

**YMCA BLACK COUNTRY GROUP**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**



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**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:

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2022**

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<b>Trustees</b>	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
<b>Company registered number</b>	4116412
<b>Charity registered number</b>	1086320
<b>Registered office</b>	38 Carters Green West Bromich West Midlands B70 9LG
<b>Company secretary</b>	S C Clay
<b>Chief executive officer</b>	S C Clay
<b>Independent auditors</b>	WR Partners Chartered Accountants & Statutory Auditors Belmont House Shrewsbury Business Park Shrewsbury Shropshire SY2 6LG
<b>Bankers</b>	Unity Trust Bank PLC Four Brindley Place Birmingham B1 2JB
<b>Solicitors</b>	MFG Solicitors LLP Pamore House Hall Court Hall Park Way Overdale Telford TF3 4LX

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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<b>Solicitors (Human Resources)</b>	Irwin Mitchell Solicitors 31 Temple Street, Birmingham, B2 5DB Anthony Collins 134 Edmund Street, Birmingham, B3 2ES
<b>Solicitors (Operations &amp; Developments)</b>	Wright Hassall LLP Olympus Avenue, Royal Leamington Spa, Warwick. CV34 6BF
<b>Internal auditor</b>	TIAA Limited Artillery House, Fort Fareham, Newgate Lane, Fareham
<b>Chief Officer Team</b>	Chief Executive Officer - Stephen Clay Chief Corporate Officer - Jill Law Chief Operations Officer (Places) - Sally Cowan Chief Operations Officer (Programmes) - Joanne Goldie
<b>Registered Provider of Social Housing Number</b>	L4550

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**CHAIR'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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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.

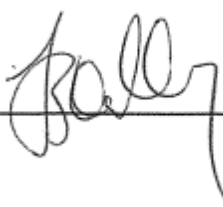
Our recovery from coronavirus was hampered by continued waves of staff sickness and self-isolation, and our office lets and meeting areas experienced lower occupancy levels than anticipated.

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



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**TRUSTEES' REPORT (incorporating strategic report)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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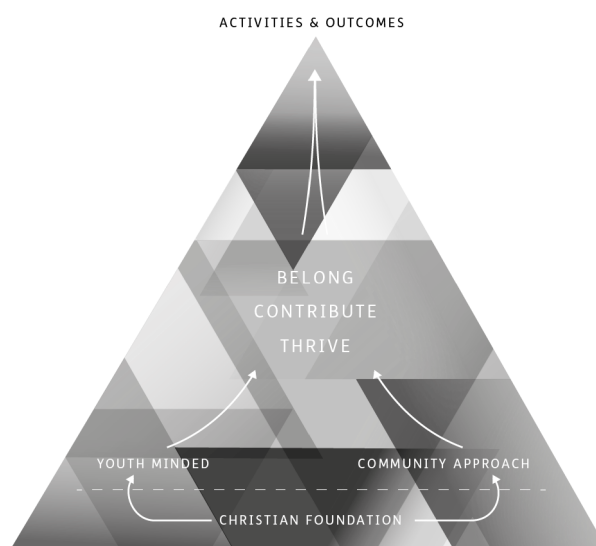
**Objectives and activities**

**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

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**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 its 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.

<b>Places of Transformation</b> <b>Focus 1:</b> <i>A YMCA BC presence spread across our area, with transformational community impact.</i>	
<b>Delivered By</b>	<b>2025 Aim</b>
<ul style="list-style-type: none"> <li>Sustainable 'Community Branches' that have sustainable 'economic engines' principally based on childcare and accommodation, and from which other community services can be delivered.</li> <li>Community Outreach locations, which meet strategically identified needs.</li> <li>Community awareness of YMCA presence &amp; positive impact.</li> </ul>	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
<b>Programmes for People</b> <b>Focus 2:</b> <i>People development programmes, covering the range of YMCA BCG services.</i>	
<b>Delivered By</b>	<b>2025 Aim</b>
<ul style="list-style-type: none"> <li>Learning &amp; Skills / Health &amp; Well-Being / Family Work / Support &amp; Advice programmes which evidence impact, provided from Community Branches/ Outreach Locations, or where area-wide/specialist services meet strategic need.</li> <li>Focusing on the distinctive of YMCA BCG, our 'connected community' approach and our unique ethos and values.</li> <li>Nurturing a mixed model of social enterprise, alongside donor-based and commissioned services.</li> </ul>	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



