

YMCA NORTH STAFFORDSHIRE LTD.

England & Wales · Charity number 1100749

Details

Other names	STOKE ON TRENT & NORTH STAFFORDSHIRE YMCA FOYER
Status	Registered
Legal form	Charitable company
Company number	04804681
Registered	2003-11-17
Register	View on the Charity Commission register

Contact

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Activities

Objects: "THE YOUNG MEN'S CHRISTIAN ASSOCIATIONS SEEK TO UNITE THOSE WHO, REGARDING JESUS CHRIST AS THEIR GOD AND SAVIOUR ACCORDING TO THE HOLY SCRIPTURES, DESIRE TO BE HIS DISCIPLES IN THEIR FAITH AND IN THEIR LIFE, AND TO ASSOCIATE THEIR EFFORTS FOR THE EXTENSION OF HIS KINGDOM.ANY DIFFERENCE OF OPINION ON OTHER SUBJECTS, HOWEVER IMPORTANT IN THEMSELVES, SHALL NOT INTERFERE WITH THE HARMONIOUS RELATIONS OF THE ASSOCIATIONS OF THE YOUNG MEN'S CHRISTIAN ASSOCIATION MOVEMENT IN ENGLAND, IRELAND AND WALES.

Activities: The YMCA has a holistic range of services which can embrace all of the diverse aspects of our community.Housing and Support Training and Employment VolunteeringSports, Health, Fitness and ActivityYouth ServicesAffordable Food Provision Community Facilities Family Relationships

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Accommodation/housing, Religious Activities, Arts/culture/heritage/science, Amateur Sport, Recreation
- **Who:** Children/young People, People With Disabilities, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** NOT DEFINED. IN PRACTICE STOKE-ON-TRENT STAFFORDSHIRE
- Staffordshire
- Stoke-on-trent City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,264,426	£5,718,451	£4,848,138	136
2024-03-31	£5,225,249	£4,916,936	£4,302,162	122
2023-03-31	£5,338,864	£4,977,160	£3,993,849	138
2022-03-31	£5,104,025	£4,678,891	£3,777,668	150
2021-03-31	£4,853,594	£4,389,040	£3,352,534	147

Trustees

Name	Role	Appointed
PETER ANDREW DARTFORD	Chair	2016-10-06
Andrew Robinson		2012-09-17
BARBARA SUMNER		
Dr Steve Wyn Williams		2017-11-27
Jane Sawyers QPM DL		2019-03-25
Jessica May Young		2026-04-13
MICHAEL JONATHON TOOHEY		
Nathan Cy Joy - Johnson		2019-09-23
Paul John Franklin		2016-10-06
Paul Williams		2016-10-06
Philip O'Neill		2026-05-12
Trevor Lloyd Gordon		2021-12-01

YMCA NORTH STAFFORDSHIRE LTD.

England & Wales - Charity number 1100749

Accounts

YMCA North Staffordshire Ltd.
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

31 March 2025

Company Registration No: 04804681
Registered Charity No: 1100749
RP No: H4426

YMCA North Staffordshire Ltd.

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YMCA North Staffordshire Ltd.

TRUSTEES, DIRECTORS AND ADVISORS

PRESIDENT

Bishop of Stafford (non-voting)

BOARD OF DIRECTORS

GC Handforth

MJ Toohey

B Sumner

A Robinson

PJ Franklin

PA Dartford

PA Williams

DR S Wynn-Williams

J Sawyers

NCY Joy-Johnson

JL Thorpe

T Gordon

H Iqbal

M Irvine

CHIEF EXECUTIVE AND COMPANY SECRETARY

D Flynn

REGISTERED OFFICE

Edinburgh House

Harding Road

Hanley

Stoke-on-Trent

Staffordshire

ST1 3AE

AUDITORS

Crowe UK LLP

St George's House

56 Peter Street

Manchester

M2 3NQ

BANKERS

National Westminster Bank Plc.

1 Upper Market Square

Hanley

Stoke-on-Trent

Staffordshire

ST1 1NS

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

Our vision

YMCA's vision in England and Wales is of an inclusive Christian movement transforming communities so that all young people can belong, contribute and thrive.

Our Mission

We develop young people; they develop their world.

Principal Activities

The principal activities of YMCA North Staffordshire are to provide housing, support, training, recreation and sports activities for young people, their families and their communities.

What we do

We develop life chances and new futures for young people, their families and communities. This comes in the form of a wide range of services.

We provide specialist housing on our young people's campus including purpose-built move on accommodation, housing in the community for young workers. The campus offers young people a high standard of accommodation in a safe supportive environment with staff who offer development opportunities in areas of education, employment and well-being advice together with a wide range of creative and recreational activities to inspire and motivate.

We provide effective training programmes for young people and their families to assist them to gain confidence, acquire skills and development via volunteering and support them to gain and sustain paid employment.

We provide a range of family services where our team help to re-build and maintain family relationships in area such as parenting skills, conflict resolution, work with separated parents and their children.

We provide an onsite sports and recreation centre including a gym, sports hall, outdoor football pitch and offer a range of programmes for young people, community sports clubs, schools and our local community.

We provide a roof top conference centre and other meeting rooms that can be hired by local community groups and businesses for meetings and conferences and offer in house catering if required.

We provide a place for our community to gather and actively support other local charities, community groups and other stakeholders by sharing our space, experience and expertise where it is of use.

We provide an experienced staff team to deliver the National Citizenship service to young people.

We play an active role in our community working with them to provide opportunities.

Our values

YMCANS Values are

- Trust
- Hope
- Persevere
- Protect

These values are our bedrock and help us create the resilience to develop young people into thriving lives.

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

DIRECTORS

The directors who have held office since 1 April 2024 are as follows:

GC Handforth
MJ Toohey
B Sumner
A Robinson
PJ Franklin
PA Dartford
PA Williams
DR S Wynn-Williams
J Sawyers
NCY Joy-Johnson
JL Thorpe
T Gordon
H Iqbal
M Irvine

ORGANISATIONAL STRUCTURE

YMCA North Staffordshire is a Registered Social Landlord (Reg No: H4426); a registered charity (Reg No: 1100749) and a company limited by guarantee (Reg No: 04804681). The YMCA board of management meets bi-monthly with a full business agenda. The board oversees the strategic development and operational performance of the organisation.

Appointment and recruitment of directors

Potential candidates for directors are interviewed by the Chair and the Chief Executive. This is a three-stage process:

1. A discussion around the organisation's vision and mission and to explain the charitable objects, company articles, business plan and direction of the organisation. To check on the potential members skills set and experience.
2. If the Chair and the potential director agree that they would be suitable, the individual is introduced to the board of directors who then collectively decide whether to offer Board Membership.
3. If the full board agrees the proposed director comes to a full board meeting and after discussion a vote will take place.

Directors' induction and training

Once appointed each Board Member is allocated to one of the strategic groups that oversee the running of the organisation, membership of these groups allows the board member to specialise in their area of expertise and/or interest.

This year YMCA North Staffordshire performed a governance review and adopted Charity Commission Trusted Charity Standards

The Current Groups are:

Governance
Finance & Risk
Strategic Asset Management
Organisational HR
Products & Services
Customer Voice

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Report of the Board of Management (including Strategic Report)

Membership of the groups include one or two board members plus senior and operational staff.

In addition, the Chair of the Board & CEO will identify areas of training and development and ensure that this is delivered. Regular events take place at least annually where the Board reflects on the Values of the YMCA and the work that we do to ensure that they are aligned.

Public benefit and value for money

The YMCA aims to serve young people, their families and the community, we continue to provide housing for some of the most marginalised young people in our area and have improved our offer with the new flats that provides a better standard of accommodation and facilities for young families for the first time. We are growing our property portfolio to help low waged young people afford community-based accommodation and maintain their employment.

Our activity centre is being enjoyed by members of the community for sports and family fun days and our family contact centre continues to serve young children providing a safe space for them to play and talk to trained counsellors.

Our training and employment service assists people lacking in skills and confidence to become ready to manage work opportunities and move towards economic independence.

Value for money

In the current economic environment, it is important to ensure that the YMCA maximises the value from its expenditure. The Board considers value for money as part of its strategic approach when allocating resources, but not at the expense of providing quality of service, all new proposals and major items of expenditure are scrutinised by both the business development and finance and risk board working groups prior to approval.

Risk management

YMCA North Staffordshire works with people who have been disadvantaged thorough limited life chances. As we describe ourselves as a life chances agency it is appropriate to take risks with our charity's resources to make opportunities available to those people in order for them to reach their potential and thrive. We are therefore happy to take a risk with creating life chances.

We will not however, take any risks relating to the protection of young people and vulnerable adults. Full vetting procedures will always be followed for all staff and volunteers and disciplinary action follows when breaches occur. A similar policy is adopted in relation to fraud and corruption.

The Charity is fortunate to hold assets in the form of property and investments and revenues generated from our activities. We will take some risk to achieve good returns but will not put at risk the capital value of our assets and will always seek to balance the risk of any loss against the expected return.

The board delegates the detailed review of Risk Management to the Finance and Risk Management Working Group which consists of the Vice Chair, Treasurer, plus at least one other board member/ advisor together with the Deputy Chief Executive and Finance Director. This group meets bi-monthly to review all issues both internal and external that might have an adverse effect on the organisation fulfilling its objectives
The Board identifies headline current risks to the charity as follows:

The Capital Developments for the new flats and YIF project are completed within agreed timescales and

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

remain viable projects.

Economic volatility due to inflation and changes in interest rates.

Funding risks due to political policy changes

Risk of fraud

Protecting vulnerable people who use our services from any safeguarding risk.

Director's indemnity insurance

The YMCA has Directors Indemnity Insurance of up to £1m.

Review of The Year ended 31 March 2025

Last year we set out several activities from our current Business Plan to work on, the progress made is set out below in the status update column.

Business Development and Income Generation			
YMCA North Staffordshire has developed an increasingly diverse income stream which enables us to positively impact upon the lives of children, young people, their families and their communities.			
Objective	Impact	Evidence	Updates
Working with young people and partners we will use co-design principles to develop and implement our existing and new product and services.	Increased income from public, private and earned income, wider partnership base, deeper skill set and bidding capacity within the association.	We have increased our housing stock and now have an additional forty-six flats to accommodate young people from across the city	We have now officially opened Hope Court, offering 46 units of accommodation to young people.
		We have a brand-new state of the art youth hub provided a space for young people to participate in activities throughout the year	We have now opened our brand-new youth hub, offering activities, workshops and learning opportunities to children and young people
Unlocking the diverse gifts, talents and abilities and to be seen as an asset so that all young people, staff and volunteers can belong contribute and thrive.			
We believe that all people have gifts talents and abilities. We need to further implement our thinking around Ubuntu and will broaden whole team approach. Including those we serve as centre of that team/community of assets approach.			
Objective	Impact	Evidence	Updates
The YMCANS community are exposed to opportunities to support them making positive decisions for their future and create a culture of personal development.	More staff and young people are accessing opportunities to belong, contribute and thrive.	New partnerships in place that provide opportunities and experiences to promote learning.	We have provided 563 training opportunities to 122 staff members and volunteers.
			114 young people have participated in education and skills development programmes.

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Report of the Board of Management (including Strategic Report)

Learning Organisation Growing Capacity Education, Skills We have successfully built a culture of learning and development across the whole association. We have clear training and development opportunities for all and the impact is measured by the growth in those opportunities and the attendance and achievement of those.			
Objective	Impact	Evidence	Updates
Young people feel valued and their personal preferences and diversity have been accommodated	Young people are fulfilling their potential	We have developed an alternative education offer that responds to the needs of the children and young people across the city.	We have now submitted our application to be an Alternative Education provider. All policies and procedures and governance structures are now in place.
Environmental Sustainability Promoting a culture and business practice that embeds sustainability practices across all of our communities.			
Objective	Impact	Evidence	Updates
We have developed an Environmental Sustainability Impact and outcomes Strategy in partnership with others	YMCANS promotes sustainable business practices and actively contributes to the collaborative network sustainable impact model	YMCA North Staffordshire has supported the implementation and delivery of a Stoke on Trent Food Network, thus promoting wider collaboration and collectively addressing the challenges around food accessibility and sustainability.	The food partnership is now well established with a formal governance structure, theory of change and over 40 organisations actively engaged
Welfare and community partnerships (linking with partners for the common good) We will seek out and build with individuals, partners and organisations that share our values. Taking on ABCD approach helping to identify those wider assets brought by partners and unlocking ours and partner assets for the benefit of those we serve.			
Objective	Impact	Evidence	Updates
Working with others we collectively address the challenges our communities are facing	YMCANS is seen as valued and trusted partner to all stakeholders across the city.	We have reduced the number of young people aged 16 – 24 who are not engaged in employment, education or training through the YES partnership. More families are able to access early help through the city-wide Family HUB initiative.	Supported 327 economically inactive young people aged 16 – 24 through the YES partnership with 68 gaining employment, 83 participating in education and 114 gaining new skills. We now have an established family offer, supporting infrastructure across the central region and directly working with

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Report of the Board of Management (including Strategic Report)

		YMCANS achieves trusted charity status	families to prevent crisis YMCA North Staffordshire has completed the first stage of this process, as advised by YMCA England & Wales, passing the initial self-assessment.
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Future Focus (2025 – 2026)

As we enter the final year of our three-year business plan, we continue to keep young people and communities at the heart of all that we do. Our business plan has been co-designed with staff, volunteers and young people to promote empowerment, inclusivity and diverse perspectives. Our focus remains on five objectives, developing a collective impact model whereby we can measure how all the organizational services contribute to the business plan.

Business Development and Income Generation

YMCA North Staffordshire has developed an increasingly diverse income stream which enables us to positively impact upon the lives of children, young people, their families and their communities.

Objective	Impact	Evidence
Using financial insights to make appropriate and timely business decisions	Increased income from public, private and earned income, wider partnership base, deeper skill set and bidding capacity within the association.	We have systems in place that captures our financial forecasting so we can plan ahead. The Business Development Team responds to the financial forecasting of the organisation and bids / partnerships and income generation are adapted accordingly.
Ensuring our core business is strong and financially stable	YMCANS is in a strong financial position to deliver to children, young people and families across the city	The Youth hub and Hope Court are financially viable

Unlocking the diverse gifts, talents and abilities and to be seen as an asset so that all young people, staff and volunteers can belong contribute and thrive.

We believe that all people have gifts talents and abilities. We need to further implement our thinking around Ubuntu and will broaden whole team approach. Including those we serve as centre of that team/community of assets approach.

Objective	Impact	Evidence
Delivering the 10 recommendations from the Youth Consultation	The influence of stakeholder feedback will drive up the quality & delivery of all our services	Young people can see that their recommendations are being delivered

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Report of the Board of Management (including Strategic Report)

Learning Organisation Growing Capacity Education, Skills

We have successfully built a culture of learning and development across the whole association. We have clear training and development opportunities for all and the impact is measured by the growth in those opportunities and the attendance and achievement of those.

Objective	Impact	Evidence
Individuals are able to undertake a programme of learning and development that reflects their personal learning style.	YMCA North Staffordshire has grown its capacity to deliver its vision mission Values products & services as our community has embraced learning and development opportunities	Piloting new initiatives with education and training. Delivering a NEET programme with Stoke on Trent College. Delivering an Alternative Education offer

Environmental Sustainability

Promoting a culture and business practice that embeds sustainability practices across all of our communities.

Objective	Impact	Evidence
We have a clear communications plan promoting sustainable practices across our work force and customer base	YMCANS contributes to a net-zero and bio diverse Stoke-on-Trent & North Staffordshire with social justice at it's heart.	People have an improved understanding and contributions people can make to the UN Development Goals

Welfare and community partnerships (linking with partners for the common good)

We will seek out and build with individuals, partners and organisations that share our values. Taking on ABCD approach helping to identify those wider assets brought by partners and unlocking ours and partner assets for the benefit of those we serve.

Objective	Impact	Evidence
Develop partnerships with others who share our values	We have strong working partnerships to deliver our organisational impact	We have developed new partnerships We have feedback from partners to better understand the value of the relationship

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Report of the Board of Management (including Strategic Report)

Capital Programmes –During the past year we have made significant progress with our two Capital Programmes, both are now under construction and due to be completed in the current financial year , we have adequate finance in place to complete both programmes.

Cost of Living – This remains an issue even though inflation is now returning to normal levels , food in particular is an issue and we work to provide food for members of our community via our pantry project and our drop in sessions for Sanctus a partner organisation working with refugees and asylum seekers.

Unpredictable Funding Environment – The funding landscape remains unpredictable , still short term , we are reviewing our Business Development team to manage this and working increasingly in a collaborative way with partners to explore joint bidding opportunities both to grow our range of activities but also to support them in their work .

OPERATIONAL REVIEW OF THE YEAR (including balance sheet review)

For the year to March 2025 the Charity turnover was £6.2m (2024 £5.2m), operating expenditure was £5.5m (2024 £4.9m) . The financial surplus of £545,975 (2024 £308,313) These numbers reflect the current operating climate with new opportunities and a lot of effort to maintain our current level of activities.

Our Capital Development projects are both currently on track and in line with current budget projections, however both remain under regular review by the Board for any changes.

FUNDS AND RESERVES

YMCA North Staffs has funds available to finance its activities. These are unrestricted funds expendable at the discretion of the board in furtherance of the charity's objects. Such funds may be designated by the board for a project or purpose.

The board recognises the need to establish a level of general reserves that enables financial stability, is adequate to meet the requirements of working capital and acts as a cushion against fluctuations in income levels and in the financial performance of the YMCA's activities. Such reserves are built up from operating surpluses. The Board will also use reserves to develop the range of services and activities where this is deemed appropriate.

Our reserves are also needed to manage our ongoing maintenance commitments following our major refurbishment. We had a major development programme between 2008 and 2013 which will need increasing maintenance and major repairs and the board feels that it is prudent to designate a sum to ensure that any future costs can be met. We have a long-term maintenance plan which predicts the cost of future planned and major repairs. In 2018 we set up a designated reserve to work to aim to meet this cost, each year we strive to increase this and in March 2025 were able to designate a further £150k to this reserve. We have also created a Youth Activities designated reserve in the year which enables us to maintain a level of youth activities and opportunities for our young people as funding pots comes to an end. At 31 March 2025 this was £36k.

The board's policy is that free reserves should be sufficient to manage the predominant risks to the organisation and its working capital requirements, currently these risks would include the completion of our current capital development project, The Board remains vigilant in monitoring risk of redundancy payments due to any loss of income because of the economic situation and changes to government policy. The Board is concerned about the impact of inflation and economic uncertainty on operating costs . There is an on-going pension deficit liability to manage which has now been decreased by three years. Our new business plan recognises the need for more commercial skills and greater data evidence to measure and demonstrate our impact and reserves will be allocated to fund these changes. Regulation of our sector

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

continues to grow, and resources need to be allocated to ensure that the charity has the capacity to meet these obligations.

The charity's free reserves position at the year-end is a deficit of £1.38M." This position is a direct result of the strategic capital investment in Hope Court during the year. This investment was funded partly by a capital grant and partly by a long-term bank loan. The negative free reserves figure does not indicate a liquidity crisis or financial weakness for the following reasons:

The bank loan is repayable over a long-term period and the repayment schedule is affordable within our operational cash flow forecasts.

The asset provides a long-term benefit to the charity's beneficiaries and provides an additional forty units of supported accommodation for young people plus six affordable units . This investment will generate sufficient funds to meet any loan obligation and generate an annual surplus in the region of £60k . Excluding the value of this capital asset and the corresponding long-term financing, the charity's underlying operational free reserves are positive £2.19m This is in line with our reserves policy target .

The charity has a plan to return to a positive free reserves position as soon as possible through operational surpluses that will be allocated for this purpose. The Board will undertake a treasury review on completion of all development and may choose to reduce the level of borrowing. We will then be able to forecast when we will return to a positive free reserve position .

PRINCIPAL RISKS AND UNCERTAINTIES

The primary risk that we face currently is economic and political uncertainty, interest rates and a possible reduction in public spending . The Board is monitoring the situation closely. Political changes are always a risk to our areas of operation working closely with the public sector and current uncertainty is of concern to The Board.

We are currently in contract to develop 46 new units of accommodation, ensuring that this is developed within budget and by the revised Homes England deadline of 2025 is also a priority risk. The delay to this project has increased costs and borrowing which will need to be monitored to ensure affordability.

The Board monitors the longer-term impact on the organisation of maintenance and major repairs and recognises that the challenge to maintain our campus is challenged by the current economic climate.

The Board keeps all fraud related issues facing the sector that the charity operates in under review in order to assess potential impact on the charity of any emerging risks or uncertainties.

We continue to strive for ways to generate a greater proportion of our income and consider the growth and development of affordable housing as a key strategy.

The Board is aware of current levels of interest rates at a time when the charity has variable rate loans for community housing and our new flats.

The move to Net Zero is another risk that is of increasing importance and will require increased leadership and resources from charities . A primary risk for us will be the challenge of bringing our community properties up to the required environmental standards , we are devoting time to this and look for support to achieving this as soon as possible.

Other ongoing risks are always in the areas of safeguarding and health and safety and these are under constant management and review by the Board.

