27 individuals to access learning opportunities. In December 2020, we were selected to be a **Kickstart Gateway**** for YMCA and two local voluntary organisations. This programme provides 6 month employment contracts for young people aged 16-24 who require experience of the job market and who may need support in accessing employment opportunities. As at 31 March 2021, we had one successful Kickstart Placement, increasing to five by September 2021.

* Delivered by YMCA Walsall
** Delivered by YMCA Wolverhampton

Empowering Young People

Much of the activity outlined above is intended to empower, inspire and equip children and young people with new skills, resilience and hope. Reflecting on the 2020/21 financial year, the emphasis on maintaining service delivery throughout the various waves of coronavirus has hampered progress on some elements of the strategic objectives of this area focus. However it is particularly satisfying that despite this, regular youth work has taken place with 390 teenagers.

Strategic report (continued)

Achievements and performance (continued)

Growing Ethos & Values

The Trustees reviewed the role of Governance Members in July 2021. There are currently 18 Governance Members, and the Board intend to gradually increase the number by around 6 per year, toward the 2025 goal of 50.

A new staff induction and ethos training programme was introduced in the last quarter of 2020/21. At 31st March 2021 57% of staff have completed the full induction programme. It is expected that this percentage will increase greatly toward 100% over the next 12 months.

Plans for location based ethos champions are due to be implemented in the next financial year.

A new childcare curriculum will be developed over the next 12 months which embeds Mind Body & Spirit and Belong, Contribute & Thrive within the Early Years Framework.

The Charity continued to support the planning of YMCA's Unify Christian Mission events although due to the Coronavirus situation no events took place during the year.

The Charity's Christian Mission Coordinator continued to support the spiritual life of the organisation, particularly in taking a lead to provide pastoral support to furloughed staff, and providing pastoral visits to project managers during lockdown.

The Charity's Chaplaincy service has continued to be supported during the year through the West Bromwich Church of England Deanery, and Blue Fish Chaplaincy, Wolverhampton.

The Charity has continued to support the work of the YMCA Movement through involvement in the Regional forums & networks, Governance Committee, and in coordinating four live worldwide prayer / devotion services on behalf of World YMCA.

Investing in Talent

In line with our new strategic focus, in July 2020 the Charity recruited Joanne Goldie to the new post of Chief Operations Officer (Programmes).

Progress to implementation of the Real Living Wage has been hampered by the uncertainty created by Coronavirus. Trustees are hopeful that further moves can be made to reduce the gap for the lowest paid when they review the situation further in the September 2021.

The Trustees would like to place on record their thanks to the Charity's team of staff and volunteers, who in such unprecedented times have made such a difference in the lives of many children, young people and family members across the Black Country and surrounding area, evidenced in the above review of activities.

Strategic report (continued)

Achievements and performance (continued)

c. Capital commitments

Completion of YMCA City Gateway in Wolverhampton slipped from January 2021 to Autumn 2021 due to the pandemic. This iconic project represents the largest ever YMCA investment in Wolverhampton. A £7,262,500 (ex.VAT) scheme with £3,717,000 grant from Homes England, sourced by the developer Jessup Brothers, and with £1.8m of Group cash reserves utilised, and £1.8m development loan with Unity Trust approved. A grant for the remaining gap of £941k received final approval from the Black Country Local Enterprise Partnership in May 2020 and this was subsequently 'topped-up' with an additional £88,676 in June 2021.

Following the successful award of £100,000 from Sport England, work on refurbishment of the Sportshall and changing rooms at Carters Green, West Bromwich commenced. The work was completed during the Coronavirus lockdown in Spring 2020 and included an investment from reserves of £93,600.

Messy Memories Nursery, now renamed as YMCAs Hurst Hill Nursery, was purchased in August 2020 for the sum of £20,000. The purchase enables the charitable group to expand childcare services into the Dudley borough and contributes an additional 30 childcare places to its total provision. Nursery expansion opportunities continued to present and following year-end a nursey in Lye, Dudley was acquired which will be reported in the next Trustees report.

d. Coronavirus statement

At the start of this financial year, Coronavirus had already begun its progression across Europe and the outlook going forward looked uncertain. The following 12 months has seen a year of unprecedented disruption across the entire world and consequently the impact on YMCA Black Country Group services has been significant.

Our accommodation services have provided a stable bedrock for the charity. Whilst operational adjustments have been necessary, and residents have periodically undergone lockdown isolation, the staff team have provided a consistent service throughout, and income levels have been largely unaffected.

Childcare services have endured the most disruption of service. Initially all settings bar one (Greets Green) closed during the first lockdown, but then reopened after a few weeks to support key workers, and latterly parents returning to work. Instances of Coronavirus amongst children and staff have been sporadic, causing partial closures during periods of isolation.

Central administrative services, where possible, adjusted to working from home, and many programmes were delivered remotely providing mentoring, youth work and advice & guidance services by telephone or video calls.

The biggest challenge has been with the charity's Ygym, office rental and community letting services, which have been largely closed during the financial year, and which together with childcare income, has contributed most to the drop in the charity's turnover.

The Government staff furlough scheme, and a variety of Coronavirus support grants provided a lifeline for the organisation through successive waves of the pandemic. At its peak, 99 staff were furloughed. It is particularly satisfying that only four staff redundancies have been necessary, and all have gone on to find alternative work. All furloughed staff had returned to work by July 2021.

Despite the drop in turnover, and the challenges outlined, the responsive action by Chief Officers, senior managers, and trustees have enabled the end of year surplus of over £0.5M even after adjusting for c£117k capital grants.

Strategic report (continued)

Achievements and performance (continued)

While trustees continue to remain vigilant but are confident in the actions taken to date.

A further statement regarding Going Concern is referenced within the financial review.