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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Objectives and activities (continued)**

<b>Focus 3: Empowering Young People</b> <i>Special emphasis on enabling young people aged 0-35 years, to Belong, Contribute &amp; Thrive.</i>	
<b>Delivered By</b>	<b>2025 Aim</b>
<ul style="list-style-type: none"> <li>Informal education youth work, linked to YMCA BCG programme areas – delivered in YMCA Community Branches and Outreach locations.</li> <li>Providing 'Belong, Contribute, Thrive' progression routes in Community Branches for young people to grow within the YMCA environment ... from child to teenager to adult.</li> <li>Empowering young staff / volunteers / trustees to Belong, Contribute &amp; Thrive.</li> </ul>	<p>Created a sustainable youth-work model regularly reaching 500 teenagers {450 / month}</p> <p>Birth - Youth - Adult progression routes in 4 Community Branches {tbc in 2022/23}</p> <p>50 young staff thrive through 'Group' task-groups which stretch them</p> <p>100 young people contribute as volunteers annually {tbc in 2022/23}</p> <p>Increase trustees aged under 35 (1) {1}</p> <p>* ( ) Number in 2019 { } in 2022</p>
<b>Focus 4: Growing Ethos &amp; Values</b> <i>Nurturing an inclusive Christian culture, where everyone benefits.</i>	
<b>Delivered By</b>	<b>2025 Aim</b>
<ul style="list-style-type: none"> <li>Effective Induction and the consistency of Christian Mission across the group. (e.g. spiritual content programme in nurseries)</li> <li>Establishing Ethos Champions in all YMCA BCG locations.</li> <li>Developing youth work which links into Church / Missional opportunities.</li> <li>Supporting Christian Mission growth through YMCA, locally, nationally and globally.</li> </ul>	<p>50 Governance Members (18) {19}</p> <p>100% complete full induction within 3 months {currently at 68%}</p> <p>90% of locations have a trained ethos champion (0) {6/15 40%}</p> <p>All curriculums embed Mind Body &amp; Spirit and Belong, Contribute &amp; Thrive {new childcare curriculum}</p> <p>5 Church youth work partnerships working with over 100 young people {2 in development}</p> <p>Over 70% of staff engage in Christian Mission events annually {tbc in 2022/23}</p> <p>A national Christian Mission strategy established which contributes to World YMCA</p> <p>* ( ) Number in 2019 { } in 2022</p>

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Objectives and activities (continued)**

<b>Investing in Talent</b> <b>Focus 5:</b> <i>Crafting a skilled, motivated and creative staff team to implement the Strategic Guide..</i>	
<b>Delivered By</b>	<b>2025 Aim</b>
<ul style="list-style-type: none"><li>• Specific emphasis on the development / acquisition of Entrepreneurial Leadership, Spiritual Leadership and Organisational Management / Leadership</li><li>• Recruiting &amp; retaining excellent staff, continually developed and who exemplify our Ethos &amp; Values.</li><li>• Becoming a Real Living Wage employer</li></ul>	<p>20 staff have undertaken Entrepreneurial / Spiritual / Organisational leadership development (or were recruited for these skills)</p> <p>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.</p> <p>Real Living Wage implementation completed</p>

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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 Borders / Other	Rugeley, Cannock Chase, Cosford, Shawbury

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**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

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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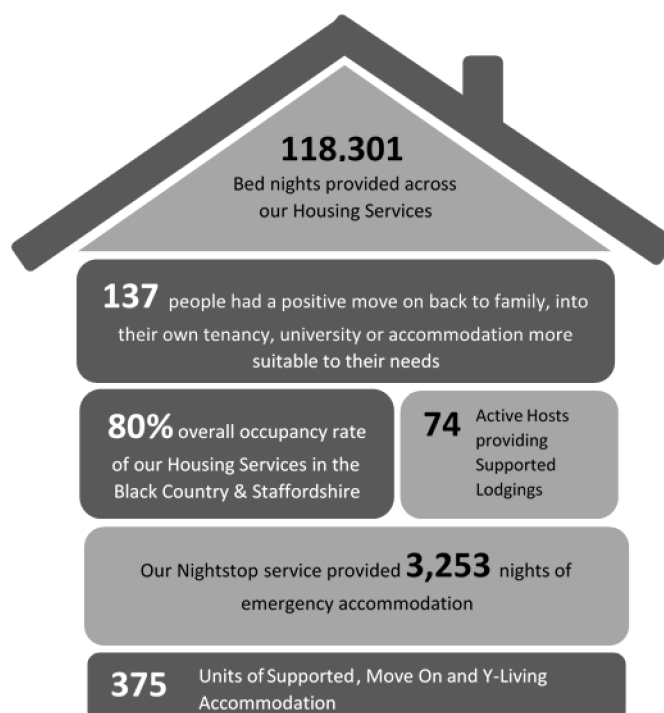
**Strategic report (continued)**