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

STATEMENT OF DISCLOSURE TO THE AUDITOR

So far as the trustees and directors are aware, there is no relevant information of which the company's auditor is unaware. Additionally, the trustees and directors have taken all the necessary steps that they ought to have taken as trustees and directors to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

AUDITOR

Crowe UK LLP was appointed by the company. Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and therefore Crowe UK LLP will continue in office.

By order of the Board

Director : Glenn Handforth

A handwritten signature in black ink, appearing to read 'Glenn Handforth', with a long horizontal stroke extending from the bottom right.

15 October 2025

Director: Barbara Sumner

A handwritten signature in black ink, appearing to read 'Barbara Sumner', with a long horizontal stroke extending from the bottom right.

15 October 2025

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

DIRECTORS' RESPONSIBILITIES IN THE PREPARATION OF FINANCIAL STATEMENTS

The directors (who are also trustees of the charity) are responsible for preparing The Report of the Board of Management and the financial statements in accordance with applicable law and regulations.

Company law and housing association legislation requires the directors to prepare financial statements for each financial year. Under those laws the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the directors 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 company and of the surplus or deficit of the company for that period.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors and trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and The Accounting Direction for Private Registered Providers of Social Housing 2019. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Auditor's Report to the Members of YMCA North Staffordshire

Opinion

We have audited the financial statements of YMCA North Staffordshire (the "charitable company") for the year ended 31 March 2025 which comprise the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Reserves, Statement of Cash Flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

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

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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not

express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the 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 strategic report or the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 14, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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 obtained an understanding of the legal and regulatory frameworks within which the Company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Companies Act 2006, the Housing and Regeneration Act 2008 and other laws and regulations application to a registered social housing provider in England. We also considered the risks of non-compliance with the other requirements imposed by the Regulator of Social Housing, and we considered the extent to which non-compliance might have a material effect on the financial statements.

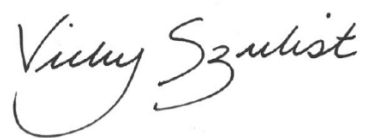
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the completeness and cut-off of grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases and substantive testing of grant income.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

A handwritten signature in black ink that reads "Vicky Szulist". The signature is written in a cursive, flowing style.

Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Manchester

16th October 2025

YMCA North Staffordshire Ltd.
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 March 2025

	Note	2025 £	2024 £
TURNOVER	2	6,178,489	5,169,468
Operating expenditure	2	(5,486,694)	(4,860,571)
OPERATING SURPLUS	6	691,795	308,897
Interest receivable	4	85,937	55,781
Interest and financing costs	5	(231,757)	(56,365)
SURPLUS BEFORE AND AFTER TAX		545,975	308,313
SURPLUS FOR THE YEAR		545,975	308,313
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		545,975	308,313

The company results relate wholly to continuing activities.

The accompanying notes form part of these financial statements.

YMCA North Staffordshire Ltd.

STATEMENT OF FINANCIAL POSITION

at 31 March 2025

		2025		2024	
	Notes	£	£	£	£
FIXED ASSETS					
Housing properties	10		18,289,393		14,427,325
Other fixed assets	10a		600,775		481,168
			18,890,168		14,908,493
CURRENT ASSETS					
Trade and other debtors	12		384,167		460,451
Cash and cash equivalents			3,946,522		3,274,110
			4,330,689		3,734,561
CURRENT LIABILITIES					
Creditors: Amounts falling due within one year	13		(1,663,827)		(927,871)
NET CURRENT ASSETS			2,666,862		2,806,690
TOTAL ASSETS LESS CURRENT LIABILITIES			21,557,030		17,715,183
Creditors: Amounts falling due after more than one year	14		(16,681,811)		(13,372,167)
Provisions for liabilities					
Pension provision	17		(27,081)		(40,854)
TOTAL NET ASSETS			4,848,138		4,302,162
RESERVES					
Income and expenditure reserve	18		3,801,859		3,406,706
Designated reserve	18		1,046,279		895,456
Restricted reserve	18		-		-
TOTAL RESERVES			4,848,138		4,302,162

The financial statements on pages 20 to 40 were approved by the board of directors and authorised for issue on 15 October 2025 and are signed on its behalf by:



GC Handforth
Director



B Sumner
Director

YMCA North Staffordshire Ltd.

STATEMENT OF CHANGES IN RESERVES

for the year ended 31 March 2025

	Income and expenditure reserve £	Designated reserve £	Restricted reserve £	Total £
Balance at 1 April 2023	3,148,745	845,104	-	3,993,849
Surplus for the year	308,314	-	-	308,314
Transfer from statement of comprehensive income to restrictedreserves		-	-	-
Transfer from statement of comprehensive income to designatedreserves	(50,352)	50,352	-	-
Balance as at 31 March 2024	3,406,707	895,456	-	4,302,163
Surplus for the year	545,975	-	-	545,975
Transfer from statement of comprehensive income to restrictedreserves	-	-	-	-
Transfer from statement of comprehensive income to designatedreserves	(150,823)	150,823	-	-
Balance at 31 March 2025	3,801,859	1,046,279	-	4,848,138

YMCA North Staffordshire Ltd.

STATEMENT OF CASH FLOWS

for the year ended 31 March 2025

	Note	2025 £	2024 £
OPERATING ACTIVITIES			
Net cash generated from operations	19	1,391,830	524,699
NET CASH GENERATED FROM OPERATING ACTIVITIES		1,391,830	524,699
CASH FLOW FROM INVESTING ACTIVITIES			
Proceeds from sale of tangible fixed assets		2,050	
Purchase of tangible fixed assets	10-10a	(4,561,930)	(1,451,150)
Grants received	16	989,499	539,637
Interest received	4	85,937	55,781
Interest Payable	5	(235,750)	(97,639)
NET CASH GENERATED FROM/(USED IN) INVESTING ACTIVITIES		(3,720,194)	(953,371)
CASH FLOW FROM FINANCING ACTIVITIES			
Proceeds of new borrowings		3,034,369	376,501
Repayment of borrowings		(33,593)	(17,988)
NET CASH USED IN FINANCIAL ACTIVITIES		3,000,776	358,513
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		672,412	70,158
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		3,274,110	3,344,268
CASH AND CASH EQUIVALENTS AT END OF YEAR	19	3,946,522	3,274,110

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2025

LEGAL STATUS

YMCA North Staffordshire Ltd. is a company limited by guarantee and is an English registered social housing provider, charity and public benefit entity.

The address of the company's registered office and principal place of business is Edinburgh House, Harding Road, Hanley, Stoke-on-Trent, Staffordshire, ST1 3AE.

The company's principal activities and nature of the company's operations are included in The Report of the Board of Management.

BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and to comply with the Accounting Direction for Private Registered Providers of Social Housing 2019, and under the historical cost convention.

Monetary amounts in these financial statements are rounded to the nearest whole £1, except where otherwise indicated.

GOING CONCERN

In terms of the basis for a going concern, the key issues are:

1. Housing is the core activity of the charity and is stable and financially viable.
2. Regarding contract activities our operating model ensures that when funding for a contract ends the associated costs related to that contract also come to an end. Reserves are only ever used as a bridge to new funding agreed.
3. The Board and management have experience in dealing with uncertainty.

The Charity has prepared detailed budgets and cash flow forecasts for the period ending 31st March 2025 and high-level forecasts to 2055. This review used the most pessimistic position where Income has not been confirmed.

The Board has reviewed the covenants on the existing loan with Unity Trust Bank and remains confident that all covenants can be fulfilled. This arrangement consists of three loans of £500k for properties in the community secured on those properties and is fully drawn down.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2025

The cash position of the charity is positive and will remain so throughout 2024-25 with the support of a loan from Charity Bank to support the completion of the Development of 46 additional units of accommodation. The loan will be drawn down monthly from applications submitted by the contractor once approved.

TURNOVER AND REVENUE RECOGNITION

Turnover comprises rental and service charge income receivable in the period, and revenue grants receivable in the period from local authorities and the Homes England. Turnover is recognised net of VAT, where applicable.

All rental income is recognised in the period which it has been earned, this includes actual receipts and also estimates of income receivable for training income that is reconciled at the end of the academic year.

Revenue grants are receivable when the conditions for receipt of agreed grant funding have been met.

SERVICE CHARGES

Service charges are made to tenants weekly, the eligible portion predominantly being paid through Housing Benefit and the ineligible charges being collected directly from the tenant.

OTHER INCOME

Interest income

Interest income is accrued on a time-apportioned basis and credited to the income and expenditure account in the period.

APPORTIONMENT OF EXPENSES

Administration and operating costs have been apportioned to the housing and non-housing activities on the basis of costs directly related to the activities dealt with in these financial statements.

TANGIBLE FIXED ASSETS - HOUSING PROPERTIES

Housing properties are properties for the provision of social housing and are principally properties available for rent. Completed housing is stated at cost less accumulated depreciation and impairment losses. Cost includes the cost of acquiring land and buildings, development costs, interest charges incurred during the development period and expenditure incurred in respect of improvements.

Major refurbishment of existing housing is charged to capital and depreciated over the unexpired life of the asset. Major repairs are charged against revenue and an equivalent release from the major repairs reserve is completed. Planned maintenance, minor repairs and redecoration are charged to expenditure in the year that they occur.

On disposal of housing property, an application is made to the Homes and Communities Agency ('Homes England') for consent. Any outstanding Social Housing Grant (SHG) is recycled in accordance with the Homes England regulations.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2025

DONATED LAND AND OTHER ASSETS

Land or other assets which have been donated by a government source is added to cost of assets at the fair value of the land at the time of the donation. The difference between the fair value of the asset donated and the consideration paid is treated as a non-monetary government grant and included within the Statement of Financial Position as a liability. The terms of the donation are considered to be performance related conditions. Where the donation is not from a public source, the value of the donations less the consideration is included in income.

GOVERNMENT GRANTS

Government grants include grants receivable from the Homes and Communities Agency ("Homes England"), local authorities and other government bodies.

Government grants are utilised to reduce the capital costs of the housing properties, including land costs. The amount of SHG receivable is calculated on a fixed basis depending on the size, location and type of housing property. SHG due from the Homes England or received in advance is included as current assets or liability. SHG received in respect of revenue expenditure is accounted for in the same period as the expenditure to which it relates.

SHG is subordinated to the repayment of loans by agreement with the Homes England. SHG released on the sale of a property is normally available to be recycled.

Government grants received for housing properties are recognised in income over the useful economic life of the structure of the asset, even if the fair value of the grant exceeds the carrying value of the structure in the financial statements.

OTHER GRANTS

Grants received from non-government sources are recognised using the performance model. Grants are recognised as income when the associated performance conditions are met.

DEPRECIATION OF HOUSING PROPERTIES

Freehold land is not depreciated.

The company separately identifies the major components of its housing properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight-line basis over the following years:

Housing structure	-	50 years
Roofs	-	30 years
Lifts	-	20 years
Kitchens	-	20 years
Windows and external doors	-	25 years
Central heating and air con systems	-	25 years
Internal walls and doors	-	20 years
Finishes	-	15 years
Furniture and fittings	-	15 years
Bathroom and appliances	-	10-15 years

Depreciation is charged on assets in the first full year of use.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2025

OTHER TANGIBLE FIXED ASSETS

Tangible fixed assets are initially measured at cost, net of depreciation and any impairment losses. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation of each asset to its estimated residual value over its expected useful life, as follows:

3G Pitch, Fixtures, furnishings and office equipment	-	3 to 10 years
Car park	-	50 years
Motor vehicles	-	33% reducing balance on a monthly basis

Residual value is calculated on prices prevailing at the reporting date, after estimated costs of disposal, for the asset as if it were at the age and in the condition expected at the end of its useful life.

ASSETS UNDER THE COURSE OF CONSTRUCTION

Assets under the course of construction are carried at cost, less any identified impairment loss. Cost includes professional fees and other directly attributable costs that are necessary to bring the property to its operating condition. Depreciation commences when the properties are ready for their intended use.

STOCKS

Stocks represent raw materials and consumables and are valued at the lower of cost and net realisable value.

TAXATION

YMCA North Staffordshire Ltd. has charitable status and is registered with the Charities Commission and is therefore exempt from paying Corporation Tax on charitable activities.

VALUE ADDED TAX

The company is registered for value added tax. A proportion of its income is exempt from VAT. The expenditure relating to this income is subject to VAT which cannot be reclaimed; this expenditure is therefore shown inclusive of VAT.

Partial exemption has been applied to management expenditure. Each quarter input tax recovery is limited to the percentage of total income that is business income. VAT recovered through partial exemption rules is credited to the income and expenditure account.

The balances of VAT payable and recoverable at the year-end are included as a current asset or liability.

LEASES

The company as lessee – operating leases

All leases are operating leases and the annual rentals are charged to income and expenditure on a straight-line basis over the lease term.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2025

RETIREMENT BENEFITS

YMCA North Staffordshire Ltd., 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 North Staffordshire Ltd.

As described in note 22, YMCA North Staffordshire Ltd. has a contractual obligation to make pension deficit payments of £9,781 per annum indexed for inflation and subject to future triennial valuations over the period to April 2027; accordingly, this is shown as a liability in note 18 of these financial statements.

In addition, YMCA North Staffordshire Ltd. is required to contribute £3,017 per annum indexed for inflation to the operating expenses of the pension plan and these costs are charged to the Statement of Comprehensive Income as made.

The company also participates in a stakeholder pension scheme where the amount charged to income and expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

FINANCIAL INSTRUMENTS

The Company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all its financial instruments.

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument and are offset only when the company currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit or loss for the excess of the carrying value of the trade debtor over the present value of the future cashflows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Financial liabilities

Trade creditors

Trade creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar charges.

Commitments to receive a loan are measured at cost less impairment.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2025

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

PROVISIONS

Provisions are recognised when the company has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and that obligation can be estimated reliably.

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 within interest payable and similar charges.

Provisions relate to an agreement by YMCA North Staffordshire Ltd. to contribute to a historic funding deficit of YMCA England's pension scheme over a period of time.

RESERVES

Income and expenditure reserve

The company's policy is to maintain a prudent level of reserves to insure against future liabilities.

Reserves are also used for activities to assist the association to achieve its strategic purpose of helping people recover a sense of self-worth and live in cohesive communities.

In particular, reserves will be used to ensure that development and maintenance are to the highest standard to provide housing quality that demonstrates how highly the company values its customers.

The directors continually assess the needs of customers and provide a range of short and long-term housing and support services that are innovative, continually improving our capabilities, people and performance.

Designated Reserve

Funds are designated by the company for particular purposes (see note 18).

Restricted Reserve

The Company has a restricted reserve which is held under the terms of a contract with a funder and can only be applied to revenue with their authority. Reserves that are shown as restricted have conditions as to their usage attached and are therefore not available as a surplus reserve.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

1 CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements 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. The 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 are discussed below.

Assumptions around financial and economic outlook

The YMCA is still operating in a changing environment due to continued changes in social policy. In making our assumptions for income and expenditure the board monitors the external environment carefully, we work closely with both the local authority and YMCA England Policy Team when making our financial assumptions. The current projections are based upon the latest information that we have, and all forecasts are reviewed on a quarterly basis and updated for potential changes.

Maintenance and repairs are increasingly a key part of YMCA North Staffordshire's planning process. The Board is committed maintaining the highest standards for the youth campus. Our financial assumptions and forecasts reflect this priority to achieve surplus levels to fund this requirement. The YMCA has produced a 30-year CAPEX plan and the forecast requirement for the next five-year period is £785k.

The rate used to discount benefit obligations to their present value is based upon market yields for high quality corporate bonds with terms consistent with those of the benefit obligations. Our commitment to the YMCA Pension Plan for the next 3 years has been discounted at a rate of 3% amounting to a net present value of £27,081 at 31 March 2025 (2024: £40,854).

Critical areas of judgement

All housing properties are included in the financial statements as property, plant and equipment and stated at cost less accumulated depreciation and impairment losses. The company regularly reviews and assesses the carrying value of its social housing properties for any indication of impairment. In making the judgement, management consider the detailed criteria set out in the Housing SORP and would recognise such changes in the financial statements as necessary.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

2 TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2025				2024			
	Turnover	Operating costs	Other operating income	Operating surplus	Turnover	Operating costs	Other operating income	Operating surplus
	£	£	£	£	£	£	£	£
Income and Expenditure from Social Housing Lettings	3,857,324	(3,611,234)	74,907	320,997	3,349,794	(3,064,153)	-	285,640
Non-Social Housing Activities	2,246,258	(1,875,460)	-	370,798	1,819,674	(1,796,418)	-	23,256
	6,103,582	(5,486,694)	74,907	691,795	5,169,467	(4,860,571)	-	308,896

Particulars of income and expenditure from social housing lettings	2025	2024
	£	£
TURNOVER FROM SOCIAL HOUSING LETTINGS		
Rents receivable net of voids	3,555,449	2,989,996
Service charges receivable	102,985	87,567
NET RENTAL INCOME	3,658,434	3,077,563
Supporting people grant receivable	198,646	271,995
Other income	243	236
TURNOVER FROM SOCIAL HOUSING LETTINGS	3,857,323	3,349,794
EXPENDITURE ON SOCIAL HOUSING LETTINGS		
Direct property management costs	1,754,064	1,563,011
Administrative costs	706,118	721,229
Bad debts	21,159	58,649
Loan interest	235,750	97,639
OPERATING COSTS ON SOCIAL HOUSING LETTINGS	(2,717,091)	(2,440,527)
OTHER OPERATING INCOME		
Insurance claims receivable	74,907	-
OPERATING SURPLUS ON SOCIAL HOUSING LETTINGS	1,192,975	909,266
Rent losses due to voids	101,071	109,651

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

3 ACCOMMODATION IN MANAGEMENT AND DEVELOPMENT

	2025 units	2024 units
General needs housing		
- Affordable rent	42	42
Supported housing	118	118
TOTAL UNITS IN MANAGEMENT	160	160

4 INTEREST RECEIVABLE

	2025 £	2024 £
Interest on bank deposits	85,937	55,781

5 INTEREST AND FINANCING COSTS

	2025 £	2024 £
Loan interest	235,750	97,639
Impact of discount on pension provision	(3,993)	(41,274)
	<u>231,757</u>	<u>56,365</u>

6 OPERATING SURPLUS

	2025 £	2024 £
Operating surplus is stated after charging:		
Depreciation of housing properties	412,256	409,539
Depreciation of other tangible fixed assets – owned	163,636	126,274
Operating lease rentals	11,447	9,413
Auditor's remuneration – audit	21,528	20,460

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

7	EMPLOYEES	2025	2024
		Number	Number
	The average monthly number of persons (including directors) employed by the company during the year was:		
	Office and management	23	23
	Housing support and care	74	69
	Development	39	30
		136	122
	Staff costs for the above persons:	2025	2024
		£	£
	Wages and salaries	2,881,837	2,605,362
	Social security costs	247,029	225,909
	Other pension costs	133,438	99,972
		3,262,304	2,931,243
	The full-time equivalent number of staff who received remuneration (excluding directors):	2025	2024
		Number	Number
	£100,001 - £110,000	1	1
	£90,001 - £100,000	1	1
	£80,001 - £90,000	2	2
	£70,001 - £80,000	2	2
	£60,001 - £70,000	2	2
		8	8

8 BOARD MEMBERS AND EXECUTIVE DIRECTORS

The total remuneration of the key management personnel of the Company was £605,241 (2024: £628,085).

9 TAXATION

The company is a registered charity and therefore it is exempt from corporation tax on income and gains falling within chapter 3 Part 11 of the Corporation Taxes Act 2010 or S256 Taxation of Chargeable Gains Act 1992 (TCGA 1992) to the extent that these are applied to its charitable objects.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

10	TANGIBLE FIXED ASSETS – HOUSING PROPERTIES	Social housing properties held for letting £	Social housing properties under the course of construction £	Other property £	Total £
	COST				
	1 April 2024	11,134,128	2,946,674	6,022,582	20,103,384
	Additions	132,031	4,142,293	-	4,274,324
	31 March 2025	11,266,159	7,088,967	6,022,582	24,377,708
	DEPRECIATION				
	1 April 2024	4,460,086	-	1,215,973	5,676,059
	Depreciation charged in year	396,092	-	16,164	412,256
	Transfer	-	-	-	-
	31 March 2025	4,856,178	-	1,232,137	6,088,315
	CARRYING AMOUNT				
	31 March 2025	6,409,981	7,088,967	4,790,445	18,289,393
	31 March 2024	6,674,042	2,946,674	4,806,609	14,427,325

EXPENDITURE ON WORKS TO EXISTING PROPERTIES	2025 £	2024 £
Improvement work capitalised	43,291	21,071
EXPENDITURE ON WORKS TO EXISTING PROPERTIES	2025 £	2024 £
Total cumulative amounts received or receivable at 31 March:		
Capital grant	17,376,089	16,412,910

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

10a TANGIBLE FIXED ASSETS – OTHER

	3G Pitch, fixtures, furnishings and office equipment £	Car park £	Motor vehicles £	Total £
COST				
1 April 2024	1,425,858	12,383	107,272	1,545,513
Disposals	-	-	(32,793)	(32,793)
Additions	245,505	-	42,103	287,608
31 March 2025	1,671,363	12,383	116,582	1,800,328
DEPRECIATION				
1 April 2024	957,167	4,613	102,565	1,064,345
Depreciation charged in year	156,692	248	6,811	163,751
Disposals	-	-	(28,542)	(28,542)
31 March 2025	1,113,859	4,861	80,834	1,199,554
CARRYING AMOUNT:				
31 March 2025	557,504	7,523	35,748	600,775
31 March 2024	468,692	7,770	4,706	481,168

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

12	DEBTORS	2025 £	2024 £
	<i>Amounts falling due within one year:</i>		
	Rent and services receivable.	275,413	203,752
	Provision for bad and doubtful debts on rents and services receivable	(23,119)	(17,798)
		252,294	185,954
	Other debtors	65,519	221,143
	Prepayments and accrued income	66,354	53,354
		384,167	460,451

13	CREDITORS: Amounts falling due within one year	2025 £	2024 £
	Bank loans	172,219	30,522
	Deferred capital grants	254,987	257,487
	Trade creditors	189,326	108,374
	Other taxation and social security	80,348	82,399
	Other creditors	439,472	91,311
	Accruals and deferred income	527,475	357,778
		1,663,827	927,871

Health Zone – A grant of £40,090 (2024: £40,090) was received during the year to run health zone activities. At the end of the year £29,901 (2024: £29,406) had not been spent and this has been reserved in a control account within accruals and deferred income in the financial statements.