Financial review

a. Going concern

In light of Coronavirus, the Trustees have undertaken a detailed going concern review of current and future operations of the company and group as whole and, after making appropriate enquiries, very thorough consideration of draft budgets and cash flow up to March 2022 and beyond. Having taken key strategic decisions, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Trustees have no doubt that the Charity can pay its debts when they fall due, certainly for in excess of one year from the date the annual accounts were approved. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

The Trustees noted at the time of approval of these accounts, that while some areas of activity were still operating below pre-pandemic levels; the prudent budget setting of March 2021 had so far resulted in the charitable group performing above budgeted expectations. At 31st July 2021 the consolidated turnover was up by £130k compared to budget, resulting in a Month 4 positive surplus against budget of £150k. While there remains a pending cost of living uplift, the current position provides Trustees with continued confidence regarding viability and going concern.

b. YMCA pension provision

YMCA Black Country Group participated in a multi-employer defined benefit pension plan for employees of YMCAs in England, Scotland and Wales, which was closed to new members and accruals on 30 April 2007. Due to insufficient information, the plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA Black Country Group. As described in note 21, YMCA Black Country Group has a contractual obligation to make pension deficit payments of £2,096 per month over the period to April 2027. Accordingly this is shown as a liability in note 21 to these accounts. In addition, YMCA Black Country Group is required to contribute £5,953 pa to the operating expenses of the Pension Plan and these costs are charged to the Statement of Financial Activities as made.

Strategic report (continued)

Financial review (continued)

c. Reserves policy

The revaluation reserve represents the surplus over the original cost of the freehold land and buildings which occurred, less depreciation of the freehold buildings, following various valuations, the last of which was undertaken in March 2019.

The Board have agreed a policy of retaining a minimum £950,000 consolidated cash reserve (excluding designated reserves) as sufficient to support the cash management of the Group, considering the development of future projects, and in order to achieve the growth aspirations of the Group's 2020-2025 Strategic Guide. This reserve provides immediate cash for working capital, including the fluctuating demands of development. Additionally, for the charity alone, the cash reserve policy is to be maintained at a minimum of the average monthly outgoings, which for 2020/21 was £386,262. At 31st March 2021 the actual consolidated cash reserve (excluding designated funds) was £1,203,458, and for the charity alone was £470,849, both achieving the policy requirements.

In considering medium term risks the Board have agreed that unrestricted funds (including property but net of social housing grant and borrowing) should be a minimum of 6 months operating cost which at 31st March 2021 was £2,317,574. Actual unrestricted funds equalled £10,697,009 providing strong reassurance of financial stability.

The Board also tracks a measure of Income Security, requiring the proportion of budgeted income considered secure to be >80% of the overall budget. Based on recent performance, budgeted accommodation and contract income are considered secure. The Income Security Measure for 2020/21 is 92%.

d. Designated reserves policy

In addition to the consolidated cash reserves referred to above, the Board have determined to set aside the following cash resource to be designated as follows:

Sinking Fund:	£146k as a sinking fund reserve for major capital improvements in the years ahead.
Ten Percent Fund:	£113k towards small scale projects which fulfil YMCA BCG's charitable objects, and meet the following criteria:

- Activities which support Christian Mission
- Building improvements for specific projects
- Positive activities which divert away from anti-social behaviour
- Family activities which support good parenting
- Emergency respite childcare

In November 2020, the Trustees agreed to set aside funds to create a "Thrive" Award to support young people progressing into Higher Education at University. £11k funds were formally designated by the Board for this purpose at their meeting in September 2021

Strategic report (continued)

Financial review (continued)

e. Material investments policy

Under the Articles and Articles of Association, the charity has the power to invest in any way the trustees wish. The Trustees, having regard to the liquidity requirements of day-to-day operations and to the reserves policy, have, historically, operated a policy of keeping sufficient funds available on current account (to offset standard bank charges) and in an interest bearing account in order to generate a modest rate of return on such monies. The Charity currently does not have funds available to utilise for investment purposes; working capital requirements are met from the Charity's current account.

f. Principal risks and uncertainties

YMCA BCG maintains a High Level Risk Register which is then "RAG" rated. This is scrutinised by the Finance Audit and Risk Committee on a regular basis and presented to the Board for approval.

In addition, the Senior Leadership Team are responsible for highlighting operational risks which are captured on an Operational Risk Register. This is periodically reviewed at Senior Leadership Team meetings with additional risks and changes to existing risks discussed.

g. Financial risk management objectives and policies

The Trustees have overall responsibility for the system of internal financial control, the effectiveness of which has been reviewed and reported on to the Trustees by the Finance, Audit and Risk Sub-Committee. The principal elements of the system, which is designed to recognise the specific characteristics and objectives of the Association and the risks to which it is exposed, include:

- A clearly defined structure which delegates authority, responsibility and accountability, including responsibility for internal financial control to management;
- A well-established budgeting and reporting function, with budgets and results reviewed at a senior level within the Association to provide a timely and regular monitoring of financial performance;
- An investment evaluation process to ensure Trustees' approval for all major capital expenditure commitments; and;
- A regular review procedure carried out by the Association of its risk exposure and of the systems of internal financial control in place to mitigate those risks, with annual reports of findings to the Trustees.

Internal financial control, by its nature, provides only reasonable and not absolute assurance against material misstatement or loss.

Strategic report (continued)

Financial review (continued)

h. Principal funding

The Trustees wish to record their sincere appreciation to the various public bodies for making grants totalling £2,648,523 across the consolidated Group.

The main funding sources continue to be the supported housing and supported lodgings projects, rents received for accommodation mainly through housing benefit and fees for the use of the Carters Green nursery.

The principal funding sources for the Charity for the financial year were:

Source	Project / Area of Work
Accommodation Rent	Including Housing Benefit and Self-Rent
Big Lottery	Building Better Opportunities
Black Country Growth Deal	Cleveland Road Phase 2 (capital)
City of Wolverhampton Council	YMCA Wolverhampton
Donations	Including the Moving Forward Fund
Dudley Metropolitan Borough Council	Supporting People
Garfield Weston	YMCA Walsall
Homeless Link	YMCA Walsall (Covid 19 support)
Nursery fees	Including Parents Fees and Local Authority Funding
Sandwell Council of Voluntary Organisation	Sandwell Supporting Families Against Youth Crime, Vision 2030
Sandwell Metropolitan Borough Council	Supported Lodgings
Small Street Centre	YMCA Walsall
Sport England	Sports Hall Refurbishment Project (capital)
Staffordshire County Council	YMCA Wolverhampton
The National Lottery Community Fund	YMCA Walsall (Covid 19 Support)
Walsall Metropolitan Borough Council	YMCA Walsall
Western Gateway	Gym, Café, Conference Bookings, Office Rental and Associated services
YMCA England and Wales	YMCA Walsall (Covid Emergency Response Fund)

Further information regarding the above sources and other amounts can be found in the attached financial statements.