**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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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.

<b>Community Branch</b>	<b>Programme Activity</b>
Walsall Central	<p>Over the past twelve months <b>Community Development Work</b> 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.</p> <p>Programmes at the <b>Glebe Centre*</b> 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.</p> <p>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.</p>
West Bromwich Central	<p>The <b>Ygym and Coffee Shop</b> 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.</p> <p>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.</p> <p>Western Gateway's <b>Starter and Social Business Units</b> – 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.</p>

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Strategic report (continued)**

**Achievements and performance (continued)**

Community Outreach Locations	Programme Activity
Black Country-Wide	<p>Our <b>Mentoring Advice &amp; Guidance Programme</b>, 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.</p> <p>We have continued to develop Litmos, our new <b>online learning platform</b>. 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.</p> <p>YMCA Black Country Group has also been successful in being one of the 10 pilot sites for the <b>national mentoring programme: Y's girls</b>. 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.</p>
Wolverhampton-Wide	<p>The <b>Youth Work Programme, Y's Youth</b> 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.</p> <p>The <b>Adult Learning**</b> 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.</p> <p>Throughout 2021/2022 YMCA has operated as a gateway for <b>Kickstart placements**</b>, 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.</p>
Dudley	<p><b>Wrens Nest Navigators</b> 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.</p>
Staffordshire Borders	<p>The <b>RAF Airplay**</b> contract began in January 2022. This has seen the <b>youth work teams</b> 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.</p>

\* Delivered by YMCA Walsall

\*\* Delivered by YMCA Wolverhampton

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**YMCA BLACK COUNTRY GROUP**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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 31<sup>st</sup> 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.



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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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 conversion of 53 Walsall Street in Wednesbury was commissioned toward the end of the year and is 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 anticipated by the beginning of 2023.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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 position 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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
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**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 31<sup>st</sup> 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 31<sup>st</sup> 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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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 Register. 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 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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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:

<b>Sex</b>		<b>Age</b>				<b>Ethnicity</b>	
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.

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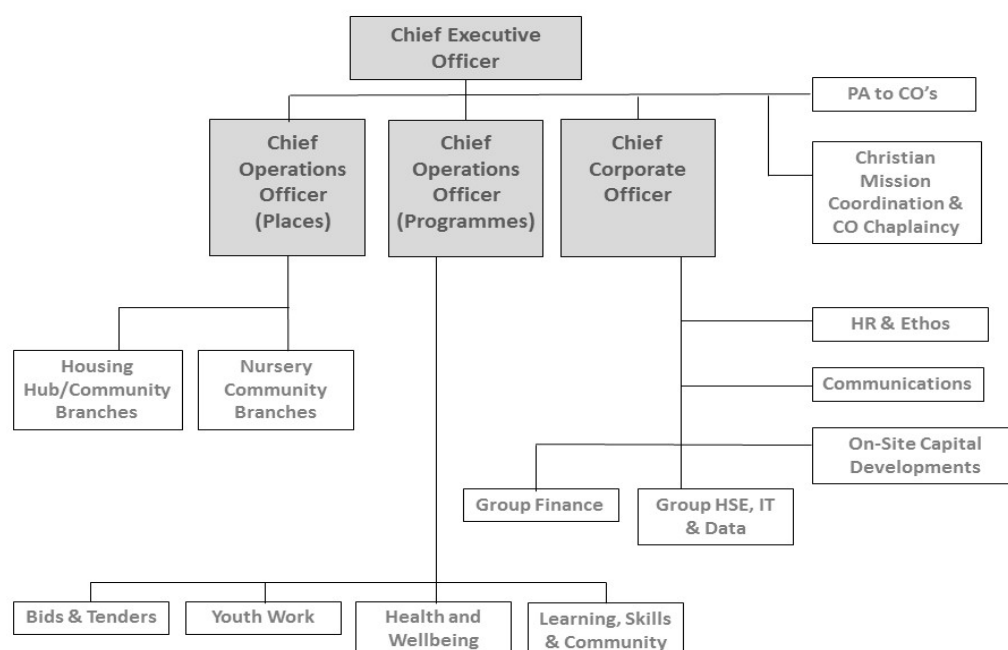
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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
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**Structure, governance and management (continued)**