14	CREDITORS: Amounts falling due after more than one year	2025 £	2024 £
	Bank loan	4,274,540	1,675,588
	Deferred capital grants	12,407,271	11,696,579
		16,681,811	13,372,167

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

14 CREDITORS: Amounts falling due after more than one year (continued)

Included in creditors are:

	2025 £	2024 £
Amounts repayable by instalments falling due after more than five years.	4,168,304	1,147,455

The bank loan agreement specifies that interest on the loans is charged at a rate of 2% per annum above the banks base rate. The base rate at 31 March 2025 is 4.5%.

The bank loans are secured by a fixed charge against the properties of the company.

15 DEFERRED CAPITAL GRANTS	2025 £	2024 £
As at 1 April	11,954,066	11,674,830
Capital grant repayment made in year	(26,320)	-
Grants received in the year	989,499	539,637
Capital grants released	(254,987)	(260,401)
As at 31 March	12,662,258	11,954,066

Included within capital grants is The Big Lottery Fund "My Place" grant which is secured by a legal mortgage charge over the freehold land on the northeast side of Harding Road, Hanley, Stoke-on-Trent. Should the YMCA breach any of the grant conditions, the grant will be repayable at a rate equal to 4% per annum above the Lloyds TSB Bank plc. base rate.

16 FINANCIAL INSTRUMENTS	2025 £	2024 £
Financial assets:		
Debt instruments measured at amortized cost	198,349	205,818
Financial liabilities:		
Measured at amortized cost	1,164,743	942,984

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

17	PROVISION FOR LIABILITIES	Pension deficit £
	As at 1 April 2024	40,854
	Utilised in the year	(9,780)
	Unwinding of discount & change of discount rate	(3,993)
	Decrease in payment period	-
	As at 31 March 2025	27,081

The YMCA England's Pension Plan provider represents the net (present value of the commitment to the multi-employer pension scheme in respect of past deficits. There is an agreement by YMCA North Staffordshire Ltd. to contribute to an historic funding deficit of YMCA England's pension scheme over a period of time (see note 20).

18 SHARE CAPITAL AND RESERVES

CAPITAL

The Company is limited by guarantee and consequently has no share capital. Each of the company's members agrees to contribute £1 in the event of the company winding up.

RESERVES

Reserves of the company represent the following:

Income and expenditure reserve

The company's policy is to maintain a prudent level of reserves to insure against future liabilities.

Reserves are also used for activities to assist the association to achieve its strategic purpose of helping people recover a sense of self-worth and live in cohesive communities.

In particular, reserves will be used to ensure that development and maintenance are to the highest standard to provide housing quality that demonstrates how highly the company values its customers.

The directors continually assess the needs of customers and provide a range of short and long-term housing and support services that are innovative, continually improving our capabilities, people and performance.

Designated reserves

Family Services - to support the development of families and communities staying connected. The designated reserve figure of £6,629 (2024: £6,629) is money that was transferred to YMCA North Staffordshire Ltd. when Contact First joined YMCA North Staffordshire Ltd. The Board agreed that this money should be designated to support that area of work. It has been agreed that this money be used to assist the Family Services Department to make the transition caused by legislative changes in the commissioning of child contact assessment work.

The Green Apprentices Trust - this money was donated to the YMCA. The Board has designated this money to provide a source of funding for new ideas to improve services and to generate new

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

ones. The designated reserve figure at 31 March 2025 is £nil (2024: £nil).

Youth Activities - the reserve was created to provide a full programme of activities to support young people to grow and discover their passions. The designated reserve figure at 31 March 2025 is £36,293 (2024: £35,470).

18 SHARE CAPITAL AND RESERVES (continued)

Maintenance reserve - the YMCA had a major development programme between 2008 and 2013 which over time will result in increased costs for maintenance and major repairs. The board feels that it is important to highlight this and work to ensure that any future costs can be met. The Charity has had an independent report produced to predict as accurately as possible the cost of future planned and major repairs and guide our long-term maintenance programme. To date the Board has designated £1,003,357 to this reserve and will monitor the reserve annually.

Restricted reserves

Reserves that are shown as restricted, all have conditions as to their usage attached and therefore, are not available as a surplus reserve.

Big Lottery - it was a requirement of the Big Lottery Grant Fund to provide details of any amounts held within restricted reserves relating to the Fund. Grant received in the year £nil (2024: £nil). Against this grant expenditure of £nil (2024: £nil) was incurred during the year.

A reserve of £nil (2024: £nil) was held in restricted reserves at the end of the year.

19 RECONCILIATION OF PROFIT AFTER TAX TO NET CASH GENERATED FROM OPERATIONS

	2025 £	2024 £
Surplus for the year	545,975	308,314
Adjustments for:		
Depreciation of tangible fixed assets	576,007	540,849
Gain on disposal	2,201	87
Release of restricted and designated reserves	-	-
Defined benefit pension scheme	(13,773)	(56,030)
Capital grants released	(254,987)	(260,401)
Interest receivable	(85,937)	(55,781)
Interest payable	235,750	97,639
Operating cash flow before movements in working capital	1,005,236	574,677
(Increase) / decrease in stock	-	-
(Increase) / decrease in trade and other debtors	76,284	(183,117)
Increase / (decrease) in trade and other creditors	310,310	133,140
Cash generated from operations	1,391,830	524,699

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

CASH AND CASH EQUIVALENTS	2025	2024
	£	£
Cash and cash equivalents represent:-		
Cash at bank	3,946,522	3,274,110

20 RETIREMENT BENEFITS

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

As described in Note 17, YMCA North Staffordshire Ltd has a contractual obligation to make pension deficit payments of £9,781 pa over the period to April 2027 (2024: £14,755 pa to April 2027), accordingly this is shown as a liability in these accounts. In addition, YMCA North Staffordshire Ltd is required to contribute £2,918 pa (2024: £2,972 pa) to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

The assets of the YMCA Pension Plan are held separately from those of YMCA North Staffordshire Ltd and at the year-end these were invested in the Mercer Dynamic De-risking Solution, 65% matching portfolio and 35% in the growth portfolio and Schroder (property units only).

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

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

21 RELATED PARTY TRANSACTIONS

A Board Member provides the Association with HR support on a consultancy basis. During the year a total of £3,500 (2024: £3,650) was paid to this Board member. At 31 March 2025 £350 (2024: £350) was outstanding.

The Board Member and Chairperson are common directors of The Ideas Facility Limited. During the year The Ideas Facility Limited provided training sessions totaling £1,440 (2024: £2,160).

Gordon French Associates Ltd delivered a training session on Equality, Diversity and Inclusion in the year totaling £3,106 (2024: £nil). Trevor Gordon was appointed to the Board of YMCA North Staffordshire Limited on 14 December 2021.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

Stoke Creates CIC is a partnership model that supports and grows arts and culture which delivered a young persons creative action forum in the year totalling £2k in the year (2024: £nil). Paul Williams is on the Board of Directors of Stoke Creates, however the transaction was conducted at market rate.

Entrust is an Education & Skills support service which delivered sessions to our young people totaling £nil in the year (2024: £nil) Jayne Thorpe is a Board Member and is also employed by Entrust however, the arrangement existed before Jayne Thorpe was appointed. Conditions of trade have remained the same since the appointment of the trustee, therefore, consider the transaction to be conducted at market rate.

YMCA NORTH STAFFORDSHIRE LTD.

England & Wales - Charity number 1100749

Accounts

YMCA North Staffordshire Ltd.
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

31 March 2024

Company Registration No: 04804681
Registered Charity No: 1100749
RP No: H4426

YMCA North Staffordshire Ltd.

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YMCA North Staffordshire Ltd.

TRUSTEES, DIRECTORS AND ADVISORS

PRESIDENT

Bishop of Stafford (non-voting)

BOARD OF DIRECTORS

GC Handforth

MJ Toohey

B Sumner

A Robinson

Rev SA Smith – resigned 29.11.2023

PJ Franklin

PA Dartford

PA Williams

DR S Wynn-Williams

J Sawyers

NCY Joy-Johnson

JL Thorpe

T Gordon

Mrs Hifsa Iqbal

Mrs Mahishma Irvine – appointed 16.10.2023

CHIEF EXECUTIVE AND COMPANY SECRETARY

D Flynn

REGISTERED OFFICE

Edinburgh House

Harding Road

Hanley

Stoke-on-Trent

Staffordshire

ST1 3AE

AUDITORS

Crowe UK LLP

St George's House

56 Peter Street

Manchester

M2 3NQ

BANKERS

National Westminster Bank Plc.

1 Upper Market Square

Hanley

Stoke-on-Trent

Staffordshire

ST1 1NS

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

Our vision

YMCA's vision in England and Wales is of an inclusive Christian movement transforming communities so that all young people can belong, contribute and thrive.

Our Mission

We develop young people; they develop their world.

Principal Activities

The principal activities of YMCA North Staffordshire are to provide housing, support, training, recreation and sports activities for young people, their families and their communities.

What we do

We develop life chances and new futures for young people, their families and communities. This comes in the form of a wide range of services.

We provide specialist housing on our young people's campus including purpose-built move on accommodation, housing in the community for young workers. The campus offers young people a high standard of accommodation in a safe supportive environment with staff who offer development opportunities in areas of education, employment and well-being advice together with a wide range of creative and recreational activities to inspire and motivate.

We provide effective training programmes for young people and their families to assist them to gain confidence, acquire skills and development via volunteering and support them to gain and sustain paid employment.

We provide a range of family services where our team help to re-build and maintain family relationships in area such as parenting skills, conflict resolution, work with separated parents and their children.

We provide an onsite sports and recreation centre including a gym, sports hall, outdoor football pitch and offer a range of programmes for young people, community sports clubs, schools and our local community.

We provide a roof top conference centre and other meeting rooms that can be hired by local community groups and businesses for meetings and conferences and offer in house catering if required.

We provide a place for our community to gather and actively support other local charities, community groups and other stakeholders by sharing our space, experience and expertise where it is of use.

We provide an experienced staff team to deliver the National Citizenship service to young people.

We play an active role in our community working with them to provide opportunities.

Our values

YMCANS Values are

- Trust
- Hope
- Persevere
- Protect

These values are our bedrock and help us create the resilience to develop young people into thriving lives.

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

DIRECTORS

The directors who have held office since 1 April 2023 are as follows:

GC Handforth
MJ Toohey
B Sumner
A Robinson
Rev SA Smith – resigned 29.11.2023
PJ Franklin
PA Dartford
PA Williams
DR S Wynn-Williams
J Sawyers
NCY Joy-Johnson
JL Thorpe
T Gordon
Mrs Hifsa Iqbal
Mrs Mahishma Irvine – appointed 16.10.2023

ORGANISATIONAL STRUCTURE

YMCA North Staffs is a Registered Social Landlord (Reg No: H4426); a registered charity (Reg No: 1100749) and a company limited by guarantee (Reg No: 04804681). The YMCA board of management meets bi-monthly with a full business agenda. The board oversees the strategic development and operational performance of the organisation.

Appointment and recruitment of directors

Potential candidates for directors are interviewed by the Chair and the Chief Executive. This is a three-stage process:

1. A discussion around the organisation's vision and mission and to explain the charitable objects, company articles, business plan and direction of the organisation. To check on the potential members skills set and experience.
2. If the Chair and the potential director agree that they would be suitable, the individual is introduced to the board of directors who then collectively decide whether to offer Board Membership.
3. If the full board agrees the proposed director comes to a full board meeting and after discussion a vote will take place.

Directors' induction and training

Once appointed each Board Member is allocated to one of the strategic groups that oversee the running of the organisation, membership of these groups allows the board member to specialise in their area of expertise and/or interest.

The Current Groups are:

Finance & Risk
H.R.
Campus Development
Performance Standards (Including Health & Safety & Safeguarding)
Christian & Spiritual Development
Business Development
Capital Development

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

Connectivity & Communications
Environmental Sustainability
Empathy Engine / Equal Opportunities

Membership of the groups include one or two board members plus senior and operational staff.

In addition, the Chair of the Board & CEO will identify areas of training and development and ensure that this is delivered. Regular events take place at least annually where the Board reflects on the Values of the YMCA and the work that we do to ensure that they are aligned.

Public benefit and value for money

The YMCA aims to serve young people, their families and the community, we continue to provide housing for some of the most marginalised young people in our area and have improved our offer with the new flats that provides a better standard of accommodation and facilities for young families for the first time. We are growing our property portfolio to help low waged young people afford community-based accommodation and maintain their employment.

Our activity centre is being enjoyed by members of the community for sports and family fun days and our family contact centre continues to serve young children providing a safe space for them to play and talk to trained counsellors.

Our training and employment service assists people lacking in skills and confidence to become ready to manage work opportunities and move towards economic independence.

Value for money

In the current economic environment, it is important to ensure that the YMCA maximises the value from its expenditure. The Board considers value for money as part of its strategic approach when allocating resources, but not at the expense of providing quality of service, all new proposals and major items of expenditure are scrutinised by both the business development and finance and risk board working groups prior to approval.

Risk management

YMCA North Staffordshire works with people who have been disadvantaged thorough limited life chances. As we describe ourselves as a life chances agency it is appropriate to take risks with our charity's resources to make opportunities available to those people in order for them to reach their potential and thrive. We are therefore happy to take a risk with creating life chances.

We will not however, take any risks relating to the protection of young people and vulnerable adults. Full vetting procedures will always be followed for all staff and volunteers and disciplinary action follows when breaches occur. A similar policy is adopted in relation to fraud and corruption.

The Charity is fortunate to hold assets in the form of property and investments and revenues generated from our activities. We will take some risk to achieve good returns but will not put at risk the capital value of our assets and will always seek to balance the risk of any loss against the expected return.

The board delegates the detailed review of Risk Management to the Finance and Risk Management Working Group which consists of the Vice Chair, Treasurer, plus at least one other board member/ advisor together with the Deputy Chief Executive and Finance Director. This group meets bi-monthly to review all issues both internal and external that might have an adverse effect on the organisation fulfilling its objectives

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

The Board identifies headline current risks to the charity as follows:

The Capital Developments for the new flats and YIF project are completed within agreed timescales and remain viable projects.

Economic volatility due to inflation and changes in interest rates.

Funding risks due to political policy changes

Risk of fraud

Protecting vulnerable people who use our services from any safeguarding risk.

Director's indemnity insurance

The YMCA has Directors Indemnity Insurance of up to £1m.

Review of The Year Y.E. 31.03.2024

Last year we set out several activities from our current Business Plan to work on, the progress made is set out below in the status update column.

Business Development and Income Generation

YMCA North Staffordshire has developed an increasingly diverse income stream which enables us to positively impact upon the lives of children, young people, their families and their communities.

Objective	Impact	Evidence	Status Update
Identify Risks & Income Streams	We use financial insights to make appropriate and timely business decisions	Pipeline Board Reporting of New and expiring sources of finance every 3 months via Quarterly Finance Meetings	Implemented joint working between Business Development and Finance Teams to monitor funding bids and risks.
Evaluation of all products	Develop a robust and relevant evaluation framework for every work activity, Product & Service	Standardised Framework published as a report to the board on a regular basis.	Frameworks have been developed based upon theory of change and impact measurement – initial progress has been made - further work required.

Unlocking the diverse gifts, talents and abilities and to be seen as an asset so that all young people, staff and volunteers can belong contribute and thrive.

We believe that all people have gifts, talents and abilities. We need to further implement our thinking around Ubuntu and will broaden whole team approach. Including those we serve as centre of that team/community of assets approach.

Objective	Impact	Evidence	Status Update
Creating space for young	Young people feel both heard and empowered to influence change	YP & communities are involved in campaigns & investment opportunities to	Various activities are taking place, weekly youth forum, trips. Youth consultation,

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

people's voices to be amplified		benefit their peers & communities	participation in parliamentary youth affairs committee / youth governance team / plan in place develop Young People to join our board.
Stakeholder voices can see their influence in the life and work of YMCANS community	The influence of stakeholder feedback will drive up the quality & delivery of all our services	We have established a Continuous Stakeholder feedback loop that demonstrates codesign of all key services (Community, Staff, Customers, Products & services etc)	Partnership Sub Board reviewing current partnerships in place and developing a feedback process

Learning Organisation Growing Capacity Education, Skills

We have successfully built a culture of learning and development across the whole association. We have clear training and development opportunities for all, and the impact is measured by the growth in those opportunities and the attendance and achievement of those.

Objective	Impact	Evidence	Status Update
Identify and remove barriers to learning	Learning opportunities reflect peoples learning preferences	People feedback positively around learning opportunities	Consultation undertaken with all departments, HR team working with individual teams to create a suitable training plan.
To develop a co designed appraisal process	A new appraisal process is in place that staff are happy with	Staff feedback to demonstrate that the new system works	New appraisal process in place and current wellbeing survey is being undertaken with appraisal process included in consultation
We have invested in furthering relationships with learning providers e.g. Colleges / unis	We have a diverse learning offer that accommodates all people	Uptake of learners with external organisations	Relationships deepened with universities and colleges and increased number of people participating in training outside of our organisation

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

Environmental Sustainability

Promoting a culture and business practice that embeds sustainability practices across all of our communities.

Objective	Impact	Evidence	Status Update
Developed an Environmental Sustainability Impact and outcomes Strategy in partnership with others	YMCANS promotes sustainable business practices and actively contributes to the collaborative network sustainable impact model	We will have gathered reliable baseline data and set targets for improvement.	Scoping Document and energy audit overview with action plan produced. Staff monthly meeting or environment working group.
We raise awareness of sustainability issues for all our staff and young people	All stakeholders are aware of how they positively contribute to the sustainability change model and are actively promoting sustainability practice across all of our services.	We will have measured and demonstrated an improvement in the understanding and contributions people can make to the UN Development Goals	Some work done but not completed yet Regular email sent to staff on environmental issues, some training undertaken, no significant work done yet with young people
To achieve the Bronze award in sustainable food with Food for Life	YMCA North Staffordshire offers healthier and more sustainable food to its community	Achieving the bronze award standard	Postponed currently Fair trade achieved

Welfare and community partnerships (linking with partners for the common good)

We will seek out and build with individuals, partners and organisations that share our values. Taking on ABCD approach helping to identify those wider assets brought by partners and unlocking ours and partner assets for the benefit of those we serve.

Objective	Impact	Evidence	Status Update
Develop partnerships with others who	Our offer to the communities we serve is enhanced due to the added value of the	Working with partners, we will have unlocked our values and partners	We have invested in relationships with our partners to ensure we are maximizing the partnership's benefits. This includes working

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

share our values	partnerships that we have developed and nurtured.	values eg collab net model	closely with the Chamber of commerce, academic partners who can provide learning opportunities, delivery of YES (a collaborative approach to the challenges facing young people not engaged)
Campaigns, events, appeals and activities delivered	YMCANS will raise awareness of issues affecting YP and will seek to bring about positive changes.	We will have established campaigns with our partners	We have delivered several campaigns with both local partners and national partners, co-designed with young people. Campaigns have focused on mental health, voting and sustainability

Future Focus (2024 – 2025)

As we enter the 2nd year of our three-year business plan, we continue to keep young people and communities at the heart of all that we do. Our business plan has been co-designed with staff, volunteers and young people to promote empowerment, inclusivity and diverse perspectives. Our focus remains on five objectives, developing a collective impact model whereby we can measure how all the organisational services contribute to the business plan.

Business Development and Income Generation

YMCA North Staffordshire has developed an increasingly diverse income stream which enables us to positively impact upon the lives of children, young people, their families and their communities.