Strategic report (continued)

Financial review (continued)

Structure, governance and management

a. Constitution

The Charity is a company limited by guarantee and its governing document is its Articles of Association. It is an autonomous Charity, and an affiliated member of the National Council of Young Mens Christian Associations, which is the mechanism by which the individual YMCAs of England and Wales federate. In January 2020, the Board reaffirmed its affiliation, signing the new Membership Agreement of the federation.

For the sake of clarity, all references to Trustees are synonymous with Directors for purposes of Company law.

The Objects of the Charity are:

- To advance the Christian faith, including by:
  a) promoting a Christian environment inspired and motivated by the life, example and teaching of Jesus Christ, where people of faith and people of none can work together for the transformation of communities; and
  b) enabling people of all ages and in particular young people, to flourish through experiencing and responding to the love of God demonstrated by the life, example and teaching of Jesus Christ;

- To provide or assist in the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life;

- To provide or assist in the provision of education for people of all ages and in particular young people, with the object of developing their physical, mental or spiritual capacities;

- To relieve or assist in the relief of people of all ages and in particular young people, who are in conditions of need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances; and

- To provide residential accommodation, including Social Housing, for people of all ages and in particular young people, who are in need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances.

The Charity welcomes, serves and works with persons of all religious faiths and of none.

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

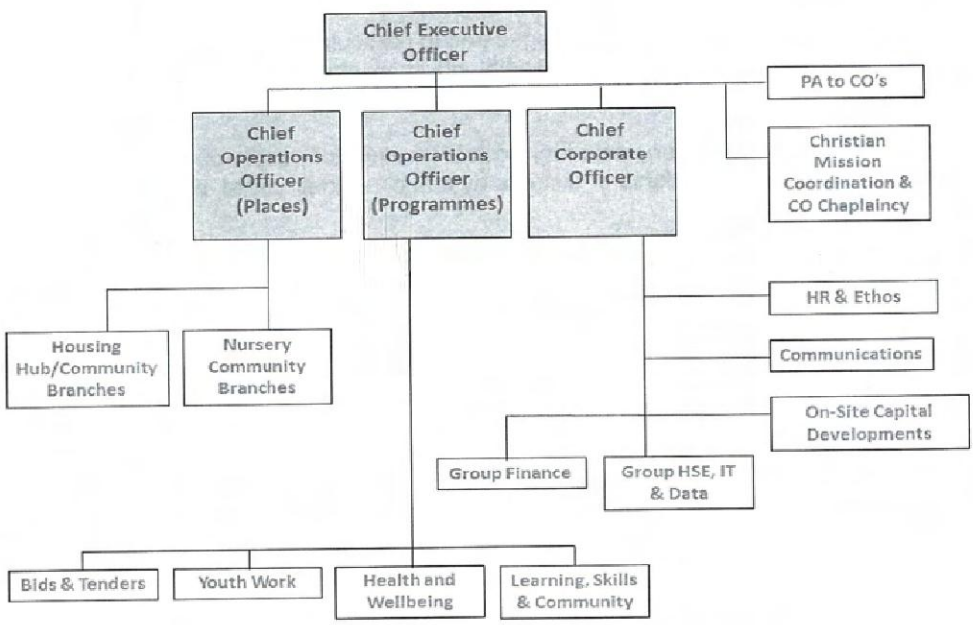
The Governance Committee are tasked with overseeing the process of Board skill-gap analysis and the recruitment of new Trustees. The Committee have been particularly active over the past three years managing the staged transition of a number of retiring trustees who have completed three terms of office and the appointment and induction of new trustees. The Trustees would like to place on record their thanks to Jon Rowe who retired from the Board in November 2020, but are pleased that he will remain a Governance member going forward. The Board welcomed three new Trustees during the year, including Jeremy Oakley who returned to the Board as Chair. Further recruitment is planned for 2021/22. Bringing greater diversity to the Board, alongside plugging skill gaps, remains a particular area of focus. Trustees are appointed by election at AGM or co-option, in accordance with the Articles.

Gender		Age				Ethnicity	
Female	3	20 - 40	1	60 +	4	BAME	2
Male	6	41 - 60	4			White	7

Current at the time of Report approval.

c. Organisational structure and decision-making policies

The Charity's forward strategy, together with high level policy are approved by the Board. The Chief Executive Officer is responsible to the Board for the operational implementation, delivered through Chief Officers, and a wider Senior Leadership Team.



Chief Officer Structure and Wider Senior Leadership Team Responsibilities

Structure, governance and management (continued)

d. Group Subsidiaries

YMCA BCG is the sole member of two charitable subsidiaries, YMCA Walsall, and YMCA Wolverhampton. Each delivers against objects consistent with YMCA BCG for their designated geographical areas. YMCA Wolverhampton additionally takes prime responsibility for the Group's Ofsted registered childcare provision.

All present Trustees are also Trustees of these two subsidiary charities.

Trustees are also Directors of an associate company West Bromwich & District YMCA Community Enterprises and subsidiary company YMCA Black Country Social Enterprises Limited, both of which are now dormant following the Group restructure effective from 1 April 2019.

e. Risk management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finance of the Charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

In July 2021, the Board approved the "High Level Risk Management Policy" for the organisation in response to the Internal Audit of cyber security arrangements group-wide.

The High Level Risk Register is regularly scrutinised by the Finance, Audit and Risk Committee on and reviewed by the Board annually.

f. Governance Members

Governance Members are members of the company under Company law, and appointed, as defined in the Articles. Governance members ensure the Charity remains faithful to its Christian foundation and charitable purposes, by:

- holding the Board to account at each Annual General Meeting, and
- appointing new trustee directors to the Board

Throughout the year, Governance Members are updated on the Charity's progress, invited to project visits and special events, and where appropriately skilled, some participate on a number of the Charity's Committees.

There are currently 19 Governance Members, and the Board plans to increase this to 50, to gain greater ownership of the Charity from across the Black Country.

Structure, governance and management (continued)

g. Committee Structure

The Board delegate scrutiny to several standing Committees to provide efficient governance and effective use of Board time. Committees operates under terms of reference set by the Board.