**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.



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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
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**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.
<b>Finance Audit &amp; Risk</b> 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
<b>Safeguarding</b> 6/year	Safeguarding Policy, reports, incidents and claims, trends and actions	Geoff Stonyer (Ch.) John Welsby Jayne Sargeant	Hazel Bloxham
<b>Governance Development</b> 3/year	Governance code, Trustee succession, training & development	Seinde Balogun (Ch.) Jonathan Rowe	
<b>Capital Projects</b> 3/year	Current and future capital development	Phil Walker (Ch.) Grace England Geoff Stonyer Jeremy Oakley	Eric Moore
<b>Human Resources</b> 2/year	HR & Ethos Policy, HR KPIs, employee relations and claims, trends and actions. GOR posts.	Anna Walsh (Ch.) Jeremy Oakley Jonathan Rowe	
<b>Health &amp; Safety</b> 2/year	Health & Safety Policy, reports, incidents & claims, trends and actions	Seinde Balogun (Ch.) Phil Walker	
<b>Executive Remuneration</b> 1/year	Chief Officer remuneration, CEO supervision & review, Chief Officer appointments & succession	Anna Walsh (Ch.) Jonathan Rowe Jeremy Oakley (non-voting)	

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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:

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**FOR THE YEAR ENDED 31 MARCH 2022**

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**Structure, governance and management (continued)**

	Number	Age		Sex		Ethnicity	
<b>Senior Managers</b>	16	16-35	1	Female	11	BAME	2
		36-55	11	Male	5	White	14
		56-65	1				
		66+	3				
<b>Managers / Supervisors</b>	26	16-35	10	Female	24	BAME	5
		36-55	11	Male	2	White	21
		56-65	5				
		66+	0				
<b>Other Staff / Volunteers</b>	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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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: 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: 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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
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**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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
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**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.

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**TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)**  
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**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**

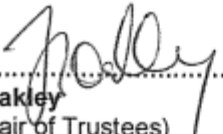
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- 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)



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**YMCA BLACK COUNTRY GROUP**  
**(A company limited by guarantee)**

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

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**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 Regeneration 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.

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**YMCA BLACK COUNTRY GROUP**  
**(A company limited by guarantee)**

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

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**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.

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**YMCA BLACK COUNTRY GROUP**  
**(A company limited by guarantee)**

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

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**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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

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**YMCA BLACK COUNTRY GROUP**  
(A company limited by guarantee)

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

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**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:

*26<sup>th</sup> September 2022*

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**YMCA BLACK COUNTRY GROUP**  
(A company limited by guarantee)

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**COMPANY STATEMENT OF COMPREHENSIVE INCOME**  
**AS AT 31 MARCH 2022**

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	Note	2022 £	2021 £
Turnover	3	5,284,841	4,949,431
Operating Expenditure	5	<u>(5,026,990)</u>	<u>(4,520,770)</u>
<b>Operating Surplus</b>		<b>257,851</b>	428,661
Finance Income		<b>406</b>	2,654
Interest Payable		<u>(74,300)</u>	<u>(58,252)</u>
<b>Surplus for the year</b>		<b>183,957</b>	373,063
<b>Total comprehensive income for the year</b>		<u><b>183,957</b></u>	<u>373,063</u>

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**YMCA BLACK COUNTRY GROUP**  
(A company limited by guarantee)

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**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**  
**AS AT 31 MARCH 2022**

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Turnover	3	<b>6,758,161</b>	6,437,021
Operating Expenditure	5	<b><u>(6,763,312)</u></b>	<u>(5,759,566)</u>
<b>Operating Surplus/(Deficit)</b>		<b>(5,151)</b>	677,455
Finance Income		<b>406</b>	2,654
Finance Payable		<b><u>(74,300)</u></b>	<u>(58,252)</u>
<b>Surplus/(Deficit) for the year</b>		<b>(79,045)</b>	621,857
<b>Total comprehensive income for the year</b>		<b><u><u>(79,045)</u></u></b>	<u><u>621,857</u></u>