Objective	Impact	Evidence	Updates
Working with young people and partners we will use co-design principles to develop and implement our existing and new product and services.	Increased income from public, private and earned income, wider partnership base, deeper skill set and bidding capacity within the association.	We have increased our housing stock and now have an additional forty-six flats to accommodate young people from across the city We have a brand-new state of the art youth hub provided a space for young people to participate in activities throughout the year	
Unlocking the diverse gifts, talents and abilities and to be seen as an asset so that all young people, staff and volunteers can belong contribute and thrive.			

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

We believe that all people have gifts talents and abilities. We need to further implement our thinking around Ubuntu and will broaden whole team approach. Including those we serve as centre of that team/community of assets approach.

Objective	Impact	Evidence	Updates
The YMCANS community are exposed to opportunities to support them making positive decisions for their future and create a culture of personal development.	More staff and young people are accessing opportunities to belong, contribute and thrive.	New partnerships in place that provide opportunities and experiences to promote learning.	

Learning Organisation Growing Capacity Education, Skills

We have successfully built a culture of learning and development across the whole association. We have clear training and development opportunities for all and the impact is measured by the growth in those opportunities and the attendance and achievement of those.

Objective	Impact	Evidence	Updates
Young people feel valued and their personal preferences and diversity have been accommodated	Young people are fulfilling their potential	We have developed an alternative education offer that responds to the needs of the children and young people across the city.	

Environmental Sustainability

Promoting a culture and business practice that embeds sustainability practices across all of our communities.

Objective	Impact	Evidence	Updates
We have developed an Environmental Sustainability Impact and outcomes Strategy in partnership with others	YMCANS promotes sustainable business practices and actively contributes to the collaborative network sustainable impact model	YMCA North Staffordshire has supported the implementation and delivery of a Soke on Trent Food Network, thus promoting wider collaboration and collectively addressing the challenges around food accessibility and sustainability.	

Welfare and community partnerships (linking with partners for the common good)

We will seek out and build with individuals, partners and organisations that share our values. Taking on ABCD approach helping to identify those wider assets brought by partners and unlocking ours and partner assets for the benefit of those we serve.

Objective	Impact	Evidence	Updates
Working with others we collectively address the challenges our communities are facing	YMCANS is seen as valued and trusted partner to all stakeholders across the city.	We have reduced the number of young people aged 16 – 24 who are not engaged in employment, education or training through the YES partnership.	

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

		More families are able to access early help through the city-wide Family HUB initiative.	
		YMCANS achieves trusted charity status	

Challenges

Over the past twelve months, we have faced challenges and have worked hard to respond to them. Our key challenges have been around:

Capital Programmes –During the past year we have made significant progress with our two Capital Programmes, both are now under construction and due to be completed in the current financial year , we have adequate finance in place to complete both programmes.

Cost of Living – This remains an issue even though inflation is now returning to normal levels , food in particular is an issue and we work to provide food for members of our community via our pantry project and our drop in sessions for Sanctus a partner organisation working with refugees and asylum seekers.

Unpredictable Funding Environment – The funding landscape remains unpredictable , still short term , we are reviewing our Business Development team to manage this and working increasingly in a collaborative way with partners to explore joint bidding opportunities both to grow our range of activities but also to support them in their work .

OPERATIONAL REVIEW OF THE YEAR (including balance sheet review)

For the year to March 2024 the Charity turnover was £5.2m (2023 £5.3m), operating expenditure was £4.9m (2023 £4.9m) . The financial surplus of £ 308,314 (2023 £ 361,704) These numbers reflect the current operating climate with less new opportunities and a lot of effort to maintain our current level of activities.

Our Capital Development projects are both currently on track and in line with current budget projections, however both remain under regular review by the Board for any changes.

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

FUNDS AND RESERVES

YMCA North Staffs has funds available to finance its activities. These are unrestricted funds expendable at the discretion of the board in furtherance of the charity's objects. Such funds may be designated by the board for a project or purpose.

The board recognises the need to establish a level of general reserves that enables financial stability, is adequate to meet the requirements of working capital and acts as a cushion against fluctuations in income levels and in the financial performance of the YMCA's activities. Such reserves are built up from operating surpluses. The Board will also use reserves to develop the range of services and activities where this is deemed appropriate.

Our reserves are also needed to manage our ongoing maintenance commitments following our major refurbishment. We had a major development programme between 2008 and 2013 which will need increasing maintenance and major repairs and the board feels that it is prudent to designate a sum to ensure that any future costs can be met. We have a long-term maintenance plan which predicts the cost of future planned and major repairs. In 2018 we set up a designated reserve to work to aim to meet this cost, each year we strive to increase this and in March 2024 were able to designate a further £100k to this reserve and spent £16k. We have also created a Youth Activities designated reserve in the year which enables us to maintain a level of youth activities and opportunities for our young people as funding pots comes to an end. At 31 March 2024 this was £35k.

The board's policy is that free reserves should be sufficient to manage the predominant risks to the organisation and its working capital requirements, currently these risks would include the completion of our current capital development project, The Board remains vigilant in monitoring risk of redundancy payments due to any loss of income because of the economic situation and changes to government policy. The Board is concerned about the impact of inflation and economic uncertainty on operating costs. There is an on-going pension deficit liability to manage which has now been decreased by three years. Our new business plan recognises the need for more commercial skills and greater data evidence to measure and demonstrate our impact and reserves will be allocated to fund these changes. Regulation of our sector continues to grow, and resources need to be allocated to ensure that the charity has the capacity to meet these obligations.

The level of free reserves on 31 March 2024 was £487,748, this figure is calculated by deducting the restricted and designated funds from the total reserves on page 21 and any funds tied into fixed assets. This amount is considered as adequate by the board for current short-term needs.

PRINCIPAL RISKS AND UNCERTAINTIES

The primary risk that we face currently is economic and political uncertainty, interest rates and a possible reduction in public spending. The Board is monitoring the situation closely. Political changes are always a risk to our areas of operation working closely with the public sector and current uncertainty is of concern to The Board.

We are currently in contract to develop 46 new units of accommodation, ensuring that this is developed within budget and by the revised Homes England deadline of 2025 is also a priority risk. The delay to this project has increased costs and borrowing which will need to be monitored to ensure affordability.

The Board monitors the longer-term impact on the organisation of maintenance and major repairs and recognises that the challenge to maintain our campus is challenged by the current economic climate.

The Board keeps all fraud related issues facing the sector that the charity operates in under review in order to assess potential impact on the charity of any emerging risks or uncertainties.

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

We continue to strive for ways to generate a greater proportion of our income and consider the growth and development of affordable housing as a key strategy.

The Board is aware of current rises in interest rates at a time when the charity has variable rate loans for community housing and our new flats .

The move to Net Zero is another risk that is of increasing importance and will require increased leadership and resources from charities . A primary risk for us will be the challenge of bringing our community properties up to the required environmental standards , we are devoting time to this and look for support to achieving this as soon as possible.

Other ongoing risks are always in the areas of safeguarding and health and safety and these are under constant management and review by the Board.

STATEMENT OF DISCLOSURE TO THE AUDITOR

So far as the trustees and directors are aware, there is no relevant information of which the company's auditor is unaware. Additionally, the trustees and directors have taken all the necessary steps that they ought to have taken as trustees and directors to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

AUDITOR

Crowe UK LLP was appointed by the company. Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and therefore Crowe UK LLP will continue in office.

By order of the Board

Director : Glenn Handforth



15 October 2024

Director: Barbara Sumner



15 October 2024

YMCA North Staffordshire Ltd

Report of the Board of Management (including Strategic Report)

DIRECTORS' RESPONSIBILITIES IN THE PREPARATION OF FINANCIAL STATEMENTS

The directors (who are also trustees of the charity) are responsible for preparing The Report of the Board of Management and the financial statements in accordance with applicable law and regulations.

Company law and housing association legislation requires the directors to prepare financial statements for each financial year. Under those laws the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the directors 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 company and of the surplus or deficit of the company for that period.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors and trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and The Accounting Direction for Private Registered Providers of Social Housing 2019. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Auditor's Report to the Members of YMCA North Staffordshire

Opinion

We have audited the financial statements of YMCA North Staffordshire (the "charitable company") for the year ended 31 March 2024 which comprise the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Reserves, Statement of Cash Flows and notes to the financial statements, including 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 the charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

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

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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not

express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the 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 strategic report or the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 15, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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 obtained an understanding of the legal and regulatory frameworks within which the Company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Companies Act 2006, the Housing and Regeneration Act 2008 and other laws and regulations application to a registered social housing provider in England. We also considered the risks of non-compliance with the other requirements imposed by the Regulator of Social Housing, and we considered the extent to which non-compliance might have a material effect on the financial statements.

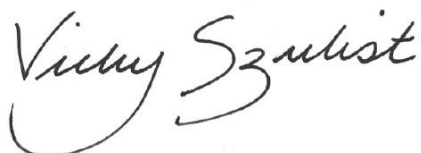
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases and substantive testing of grant income.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Vicky Szulist
Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

Manchester

1st November 2024

YMCA North Staffordshire Ltd.
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 March 2024

	Note	2024 £	2023 £
TURNOVER	2	5,169,468	5,320,126
Operating expenditure	2	(4,860,571)	(4,928,533)
OPERATING SURPLUS	6	308,897	391,593
Interest receivable	4	55,781	18,738
Interest and financing costs	5	(56,365)	(48,627)
SURPLUS BEFORE AND AFTER TAX		308,313	361,704
SURPLUS FOR THE YEAR		308,313	361,704
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		308,313	361,704

The company results relate wholly to continuing activities.

The accompanying notes form part of these financial statements.

YMCA North Staffordshire Ltd.

STATEMENT OF FINANCIAL POSITION

at 31 March 2024

		2024		2023	
	Notes	£	£	£	£
FIXED ASSETS					
Housing properties	10		14,427,325		13,519,631
Other fixed assets	10a		481,168		478,647
			14,908,493		13,998,278
CURRENT ASSETS					
Trade and other debtors	12		460,451		277,334
Cash and cash equivalents			3,274,110		3,344,269
			3,734,561		3,621,603
CURRENT LIABILITIES					
Creditors: Amounts falling due within one year	13		(927,871)		(829,535)
NET CURRENT ASSETS			2,806,690		2,792,069
TOTAL ASSETS LESS CURRENT LIABILITIES			17,715,184		16,790,346
Creditors: Amounts falling due after more than one year	14		(13,372,167)		(12,699,614)
Provisions for liabilities					
Pension provision	17		(40,854)		(96,884)
TOTAL NET ASSETS			4,302,162		3,993,849
RESERVES					
Income and expenditure reserve	18		3,406,706		3,148,744
Designated reserve	18		895,456		845,105
Restricted reserve	18		-		-
TOTAL RESERVES			4,302,162		3,993,849

The financial statements on pages 20 to 41 were approved by the board of directors and authorised for issue on 15 October 2024 and are signed on its behalf by:



GC Handforth
Director



B Sumner
Director

Company Registration No: 04804681

YMCA North Staffordshire Ltd.

STATEMENT OF CHANGES IN RESERVES

for the year ended 31 March 2024

	Income and expenditure reserve £	Designated reserve £	Restricted reserve £	Total £
Balance at 1 April 2022	2,841,617	790,526	-	3,632,143
Surplus for the year	361,704	-	-	361,704
Transfer from statement of comprehensive income to restrictedreserves		-	-	-
Transfer from statement of comprehensive income to designatedreserves	(54,578)	54,578	-	-
Balance as at 31 March 2023	3,148,743	845,104	-	3,993,847
Surplus for the year	308,314	-	-	308,314
Transfer from statement of comprehensive income to restrictedreserves	-	-	-	-
Transfer from statement of comprehensive income to designatedreserves	(50,352)	50,352	-	-
Balance at 31 March 2024	3,406,705	895,456	-	4,302,161

YMCA North Staffordshire Ltd.

STATEMENT OF CASH FLOWS

for the year ended 31 March 2024

	Note	2024 £	2023 £
OPERATING ACTIVITIES			
Net cash generated from operations	19	524,699	451,179
NET CASH GENERATED FROM OPERATING ACTIVITIES		524,699	451,179
CASH FLOW FROM INVESTING ACTIVITIES			
Proceeds from sale of tangible fixed assets			178,330
Purchase of tangible fixed assets	10-10a	(1,451,150)	(289,748)
Grants received	16	539,637	-
Interest received	4	55,781	18,738
Interest Payable	5	(97,639)	(48,627)
NET CASH GENERATED FROM/(USED IN) INVESTING ACTIVITIES		(953,371)	(141,307)
CASH FLOW FROM FINANCING ACTIVITIES			
Proceeds of new borrowings		376,501	
Repayment of borrowings		(17,988)	(24,369)
NET CASH USED IN FINANCIAL ACTIVITIES		358,513	24,369
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		70,158	285,503
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		3,344,268	3,058,765
CASH AND CASH EQUIVALENTS AT END OF YEAR	19	3,274,110	3,344,268

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2024

LEGAL STATUS

YMCA North Staffordshire Ltd. is a company limited by guarantee and is an English registered social housing provider, charity and public benefit entity.

The address of the company's registered office and principal place of business is Edinburgh House, Harding Road, Hanley, Stoke-on-Trent, Staffordshire, ST1 3AE.

The company's principal activities and nature of the company's operations are included in The Report of the Board of Management.

The company has not prepared consolidated accounts on the basis of materiality of its subsidiary under Section 402 of the Companies Act 2006. Further details of its subsidiary are described in note 11.

BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and to comply with the Accounting Direction for Private Registered Providers of Social Housing 2019, and under the historical cost convention.

Monetary amounts in these financial statements are rounded to the nearest whole £1, except where otherwise indicated.

GOING CONCERN

In terms of the basis for a going concern, the key issues are:

1. Housing is the core activity of the charity and is stable and financially viable.
2. Regarding contract activities our operating model ensures that when funding for a contract ends the associated costs related to that contract also come to an end. Reserves are only ever used as a bridge to new funding agreed.
3. The Board and management have experience in dealing with uncertainty.

The Charity has prepared detailed budgets and cash flow forecasts for the period ending 31st March 2025 and high level forecasts to 2053. This review used the most pessimistic position where Income has not been confirmed.

The Board has reviewed the covenants on the existing loan with Unity Trust Bank and remains confident that all covenants can be fulfilled. This arrangement consists of three loans of £500k for properties in the community secured on those properties and is fully drawn down.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2024

The cash position of the charity is positive and will remain so throughout 2023-24 with the support of a loan from Charity Bank to support the completion of the Development of 46 additional units of accommodation. This loan has not been drawn down yet due to the delay in the development. The loan will be drawn down monthly from applications submitted by the contractor once approved.

TURNOVER AND REVENUE RECOGNITION

Turnover comprises rental and service charge income receivable in the period, and revenue grants receivable in the period from local authorities and the Homes England. Turnover is recognised net of VAT, where applicable.

All rental income is recognised in the period it which is has been earned, this includes actual receipts and also estimates of income receivable for training income that is reconciled at the end of the academic year.

Revenue grants are receivable when the conditions for receipt of agreed grant funding have been met.

SERVICE CHARGES

Service charges are made to tenants weekly, the eligible portion predominantly being paid through Housing Benefit and the ineligible charges being collected directly from the tenant.

OTHER INCOME

Interest income

Interest income is accrued on a time-apportioned basis and credited to the income and expenditure account in the period.

APPORTIONMENT OF EXPENSES

Administration and operating costs have been apportioned to the housing and non-housing activities on the basis of costs directly related to the activities dealt with in these financial statements.

TANGIBLE FIXED ASSETS - HOUSING PROPERTIES

Housing properties are properties for the provision of social housing and are principally properties available for rent. Completed housing is stated at cost less accumulated depreciation and impairment losses. Cost includes the cost of acquiring land and buildings, development costs, interest charges incurred during the development period and expenditure incurred in respect of improvements.

Major refurbishment of existing housing is charged to capital and depreciated over the unexpired life of the asset. Major repairs are charged against revenue and an equivalent release from the major repairs reserve is completed. Planned maintenance, minor repairs and redecoration are charged to expenditure in the year that they occur.

On disposal of housing property, an application is made to the Homes and Communities Agency ('Homes England') for consent. Any outstanding Social Housing Grant (SHG) is recycled in accordance with the Homes England regulations.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2024

DONATED LAND AND OTHER ASSETS

Land or other assets which have been donated by a government source is added to cost of assets at the fair value of the land at the time of the donation. The difference between the fair value of the asset donated and the consideration paid is treated as a non-monetary government grant and included within the Statement of Financial Position as a liability. The terms of the donation are considered to be performance related conditions. Where the donation is not from a public source, the value of the donations less the consideration is included in income.

GOVERNMENT GRANTS

Government grants include grants receivable from the Homes and Communities Agency ("Homes England"), local authorities and other government bodies.

Government grants are utilised to reduce the capital costs of the housing properties, including land costs. The amount of SHG receivable is calculated on a fixed basis depending on the size, location and type of housing property. SHG due from the Homes England or received in advance is included as current assets or liability. SHG received in respect of revenue expenditure is accounted for in the same period as the expenditure to which it relates.

SHG is subordinated to the repayment of loans by agreement with the Homes England. SHG released on the sale of a property is normally available to be recycled.

Government grants received for housing properties are recognised in income over the useful economic life of the structure of the asset, even if the fair value of the grant exceeds the carrying value of the structure in the financial statements.

OTHER GRANTS

Grants received from non-government sources are recognised using the performance model. Grants are recognised as income when the associated performance conditions are met.

DEPRECIATION OF HOUSING PROPERTIES

Freehold land is not depreciated.

The company separately identifies the major components of its housing properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the following years:

Housing structure	-	50 years straight line
Roofs	-	30 years straight line
Lifts	-	20 years straight line
Kitchens	-	20 years straight line
Windows and external doors	-	25 years straight line
Central heating and air con systems	-	25 years straight line
Internal walls and doors	-	20 years straight line
Finishes	-	15 years straight line
Furniture and fittings	-	15 years straight line
Bathroom and appliances	-	10-15 years straight

Depreciation is charged on assets in the first full year of use.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2024

OTHER TANGIBLE FIXED ASSETS

Tangible fixed assets are initially measured at cost, net of depreciation and any impairment losses. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation of each asset to its estimated residual value over its expected useful life, as follows:

3G Pitch, Fixtures, furnishings and office equipment	-	3 to 10 years straight
lineCar park	-	50 years straight line
Motor vehicles	-	33% reducing balance on a monthly basis

Residual value is calculated on prices prevailing at the reporting date, after estimated costs of disposal, for the asset as if it were at the age and in the condition expected at the end of its useful life.

ASSETS UNDER THE COURSE OF CONSTRUCTION

Assets under the course of construction are carried at cost, less any identified impairment loss. Cost includes professional fees and other directly attributable costs that are necessary to bring the property to its operating condition. Depreciation commences when the properties are ready for their intended use.

FIXED ASSET INVESTMENTS

Interests in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

Interests in subsidiaries are assessed for impairment at each reporting date. Any impairment losses or reversals of impairment losses are recognised immediately in profit or loss.

STOCKS

Stocks represent raw materials and consumables and are valued at the lower of cost and net realisable value.

TAXATION

YMCA North Staffordshire Ltd. has charitable status and is registered with the Charities Commission and is therefore exempt from paying Corporation Tax on charitable activities.

VALUE ADDED TAX

The company is registered for value added tax. A proportion of its income is exempt from VAT. The expenditure relating to this income is subject to VAT which cannot be reclaimed; this expenditure is therefore shown inclusive of VAT.

Partial exemption has been applied to management expenditure. Each quarter input tax recovery is limited to the percentage of total income that is business income. VAT recovered through partial exemption rules is credited to the income and expenditure account.

The balances of VAT payable and recoverable at the year-end are included as a current asset or liability.

LEASES

The company as lessee – operating leases

All leases are operating leases and the annual rentals are charged to income and expenditure on a straightline basis over the lease term.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2024

RETIREMENT BENEFITS

YMCA North Staffordshire Ltd., 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 North Staffordshire Ltd.

As described in note 22, YMCA North Staffordshire Ltd. has a contractual obligation to make pension deficit payments of £16,500 per annum indexed for inflation and subject to future triennial valuations over the period to April 2029; accordingly, this is shown as a liability in note 18 of these financial statements.

In addition, YMCA North Staffordshire Ltd. is required to contribute £3,880 per annum indexed for inflation to the operating expenses of the pension plan and these costs are charged to the Statement of Comprehensive Income as made.

The company also participates in a stakeholder pension scheme where the amount charged to income and expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

FINANCIAL INSTRUMENTS

The Company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all its financial instruments.

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument and are offset only when the company currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit or loss for the excess of the carrying value of the trade debtor over the present value of the future cashflows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Financial liabilities

Trade creditors

Trade creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar charges.

Commitments to receive a loan are measured at cost less impairment.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2024

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

PROVISIONS

Provisions are recognised when the company has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and that obligation can be estimated reliably.

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 within interest payable and similar charges.

Provisions relate to an agreement by YMCA North Staffordshire Ltd. to contribute to a historic funding deficit of YMCA England's pension scheme over a period of time.

RESERVES

Income and expenditure reserve

The company's policy is to maintain a prudent level of reserves to insure against future liabilities.