Committee	Remit	Composition	
		Trustees	Governance Mem.
Finance Audit & Risk 6/year	Finance policy, financial performance & organisational delivery, budget scrutiny corporate risk , internal audit	Geoff Stonyer (Ch.) Robert Hill Jeremy Oakley (non-voting)	Hazel Bloxham Eric Moore Jonathan Rowe
Safeguarding 6/year	Safeguarding Policy, reports, incidents and claims, trends and actions	Geoff Stonyer (Ch.) John Welsby	Hazel Bloxham
Governance Development 3/year	Governance code, Trustee succession, training & development	John Welsby (Ch.) Seinde Balogun	
Capital Projects 3/year	Current and future capital development	Phil Walker (Ch.) Grace England Geoff Stonyer John Welsby	Eric Moore
Human Resources 2/year	HR & Ethos Policy, HR KPIs, employee relations and claims, trends and actions. GOR posts.	Anna Walsh (Ch.)	
Health & Safety 2/year	Health & Safety Policy, reports, incidents & claims, trends and actions	Seinde Balogun (Ch.) Phil Walker	
Executive Remuneration 1/year	Chief Officer remuneration, CEO supervision & review, Chief Officer appointments & succession	Anna Walsh (Ch.) Jeremy Oakley	

h. Internal Audit

During the 2020/21 financial year, the Finance, Audit & Risk Committee commissioned a series of internal audits, conducted by TIAA Ltd. The 4-stage grading system used includes; No Assurance, Limited Assurance, Reasonable Assurance and Substantial Assurance.

HR	Reported August 2020, Graded 'Reasonable Reassurance'. An action plan is in place to reach 'Substantial Assurance'.
Payroll	Reported in December 2020. Graded 'Substantial Assurance.'
Cyber Security	Reported February 2021, Graded 'Limited Reassurance'. An action plan is in place to reach 'Substantial Assurance'.
Performance Management	Reported April 2021, Graded 'Reasonable Reassurance'. An action plan is in place to reach 'Substantial Assurance'.

In the next financial year, internal audits will focus on Income and Debtors (including bad debts), Estate Management and Risk Management.

Plans for future periods

At the time of completing this report, the country is still suffering the effects of the Coronavirus lockdown. Businesses are gradually returning to a functional, albeit very different, operational status, with a focus on learning to live with the virus. Our plans for the future remain cautiously optimistic:

The decision last year to launch Connected Communities: 2020-25 as a strategic guide rather than a detailed plan, has provided a helpful steer through this turbulent time, with sufficient flexibility across the five areas of focus, to adjust to the changing environment. Specific initiatives will in the coming year include the following:

- The completion of City Gateway, with housing occupancy > 90%, City Tots nursery transferred, and the office move from Temple Street complete.
- Bringing forward plans to develop 26 units of young worker accommodation at 235 Hampstead Road, Sandwell.
- Expanding childcare provision by a further 200 places.
- Reopening the Wednesfield Charity Shop, sustainably contributing charitable income.
- Developing of new programmes focused on mentoring young girls, community regeneration in Wrens Nest, and participating in the provision of youth work on RAF bases.
- Expanding the programme offer at the Glebe Centre.
- Empowering more young people through sponsorship and volunteering opportunities.
- Recruiting Ethos Reps to >50% of YMCA locations.
- Supporting World YMCA in the coordination of the World Week of Prayer in November 2021.

Regulatory Bodies and Statutory Controls

a. Charity Commission and Regulator of Social Housing

YMCA BCG recognises that good governance is essential to the success of a charity. In selecting a Code of Governance to adopt (see below), the Trustees considered their obligations to both the Charity Commission and the Regulator of Social Housing.

A self-assessment review of the Economic and Consumer Standards set by the Regulator of Social Housing took place in the Summer of 2021 undertaken by Chief Officers and nominated Trustees, which was later reported into the Board. Trustees remain confident that the charity remains compliant with the standards.

There were no serious incidents reportable to the Charity Commission or the Regulator of Social Housing during the year.

b. Code of Governance

Following a comparative review by the Governance development Committee, in March 2021 the Trustees adopted the Charity Code of Governance (2020) believing the revised format better suited the needs to the charity. Prior to this, the charity used the National Housing Federation Code of Governance (2015) and it is this latter code which was followed during the reporting year.

The Trustees acknowledge compliance with the latter code, with the exception that its Articles allow a Trustee (as a Director) to be re-appointed to the Board after serving a maximum tenure, where they have left the Board for a period of 1-year (rather than 1-term as defined in the Code). Since the Articles have been prior approved by the Homes & Communities Agency, the Board consider the Articles to take pre eminence. It is also noted that J Oakley, who retired from the Board in October 2019 returned to the Board in November 2020 and, given his considerable experience, has been appointed as Chair.

c. Fundraising Statement

Fundraising undertaken by the Charity for its charitable activities are carried out by employees or volunteers of the Charity. Funds raised outside of contracts and traded income are mainly sourced through charitable grants obtained through a rigorous process of application. Funds presently raised from voluntary donations are principally for specified purposes, namely the 'Moving Forward Fund' with funds raised designated to provide low cost resources to YMCA residents who are in the process of moving into independent accommodation, and also the Glebe centre, with donations raised for the operation of the centre, provision of food and clothing.

No fundraising has been undertaken on behalf of the YMCA Black Country Group (or its charitable subsidiaries) by a contracted third party individual or organisation.

d. Value for Money

A Value for Money Strategy has been developed in compliance with regulatory requirements.

YMCA BCG proactively engages with all of its service users whether this be through one-to-one support, service user meetings or satisfaction questionnaires to ensure that the services delivered are fit for purpose and outcomes achieved. Trustees receive presentations from service users throughout the year, and a report on service user consultation and engagement at its September meeting.

Contracted work won under competitive tendering situations is scrutinised against price and quality, with the need to offer and deliver best value to secure new contracted work. Exempt housing rents are now regularly scrutinised by Local Authorities to ensure they represent value for money. Traded services (e.g. Childcare, Gym, Café etc.) operates within the boundaries of local market forces to moderate price, and (for Childcare) our commitment to quality is judged by Ofsted.

The Finance Policy of YMCA BCG has clear levels of authority delegated to officers but with certain financial transactions based on value and type of expenditure requiring Board approval. Financial and non financial outputs and performance are scrutinised by the Group's Finance Audit and Risk Sub-Committee for variances. In addition, a Corporate Risk Register is maintained, updated and reviewed on a regular basis.