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

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 MARCH 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Housing properties	11	15,198,461	12,990,015
Tangible assets	12	1,046,790	923,816
		<u>16,245,251</u>	<u>13,913,831</u>
<b>Current assets</b>			
Stocks	13	238	238
Debtors	14	673,117	530,242
Cash at bank and in hand		3,189,405	2,644,458
		<u>3,862,760</u>	<u>3,174,938</u>
Creditors: amounts falling due within one year	15	<u>(2,150,755)</u>	<u>(1,208,426)</u>
<b>Net current assets</b>		<u>1,712,005</u>	<u>1,966,512</u>
<b>Total assets less current liabilities</b>		<u>17,957,256</u>	<u>15,880,343</u>
Creditors: amounts falling due after more than one year	16	(4,471,277)	(2,290,226)
<b>Net assets excluding pension liability</b>		<u>13,485,979</u>	<u>13,590,117</u>
Defined benefit pension scheme liability	21	(79,271)	(104,364)
<b>Total net assets</b>		<u><u>13,406,708</u></u>	<u><u>13,485,753</u></u>

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

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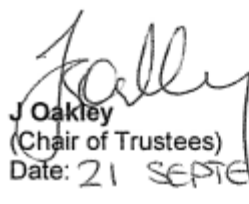
**CONSOLIDATED BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2022**

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	Note	2022 £	2021 £
<b>Charity funds</b>			
Restricted funds		<b>406,745</b>	376,439
Unrestricted funds		<b>12,999,963</b>	13,109,314
<b>Total funds</b>		<b>13,406,708</b>	<b>13,485,753</b>

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 £
<b>Fixed assets</b>			
Housing properties	11	15,198,461	12,990,015
Tangible assets	12	193,559	211,853
		<u>15,392,020</u>	<u>13,201,868</u>
<b>Current assets</b>			
Debtors	14	976,265	424,645
Cash at bank and in hand		1,118,176	1,411,848
		<u>2,094,441</u>	<u>1,836,493</u>
Creditors: amounts falling due within one year	15	(1,824,160)	(1,715,975)
<b>Net current assets</b>		<u>270,281</u>	<u>120,518</u>
<b>Total assets less current liabilities</b>		<u>15,662,301</u>	<u>13,322,386</u>
Creditors: amounts falling due after more than one year	16	(4,471,277)	(2,290,226)
<b>Net assets excluding pension liability</b>		<u>11,191,024</u>	<u>11,032,160</u>
Defined benefit pension scheme liability	21	(79,271)	(104,364)
<b>Total net assets</b>		<u><u>11,111,753</u></u>	<u><u>10,927,796</u></u>

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

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**COMPANY BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2022**


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	Note	2022 £	2021 £
<b>Charity funds</b>			
Restricted funds		27,482	27,482
Unrestricted funds		11,084,271	10,900,314
<b>Total funds</b>		<u>11,111,753</u>	<u>10,927,796</u>

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.

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

**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	-	-	-	-
	<b>9,144,243</b>	<b>1,025,038</b>	<b>2,830,681</b>	<b>406,745</b>	<b>13,406,708</b>	<b>13,485,753</b>

**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	-	-	-	-
	<b>7,997,572</b>	<b>256,017</b>	<b>2,830,681</b>	<b>27,482</b>	<b>11,111,753</b>	<b>10,927,797</b>

**YMCA BLACK COUNTRY GROUP**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

	Note	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	17	881,566	1,052,789
<b>Cash flows from investing activities</b>			
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)
<b>Net cash used in investing activities</b>		(2,587,723)	(1,539,931)
<b>Cash flows from financing activities</b>			
Cash inflows from new borrowing		2,516,290	-
Repayments of borrowing		(265,186)	(83,402)
<b>Net cash provided by/(used in) financing activities</b>		2,251,104	(83,402)
<b>Change in cash and cash equivalents in the year</b>		544,947	(570,544)
Cash and cash equivalents at the beginning of the year		2,644,458	3,215,002
<b>Cash and cash equivalents at the end of the year</b>	18	3,189,405	2,644,458

The notes on pages 43 to 61 form part of these financial statements

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**YMCA BLACK COUNTRY GROUP**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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.