Reserves are also used for activities to assist the association to achieve its strategic purpose of helping people recover a sense of self-worth and live in cohesive communities.

In particular, reserves will be used to ensure that development and maintenance are to the highest standard to provide housing quality that demonstrates how highly the company values its customers.

The directors continually assess the needs of customers and provide a range of short and long-term housing and support services that are innovative, continually improving our capabilities, people and performance.

Designated Reserve

Funds are designated by the company for particular purposes (see note 19).

Restricted Reserve

The Company has a restricted reserve which is held under the terms of a contract with a funder and can only be applied to revenue with their authority. Reserves that are shown as restricted have conditions as to their usage attached and are therefore not available as a surplus reserve.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

1 CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements 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. The 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 are discussed below.

The YMCA is still operating in a changing environment due to continued changes in social policy. In making our assumptions for income and expenditure the board monitors the external environment carefully, we work closely with both the local authority and YMCA England Policy Team when making our financial assumptions. The current projections are based upon the latest information that we have, and all forecasts are reviewed on a quarterly basis and updated for potential changes.

The rate used to discount benefit obligations to their present value is based upon market yields for high quality corporate bonds with terms consistent with those of the benefit obligations. Our commitment to the YMCA Pension Plan for the next 9 years has been discounted at a rate of 3% amounting to a net present value of £40,854 at 31 March 2024 (2023: £96,884).

Critical areas of judgement

All housing properties are included in the financial statements as property, plant and equipment and stated at cost less accumulated depreciation and impairment losses. The company regularly reviews and assesses the carrying value of its social housing properties for any indication of impairment. In making the judgement, management consider the detailed criteria set out in the Housing SORP and would recognise such changes in the financial statements as necessary.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

2 TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2024				2023			
	Turnover	Operating costs	Other operating income	Operating surplus	Turnover	Operating costs	Other operating income	Operating surplus
	£	£	£	£	£	£	£	£
Income and Expenditure from Social Housing Lettings	3,349,793	(3,064,153)	-	285,640	3,069,916	(2,744,866)	-	325,051
Non-Social Housing Activities	1,819,674	(1,796,418)	-	23,256	2,250,210	(2,183,667)	-	36,653
	5,169,467	(4,860,571)	-	308,896	5,320,126	(4,928,533)	-	361,704

Particulars of income and expenditure from social housing lettings	2024 £	2023 £
TURNOVER FROM SOCIAL HOUSING LETTINGS		
Rents receivable net of voids	2,989,996	2,710,138
Service charges receivable	87,567	96,412
NET RENTAL INCOME	3,077,563	2,806,550
Supporting people grant receivable	271,995	263,275
Other income	236	92
TURNOVER FROM SOCIAL HOUSING LETTINGS	3,349,793	3,069,916
EXPENDITURE ON SOCIAL HOUSING LETTINGS		
Direct property management costs	1,563,011	1,565,749
Administrative costs	721,229	730,783
Bad debts	58,649	18,431
Loan interest	97,639	57,803
OPERATING COSTS ON SOCIAL HOUSING LETTINGS	(2,440,527)	(2,372,766)
OTHER OPERATING INCOME		
Insurance claims receivable	-	-
OPERATING SURPLUS ON SOCIAL HOUSING LETTINGS	909,266	697,151
Rent losses due to voids	109,651	196,214

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

3 ACCOMMODATION IN MANAGEMENT AND DEVELOPMENT

	2024 units	2023 units
General needs housing		
- Affordable rent	42	42
Supported housing	118	118
TOTAL UNITS IN MANAGEMENT	160	160

4 INTEREST RECEIVABLE

	2024 £	2023 £
Interest on bank deposits	55,781	18,738

5 INTEREST AND FINANCING COSTS

	2024 £	2023 £
Loan interest	97,639	57,803
Impact of discount on pension provision	(41,274)	(9,176)
	<u>56,365</u>	<u>48,627</u>

6 OPERATING SURPLUS

	2024 £	2023 £
Operating surplus is stated after charging:		
Depreciation of housing properties	409,539	409,704
Depreciation of other tangible fixed assets – owned	126,274	123,632
Operating lease rentals	9,413	-
Auditor's remuneration – audit	20,460	17,433

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

7	EMPLOYEES	2024	2023
		Number	Number
	The average monthly number of persons (including directors) employed by the company during the year was:		
	Office and management	23	23
	Housing support and care	69	69
	Development	30	46
		122	138
	Staff costs for the above persons:	2024	2023
		£	£
	Wages and salaries	2,605,362	2,643,101
	Social security costs	225,909	230,186
	Other pension costs	99,972	94,156
		2,931,243	2,967,443
	The full-time equivalent number of staff who received remuneration (excluding directors):	2024	2023
		Number	Number
	£100,001 - £110,000	1	
	£90,001 - £100,000	1	
	£80,001 - £90,000	2	3
	£70,001 - £80,000	2	1
	£60,001 - £70,000	2	4
		8	8

8 BOARD MEMBERS AND EXECUTIVE DIRECTORS

The total remuneration of the key management personnel of the Company was £628,085 (2023: £616,422).

9 TAXATION

The company is a registered charity and therefore it is exempt from corporation tax on income and gains falling within chapter 3 Part 11 of the Corporation Taxes Act 2010 or S256 Taxation of Chargeable Gains Act 1992 (TCGA 1992) to the extent that these are applied to its charitable objects.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

10	TANGIBLE FIXED ASSETS – HOUSING PROPERTIES	Social housing properties held for letting £	Social housing properties under the course of construction £	Other property £	Total £
	COST				
	1 April 2023	11,079,155	1,684,414	6,022,582	18,786,151
	Additions	54,973	1,262,260	-	1,317,233
	31 March 2024	11,134,128	2,946,674	6,022,582	20,103,384
	DEPRECIATION				
	1 April 2023	4,066,900	-	1,199,620	5,266,520
	Depreciation charged in year	393,186	-	16,353	409,539
	Transfer	-	-	-	-
	31 March 2024	4,460,086	-	1,215,973	5,676,059
	CARRYING AMOUNT				
	31 March 2024	6,674,042	2,946,674	4,806,609	14,427,325
	31 March 2023	7,012,255	1,684,414	4,822,962	13,519,631

EXPENDITURE ON WORKS TO EXISTING PROPERTIES	2024 £	2023 £
Improvement work capitalised	21,071	6,628
EXPENDITURE ON WORKS TO EXISTING PROPERTIES	2024 £	2023 £
Total cumulative amounts received or receivable at 31 March:		
Capital grant	16,412,910	15,873,273

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2024

10a TANGIBLE FIXED ASSETS – OTHER

	3G Pitch, fixtures, furnishings and office equipment £	Car park £	Motor vehicles £	Total £
COST				
1 April 2023	1,291,938	12,383	112,772	1,417,093
Disposals	-	-	(5,500)	(5,500)
Additions	133,919	-	-	133,919
31 March 2024	1,425,857	12,383	107,272	1,545,512
DEPRECIATION				
1 April 2023	831,685	4,365	102,398	938,448
Depreciation charged in year	125,482	248	5,581	131,311
Disposals	-	-	(5,413)	(5,413)
31 March 2024	957,167	4,613	102,566	1,064,346
CARRYING AMOUNT:				
31 March 2024	468,692	7,770	4,706	481,168
31 March 2023	460,254	8,018	10,374	478,646

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

12	DEBTORS	2024 £	2023 £
	<i>Amounts falling due within one year:</i>		
	Rent and services receivable.	203,752	164,127
	Provision for bad and doubtful debts on rents and servicesreceivable	(17,798)	11,803
		185,954	175,930
	Other debtors	221,143	50,294
	Prepayments and accrued income	53,354	51,110
		460,451	277,334

13	CREDITORS: Amounts falling due within one year	2024 £	2023 £
	Bank loans	30,522	57,803
	Deferred capital grants	257,487	265,009
	Trade creditors	108,374	75,331
	Other taxation and social security	82,399	55,703
	Other creditors	91,311	73,264
	Accruals and deferred income	357,778	302,425
		927,871	829,535

Health Zone – A grant of £40,090 (2023: £40,090) was received during the year to run health zone activities. At the end of the year £29,406 (2023: £36,281) had not been spent and this has been reserved in a control account within accruals and deferred income in the financial statements.

14	CREDITORS: Amounts falling due after more than one year	2024 £	2023 £
	Bank loan	1,675,588	1,289,793
	Deferred capital grants	11,696,579	11,409,822
		13,372,167	12,699,615

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

14 CREDITORS: Amounts falling due after more than one year (continued)

Included in creditors are:

	2024	2023
	£	£
Amounts repayable by instalments falling due after more than five years	1,147,455	1,197,842

The bank loan agreements specify that interest on the loans is charged at a rate of 2% per annum above the banks base rate. The base rate at 31 March 2024 is 5.25%.

The bank loans are secured by a fixed charge against the properties of the company.

15 DEFERRED CAPITAL GRANTS

	2024	2023
	£	£
As at 1 April	11,674,830	11,939,839
Grants received in the year	539,637	-
Capital grants released	(260,401)	(265,009)
As at 31 March	11,954,006	11,674,830

Included within capital grants is The Big Lottery Fund "My Place" grant which is secured by a legal mortgage charge over the freehold land on the northeast side of Harding Road, Hanley, Stoke-on-Trent. Should the YMCA breach any of the grant conditions, the grant will be repayable at a rate equal to 4% per annum above the Lloyds TSB Bank plc. base rate.

16 FINANCIAL INSTRUMENTS

	2024	2023
	£	£
Financial assets:		
Debt instruments measured at amortized cost	205,818	180,371
Financial liabilities:		
Measured at amortized cost	942,984	829,535

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

17	PROVISION FOR LIABILITIES	Pension deficit £
	As at 1 April 2023	96,884
	Utilised in the year	(14,755)
	Unwinding of discount & change of discount rate	(7,052)
	Decrease in payment period	<u>(34,222)</u>
	As at 31 March 2024	40,854

The YMCA England's Pension Plan provider represents the net (present value of the commitment to the multi-employer pension scheme in respect of past deficits. There is an agreement by YMCA North Staffordshire Ltd. to contribute to an historic funding deficit of YMCA England's pension scheme over a period of time (see note 22).

18 SHARE CAPITAL AND RESERVES

CAPITAL

The Company is limited by guarantee and consequently has no share capital. Each of the company's members agrees to contribute £1 in the event of the company winding up.

RESERVES

Reserves of the company represent the following:

Income and expenditure reserve

The company's policy is to maintain a prudent level of reserves to insure against future liabilities.

Reserves are also used for activities to assist the association to achieve its strategic purpose of helping people recover a sense of self-worth and live in cohesive communities.

In particular, reserves will be used to ensure that development and maintenance are to the highest standard to provide housing quality that demonstrates how highly the company values its customers.

The directors continually assess the needs of customers and provide a range of short and long-term housing and support services that are innovative, continually improving our capabilities, people and performance.

Designated reserves

Family Services - to support the development of families and communities staying connected. The designated reserve figure of £6,629 (2023: £6,629) is money that was transferred to YMCA North Staffordshire Ltd. when Contact First joined YMCA North Staffordshire Ltd. The Board agreed that this money should be designated to support that area of work. It has been agreed that this money be used to assist the Family Services Department to make the transition caused by legislative changes in the commissioning of child contact assessment work.

The Green Apprentices Trust - this money was donated to the YMCA. The Board has designated this money to provide a source of funding for new ideas to improve services and to generate new

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

ones. The designated reserve figure at 31.03.24 is £nil (2023: £64,047).

Youth Activities - the reserve was created to provide a full programme of activities to support young people to grow and discover their passions. The designated reserve figure at 31.03.24 is £35,470 .

18 SHARE CAPITAL AND RESERVES (continued)

Maintenance reserve - the YMCA had a major development programme between 2008 and 2013 which over time will result in increased costs for maintenance and major repairs. The board feels that it is important to highlight this and work to ensure that any future costs can be met. The Charity has had an independent report produced to predict as accurately as possible the cost of future planned and major repairs and guide our long-term maintenance programme. To date the Board has designated £853,357 to this reserve and will monitor the reserve annually.

Restricted reserves

Reserves that are shown as restricted, all have conditions as to their usage attached and therefore, are not available as a surplus reserve.

Big Lottery - it was a requirement of the Big Lottery Grant Fund to provide details of any amounts held within restricted reserves relating to the Fund. Grant received in the year £nil (2023: £123,949). Against this grant expenditure of £nil (2023: £123,949) was incurred during the year.

A reserve of £nil (2023: £nil) was held in restricted reserves at the end of the year.

19 RECONCILIATION OF PROFIT AFTER TAX TO NET CASH GENERATED FROM OPERATIONS

	2024 £	2023 £
Surplus for the year	308,314	361,704
Adjustments for:		
Depreciation of tangible fixed assets	540,849	533,336
Gain on disposal	87	-
Release of restricted and designated reserves	-	-
Defined benefit pension scheme	(56,030)	(23,718)
Capital grants released	(260,401)	(260,401)
Interest receivable	(55,781)	(18,738)
Interest payable	97,639	48,627
Operating cash flow before movements in working capital	574,677	640,810
(Increase) / decrease in stock	-	-
(Increase) / decrease in trade and other debtors	(183,117)	(46,134)
Increase / (decrease) in trade and other creditors	133,140	(143,495)
Cash generated from operations	524,699	451,179

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

CASH AND CASH EQUIVALENTS	2024	2023
	£	£
Cash and cash equivalents represent:-		
Cash at bank	3,274,110	3,344,269

20 RETIREMENT BENEFITS

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

As described in Note 17, YMCA North Staffordshire Ltd has a contractual obligation to make pension deficit payments of £14,755 pa over the period to April 2027 (2023: £14,024 pa to April 2029), accordingly this is shown as a liability in these accounts. In addition, YMCA North Staffordshire Ltd is required to contribute £2,972 pa (2023: £3,460 pa) to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

The assets of the YMCA Pension Plan are held separately from those of YMCA North Staffordshire Ltd and at the year end these were invested in the Mercer Dynamic De-risking Solution, 65% matching portfolio and 35% in the growth portfolio and Schroder (property units only).

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

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

21 RELATED PARTY TRANSACTIONS

A Board Member provides the Association with HR support on a consultancy basis. During the year a total of £3,500 (2023: £3,650) was paid to this Board member. At 31 March 2024 £350 (2023: £nil) was outstanding.

The Board Member and Chairperson are common directors of The Ideas Facility Limited. During the year The Ideas Facility Limited provided training sessions totaling £2,160 (2023: £6,120).

Gordon French Associates Ltd delivered a training session on Equality, Diversity and Inclusion in the year totaling £nil (2023: £8859.09). Trevor Gordon was appointed to the Board of YMCA North Staffordshire Limited on 14/12/2021.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

Entrust is an Education & Skills support service which delivered sessions to our young people totaling £nil in the year (2023: £922) Jayne Thorpe is a Board Member and is also employed by Entrust however, the arrangement existed before Jayne Thorpe was appointed. Conditions of trade have remained the same since the appointment of the trustee, therefore, consider the transaction to be conducted at market rate.

YMCA NORTH STAFFORDSHIRE LTD.

England & Wales - Charity number 1100749

Accounts

YMCA North Staffordshire Ltd.
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

31 March 2023

Company Registration No: 04804681
Registered Charity No: 1100749
RP No: H4426

YMCA North Staffordshire Ltd.

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YMCA North Staffordshire Ltd.

TRUSTEES, DIRECTORS AND ADVISORS

PRESIDENT

Bishop of Stafford (non-voting)

BOARD OF DIRECTORS

GC Handforth – Chairperson

MJ Toohey – Vice Chair

B Sumner – Treasurer

A Robinson

Rev SA Smith

PJ Franklin

PA Dartford

PA Williams

Dr SW Williams

J Sawyers

NC Joy-Johnson

JL Thorpe

T Gordon

Hifsa Iqbal (appointed 16.02.23)

CHIEF EXECUTIVE AND COMPANY SECRETARY

D Flynn

REGISTERED OFFICE

Edinburgh House

Harding Road

Hanley

Stoke-on-Trent

Staffordshire

ST1 3AE

AUDITORS

Crowe UK LLP

The Lexicon

Mount Street

Manchester

M2 5NT

BANKERS

National Westminster Bank Plc.

1 Upper Market Square

Hanley

Stoke-on-Trent

Staffordshire

ST1 1NS

YMCA North Staffordshire Ltd

Trustees' Report

Our vision

YMCA's vision in England and Wales is of an inclusive Christian movement transforming communities so that all young people can belong, contribute and thrive.

Our Mission

We develop young people; they develop their world.

Principal Activities

The principal activities of YMCA North Staffordshire are to provide housing, support, training, recreation and sports activities for young people, their families and their communities.

What we do

We develop life chances and new futures for young people, their families and communities. This comes in the form of a wide range of services.

We provide specialist housing on our young people's campus including purpose-built move on accommodation, housing in the community for young workers. The campus offers young people a high standard of accommodation in a safe supportive environment with staff who offer development opportunities in areas of education, employment and well-being advice together with a wide range of creative and recreational activities to inspire and motivate.

We provide effective training programmes for young people and their families to assist them to gain confidence, acquire skills and development via volunteering and support them to gain and sustain paid employment.

We provide a range of family services where our team help to re-build and maintain family relationships in areas such as parenting skills, conflict resolution, work with separated parents and their children.

We provide an onsite sports and recreation centre including a gym, sports hall, outdoor football pitch and offer a range of programmes for young people, community sports clubs, schools and our local community.

We provide a roof top conference centre and other meeting rooms that can be hired by local community groups and businesses for meetings and conferences and offer in house catering if required.

We provide a place for our community to gather and actively support other local charities, community groups and other stakeholders by sharing our space, experience and expertise where it is of use.

We provide an experienced staff team to deliver the National Citizenship service to young people.

We play an active role in our community working with them to provide opportunities.

Our values

YMCANS Values are

- Trust
- Hope
- Persevere
- Protect

These values are our bedrock and help us create the resilience to develop young people into thriving lives.

YMCA North Staffordshire Ltd

Trustees' Report

DIRECTORS

The directors who have held office since 1 April 2022 are as follows:

GC Handforth
MJ Toohey
B Sumner
A Robinson
Rev SA Smith
PJ Franklin
PA Dartford
PA Williams
DR S Wynn-Jones
J Sawyers
NC Joy-Johnson
JL Thorpe
T Gordon
H Iqbal (appointed 16.02.23)

ORGANISATIONAL STRUCTURE

YMCA North Staffordshire Ltd is a Registered Social Landlord (Reg No: H4426); a registered charity (Reg No: 1100749) and a company limited by guarantee (Reg No: 04804681). The YMCA board of management meets bi-monthly with a full business agenda. The board oversees the strategic development and operational performance of the organisation.

Appointment and recruitment of directors

Potential candidates for directors are interviewed by the Chair and the Chief Executive. This is a three-stage process:

1. A discussion around the organisation's vision and mission and to explain the charitable objects, company articles, business plan and direction of the organisation. To check on the potential members skills set and experience.
2. If the Chair and the potential director agree that they would be suitable, the individual is introduced to the board of directors who then collectively decide whether to offer Board Membership.
3. If the full board agrees the proposed director comes to a full board meeting and after discussion a vote will take place.

Directors' induction and training

Once appointed each Board Member is allocated to one of the strategic groups that oversee the running of the organisation, membership of these groups allows the board member to specialise in their area of expertise and/or interest.

The Current Groups are:

Finance & Risk

H.R.

Campus Development

Performance Standards (Including Health & Safety & Safeguarding)

Christian & Spiritual Development

Business Development

Capital Development

Connectivity & Communications

Environment

Empathy Engine / Equality, Diversity & Inclusion

Membership of the groups include one or two board members plus senior and operational staff.

YMCA North Staffordshire Ltd

Trustees' Report

In addition, the Chair of the Board & CEO will identify areas of training and development and ensure that this is delivered. Regular events take place at least annually where the Board reflects on the values of the YMCA and the work that we do to ensure that they are aligned.

Public benefit and value for money

The YMCA aims to serve young people, their families and the community, we continue to provide housing for some of the most marginalised young people in our area and have improved our offer with the new flats that provides a better standard of accommodation and facilities for young families for the first time. We are growing our property portfolio to help low waged young people afford community-based accommodation and maintain their employment.

Our activity centre is being enjoyed by members of the community for sports and family fun days and our family contact centre continues to serve young children providing a safe space for them to play and talk to trained counsellors.

Our training and employment service assists people lacking in skills and confidence to become ready to manage work opportunities and move towards economic independence.

Value for money

In the current economic environment, it is important to ensure that the YMCA maximises the value from its expenditure. The Board considers value for money as part of its strategic approach when allocating resources, but not at the expense of providing quality of service, all new proposals and major items of expenditure are scrutinised by both the business development and finance and risk board working groups prior to approval.

Risk management

YMCA North Staffordshire works with people who have been disadvantaged through limited life chances. As we describe ourselves as a life chances agency it is appropriate to take risks with our charity's resources to make opportunities available to those people in order for them to reach their potential and thrive. We are therefore happy to take a risk with creating life chances.