The Group structure has enabled all entities to benefit from cost savings achieved by way of Group-wide procurement. Significant cost savings continue to be achieved in respect of insurance, audit and utility costs.

e. Safeguarding

The Safeguarding Committee is a well-established Committee comprising of Trustees, Governance Members, Designated Safeguarding Lead together with Designated Safeguarding Officers and which meets bi-monthly to scrutinise safeguarding incidents and to ensure compliance with legal and regulatory requirements including the reporting of incidents as they arise to the relevant authorities, including the Charity Commission.

f. Consideration of furthering the Charity's Purposes for the Public Benefit

The Trustees have considered the general guidance on public benefit issued by the Charity Commission and believes that having reviewed the Charity's activities undertaken to achieve its charitable objects, the Charity does indeed provide significant public benefit. Details of these activities are outlined in the Strategic Report above.

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the company and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, WR Partners, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 29 September 2021 and signed on their behalf by:

.....
J Oakley
(Chair of Trustees)

.....
S C Clay
(Chief Executive & Company Secretary)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP

Opinion

We have audited the financial statements of YMCA Black Country Group (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2021 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, the Housing and Regreneration Act 2008 and the accounting direction for Private Registered Providers of Social Housing 2015.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the society's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

- We reviewed the susceptibility of the charitable company's financial statements to material misstatement and identified the principal risks, implementing a series of testing procedures to provide us with sufficient comfort to issue our opinion.
- We reviewed the charitable company's regulatory environment to ensure we could conclude that it had acted in accordance with the framework relevant to the charitable company and its environment and identify any instances of non-compliance.
- We also assessed the charitable company's internal control procedures to ensure we could appropriately scrutinise these controls and establish whether our understanding of the control environment was sufficient to supplement our additional testing procedures.
- The engagement team consisted of a team that the engagement partner believes is equipped with the relevant level of technical and charitable company awareness to carry out our work to the required standard.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF YMCA BLACK COUNTRY GROUP (CONTINUED)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

WR Partners

Andrew Malpass BA FCA (Senior statutory auditor)
for and on behalf of
WR Partners
Chartered Accountants & Statutory Auditors
Belmont House
Shrewsbury Business Park
Shrewsbury
Shropshire
SY2 6LG

30 September 2021

COMPANY STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2021

	Note	2021 £	2020 £
Turnover	3	**4,949,431**	4,902,986
Operating Expenditure	5	**(4,520,770)**	(4,649,699)
Operating Surplus		**428,661**	253,287
Finance Income		**2,654**	4,181
Interest Payable		**(58,252)**	(77,697)
Surplus for the year		**373,063**	179,771
Total comprehensive income for the year		**373,063**	179,771

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2021

Turnover	3	**6,437,021**	6,849,137
Operating Expenditure	5	**(5,759,566)**	(6,586,337)
Operating Surplus		**677,455**	262,800
Finance Income		**2,654**	4,181
Finance Payable		**(58,252)**	(77,697)
Surplus for the year		**621,857**	189,284
Total comprehensive income for the year		**621,857**	189,284

YMCA BLACK COUNTRY GROUP

(A company limited by guarantee)
REGISTERED NUMBER: 4116412

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021

	Note		2021 £		2020 £
Fixed assets					
Housing properties	11		**12,990,015**		*11,682,255*
Tangible assets	12		**923,816**		*943,425*
			13,913,831		*12,625,680*
Current assets					
Stocks	13	**238**		*238*	
Debtors	14	**530,242**		*688,441*	
Cash at bank and in hand		**2,644,458**		*3,215,002*	
		3,174,938		*3,903,681*	
Creditors: amounts falling due within one year	15	**(1,208,426)**		*(1,107,966)*	
Net current assets			**1,966,512**		*2,795,715*
Total assets less current liabilities			**15,880,343**		*15,421,395*
Creditors: amounts falling due after more than one year	16		**(2,290,226)**		*(2,427,995)*
Net assets excluding pension liability			**13,590,117**		*12,993,400*
Defined benefit pension scheme liability	21		**(104,364)**		*(129,504)*
Total net assets			**13,485,753**		*12,863,896*

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

	Note	2021 £	*2020 £*
Charity funds			
Restricted funds		**376,439**	*369,268*
Unrestricted funds		**13,109,314**	*12,494,628*
Total funds		**13,485,753**	*12,863,896*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 29 September 2021 and signed on their behalf by:

J Oakley
(Chair of Trustees)

S C Clay
(Chief Executive & Company Secretary)

The notes on pages 37 to 55 form part of these financial statements.

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)
REGISTERED NUMBER: 4116412

COMPANY BALANCE SHEET
AS AT 31 MARCH 2021

	Note		2021 £		2020 £
Fixed assets					
Housing properties	11		**12,990,015**		*11,682,255*
Tangible assets	12		**211,853**		*210,883*
			13,201,868		*11,893,138*
Current assets					
Debtors	14	**424,645**		*770,571*	
Cash at bank and in hand		**1,411,848**		*1,167,674*	
		1,836,493		*1,938,245*	
Creditors: amounts falling due within one year	15	**(1,715,975)**		*(773,802)*	
Net current assets			**120,518**		*1,164,443*
Total assets less current liabilities			**13,322,386**		*13,057,581*
Creditors: amounts falling due after more than one year	16		**(2,290,226)**		*(2,373,343)*
Net assets excluding pension liability			**11,032,160**		*10,684,238*
Defined benefit pension scheme liability	21		**(104,364)**		*(129,504)*
Total net assets			**10,927,796**		*10,554,734*

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

	Note	2021 £	2021 £	2020 £	2020 £
Charity funds					
Restricted funds			**27,482**		*23,994*
Unrestricted funds			**10,900,314**		*10,530,740*
Total funds			**10,927,796**		*10,554,734*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

J Oakley
(Chair of Trustees)
Date: 29 September 2021

S C Clay
(Chief Executive & Company Secretary)

The notes on pages 37 to 55 form part of these financial statements.