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**YMCA BLACK COUNTRY GROUP**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**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 separable 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.

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**YMCA BLACK COUNTRY GROUP**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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.

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**YMCA BLACK COUNTRY GROUP**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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.



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**YMCA BLACK COUNTRY GROUP**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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 payments 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.

**YMCA BLACK COUNTRY GROUP**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**3. Turnover, Operating Costs and Operating Surplus**

Group	2022 Turnover £	2022 Operating Expenses £	2022 Operating Surplus £	2021 Turnover £	2021 Operating Expenses £	2021 Operating Surplus £
<b>Expenditure from lettings</b>						
Accommodation	4,873,812	(3,726,815)	1,146,997	5,123,670	(3,674,764)	1,448,906
<b>Other Income &amp; Expenditure</b>						
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 £
<b>Expenditure from lettings</b>						
Accommodation	2,790,596	(2,099,213)	691,383	2,802,534	(2,365,381)	437,153
<b>Other Income &amp; Expenditure</b>						
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

**YMCA BLACK COUNTRY GROUP**  
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**4. Turnover from lettings**

	<b>Group</b>	Group	<b>Company</b>	Company
	<b>£</b>	£	<b>£</b>	£
	<b>2022</b>	2021	<b>2022</b>	2021
<b>Income from lettings</b>				
Rent receivable	<b>3,725,841</b>	3,634,810	<b>2,559,719</b>	2,553,789
<b>Net Rent Receivable</b>				
Supporting people - grant	<b>122,500</b>	140,000	<b>87,500</b>	105,000
Supported lodgings	<b>143,377</b>	143,745	<b>143,377</b>	143,745
Total income from lettings	<b>3,991,718</b>	3,918,555	<b>2,790,596</b>	2,802,534
Rent Losses from voids	<b>896,560</b>	464,731	<b>810,238</b>	325,070

**YMCA BLACK COUNTRY GROUP**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**5. Operating costs**

	<b>Group 2022 £</b>	<b>Group 2021 £</b>	<b>Company 2022 £</b>	<b>Company 2021 £</b>
People Related	<b>83,053</b>	36,006	<b>18,730</b>	11,763
Premises Related	<b>788,146</b>	788,778	<b>653,512</b>	554,931
Office Costs	<b>67,084</b>	34,662	<b>28,578</b>	28,980
Direct Activity Costs	<b>158,691</b>	339,955	<b>54,528</b>	289,405
Other Direct Expenses	-	89,212	-	-
Other Operating Overhead	<b>135,312</b>	71,588	<b>31,624</b>	21,967
Recharges	-	-	<b>964,158</b>	722,200
Bad Debts	<b>42,683</b>	107,809	<b>22,520</b>	82,145
Bank Charges	<b>6,789</b>	781	-	-
Travel Costs	<b>4,349</b>	1,165	-	-
Programme Delivery	<b>299,092</b>	218,773	-	-
Salaries	<b>1,899,277</b>	1,611,810	<b>270,952</b>	446,025
NIC	<b>105,946</b>	98,405	<b>31,310</b>	34,720
Pension	<b>39,131</b>	40,244	<b>8,841</b>	13,766
Depreciation	<b>97,264</b>	235,579	<b>24,462</b>	159,481
<b>Total Operating Costs from Lettings</b>	<b>3,726,815</b>	<b>3,674,767</b>	<b>2,109,215</b>	<b>2,365,383</b>
Other Operating Costs	3,036,497	2,084,799	2,927,777	2,155,387
<b>Total Operating costs</b>	<b>6,763,312</b>	<b>5,759,566</b>	<b>5,036,992</b>	<b>4,520,770</b>

**6. Finance income**

	<b>Group 2022 £</b>	<b>Group 2021 £</b>	<b>Company 2022 £</b>	<b>Company 2021 £</b>
Bank Interest	<b>406</b>	2,654	<b>406</b>	2,654
	<b>406</b>	2,654	<b>406</b>	2,654

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**7. Interest payable**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Loan Interest payable	<b>74,300</b>	58,252	<b>74,300</b>	58,252
	<b>74,300</b>	58,252	<b>74,300</b>	58,252

No interest was capitalised in the year (2021: £Nil).