We will not however, take any risks relating to the protection of young people and vulnerable adults. Full vetting procedures will always be followed for all staff and volunteers and disciplinary action follows when breaches occur. A similar policy is adopted in relation to fraud and corruption.

The Charity is fortunate to hold assets in the form of property and investments and revenues generated from our activities. We will take some risk to achieve good returns but will not put at risk the capital value of our assets and will always seek to balance the risk of any loss against the expected return.

The board delegates the detailed review of Risk Management to the Finance and Risk Management Working Group which consists of the Vice Chair, Treasurer, plus at least one other board member/ advisor together with the Deputy Chief Executive and Finance Director. This group meets bi-monthly to review all issues both internal and external that might have an adverse effect on the organisation fulfilling its objectives

The Board identifies headline current risks to the charity as follows:

The Capital Development for the new flats is completed within agreed timescales and remains an affordable project.

Economic volatility due to inflation and changes in interest rates.

Funding risks due to political policy changes

Risk of fraud

Protecting vulnerable people who use our services from any safeguarding risk.

YMCA North Staffordshire Ltd

Trustees' Report

Impact of COVID -19

The charity remains vigilant to any future challenges that might arise during the winter months. All staff will be encouraged to take advantage of the booster programme and our Covid monitoring team will continue to monitor outbreaks at local level and provide advice to ensure that our priority remains the health and well-being of the young people that we serve and our staff and volunteers.

We added a temporary objective to our business plan to enable the charity to manage the period of the pandemic and learn from the experience. This will remain in place for the remainder of the current financial year and be reviewed in 2023.

Director's indemnity insurance

The YMCA has Directors Indemnity Insurance of up to £1m.

FUTURE PLANS

Future focus

Our new business plan has been co designed with staff, volunteers and young people to promote empowerment, inclusivity and diverse perspectives. We are focusing on five aims and developing a collective impact model whereby we can measure how all organisational services contribute to each aim.

Business Development and Income Generation

YMCA North Staffordshire has developed an increasingly diverse income stream which enables us to positively impact upon the lives of children, young people, their families and their communities.

Objective	Impact	Evidence
Identify Risks & Income Streams	We use financial insights to make appropriate and timely business decisions.	Pipeline Board Reporting of New and expiring sources of finance every 3 months via Quarterly Finance Meetings
Evaluation of all products	Develop a robust and relevant evaluation framework for every work activity, Product & Service	Standardised Framework published as a report to the board on a regular basis.

Unlocking the diverse gifts, talents, and abilities and to be seen as an asset so that all young people, staff and volunteers can belong contribute, and thrive.

We believe that all people have gifts talents and abilities. We need to further implement our thinking around Ubuntu and will broaden whole team approach. Including those we serve as centre of that team/community of assets approach.

Objective	Impact	Evidence
Creating space for young people's voices to be amplified	Young people feel both heard and empowered to influence change.	YP & communities are involved in campaigns & investment opportunities to benefit their peers & communities.
Stakeholder voices can see their influence in the life and work of YMCANS community	The influence of stakeholder feedback will drive up the quality & delivery of all our services.	We have established a Continuous Stakeholder feedback loop that demonstrates codesign of all key services (Community, Staff, Customers, Products & services etc)

YMCA North Staffordshire Ltd

Trustees' Report

Learning Organisation Growing Capacity Education, Skills

We have successfully built a culture of learning and development across the whole association. We have clear training and development opportunities for all, and the impact is measured by the growth in those opportunities and the attendance and achievement of those.

Objective	Impact	Evidence
Identify and remove barriers to learning.	Learning opportunities reflect peoples learning preferences.	People feedback positively around learning opportunities.
To develop a co designed appraisal process.	A new appraisal process is in place that staff are happy with	Staff feedback to demonstrate that the new system works.
We have invested in furthering relationships with learning providers e.g., Colleges / unis	We have a diverse learning offer that accommodates all people	Uptake of learners with external organisations

Environmental Sustainability

Promoting a culture and business practice that embeds sustainability practices across all of our communities.

Objective	Impact	Evidence
Developed an Environmental Sustainability Impact and outcomes Strategy in partnership with others.	YMCANS promotes sustainable business practices and actively contributes to the collaborative network sustainable impact model.	We will have gathered reliable baseline data and set targets for improvement.
We raise awareness of sustainability issues for all our staff and young people.	All stakeholders are aware of how they positively contribute to the sustainability change model and are actively promoting sustainability practice across all of our services.	We will have measured and demonstrated an improvement in the understanding and contributions people can make to the UN Development Goals.
To achieve the bronze award in sustainable food with Food for Life	YMCA North Staffordshire offers healthier and more sustainable food to its community.	Achieving the bronze award standard.

Welfare and community partnerships (linking with partners for the common good)

We will seek out and build with individuals, partners and organisations that share our values. Taking on ABCD approach helping to identify those wider assets brought by partners and unlocking ours and partner assets for the benefit of those we serve.

YMCA North Staffordshire Ltd

Trustees' Report

Objective	Impact	Evidence
Develop partnerships with others who share our values.	Our offer to the communities we serve is enhanced due to the added value of the partnerships that we have developed and nurtured.	Working with partners, we will have unlocked our values and partners values e.g. collab net model.
Campaigns, events, appeals and activities delivered.	YMCANS will raise awareness of issues affecting YP and will seek to bring about positive changes.	We will have established campaigns with our partners.

KEY MANAGEMENT REMUNERATION

The remuneration policy is decided by the Board by means of a triennial formal review based on national YMCA guidance. The Human Resources working group undertakes the review, which is presented to the board for formal approval. Implementation is subject to affordability. The latest review took place in the 2022 -23 financial year and was fully funded .

ACHIEVEMENTS AND PERFORMANCE

In our last Trustees' report, we said we would deliver on seven key objectives. Detailed below are the activities delivered against those objectives.

Be a Thriving Business

We have made significant progress in this area of our work and have invested additional capacity into our business development team to ensure we can respond to the external funding environment. Our Christmas campaign saw us increase investment into communities through fundraising and we have developed the pantry sponsors network to fund additional food to meet the increase in demand.

Work has continued with Made in Stoke, the philanthropy network for the city and we have seen a return on this work through financial gifts and people offering time to support our charitable objectives.

To ensure sustainability across our community youth work, which can be vulnerable to cuts in funding, we have created a reserve pot which provides 12 months of funding to deliver a core offer to children and young people, so rather than stop / starting programmes, we have a reserve pot we can draw on if needed.

Get our capital development of 46 flats back on track and fully funded.

We will be focusing on the completion of the construction of forty-six flats on our site. This work commenced in 2020 but due to two previous contractors going into administration, we have now appointed a new building contractor. We have agreed with Homes England to extend the completion deadline into their next development programme.

The cost of the flats will be funded by a Home's England grant and a loan from Charity Bank.

Maximise the opportunities of new working as we continue to adapt to the recovery from COVID 19

COVID 19 has continued to impact on our work, and we are still offering hybrid working to support the work life balance of our team.

In addition, we are working closely with external agencies to meet the longer-term challenges around mental health and providing weekly support to staff, customers and volunteers.

Invest in our digital infrastructure producing meaningful data to improve our outcomes and impact and communicate this effectively.

Investment in OSKA database and Mind & Body booking systems has enhanced efficiency, streamline our

YMCA North Staffordshire Ltd

Trustees' Report

efforts and helped to broaden our reach. This infrastructure has been crucial to reducing the administrative element and to monitor the effectiveness and impact of our services. We have developed our skills in analysing the data to continually improve our service delivery, leading to better decision making and resource allocation.

See those in our community of service thrive.

We have invested in a Youth Governance team which consists of young staff/residents who input into the strategic development of our business. This means that young people are directly involved in influencing and inputting into the design, delivery and implementation of services across our YMCA.

Our Youth Opportunities team has further developed relationships with schools, and we are now delivering PSHE sessions, further strengthening our work in communities.

Invest in staff and volunteers to see them thrive.

Staff are consulted on a regular basis, so we know how best to support them and see them thrive. We have invested in learning so that all staff have opportunities to develop, and we now offer a wellbeing hour every week for staff to do something they enjoy.

We have re-registered with EAP to continue offering employer support, with staff able to access counselling, debt and other professional support services. YMCA North Staffordshire is also now registered with the Living Wage Foundation and is recognised as a Living wage Employer.

See our city and its people thrive.

Partnership working and collaboration has grown, and we are now working with more organisations to be included in their programmes to enhance our offer to staff, volunteers and young people. We led on a consortium bid with city partners to deliver a programme to young people not engaged in employment, education and training and we have secured further funding to grow this area of work in response to the increase in need.

Work with the refugee community in partnership with Sanctus and Your Local Pantry network has grown and we are now working with external professionals to support individuals and families.

Our work with the Collaborative Network has promoted a more joined up approach to working and we are part of city-wide initiatives around sustainability, cost of living response and furniture poverty, amongst others.

Challenges

Over the past twelve months, we have faced challenges and have worked hard to respond to them. Our key challenges have been around:

Capital Programmes – With inflation rising and many building products increasing in price, we have had challenges around our two capitals programmes. To address challenges, we have worked closely with funders and professional cost consultant which has supported us in navigating through any barriers we have faced.

Cost of Living – We have seen an increase in service demand and shift towards supporting people with basic living needs. We have responded to this by partnership working, pooling services and increasing capacity to secure funding to respond to need.

Unpredictable Funding Environment – Funding opportunities have often required a quick turn around and there are also a larger number of smaller opportunities. We have responded to this by committing time to developing theory of change models across our services, so we know exactly what is needed and how resource aligns to our organisational impact. This places us in a strong position of being proactive in response to opportunities rather than reactive.

OPERATIONAL REVIEW OF THE YEAR (including balance sheet review)

For the year to March 2023 the Charity increased turnover to £5.3m (2022 £5.1m), operating expenditure increased to £4.9m (2022 £4.6m). The reduction in the financial surplus of £362k, (2022 £425k) is mainly due to the cost for implementation of the triennial salary review plus rising inflation and interest rates. This could have been more significant had our gas and electricity costs not been protected from the increases due to our price being fixed until autumn 2024.

YMCA North Staffordshire Ltd

Trustees' Report

Our Capital Development project has now recommenced and is planned to be completed in 2024. Due to the delay costs have risen and our loan to complete the contract increased. The Board is sensitive to this challenge and reviews costs and projections on a quarterly basis.

FUNDS AND RESERVES

YMCA North Staffs has funds available to finance its activities. These are unrestricted funds expendable at the discretion of the board in furtherance of the charity's objects. Such funds may be designated by the board for a project or purpose.

The board recognises the need to establish a level of general reserves that enables financial stability, is adequate to meet the requirements of working capital and acts as a cushion against fluctuations in income levels and in the financial performance of the YMCA's activities. Such reserves are built up from operating surpluses. The Board will also use reserves to develop the range of services and activities where this is deemed appropriate.

Our reserves are also needed to manage our ongoing maintenance commitments following our major refurbishment. We had a major development programme between 2008 and 2013 which will need increasing maintenance and major repairs and the board feels that it is prudent to designate a sum to ensure that any future costs can be met. We commissioned a long-term maintenance plan during the year which predicts the cost of future planned and major repairs. In 2018 we set up a designated reserve to work to aim to meet this cost, we have started to consider some long-term investment in order to build growth into the reserve but have suspended this decision due to uncertainty caused by COVID -19 and Brexit.

The board's policy is that free reserves should be sufficient to manage the predominant risks to the organisation and its working capital requirements, currently these risks would include the completion of our current capital development project, The Board remains vigilant in monitoring risk of redundancy payments due to any loss of income because of the economic situation and changes to government policy. The economy is expected to enter a period of recession and The Board recognises that this may have an impact on our operating environment. There is an on-going pension deficit liability to manage which is expected to increase. Our business plan recognises the need for more commercial skills and greater data evidence to measure and demonstrate our impact and reserves will be allocated to fund these changes. Regulation of our sector continues to grow, and resources need to be allocated to ensure that the charity has the capacity to meet these obligations.

The level of free reserves on 31 March 2023 was £825k, this figure is calculated by deducting the restricted and designated funds from the total reserves on page 13 and any funds tied into fixed assets. This amount is considered as adequate by the board for current short-term needs.

The Board also recognises that due to the challenges around the new flats' development that some contribution from reserves may be required to complete this project.

PRINCIPAL RISKS AND UNCERTAINTIES

The primary risk that we face currently is economic uncertainty, rising inflation, interest rates and a possible reduction in public spending. The Board is monitoring the situation closely. Political changes are always a risk to our areas of operation working closely with the public sector and current uncertainty is of concern to

The Board.

The Capital Development of the New Flats remains a major risk that is under constant monitoring.

The Board monitors the longer-term impact on the organisation of maintenance and major repairs and

YMCA North Staffordshire Ltd

Trustees' Report

recognises that the challenge to maintain our campus is challenged by the current economic climate.

The Board keeps all fraud related issues facing the sector that the charity operates in under review in order to assess potential impact on the charity of any emerging risks or uncertainties.

We continue to strive for ways to generate a greater proportion of our income and consider the growth and development of affordable housing as a key strategy.

The Board is aware of current rises in interest rates at a time when the charity has variable rate loans for community housing and will enter into a loan for the new flats later in 2023/24.

Other ongoing risks are always in the areas of safeguarding and health & safety and these are under constant management and review by the Board.

STATEMENT OF DISCLOSURE TO THE AUDITOR

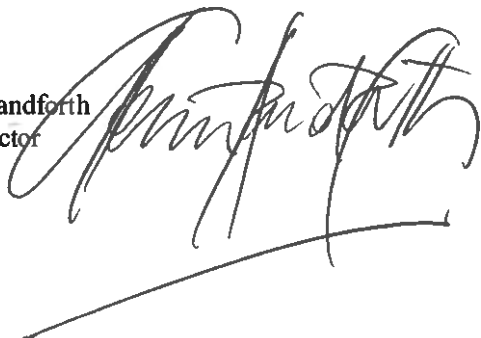
So far as the trustees and directors are aware, there is no relevant information of which the company's auditor is unaware. Additionally, the trustees and directors have taken all the necessary steps that they ought to have taken as trustees and directors to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

AUDITOR

Crowe UK LLP was appointed by the company. Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and therefore Crowe UK LLP will continue in office.

By order of the Board

G Handforth
Director



B Sumner
Director



27th November 2023

YMCA North Staffordshire Ltd

Trustees' Report

DIRECTORS' RESPONSIBILITIES IN THE PREPARATION OF FINANCIAL STATEMENTS

The directors (who are also trustees of the charity) are responsible for preparing The Report of the Board of Management and the financial statements in accordance with applicable law and regulations.

Company law and housing association legislation requires the directors to prepare financial statements for each financial year. Under those laws the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the directors 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 company and of the surplus or deficit of the company for that period.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors and trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and The Accounting Direction for Private Registered Providers of Social Housing 2019. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Auditor's Report to the Members of YMCA North Staffordshire Ltd

Opinion

We have audited the financial statements of YMCA North Staffordshire Ltd (the "Company") for the year ended 31 March 2023, which comprise the Statements of Comprehensive Income, the Statement of Changes in Reserves, Statement of Financial Position, the Statement of Cash Flows, and notes to the financial statements, including 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 Company's affairs as at 31 March 2023 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006, Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 2019.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's 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 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 Board with respect to going concern are described in the relevant sections of this report.

Other information

The Board is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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 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 matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Housing and Regeneration Act 2008 and Companies Act 2006 requires us to report to you if, in our opinion:

- the information given in the Report of the Board for the financial year for which the financial statements are prepared is not consistent with the financial statements; or
- adequate accounting records have not been kept by the Company; or
- a satisfactory system of controls over transactions has not been maintained; or
- the Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page 11, the Board is 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 Board determines 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 Board is responsible for assessing the 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 Board either intends to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 obtained an understanding of the legal and regulatory frameworks within which the Company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Companies Act 2006, the Housing and Regeneration Act 2008 and other laws and regulations application to a registered social housing provider in England. We also considered the risks of non-compliance with the other requirements imposed by the Regulator of Social Housing, and we considered the extent to which non-compliance might have a material effect on the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant income and the override of controls by management. Our audit

procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases and substantive testing of key income streams.

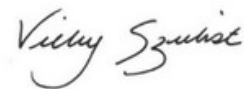
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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

Use of our report

This report is made solely to the Company's members as a body in accordance with the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist (Senior Statutory Auditor)

For an on behalf of Crowe U.K. LLP

Statutory Auditor

The Lexicon

Mount Street

Manchester

M2 5NT

30th November 2023

YMCA North Staffordshire Ltd.
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 March 2023

	Note	2023 £	2022 (Restated) £
TURNOVER	2	5,320,126	5,072,587
Operating expenditure	2	(4,928,533)	(4,594,083)
Other operating income	2	-	18,843
OPERATING SURPLUS	6	391,593	497,347
Interest receivable	4	18,738	3,965
Interest and financing costs	5	(48,627)	(84,808)
SURPLUS BEFORE AND AFTER TAX		361,704	416,504
SURPLUS FOR THE YEAR		361,704	416,504
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		361,704	416,504

The company results relate wholly to continuing activities.

The accompanying notes form part of these financial statements.

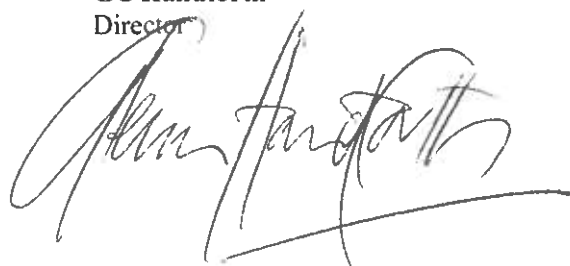
YMCA North Staffordshire Ltd.
STATEMENT OF FINANCIAL POSITION
at 31 March 2023

	Notes	2023		2022 (Restated)	
		£	£	£	£
FIXED ASSETS					
Housing properties	10		13,519,631		13,979,907
Other fixed assets	10a		478,647		440,288
			<u>13,998,278</u>		<u>14,420,195</u>
CURRENT ASSETS					
Trade and other debtors	12		277,334		231,200
Cash and cash equivalents			3,344,269		3,058,765
			<u>3,621,604</u>		<u>3,289,965</u>
CURRENT LIABILITIES					
Creditors: Amounts falling due within one year	13		(829,535)		(968,986)
NET CURRENT ASSETS			<u>2,792,069</u>		<u>2,320,979</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>16,790,346</u>		<u>16,741,174</u>
Creditors: Amounts falling due after more than one year	14		(12,699,614)		(12,988,429)
Provisions for liabilities					
Pension provision	17		(96,884)		(120,602)
TOTAL NET ASSETS			<u>3,993,849</u>		<u>3,632,143</u>
RESERVES					
Income and expenditure reserve	18		3,148,744		2,841,617
Designated reserve	18		845,105		790,526
Restricted reserve	18		-		-
TOTAL RESERVES			<u>3,993,849</u>		<u>3,632,143</u>

The financial statements on pages 14 to 35 were approved by the board of directors and authorised for issue on xxxxx and are signed on its behalf by:

27/11/2023

GC Handforth
Director



B Sumner
Director



Company Registration No: 04804681

YMCA North Staffordshire Ltd.
STATEMENT OF CHANGES IN RESERVES
for the year ended 31 March 2023

	Income and expenditure reserve £	Designated reserve £	Restricted reserve £	Total £
Balance at 1 April 2021 (restated)	2,503,209	712,430	-	3,215,639
Surplus for the year (restated)	416,504	-	-	416,504
Transfer from statement of comprehensive income to restricted reserves	-	-	-	-
Transfer from statement of comprehensive income to designated reserves	(78,096)	78,096	-	-
Balance as at 31 March 2022 (restated)	2,841,617	790,526	-	3,632,143
Surplus for the year	361,704	-	-	361,704
Transfer from statement of comprehensive income to restricted reserves	-	-	-	-
Transfer from statement of comprehensive income to designated reserves	(54,578)	54,578	-	-
Balance at 31 March 2023	3,148,743	845,104	-	3,993,847

YMCA North Staffordshire Ltd.

STATEMENT OF CASH FLOWS

for the year ended 31 March 2023

	Note	2023 £	(Restated) 2022 £
OPERATING ACTIVITIES			
Net cash generated from operations	20	451,179	538,862
NET CASH GENERATED FROM OPERATING ACTIVITIES		451,179	538,862
CASH FLOW FROM INVESTING ACTIVITIES			
Proceeds from sale of tangible fixed assets		178,330	-
Purchase of tangible fixed assets	10-10a	(289,748)	(711,984)
Grants received	16	-	511,923
Interest received	4	18,738	3,965
NET CASH GENERATED FROM/(USED IN) INVESTING ACTIVITIES		(92,680)	(196,096)
CASH FLOW FROM FINANCING ACTIVITIES			
Repayments of borrowings		(24,369)	(42,467)
Interest Payable		(48,627)	(30,338)
NET CASH USED IN FINANCIAL ACTIVITIES		(72,996)	(72,805)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		285,503	269,961
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		3,058,765	2,788,804
CASH AND CASH EQUIVALENTS AT END OF YEAR	20	3,344,268	3,058,765

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2023

LEGAL STATUS

YMCA North Staffordshire Ltd. is a company limited by guarantee and is an English registered social housing provider, charity and public benefit entity.