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

Group Statement of Changes in Equity

	Revenue Reserves	Designated Reserves	Revaluation Reserves	Restricted Reserves	2021	2020
	£	£	£	£	£	£
At 1 April	7,694,946	1,969,000	2,830,681	369,268	12,863,896	12,674,612
2020 transfer adjustment	934,997	- 934,997	-	-	-	-
Surplus for the year	- 285,281	899,967	-	7,171	621,857	189,284
Transfers	747,195	- 747,195	-	-	-	-
	9,091,857	**1,186,775**	**2,830,681**	**376,439**	**13,485,753**	12,863,896

Company Statement of Changes in Equity

	Revenue Reserves	Designated Reserves	Revaluation Reserves	Restricted Reserves	2021	2020
	£	£	£	£	£	£
At 1 April	5,758,864	1,941,192	2,830,681	23,994	10,554,734	10,374,963
2020 transfer adjustment	934,997	- 934,997	-	-	-	-
Surplus for the year	369,574	-	-	3,488	373,063	179,771
Transfers	747,195	- 747,195	-	-	-	-
	7,810,632	**259,000**	**2,830,681**	**27,482**	**10,927,797**	10,554,734

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash used in operating activities	17	**1,052,789**	*712,326*
Cash flows from investing activities			
Dividends, interests and rents from investments		**2,654**	*4,181*
Purchase of tangible fixed assets		**(83,159)**	*(1,265,640)*
Purchase of housing properties		**(1,459,426)**	-
Net cash used in investing activities		**(1,539,931)**	**(1,261,459)**
Cash flows from financing activities			
Repayments of borrowing		**(83,402)**	*(72,785)*
Net cash used in financing activities		**(83,402)**	**(72,785)**
Change in cash and cash equivalents in the year		**(570,544)**	**(621,918)**
Cash and cash equivalents at the beginning of the year		**3,215,002**	*3,836,920*
Cash and cash equivalents at the end of the year	18	**2,644,458**	*3,215,002*

The notes on pages 37 to 55 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. General information

YMCA Black Country Group is a private company limited by guarantee, registered in England and Wales. The charitable company's registered number and registered address can be found on the Company information page. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The principal activity of the company is the provision of social housing.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and comply with the Accounting Direction for Private Registered Providers of Social Housing 2015, the Statement of Recommended Practice for Social Housing Providers (SORP) and the Housing and Registration Act 2008.

YMCA Black Country Group has prepared the financial statements in accordance with FRS102.

2.2 Turnover

Turnover represents rent and service charges receivable (net of losses from voids), revenue grants and charitable fees and donations.

2.3 Basis of consolidation

The financial statements consolidate the accounts of YMCA Black Country Group and all of its subsidiary undertakings ('subsidiaries').

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Consolidated statement of financial activities as the related expenditure is incurred.

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Long-term leasehold property	- Over the term of the lease
Fixtures and fittings	- 20-25% straight line
Office equipment	- 15% reducing balance
Computer equipment	- 33.3% straight line
Major Components	- See below

Major components in housing properties are to be treated as seperable assets and depreciated over their estimated useful lives as follows:

Buildings - 100 years
Roof - 70 years
Electrics - 40 years
Windows/Doors/Bathrooms - 30 years
Kitchen - 20 years
Boiler - 15 years

2.7 Revaluation of tangible fixed assets

The company has adopted the revaluation model to revalue items of property, plant and equipment whose fair value can be measured reliably. The revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

The fair value of land and buildings is usually determined from market-based evidence by appraisal that is normally undertaken by professional qualified valuers. The fair value of items of plant and machinery is usually their market value determined by appraisal.

Revaluation gains and losses are recognised in other comprehensive income and accumulated in equity.

2.8 Interest receivable

Interest of funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

2. Accounting policies (continued)

2.9 Operating leases

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.13 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.14 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Accounting policies (continued)

2.15 Social Housing grants (SHG) and other grants

Government grants are recognised as revenue when the grant proceeds are received or receviable. Where a grant imposes specific future performance related conditions it is recognised as revenue when the performance-related conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability. Where government grant is provided for the construction of housing properties with a specific scheme, then the performance related condition is met when the construction of the housing properties is complete.

2.16 Pensions

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in the Consolidated statement of comprehensive income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of financial position. The assets of the plan are held separately from the Group in independently administered funds.

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

As described in note 19 YMCA Black Country Group has a contractual obligation to make pension deficit payments over the period to April 2027, accordingly this is shown as a liability in these accounts. In addition, YMCA Black Country Group is required to contribute to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

2.17 Fund accounting

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

2. Accounting policies (continued)

2.18 Gift Aid payments

Gift aid paments are charged as distributions of reserves in accordance with the guidance included in the institute of Chartered Accountants technical release 'Guidance on donations by a company to its parent charity'.

2.19 Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. In the opinion of the Trustees there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

3. Turnover, Operating Costs and Operating Surplus

Group	2021 Turnover £	2021 Operating Expenses £	2021 Operating Surplus £	2020 Turnover £	2020 Operating Expenses £	2020 Operating Surplus £
Expenditure from lettings						
Accommodation	**5,123,670**	**(3,674,764)**	**1,448,906**	5,194,356	(3,007,097)	2,187,259
Other Income & Expenditure						
Community Activities	**1,216,099**	**(2,084,802)**	**(868,703)**	1,329,874	(3,579,240)	(2,249,366)
Donations	**41,266**	-	**41,266**	75,207	-	75,207
Other Income	**(133,956)**	-	**(133,956)**	249,700	-	249,700
Furlough Income	**189,942**	-	**189,942**			
Total	**6,437,021**	**(5,759,566)**	**677,455**	6,849,137	(6,586,337)	262,800

Company	2021 Turnover £	2021 Operating Expenses £	2021 Operating Surplus £	2020 Turnover £	2020 Operating Expenses £	2020 Operating Surplus £
Expenditure from lettings						
Accommodation	**2,802,534**	**(2,365,381)**	**437,153**	2,764,384	(2,455,564)	308,820
Other Income & Expenditure			-			
Community Activities	**546,460**	**(2,155,389)** -	**1,608,929**	536,247	(2,194,135)	(1,657,888)
Donations	**13,507**	-	**13,507**	62,204	-	62,204
Other Income	**1,516,701**	-	**1,516,701**	1,540,151	-	1,540,151
Furlough Income	**70,229**	-	**70,229**	-	-	-
Total	**4,949,431**	**(4,520,770)**	**428,661**	4,902,986	(4,649,699)	253,287