**8. Net Income/(Expenditure)**

This is stated after charging:

	<b>2022 £</b>	<i>2021 £</i>
Depreciation of tangible fixed assets	<b>98,935</b>	102,768
Depreciation of housing properties	<b>157,774</b>	151,666
Auditors remuneration	<b>20,250</b>	19,200
Operating lease rentals	<b>416,573</b>	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**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Wages and salaries	<b>3,260,010</b>	2,909,339	<b>1,631,684</b>	1,743,554
Social security costs	<b>212,964</b>	199,410	<b>128,327</b>	135,725
Contribution to defined contribution pension schemes	<b>83,527</b>	80,291	<b>53,238</b>	53,813
	<b>3,556,501</b>	3,189,040	<b>1,813,249</b>	1,933,092

Included in the above, are £Nil (2021: £13,127) redundancy payments paid out to 0 employees (2021: 1 employee).

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**9. Staff costs (continued)**

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

	<b>Group 2022 No.</b>	<i>Group 2021 No.</i>
Average staff numbers	<b>196</b>	<i>178</i>

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

	<b>Group 2022 No.</b>	<i>Group 2021 No.</i>
In the band £70,001 - £80,000	<b>1</b>	<i>1</i>

**Directors' and Senior Executives Emoluments**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Emoluments	<b>274,941</b>	<i>238,887</i>	<b>88,122</b>	<i>63,798</i>
Pension contributions	<b>36,038</b>	<i>15,463</i>	<b>19,599</b>	<i>10,347</i>
	<b>310,979</b>	<i>254,350</i>	<b>107,721</b>	<i>74,145</i>

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 limited 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.

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YMCA BLACK COUNTRY GROUP  
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NOTES TO THE FINANCIAL STATEMENTS  
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11. Housing Properties

Group and Company

	Housing Properties £
<b>Cost</b>	
At 1 April 2021	13,888,725
Additions	2,366,220
	<hr/>
At 31 March 2022	16,254,945
	<hr/>
<b>Depreciation</b>	
At 1 April 2021	898,710
Charge for the year	157,774
	<hr/>
At 31 March 2022	1,056,484
	<hr/>
<b>Net book value</b>	
At 31 March 2022	15,198,461
	<hr/>
At 31 March 2021	12,990,015
	<hr/>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**12. Tangible fixed assets**

**Group**

	Long-term leasehold property £	Fixtures and fittings £	Office equipment £	Computer equipment £	Other fixed assets £	Total £
<b>Cost or valuation</b>						
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
<b>Depreciation</b>						
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
<b>Net book value</b>						
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



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**12. Tangible fixed assets (continued)**

**Company**

	Long-term leasehold property £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost or valuation</b>				
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
<b>Depreciation</b>				
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
<b>Net book value</b>				
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

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**NOTES TO THE FINANCIAL STATEMENTS  
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**14. Debtors**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
<b>Due within one year</b>				
Trade debtors	<b>436,859</b>	383,258	<b>347,742</b>	308,995
Amounts owed by group undertakings	-	-	<b>468,731</b>	16,781
Other debtors	<b>23,334</b>	28,857	<b>3,370</b>	28,401
Prepayments and accrued income	<b>212,924</b>	118,127	<b>156,422</b>	70,468
	<b>673,117</b>	530,242	<b>976,265</b>	424,645

Provisions for bad and doubtful debts included above for the group are £132,235 (2021: £167,705).

Provisions 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**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Bank loans	<b>151,167</b>	81,114	<b>151,167</b>	81,114
Trade creditors	<b>345,986</b>	480,470	<b>276,406</b>	436,827
Amounts owed to group undertakings	-	-	-	678,139
Other taxation and social security	<b>68,024</b>	27,104	<b>36,147</b>	23,302
Other creditors	<b>174,226</b>	166,173	<b>160,518</b>	160,461
Accruals and deferred income	<b>1,411,352</b>	453,565	<b>1,199,922</b>	336,132
	<b>2,150,755</b>	1,208,426	<b>1,824,160</b>	1,715,975

**YMCA BLACK COUNTRY GROUP**  
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**16. Creditors: Amounts falling due after more than one year**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
Bank loans	<u><b>4,471,277</b></u>	<u>2,290,226</u>	<u><b>4,471,277</b></u>	<u>2,290,226</u>

Included within the above are amounts falling due as follows:

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
<b>Between one and two years</b>				
Bank loans	<u><b>153,228</b></u>	<u>83,582</u>	<u><b>153,228</b></u>	<u>83,582</u>
<b>Between two and five years</b>				
Bank loans	<u><b>468,185</b></u>	<u>174,687</u>	<u><b>468,185</b></u>	<u>174,687</u>
<b>Over five years</b>				
Bank loans	<u><b>3,849,864</b></u>	<u>2,031,957</u>	<u><b>3,849,864</b></u>	<u>2,031,957</u>

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

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
<b>Repayable by instalments</b>				
Payable or repayable by instalments	<u><b>3,849,864</b></u>	<u>2,031,957</u>	<u><b>3,849,864</b></u>	<u>2,031,957</u>
	<u><b>3,849,864</b></u>	<u>2,031,957</u>	<u><b>3,849,864</b></u>	<u>2,031,957</u>

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 payable at 2.25% above the base rate of the Bank of England over the principal amount.

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

	<b>Group 2022 £</b>	<i>Group 2021 £</i>
Net income/(expenditure) for the year (as per Statement of Financial Activities)	<b>(79,045)</b>	621,857
<b>Adjustments for:</b>		
Depreciation charges	<b>256,709</b>	254,434
Interest income	<b>(406)</b>	(2,654)
Decrease/(increase) in debtors	<b>(142,875)</b>	158,199
Increase in creditors	<b>872,276</b>	46,093
Decrease in provisions	<b>(25,093)</b>	(25,140)
<b>Net cash provided by operating activities</b>	<b>881,566</b>	1,052,789

**18. Analysis of cash and cash equivalents**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>
Cash in hand	<b>3,189,405</b>	2,644,458
<b>Total cash and cash equivalents</b>	<b>3,189,405</b>	2,644,458

**19. Analysis of changes in net debt**

	<b>At 1 April 2021 £</b>	<b>Cash flows £</b>	<b>At 31 March 2022 £</b>
Cash at bank and in hand	<b>2,644,458</b>	<b>544,947</b>	<b>3,189,405</b>
Debt due within 1 year	<b>(81,114)</b>	<b>(70,053)</b>	<b>(151,167)</b>
Debt due after 1 year	<b>(2,290,226)</b>	<b>(2,181,051)</b>	<b>(4,471,277)</b>
	<b>273,118</b>	<b>(1,706,157)</b>	<b>(1,433,039)</b>

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**20. Capital commitments**

	<b>Group 2022 £</b>	<i>Group 2021 £</i>	<b>Company 2022 £</b>	<i>Company 2021 £</i>
<b>Contracted for but not provided in these financial statements</b>				
Acquisition of tangible fixed assets	<b>433,534</b>	989,665	<b>433,534</b>	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.

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**Reconciliation of opening and closing provision**

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Provision at the start of the year	<b>104,364</b>	<i>129,504</i>
Deficit contribution paid	<b>(25,093)</b>	<i>(25,140)</i>
	<b>79,271</b>	<i>104,364</i>

**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:

	<b>Group 2022</b>	<i>Group 2021</i>	<b>Company 2022</b>	<i>Company 2021</i>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Not later than 1 year	<b>343,071</b>	<i>395,180</i>	<b>216,271</b>	<i>136,880</i>
Later than 1 year and not later than 5 years	<b>508,161</b>	<i>493,192</i>	<b>354,127</b>	<i>269,800</i>
Later than 5 years	<b>364,513</b>	<i>162,500</i>	<b>32,000</b>	<i>-</i>
	<b>1,215,745</b>	<i>1,050,872</i>	<b>602,398</b>	<i>406,680</i>

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**YMCA BLACK COUNTRY GROUP**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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 guarantee and a registered charity in England and Wales.

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

None are registered with the Regulator of Social Housing.

**Transactions with Non-Regulated Subsidiaries**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Rental Expenditure</b>		
YMCA Wolverhampton	58,425	115,248
YMCA Walsall	30,500	30,709
<b>Management Charge Income</b>		
YMCA Wolverhampton	364,139	289,490
YMCA Walsall	40,910	90,588
<b>Rental Income</b>		
YMCA Wolverhampton	109,514	97,852
YMCA Walsall	60,536	60,000
<b>Premises Related Income</b>		
YMCA Wolverhampton	44,350	43,784
YMCA Walsall	40,460	6,360