The address of the company's registered office and principal place of business is Edinburgh House, Harding Road, Hanley, Stoke-on-Trent, Staffordshire, ST1 3AE.

The company's principal activities and nature of the company's operations are included in The Report of the Board of Management.

The company has not prepared consolidated accounts on the basis of materiality of its subsidiary under Section 402 of the Companies Act 2006. Further details of its subsidiary are described in note 11.

BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and to comply with the Accounting Direction for Private Registered Providers of Social Housing 2019, and under the historical cost convention.

Monetary amounts in these financial statements are rounded to the nearest whole £1, except where otherwise indicated.

GOING CONCERN

In terms of the basis for a going concern, the key issues are:

1. Housing is the core activity of the charity and is stable and financially viable.
2. Regarding contract activities our operating model ensures that when funding for a contract ends the associated costs related to that contract also come to an end. Reserves are only ever used as a bridge to new funding agreed.
3. The Board and management have experience in dealing with uncertainty.

The Charity has prepared detailed budgets and cash flow forecasts for the period ending 31st March 2023. To mitigate the impact of the COVID-19 crisis, a review of each cost centre within the charity has taken place with particular focus on cost centres that rely upon short-term contract income. This review used the most pessimistic position where Income has not been confirmed.

The Board has reviewed the covenants on the existing loan with Unity Trust Bank and remains confident that all covenants can be fulfilled. This arrangement consists of three loans of £500k for properties in the community secured on those properties and is fully drawn down.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2023

The cash position of the charity is positive and will remain so throughout 2023-24 with the support of a loan from Charity Bank to support the completion of the Development of 46 additional units of accommodation. This loan has not been drawn down yet due to the delay in the development. The loan will be drawn down monthly from applications submitted by the contractor once approved.

TURNOVER AND REVENUE RECOGNITION

Turnover comprises rental and service charge income receivable in the period, and revenue grants receivable in the period from local authorities and the Homes England. Turnover is recognised net of VAT, where applicable.

All rental income is recognised in the period it which is has been earned, this includes actual receipts and also estimates of income receivable for training income that is reconciled at the end of the academic year.

Revenue grants are receivable when the conditions for receipt of agreed grant funding have been met.

SERVICE CHARGES

Service charges are made to tenants weekly, the eligible portion predominantly being paid through Housing Benefit and the ineligible charges being collected directly from the tenant.

OTHER INCOME

Interest income

Interest income is accrued on a time-apportioned basis and credited to the income and expenditure account in the period.

APPORTIONMENT OF EXPENSES

Administration and operating costs have been apportioned to the housing and non-housing activities on the basis of costs directly related to the activities dealt with in these financial statements.

TANGIBLE FIXED ASSETS - HOUSING PROPERTIES

Housing properties are properties for the provision of social housing and are principally properties available for rent. Completed housing is stated at cost less accumulated depreciation and impairment losses. Cost includes the cost of acquiring land and buildings, development costs, interest charges incurred during the development period and expenditure incurred in respect of improvements.

Major refurbishment of existing housing is charged to capital and depreciated over the unexpired life of the asset. Major repairs are charged against revenue and an equivalent release from the major repairs reserve is completed. Planned maintenance, minor repairs and redecoration are charged to expenditure in the year that they occur.

On disposal of housing property, an application is made to the Homes and Communities Agency ('Homes England') for consent. Any outstanding Social Housing Grant (SHG) is recycled in accordance with the Homes England regulations.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2023

DONATED LAND AND OTHER ASSETS

Land or other assets which have been donated by a government source is added to cost of assets at the fair value of the land at the time of the donation. The difference between the fair value of the asset donated and the consideration paid is treated as a non-monetary government grant and included within the Statement of Financial Position as a liability. The terms of the donation are considered to be performance related conditions. Where the donation is not from a public source, the value of the donations less the consideration is included in income.

GOVERNMENT GRANTS

Government grants include grants receivable from the Homes and Communities Agency ("Homes England"), local authorities and other government bodies.

Government grants are utilised to reduce the capital costs of the housing properties, including land costs. The amount of SHG receivable is calculated on a fixed basis depending on the size, location and type of housing property. SHG due from the Homes England or received in advance is included as current assets or liability. SHG received in respect of revenue expenditure is accounted for in the same period as the expenditure to which it relates.

SHG is subordinated to the repayment of loans by agreement with the Homes England. SHG released on the sale of a property is normally available to be recycled.

Government grants received for housing properties are recognised in income over the useful economic life of the structure of the asset, even if the fair value of the grant exceeds the carrying value of the structure in the financial statements.

OTHER GRANTS

Grants received from non-government sources are recognised using the performance model. Grants are recognised as income when the associated performance conditions are met.

DEPRECIATION OF HOUSING PROPERTIES

Freehold land is not depreciated.

The company separately identifies the major components of its housing properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the following years:

Housing structure	-	50 years straight line
Roofs	-	30 years straight line
Lifts	-	20 years straight line
Kitchens	-	20 years straight line
Windows and external doors	-	25 years straight line
Central heating and air con systems	-	25 years straight line
Internal walls and doors	-	20 years straight line
Finishes	-	15 years straight line
Furniture and fittings	-	15 years straight line
Bathroom and appliances	-	10-15 years straight line

Depreciation is charged on assets in the first full year of use.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2023

OTHER TANGIBLE FIXED ASSETS

Tangible fixed assets are initially measured at cost, net of depreciation and any impairment losses. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation of each asset to its estimated residual value over its expected useful life, as follows:

3G Pitch, Fixtures, furnishings and office equipment	-	3 to 10 years straight line
Car park	-	50 years straight line
Motor vehicles	-	33% reducing balance on a monthly basis

Residual value is calculated on prices prevailing at the reporting date, after estimated costs of disposal, for the asset as if it were at the age and in the condition expected at the end of its useful life.

ASSETS UNDER THE COURSE OF CONSTRUCTION

Assets under the course of construction are carried at cost, less any identified impairment loss. Cost includes professional fees and other directly attributable costs that are necessary to bring the property to its operating condition. Depreciation commences when the properties are ready for their intended use.

FIXED ASSET INVESTMENTS

Interests in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

Interests in subsidiaries are assessed for impairment at each reporting date. Any impairments losses or reversals of impairment losses are recognised immediately in profit or loss.

STOCKS

Stocks represent raw materials and consumables and are valued at the lower of cost and net realisable value.

TAXATION

YMCA North Staffordshire Ltd. has charitable status and is registered with the Charities Commission and is therefore exempt from paying Corporation Tax on charitable activities.

VALUE ADDED TAX

The company is registered for value added tax. A proportion of its income is exempt from VAT. The expenditure relating to this income is subject to VAT which cannot be reclaimed; this expenditure is therefore shown inclusive of VAT.

Partial exemption has been applied to management expenditure. Each quarter input tax recovery is limited to the percentage of total income that is business income. VAT recovered through partial exemption rules is credited to the income and expenditure account.

The balances of VAT payable and recoverable at the year-end are included as a current asset or liability.

LEASES

The company as lessee – operating leases

All leases are operating leases and the annual rentals are charged to income and expenditure on a straight line basis over the lease term.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2023

RETIREMENT BENEFITS

YMCA North Staffordshire Ltd., 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 North Staffordshire Ltd.

As described in note 22, YMCA North Staffordshire Ltd. has a contractual obligation to make pension deficit payments of £16,500 per annum indexed for inflation and subject to future triennial valuations over the period to April 2029; accordingly, this is shown as a liability in note 18 of these financial statements.

In addition, YMCA North Staffordshire Ltd. is required to contribute £3,880 per annum indexed for inflation to the operating expenses of the pension plan and these costs are charged to the Statement of Comprehensive Income as made.

The company also participates in a stakeholder pension scheme where the amount charged to income and expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

FINANCIAL INSTRUMENTS

The Company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all its financial instruments.

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument and are offset only when the company currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit or loss for the excess of the carrying value of the trade debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Financial liabilities

Trade creditors

Trade creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar charges.

Commitments to receive a loan are measured at cost less impairment.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2023

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

PROVISIONS

Provisions are recognised when the company has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and that obligation can be estimated reliably.

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 within interest payable and similar charges.

Provisions relate to an agreement by YMCA North Staffordshire Ltd. to contribute to a historic funding deficit of YMCA England's pension scheme over a period of time.

RESERVES

Income and expenditure reserve

The company's policy is to maintain a prudent level of reserves to insure against future liabilities.

Reserves are also used for activities to assist the association to achieve its strategic purpose of helping people recover a sense of self-worth and live in cohesive communities.

In particular, reserves will be used to ensure that development and maintenance are to the highest standard to provide housing quality that demonstrates how highly the company values its customers.

The directors continually assess the needs of customers and provide a range of short and long-term housing and support services that are innovative, continually improving our capabilities, people and performance.

Designated Reserve

Funds are designated by the company for particular purposes (see note 19).

Restricted Reserve

The Company has a restricted reserve which is held under the terms of a contract with a funder and can only be applied to revenue with their authority. Reserves that are shown as restricted have conditions as to their usage attached and are therefore not available as a surplus reserve.

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

I CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements 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. The 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 are discussed below.

The YMCA is still operating in a changing environment due to continued changes in social policy. In making our assumptions for income and expenditure the board monitors the external environment carefully, we work closely with both the local authority and YMCA England Policy Team when making our financial assumptions. The current projections are based upon the latest information that we have, and all forecasts are reviewed on a quarterly basis and updated for potential changes.

The rate used to discount benefit obligations to their present value is based upon market yields for high quality corporate bonds with terms consistent with those of the benefit obligations. Our commitment to the YMCA Pension Plan for the next 9 years has been discounted at a rate of 3% amounting to a net present value of £96,884 at 31 March 2023 (2022: £120,602).

Critical areas of judgement

All housing properties are included in the financial statements as property, plant and equipment and stated at cost less accumulated depreciation and impairment losses. The company regularly reviews and assesses the carrying value of its social housing properties for any indication of impairment. In making the judgement, management consider the detailed criteria set out in the Housing SORP and would recognise such changes in the financial statements as necessary.

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

2 TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2023				(Restated)			
	Turnover	Operating costs	Other operating income	Operating surplus	Turnover	Operating costs	Other operating income	Operating surplus
	£	£	£	£	£	£	£	£
Income and Expenditure from Social Housing Lettings	3,069,916	(2,744,866)	-	325,051	2,877,615	(2,507,396)	-	370,219
Non-Social Housing Activities	2,250,210	(2,183,667)	-	36,653	2,203,601	(2,086,687)	18,843	46,278
	5,320,126	(4,928,533)	-	361,704	5,081,217	(4,594,083)	18,843	416,497

	(Restated)	
Particulars of income and expenditure from social housing lettings	2023	2022
	£	£
TURNOVER FROM SOCIAL HOUSING LETTINGS		
Rents receivable net of voids	2,710,138	2,512,858
Service charges receivable	96,412	93,272
NET RENTAL INCOME	2,806,550	2,606,130
Supporting people grant receivable	263,275	271,400
Other income	92	86
TURNOVER FROM SOCIAL HOUSING LETTINGS	3,069,916	2,877,616
EXPENDITURE ON SOCIAL HOUSING LETTINGS		
Direct property management costs	1,565,749	1,749,578
Administrative costs	730,783	712,152
Bad debts	18,431	15,229
Loan interest	57,803	30,438
OPERATING COSTS ON SOCIAL HOUSING LETTINGS	(2,372,766)	(2,507,397)
OTHER OPERATING INCOME		
Insurance claims receivable	-	-
OPERATING SURPLUS ON SOCIAL HOUSING LETTINGS	697,151	370,227
Rent losses due to voids	196,214	176,570

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

3 ACCOMMODATION IN MANAGEMENT AND DEVELOPMENT

	2023 units	2022 units
General needs housing		
- Affordable rent	42	42
Supported housing	118	120
TOTAL UNITS IN MANAGEMENT	160	162

4 INTEREST RECEIVABLE

	2023 £	2022 £
Interest on bank deposits	18,738	3,965

5 INTEREST AND FINANCING COSTS

	2023 £	2022 £
Loan interest	57,803	30,438
Impact of discount on pension provision	<u>(9,176)</u>	<u>54,370</u>
	48,627	84,808

6 OPERATING SURPLUS

	2023 £	2022 £
Operating surplus is stated after charging:		
Depreciation of housing properties	409,704	410,595
Depreciation of other tangible fixed assets – owned	123,632	120,809
Auditor’s remuneration – audit	17,433	14,500

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

7	EMPLOYEES	2023	2022
		Number	Number
	The average monthly number of persons (including directors) employed by the company during the year was:		
	Office and management	23	21
	Housing support and care	69	79
	Development	46	50
		<u>138</u>	<u>150</u>
	Staff costs for the above persons:	2023	2022
		£	£
	Wages and salaries	2,643,101	2,505,100
	Social security costs	230,186	196,360
	Other pension costs	94,156	80,959
		<u>2,967,443</u>	<u>2,782,418</u>
	The full-time equivalent number of staff who received remuneration (excluding directors):	2023	2022
		Number	Number
	£70,001 - £80,000	3	2
	£60,001 - £70,000	1	2
	£50,001 - £60,000	4	1
		<u>8</u>	<u>5</u>

8 **BOARD MEMBERS AND EXECUTIVE DIRECTORS**

The total remuneration of the key management personnel of the Company was £616,422 (2022: £390,937). This increase is due to three Associate Directors being appointed.

9 **TAXATION**

The company is a registered charity and therefore it is exempt from corporation tax on income and gains falling within chapter 3 Part 11 of the Corporation Taxes Act 2010 or S256 Taxation of Chargeable Gains Act 1992 (TCGA 1992) to the extent that these are applied to its charitable objects.

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

10	TANGIBLE FIXED ASSETS – HOUSING PROPERTIES	Social housing properties held for letting £	Social housing properties under the course of construction £	Other property £	Total £
	COST				
	1 April 2022	11,215,704	1,598,437	6,022,582	18,836,723
	Additions	41,781	85,977		127,758
	Disposal	(178,330)	-		(178,330)
	31 March 2023	11,079,155	1,684,414	6,022,582	18,786,151
	DEPRECIATION				
	1 April 2022	3,672,995	-	1,183,821	4,856,816
	Depreciation charged in year	393,905	-	15,799	409,704
	Transfer	-			-
	31 March 2023	4,066,900	-	1,199,620	5,266,520
	CARRYING AMOUNT				
	31 March 2023	7,012,255	1,684,414	4,822,962	13,519,631
	31 March 2022	7,542,709	1,598,437	4,838,761	13,979,907
	EXPENDITURE ON WORKS TO EXISTING PROPERTIES			2023	2022
				£	£
	Improvement work capitalised			6,628	47,400
	EXPENDITURE ON WORKS TO EXISTING PROPERTIES			2023	2022
				£	£
	Total cumulative amounts received or receivable at 31 March:				
	Capital grant			15,873,273	15,873,273

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

10a TANGIBLE FIXED ASSETS – OTHER

	3G Pitch, fixtures, furnishings and office equipment £	Car park £	Motor vehicles £	Total £
COST				
1 April 2022	1,635,997	12,383	108,224	1,756,605
Transfer				
Additions	157,442	-	4,548	161,990
31 March 2023	1,793,439	12,383	112,772	1,918,595
DEPRECIATION				
1 April 2022	1,220,536	4,117	91,663	1,316,316
Depreciation charged in year	112,649	248	10,735	123,632
31 March 2023	1,333,185	4,365	102,398	1,439,948
CARRYING AMOUNT:				
31 March 2023	460,254	8,018	10,374	478,647
31 March 2022	415,462	8,266	16,561	440,288

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

12	DEBTORS	2023 £	2022 £
	<i>Amounts falling due within one year:</i>		
	Rent and services receivable.	164,127	146,273
	Provision for bad and doubtful debts on rents and services receivable	11,803	(8,309)
		175,930	137,964
	Other debtors	50,294	53,730
	Prepayments and accrued income	51,110	39,506
		277,334	231,200

13	CREDITORS: Amounts falling due within one year	2023 £	2022 £
	Bank loans	57,803	58,167
	Deferred capital grants	265,009	265,209
	Trade creditors	75,331	47,563
	Other taxation and social security	55,703	63,595
	Other creditors	73,264	81,052
	Accruals and deferred income	302,425	431,490
		829,535	947,076

Health Zone – A grant of £40,090 (2022: £50,113) was received during the year to run health zone activities. At the end of the year £36,281 (2022: £14,036) had not been spent and this has been reserved in a control account within accruals and deferred income in the financial statements.

14	CREDITORS: Amounts falling due after more than one year	2023 £	2022 £
	Bank loan	1,289,793	1,313,798
	Deferred capital grants	11,409,822	11,674,631
		12,699,615	12,988,429

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

14 CREDITORS: Amounts falling due after more than one year (continued)

Included in creditors are:

	2023	2022
	£	£
Amounts repayable by instalments falling due after more than five years	1,197,842	1,109,286

The bank loan agreements specify that interest on the loans is charged at a rate of 2% per annum above the banks base rate. The base rate at 31 March 2022 is 0.75%.

The bank loans are secured by a fixed charge against the properties of the company.

15 DEFERRED CAPITAL GRANTS	2023	2022
	£	£
As at 1 April	11,939,839	11,693,125
Grants received in the year	-	511,923
Capital grants released	(265,009)	(265,209)
As at 31 March	11,674,830	11,939,839

Included within capital grants is The Big Lottery Fund "My Place" grant which is secured by a legal mortgage charge over the freehold land on the northeast side of Harding Road, Hanley, Stoke-on-Trent. Should the YMCA breach any of the grant conditions, the grant will be repayable at a rate equal to 4% per annum above the Lloyds TSB Bank plc. base rate.

16 FINANCIAL INSTRUMENTS	2023	2022
	£	£
Financial assets:		
Debt instruments measured at amortized cost	180,371	155,763
Financial liabilities:		
Measured at amortized cost	829,535	823,462

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

17	PROVISION FOR LIABILITIES	Pension deficit £
	As at 1 April 2022	120,602
	Utilised in the year	(14,542)
	Unwinding of discount & change of discount rate	(9,176)
	As at 31 March 2023	96,884

The YMCA England's Pension Plan provider represents the net (present value of the commitment to the multi-employer pension scheme in respect of past deficits. There is an agreement by YMCA North Staffordshire Ltd. to contribute to an historic funding deficit of YMCA England's pension scheme over a period of time (see note 22).

18 SHARE CAPITAL AND RESERVES

SHARE CAPITAL

The Company is limited by guarantee and consequently has no share capital. Each of the company's members agrees to contribute £1 in the event of the company winding up.

RESERVES

Reserves of the company represent the following:

Income and expenditure reserve

The company's policy is to maintain a prudent level of reserves to insure against future liabilities.

Reserves are also used for activities to assist the association to achieve its strategic purpose of helping people recover a sense of self-worth and live in cohesive communities.

In particular, reserves will be used to ensure that development and maintenance are to the highest standard to provide housing quality that demonstrates how highly the company values its customers.

The directors continually assess the needs of customers and provide a range of short and long-term housing and support services that are innovative, continually improving our capabilities, people and performance.

Designated reserves

Family Services - to support the development of families and communities staying connected. The designated reserve figure of £6,629 (2022: £35,235) is money that was transferred to YMCA North Staffordshire Ltd. when Contact First joined YMCA North Staffordshire Ltd. The Board agreed that this money should be designated to support that area of work. It has been agreed that this money be used to assist the Family Services Department to make the transition caused by legislative changes in the commissioning of child contact assessment work.

The Green Apprentices Trust - this money was donated to the YMCA. The Board has designated this money to provide a source of funding for new ideas to improve services and to generate new ones.

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

18 SHARE CAPITAL AND RESERVES (continued)

Maintenance reserve - the YMCA had a major development programme between 2008 and 2013 which over time will result in increased costs for maintenance and major repairs. The board feels that it is important to highlight this and work to ensure that any future costs can be met. The Charity has had an independent report produced to predict as accurately as possible the cost of future planned and major repairs and guide our long-term maintenance programme. To date the Board has designated £774,429 to this reserve and will monitor the reserve annually.

Restricted reserves

Reserves that are shown as restricted, all have conditions as to their usage attached and therefore, are not available as a surplus reserve.

Big Lottery - it was a requirement of the Big Lottery Grant Fund to provide details of any amounts held within restricted reserves relating to the Fund. A grant of £123,949 (2022: £131,594) was received in the year. Against this grant expenditure of £123,949 (2022: £85,051) was incurred during the year.

A reserve of £nil (2022: £46,543) was held in restricted reserves at the end of the year.