4. Turnover from lettings

	Group £ 2020	Group £ 2019	Company £ 2021	Company £ 2020
Income from lettings				
Rent receivable	**3,634,810**	3,482,802	**2,553,789**	2,497,961
Net Rent Receivable				
Supporting people - grant	**140,000**	492,390	**105,000**	105,000
Supported lodgings	**143,745**	161,423	**143,745**	161,423
Total income from lettings	**3,918,555**	4,136,615	**2,802,534**	2,764,384
Rent Losses from voids	**464,731**	306,145	**325,070**	170,479

5. Operating costs

	Group 2021 £	Group 2020 £	**Company 2021 £**	Company 2020 £
People Related	**36,006**	66,813	**11,763**	35,674
Premises Related	**788,778**	700,956	**554,931**	570,888
Office Costs	**34,662**	30,547	**28,980**	27,533
Direct Activity Costs	**339,955**	346,312	**289,405**	300,715
Other Direct Expenses	**89,212**	-	**-**	-
Other Operating Overhead	**71,588**	82,498	**21,967**	19,859
Recharges	**-**	-	**722,200**	573,667
Bad Debts	**107,809**	127,537	**82,145**	88,326
Bank Charges	**781**	1,153	**-**	-
Travel Costs	**1,165**	6,483	**-**	-
Programme Delivery	**218,773**	171,035	**-**	-
Salaries	**1,611,810**	1,134,940	**446,025**	525,035
NIC	**98,405**	81,314	**34,720**	40,767
Pension	**40,244**	29,187	**13,766**	16,357
Depreciation	**235,579**	205,515	**159,481**	179,044
Total Operating Costs from Lettings	**3,674,767**	**2,984,291**	**2,365,383**	**2,377,866**
Other Operating Costs	2,084,799	3,602,046	2,155,387	2,271,831
Total Operating costs	**5,759,566**	**6,586,337**	**4,520,770**	**4,649,697**

6. Finance income

	Group 2021 £	*Group 2020 £*	**Company 2021 £**	*Company 2020 £*
Bank Interest	**2,654**	*4,181*	**2,654**	*4,181*
	2,654	*4,181*	**2,654**	*4,181*

7. Interest payable

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Loan Interest payable	**58,252**	*77,697*	**58,252**	*77,697*
	58,252	*77,697*	**58,252**	*77,697*

No interest was capitalised in the year (2020: £Nil).

8. Net Income/(Expenditure)

This is stated after charging:

	2021 £	*2020 £*
Depreciation of tangible fixed assets	**102,768**	*125,086*
Depreciation of housing properties	**151,666**	*161,628*
Auditors remuneration	**19,200**	*18,500*
Operating lease rentals	**411,730**	*387,688*

During the year, no Trustees received any remuneration (2020: £Nil).
During the year, no Trustees received any benefits in kind (2020: £Nil).

9. Staff costs

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Wages and salaries	**2,909,339**	*3,331,042*	**1,743,554**	*1,772,505*
Social security costs	**199,410**	*226,990*	**135,725**	*137,628*
Contribution to defined contribution pension schemes	**80,291**	*86,106*	**53,813**	*55,220*
	3,189,040	*3,644,138*	**1,933,092**	*1,965,353*

Included in the above, are £13,127 (2020: £Nil) redundancy payments paid out to 1 employee.

9. Staff costs (continued)

The average number of persons employed by the company during the year was as follows:

	Group 2021 No.	*Group 2020 No.*
Average staff numbers	**178**	*178*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2021 No.	*Group 2020 No.*
In the band £70,001 - £80,000	1	*1*

Directors' and Senior Executives Emoluments

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Emoluments	**238,887**	*190,998*	**63,798**	*72,562*
Pension contributions	**15,463**	*27,879*	**10,347**	*17,960*
	254,350	*218,877*	**74,145**	*90,522*

The chief executive is included in the YMCA Pension Scheme and is an ordinary member of the scheme. No enhanced or special terms apply. During the period the total amount contributed to the individual pension arrangement was £10,347 (2020: £17,960).

10. Taxation Status

YMCA Black Country Group is a company limted by guarantee, a registered charity and is registered with the Regulator of Social Housing under the Housing and Regeneration Act 2008.

The Company has charitable status for tax purposes and no liability to corporation tax arises.

11. Housing Properties

Group and Company

	Housing Properties £
Cost	
At 1 April 2020	**12,429,299**
Additions	**1,459,426**
At 31 March 2021	**13,888,725**
Depreciation	
At 1 April 2020	**747,044**
Charge for the year	**151,666**
At 31 March 2021	**898,710**
Net book value	
At 31 March 2021	**12,990,015**
At 31 March 2020	*11,682,255*

12. Tangible fixed assets

Group

	Long-term leasehold property £	Fixtures and fittings £	Office equipment £	Computer equipment £	Other fixed assets £	Total £
Cost or valuation						
At 1 April 2020	**1,234,839**	**879,778**	**167,629**	**74,552**	**9,000**	**2,365,798**
Additions	**10,555**	**31,640**	**-**	**-**	**40,964**	**83,159**
At 31 March 2021	**1,245,394**	**911,418**	**167,629**	**74,552**	**49,964**	**2,448,957**
Depreciation						
At 1 April 2020	**534,295**	**670,325**	**150,662**	**67,091**	**-**	**1,422,373**
Charge for the year	**64,924**	**28,970**	**4,942**	**3,932**	**-**	**102,768**
At 31 March 2021	**599,219**	**699,295**	**155,604**	**71,023**	**-**	**1,525,141**
Net book value						
At 31 March 2021	**646,175**	**212,123**	**12,025**	**3,529**	**49,964**	**923,816**
At 31 March 2020	*700,544*	*209,453*	*16,967*	*7,461*	*9,000*	*943,425*

12. Tangible fixed assets (continued)

Company

	Long-term leasehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2020	**157,036**	**266,253**	**22,280**	**445,569**
Additions	**-**	**29,099**	**-**	**29,099**
At 31 March 2021	**157,036**	**295,352**	**22,280**	**474,668**
Depreciation				
At 1 April 2020	**-**	**219,323**	**15,363**	**234,686**
Charge for the year	**6,004**	**18,321**	**3,804**	**28,129**
At 31 March 2021	**6,004**	**237,644**	**19,167**	**262,815**
Net book value				
At 31 March 2021	**151,032**	**57,708**	**3,113**	**211,853**
At 31 March 2020	*157,036*	*46,930*	*6,917*	*210,883*

13. Stocks

	Group 2021 £	*Group 2020 £*
Food for nurseries	**238**	*238*

14. Debtors

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Due within one year				
Trade debtors	**383,258**	*486,838*	**308,995**	*332,946*
Amounts owed by group undertakings	**-**	*-*	**16,781**	*332,083*
Other debtors	**28,857**	*66,943*	**28,401**	*18,204*
Prepayments and accrued income	**118,127**	*134,660*	**70,468**	*87,338*
	530,242	*688,441*	**424,645**	*770,571*

Provisions for bad and doubtful debts included above for the group are £167,705 (2020: £120,375).

Provsions for bad and doubtful debts included above for the company are £142,824 (2020: £91,778).

Rent arrears included within the above for the group are £496,477 (2020: £430,153) and for the company are £414,547 (2020: £316,519).

15. Creditors: Amounts falling due within one year

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Bank loans	**81,114**	*81,399*	**81,114**	*81,399*
Trade creditors	**480,470**	*227,948*	**436,827**	*165,282*
Amounts owed to group undertakings	**-**	*-*	**678,139**	*-*
Other taxation and social security	**27,104**	*42,648*	**23,302**	*13,050*
Other creditors	**166,173**	*84,373*	**160,461**	*21,717*
Accruals and deferred income	**453,565**	*671,598*	**336,132**	*492,354*
	1,208,426	*1,107,966*	**1,715,975**	*773,802*

16. Creditors: Amounts falling due after more than one year

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Bank loans	**2,290,226**	*2,373,343*	**2,290,226**	*2,373,343*
Other creditors	**-**	*54,652*	**-**	*-*
	2,290,226	*2,427,995*	**2,290,226**	*2,373,343*

Included within the above are amounts falling due as follows:

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Between one and two years				
Bank loans	**83,582**	*81,114*	**83,582**	*81,114*
Between two and five years				
Bank loans	**174,687**	*169,531*	**174,687**	*169,531*
Over five years				
Bank loans	**2,031,957**	*2,122,698*	**2,031,957**	*2,122,698*

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Repayable by instalments				
Payable or repayable by instalments	**2,031,957**	*2,122,698*	**2,031,957**	*2,122,698*
	2,031,957	*2,122,698*	**2,031,957**	*2,122,698*

Bank loans totalling £2,371,340 (2020: £2,454,742) are secured by fixed charge over the freehold property.

Bank loan term of repayment are monthly and interest is payabe at 2.25% above the base rate of the Bank of England over the principal amount.

17. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2021 £	*Group 2020 £*
Net income for the year (as per Statement of Financial Activities)	**621,857**	*189,285*
Adjustments for:		
Depreciation charges	**254,434**	*286,714*
Interest income	**(2,654)**	*(4,181)*
Decrease in debtors	**158,199**	*60,263*
Increase in creditors	**46,093**	*205,642*
Decrease in provisions	**(25,140)**	*(25,397)*
Net cash provided by operating activities	**1,052,789**	*712,326*

18. Analysis of cash and cash equivalents

	Group 2021 £	*Group 2020 £*
Cash in hand	**2,644,458**	*3,215,002*
Total cash and cash equivalents	**2,644,458**	*3,215,002*

19. Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	**3,215,002**	**(570,544)**	**2,644,458**
Debt due within 1 year	**(81,399)**	**285**	**(81,114)**
Debt due after 1 year	**(2,373,343)**	**83,117**	**(2,290,226)**
	760,260	**(487,142)**	**273,118**

20. Capital commitments

	Group 2021 £	*Group 2020 £*	Company 2021 £	*Company 2020 £*
Contracted for but not provided in these financial statements				
Acquisition of tangible fixed assets	**989,665**	*2,797,934*	**989,665**	*2,797,934*

21. Pension commitments

Defined Contribution Scheme

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £80,291 (2020: £86,106).

Defined Benefit Scheme

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

The most recent completed three year valuation was as at 1 May 2020. 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 2.59% and 1.09% respectively, the increase in pensions in payment of 2.99% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.0 years, female 24.4 years, and 23.7 years for a male pensioner, female 26.1 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £146.1m, which represented 79% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2020 showed that the YMCA Pension Plan had a deficit of £36 million. YMCA Black Country Group has been advised that it will need to make monthly contributions of £2,035 from 1 May 2021. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. The current recovery period is 8 years commencing 1st May 2021.

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

Reconciliation of opening and closing provision

	2021	*2020*
	£	£
Provision at the start of the year	**129,504**	*154,901*
Deficit contribution paid	**(25,140)**	*(25,397)*
	104,364	***129,504***

22. Operating lease commitments

At 31 March 2021 the Group and the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2021	*Group 2020*	Company 2021	*Company 2020*
	£	£	£	£
Not later than 1 year	**395,180**	*412,646*	**136,880**	*176,563*
Later than 1 year and not later than 5 years	**493,192**	*510,054*	**269,800**	*313,763*
Later than 5 years	**162,500**	*38,000*	**-**	*-*
	1,050,872	*960,700*	**406,680**	*490,326*

23. Related party transactions

YMCA Black Country Group which is registered in England and Wales is the ultimate parent undertaking of:

YMCA Wolverhampton - a company limited by guarentee and a registered charity in England and Wales

YMCA Walsall (Previously trading as First Base Walsall) - a company limited by guarentee and a registered charity in England and Wales

None are registered with the Regulator of Social Housing.

Transactions with Non-Regulated Subsidiaries

	2021	2020
	£	£
Management Charge Expenditure		
YMCA Wolverhampton	-	-
YMCA Walsall	-	-
Rental Expenditure		
YMCA Wolverhampton	115,248	47,221
YMCA Walsall	30,709	20,000
Premises Related Expenditure		
YMCA Wolverhampton	-	-
YMCA Walsall	-	-
Management Charge Income		
YMCA Wolverhampton	289,490	276,721
YMCA Walsall	90,588	57,556
Rental Income		
YMCA Wolverhampton	97,852	79,600
YMCA Walsall	60,000	60,000
Premises Related Income		
YMCA Wolverhampton	43,784	33,600
YMCA Walsall	6,360	6,360

24. Controlling party

The ultimate parent company is YMCA Black Country Group, a charitable company registered in England and Wales.