19 RECONCILIATION OF PROFIT AFTER TAX TO NET CASH GENERATED FROM OPERATIONS

	2023 £	(Restated) 2022 £
Surplus for the year	361,704	416,504
Adjustments for:		
Depreciation of tangible fixed assets	533,336	531,762
Release of restricted and designated reserves	-	-
Defined benefit pension scheme	(23,718)	37,870
Capital grants released	(260,401)	(265,209)
Interest receivable	(18,738)	(3,965)
Interest payable	48,627	30,438
Operating cash flow before movements in working capital	640,810	747,400
(Increase) / decrease in stock	-	8,860
(Increase) / decrease in trade and other debtors	(46,134)	37,637
Increase / (decrease) in trade and other creditors	(143,495)	(247,090)
Cash generated from operations	451,181	546,807
 CASH AND CASH EQUIVALENTS	 2023 £	 2022 £
Cash and cash equivalents represent:-		
Cash at bank	3,344,269	3,058,765

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

20 RETIREMENT BENEFITS

YMCA North Staffordshire Ltd. 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 North Staffordshire Ltd. 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 plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA North Staffordshire Ltd. and accordingly the pension deficit is not shown on the balance sheet.

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

The valuation prepared as at 1 May 2020 showed that the YMCA Pension Plan had a deficit of £36 million. <<YMCA>> has been advised that it will need to make monthly contributions of £1,705 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 North Staffordshire Ltd. 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 North Staffordshire Ltd. may be called upon to pay in the future.

The company also participates in a stakeholder pension scheme for other employees. The assets of the scheme are held separately from those of the company in an independently administered fund. The contributions payable by the company charged to income and expenditure amounted to £94,156 (2022: £80,958). Contributions of nil (2022: £9,680) were payable to the fund at the year end.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

21 RELATED PARTY TRANSACTIONS

A Board Member provides the Association with HR support on a consultancy basis. During the year a total of £3,650 (2022: £3,000) was paid to this Board member. At 31 March 2023 £nil (2022: £300) was outstanding.

The Board Member and Chairperson are common directors of The Ideas Facility Limited. During the year The Ideas Facility Limited provided training sessions totaling £6,120 (2022: £14,760).

Gordon French Associates Ltd delivered a training session on Equality, Diversity and Inclusion in the year totaling £8859.09 (2022: £745.35). Trevor Gordon was appointed to the Board of YMCA North Staffordshire Limited on 14/12/2021.

Entrust is an Education & Skills support service which delivered sessions to our young people totaling £921.60 in the year. Jayne Thorpe is a Board Member and is also employed by Entrust however, the arrangement existed before Jayne Thorpe was appointed. Conditions of trade have remained the same since the appointment of the trustee, therefore, consider the transaction to be conducted at market rate.

RESTATEMENT OF ACCOUNTS

In the 2022 Accounts, an adjustment was made to recognize the £123,613 in the year that was incorrectly recognized as income and therefore the position has now been adjusted. This resulted in 2022 Income & Expenditure Reserve and Surplus being overstated by this amount.

	Previously reported	Adjusted
Turnover	5,081,217	5,072,587
Surplus	425,134	416,504
Creditors within one year	(823,462)	(968,986)
Income & Expenditure Reserve b/f	2,503,209	2,804,729
Income & Expenditure Reserve c/f	2,704,724	2,841,617

YMCA NORTH STAFFORDSHIRE LTD.

England & Wales - Charity number 1100749

Accounts

/

YMCA North Staffordshire Ltd.
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

31 March 2022

Company Registration No: 04804681
Registered Charity No: 1100749
RP No: H4426

YMCA North Staffordshire Ltd.

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YMCA North Staffordshire Ltd.

TRUSTEES, DIRECTORS AND ADVISORS

PRESIDENT

Bishop of Stafford (non-voting)

BOARD OF DIRECTORS

GC Handforth – Chairperson

MJ Toohey – Vice Chair

B Sumner – Treasurer

L Tindale (Resigned

14.12.21)

A Robinson

Rev SA Smith

PJ Franklin

PA Dartford

PA Williams

H Chadwick

(Resigned

10.05.21)

Dr SW Williams

J Sawyers

NC Joy-Johnson

JL Thorpe

T Gordon

(Appointed

14.12.21)

CHIEF EXECUTIVE AND COMPANY SECRETARY

D Flynn

REGISTERED OFFICE

Edinburgh House

Harding Road

Hanley

Stoke-on-Trent

Staffordshire

ST1 3AE

AUDITORS

Crowe UK LLP

The Lexicon

Mount Street

Manchester

M2 5NT

BANKERS

National Westminster Bank Plc.

1 Upper Market Square

Hanley

Stoke-on-Trent

Staffordshire

ST1 1NS

YMCA North Staffordshire Ltd

Trustees' Report

Our vision

YMCA's vision in England and Wales is of an inclusive Christian movement transforming communities so that all young people can belong, contribute and thrive.

Our Mission

We develop young people; they develop their world.

Principal Activities

The principal activities of YMCA North Staffordshire are to provide housing, support, training, recreation and sports activities for young people, their families and their communities.

What we do

We develop life chances and new futures for young people, their families and communities. This comes in the form of a wide range of services.

We provide specialist housing on our young people's campus including purpose-built move on accommodation, housing in the community for young workers. The campus offers young people a high standard of accommodation in a safe supportive environment with staff who offer development opportunities in areas of education, employment and well-being advice together with a wide range of creative and recreational activities to inspire and motivate.

We provide effective training programmes for young people and their families to assist them to gain confidence, acquire skills and development via volunteering and support them to gain and sustain paid employment.

We provide a range of family services where our team help to re-build and maintain family relationships in area such as parenting skills, conflict resolution, work with separated parents and their children.

We provide an onsite sports and recreation centre including a gym, sports hall, outdoor football pitch and offer a range of programmes for young people, community sports clubs, schools and our local community.

We provide a roof top conference centre and other meeting rooms that can be hired by local community groups and businesses for meetings and conferences and offer in house catering if required.

We provide a place for our community to gather and actively support other local charities, community groups and other stakeholders by sharing our space, experience and expertise where it is of use.

We provide an experienced staff team to deliver the National Citizenship service to young people.

We play an active role in our community working with them to provide opportunities.

Our values

YMCANS Values are

- Trust
- Hope
- Persevere
- Protect

These values are our bedrock and help us create the resilience to develop young people into thriving lives.

YMCA North Staffordshire Ltd

Trustees' Report

DIRECTORS

The directors who have held office since 1 April 2021 are as follows:

GC Handforth
MJ Toohey
B Sumner
L Tindale (Resigned 14.12.21)
A Robinson
Rev SA Smith
PJ Franklin
PA Dartford
PA Williams
DR S Wynn-Jones
H Chadwick (Resigned 10.05.21).
J Sawyers
NCy Joy-Johnson
JL Thorpe
T Gordon (Appointed 14.12.21)

ORGANISATIONAL STRUCTURE

YMCA North Staffs is a Registered Social Landlord (Reg No: H4426); a registered charity (Reg No: 1100749) and a company limited by guarantee (Reg No: 04804681). The YMCA board of management meets bi-monthly with a full business agenda. The board oversees the strategic development and operational performance of the organisation.

Appointment and recruitment of directors

Potential candidates for directors are interviewed by the Chair and the Chief Executive. This is a three-stage process:

1. A discussion around the organisation's vision and mission and to explain the charitable objects, company articles, business plan and direction of the organisation. To check on the potential members skills set and experience.
2. If the Chair and the potential director agree that they would be suitable, the individual is introduced to the board of directors who then collectively decide whether to offer Board Membership.
3. If the full board agrees the proposed director comes to a full board meeting and after discussion a vote will take place.

Directors' induction and training

Once appointed each Board Member is allocated to one of the strategic groups that oversee the running of the organisation, membership of these groups allows the board member to specialise in their area of expertise and/or interest.

The Current Groups are:

Finance & Risk
H.R.
Campus Development
Performance Standards (Including Health & Safety & Safeguarding)
Christian & Spiritual Development
Business Development
Capital Development
Connectivity & Communications
Environment
Empathy Engine / Equality, Diversity & Inclusion

Membership of the groups include one or two board members plus senior and operational staff.

YMCA North Staffordshire Ltd

Trustees' Report

In addition, the Chair of the Board & CEO will identify areas of training and development and ensure that this is delivered. Regular events take place at least annually where the Board reflects on the Values of the YMCA and the work that we do to ensure that they are aligned.

Public benefit and value for money

The YMCA aims to serve young people, their families and the community, we continue to provide housing for some of the most marginalised young people in our area and have improved our offer with the new flats that provides a better standard of accommodation and facilities for young families for the first time. We are growing our property portfolio to help low waged young people afford community-based accommodation and maintain their employment.

Our activity centre is being enjoyed by members of the community for sports and family fun days and our family contact centre continues to serve young children providing a safe space for them to play and talk to trained counsellors.

Our training and employment service assists people lacking in skills and confidence to become ready to manage work opportunities and move towards economic independence.

Value for money

In the current economic environment, it is important to ensure that the YMCA maximises the value from its expenditure. The Board considers value for money as part of its strategic approach when allocating resources, but not at the expense of providing quality of service, all new proposals and major items of expenditure are scrutinised by both the business development and finance and risk board working groups prior to approval.

Risk management

YMCA North Staffordshire works with people who have been disadvantaged through limited life chances. As we describe ourselves as a life chances agency it is appropriate to take risks with our charity's resources to make opportunities available to those people in order for them to reach their potential and thrive. We are therefore happy to take a risk with creating life chances.

We will not however, take any risks relating to the protection of young people and vulnerable adults. Full vetting procedures will always be followed for all staff and volunteers and disciplinary action follows when breaches occur. A similar policy is adopted in relation to fraud and corruption.

The Charity is fortunate to hold assets in the form of property and investments and revenues generated from our activities. We will take some risk to achieve good returns but will not put at risk the capital value of our assets and will always seek to balance the risk of any loss against the expected return.

The board delegates the detailed review of Risk Management to the Finance and Risk Management Working Group which consists of the Vice Chair, Treasurer, plus at least one other board member/ advisor together with the Deputy Chief Executive and Finance Director. This group meets bi-monthly to review all issues both internal and external that might have an adverse effect on the organisation fulfilling its objectives. The Board identifies headline current risks to the charity as follows:

The Capital Development for the new flats is completed within agreed timescales and remains an affordable project.

Economic volatility due to inflation and changes in interest rates.

Funding risks due to political policy changes

Risk of fraud

Protecting vulnerable people who use our services from any safeguarding risk.

YMCA North Staffordshire Ltd

Trustees' Report

Impact of COVID -19

The charity remains vigilant to any future challenges that might arise during the winter months. All staff will be encouraged to take advantage of the booster programme and our Covid monitoring team will continue to monitor outbreaks at local level and provide advice to ensure that our priority remains the health and well being of the young people that we serve and our staff and volunteers.

We added a temporary objective to our business plan to enable the charity to manage the period of the pandemic and learn from the experience. This will remain in place for the remainder of the current financial year and be reviewed in 2023.

We will learn to Thrive through COVID-19

We aim to ensure that we achieve the following outcomes:

Staff, Customers, Visitors and Volunteers:

feel safe.

have positive physical, spiritual and mental health.

are included and feel part of a supportive community.

The YMCA Campus is safe and fit for purpose to deliver all activities.

Use of technology has enabled us to rethink the ways in which we can thrive.

Director's indemnity insurance

The YMCA has Directors Indemnity Insurance of up to £1m.

FUTURE PLANS

We are now in the final year of our business plan 2020-23, we are working to complete the objectives set out in the plan and prepare for the next phase of development.

Our Current Business Plan objectives are:

Be a Thriving Business:

We are committed to seeking new sources of funding to generate our own income via more fundraising campaigns and develop links to philanthropic opportunities via groups such as Stoke Diaspora and the local creative community.

Get our capital development of 46 flats back on track and fully funded.

We will be focusing on completion of the construction of our forty-six flats on our site. This work commenced in 2020 but due to two previous contractors going into administration, we are going out to tender and work will hopefully begin again in Spring 2023. We have agreed with Homes England to extend the completion deadline into their next development programme.

The cost of the flats will be funded by a Homes England grant and a loan from Charity Bank.

Maximise the opportunities of new working as we continue to adapt to the recovery from Covid 19.

We have noticed that Covid has had a greater impact on our work than originally anticipated, plans have slowed and the young people that we work with, and our staff have been impacted by different patterns of life and work which affects behaviour. To understand this and move forward we have written a working document "Repair Renew, Relaunch" we can and must review the damaging effects on our work, our culture, our relationships, on our ability to deliver our vision, mission, and values. We will review what we do, looking at our products and services, are they still relevant and effective, do they contribute to our Thrive model of change? This work will contribute to the next Business Plan to commencing in 2023.

YMCA North Staffordshire Ltd

Trustees' Report

Invest in our digital infrastructure producing meaningful data to improve our outcomes and impact and communicate this effectively.

We are committed to making the most of digital technology and part of our initial work for the next business plan will be to better understand how young people engage with digital post Covid and to ensure that our offer is relevant to them.

We recognise that some staff need encouragement and support in this area and will maintain our emphasis on creating learning and development opportunities,

See those in our community of service thrive:

Following the success of receiving a HRH Queen's Award for Enterprise innovation for our work in promoting opportunities for young people, we have adapted the theory of change based approach that we used in that area of work across all areas of activity, this work brings clarity and allows for more effective reporting of progress and also any areas of concern, we will continue this work to develop the best offer for young people within the resources available .

We are committed to developing a youth governance model and are investigating ways in which we can empower young people to identify plans and apply for funding which they can own, manage, and report on as part of their development.

We will review our model of youth assets in the light of changes to young people's lives since the pandemic and incorporate this into our new business plan.

As a youth charity we are committed to reducing our negative impact on the environment and will set out a clear plan to reduce our carbon footprint. We will undertake a programme of carbon literacy training from which will emerge individual and organisational goals.

Invest in Staff and volunteers to see them thrive:

We will continue to encourage staff training and development,

We will focus on staff wellbeing and seek to understand the pressures they face from the current economic difficulties and provide as much support as possible

See our city and its people thrive:

We will remain a leading member in several City-wide forums dedicated to improving the health and prosperity of our community (Made in Stoke, Stoke Creates, Hardship Commission, Collaborative Network)

We will review our experience of leading the Community Renewal Fund consortium for youth employment and apply any learning into future partnerships as the final funding from the EU reaches an end and the UK "shared prosperity" fund begins.

We will look to develop our work for young people within our local communities to grow more youth services and activities and aim to develop a school holiday programme for young people.

We will play our part in supporting the community in the cost-of-living crisis from partnership working and our local pantry project.

KEY MANAGEMENT REMUNERATION

The remuneration policy is decided by the Board by means of a triennial formal review based on national YMCA guidance. The Human Resources working group undertakes the review, which is presented to the board for formal approval. Implementation is subject to affordability. The latest review took place in the 2022-23 financial year and was fully funded .

We will continue to work to maintain the highest safety standards to protect residents, staff and visitors.

YMCA North Staffordshire Ltd

Trustees' Report

We will review our working practices to ensure that we maximise the opportunities that have come from the progress made through technology during the crisis that support our aims and objectives.

ACHIEVEMENTS AND PERFORMANCE

Last year we set out the following Future Plans for 2022-23 based on our business plan objectives

Be a Thriving Business:

Complete our development of 46 new flats

This project was paused once again, our Capital Development Group are currently working to appoint a new contractor and the project should recommence in Spring 2023. We have agreed with Homes England to move the project into the current development programme to remove any time pressures and are working with our lender Charity Bank to support us on funding any additional costs,

Maximise the Opportunities of New working as we continue to adapt to the recovery from Covid.

This work continues to evolve, we have a number of staff who continue to work in a hybrid manner and conduct many meetings online. We have also recruited an Equality and Diversity Champion to our Board because they can attend meetings remotely from their home in the South of England. We have written a report based on our learning "Refocus Rebuild Relaunch" which informs our current practice.

Invest in our Digital Infrastructure producing meaningful data to improve our outcomes and impact and communicate this effectively

During the year we have improved our communication with our staff via Online surveys to undertake surveys on a range of issues including health and wellbeing. We have increased our digital training offer to staff and invested in training for our own staff to write their own reports from our database. We have participated in regional staff training and leadership forums.

See those in our community of service thrive:

Continue to give young people as many opportunities as possible as the recovery from Covid continues

We have been able to make some progress and increased the number of activities and opportunities for young people during the year, we have relaunched our youth forum which meets weekly and allows issues raised by young people to be fed back to management directly. We continue to build partnerships to grow opportunities for young people to engage in local arts projects.

Invest in Staff and volunteers to see them thrive:

Launch our Thrive Academy to encourage staff to develop throughout their time with the charity.

We have made a commitment to become a learning organisation and many staff have participated in training and development courses and obtained qualifications via the learning curve programme.

Three young members of staff are currently participating in the YMCA Youth ambassador programme which involves national and international leadership and development opportunities.

We were able to fully fund our triennial salary review in 2022-23 and are now a fully accredited real living wage employer

Strengthen and improve our lunchtime learning programme and other events.

These continued during the year with staff invited along with members of the community.

YMCA North Staffordshire Ltd

Trustees' Report

Grow and support volunteers in our community food pantry project.

We have developed a partnership with Sanctus CIC and worked with other local partners to grow and develop the pantry volunteers , we have recruited a co-ordinator to assist in this work ..

Plan to use our Campus in the most effective way to support our residents and staff.

We have continued to prioritise resident and staff well being following Covid and are only slowly opening up to external groups. We consult the resident forum weekly and have on-going conversations around staff well being , we have noticed the impact of Covid on people which produced the “Refocus Rebuild Relaunch” report which we are gradually implementing

Develop our Empathy Engine initiative to ensure that the level of diversity and equality of opportunity increases within the charity

All staff have done a full day's EDI training. The Board working group involves staff members and continues to develop and a EDI specialist has been recruited to our Board .

Increase and develop our local pantry project.

We have fully reopened the project post Covid and sought to improve our offer by recruitment of an experienced community worker , membership has increased and we have added a delivery van . We also managed two funded projects working with local partners on slow cooker projects, We are recognised as a key food partner by the local authority .

Establish a Board Working Group to monitor and evaluate our environmental impact.

The group has been established and meets bi monthly, some staff have taken part in Carbon Literacy training with the aim that this will be rolled out across the charity and a whole organisation approach to the environment can be developed in our next business plan.

See our city and its people thrive:

We continue to lead projects and be good partners aimed to the improvement and prosperity of North Staffordshire.

We continue to lead the local collaborative network which has expanded during the year.

We have worked closely in partnership with a range of projects dedicated to the improvement of our community: Hardship Commission, Made In Stoke, Stoke Creates, Stoke North Big Local, Stoke-on-Trent Diaspora.

We undertook a successful Christmas appeal to provide 500 hampers for local families in deprived neighbourhoods.

OPERATIONAL REVIEW OF THE YEAR (including balance sheet review)

For the year to March 2022 the Charity increased turnover to £5.1m (2021 £4.6m), operating expenditure increased to £4.6m (2021 £4.35m) . The financial surplus of £ 425,134 , is following an adjustment of £60k in additional interest and financing costs for additional payments following the extension of the repayment period on the defined pension scheme deficit .

During the year the Board was able to fully fund the new salary review and the YMCA now pays the real living wage in full.

Our Capital Development project had to be paused for a second time following contractor failure and will now recommence in Spring 2023. The deadline for the completion of this development has been extended by Homes England.

FUNDS AND RESERVES

YMCA North Staffs has funds available to finance its activities. These are unrestricted funds expendable at

YMCA North Staffordshire Ltd

Trustees' Report

the discretion of the board in furtherance of the charity's objects. Such funds may be designated by the board for a project or purpose.

The board recognises the need to establish a level of general reserves that enables financial stability, is adequate to meet the requirements of working capital and acts as a cushion against fluctuations in income levels and in the financial performance of the YMCA's activities. Such reserves are built up from operating surpluses. The Board will also use reserves to develop the range of services and activities where this is deemed appropriate.

Our reserves are also needed to manage our ongoing maintenance commitments following our major refurbishment. We had a major development programme between 2008 and 2013 which will need increasing maintenance and major repairs and the board feels that it is prudent to designate a sum to ensure that any future costs can be met. We commissioned a long-term maintenance plan during the year which predicts the cost of future planned and major repairs. In 2018 we set up a designated reserve to work to aim to meet this cost, we have started to consider some long-term investment in order to build growth into the reserve but have suspended this decision due to uncertainty caused by COVID -19 and Brexit. The Board will review the situation in 2021-22.

The board's policy is that free reserves should be sufficient to manage the predominant risks to the organisation and its working capital requirements, currently these risks would include the completion of our current capital development project, The Board remains vigilant in monitoring risk of redundancy payments due to any loss of income because of the economic situation and changes to government policy. The economy is expected to enter a period of recession and The Board recognises that this may have an impact on our operating environment. There is an on-going pension deficit liability to manage which is expected to increase. Our business plan recognises the need for more commercial skills and greater data evidence to measure and demonstrate our impact and reserves will be allocated to fund these changes. Regulation of our sector continues to grow, and resources need to be allocated to ensure that the charity has the capacity to meet these obligations.

The level of free reserves on 31 March 2022 was £224k, this figure is calculated by deducting the restricted and designated funds from the total reserves on page 13 and any funds tied into fixed assets. This amount is considered as adequate by the board for current short-term needs.

The Board also recognises that due to the challenges around the new flats' development that some contribution from reserves may be required to complete this project.

PRINCIPAL RISKS AND UNCERTAINTIES

The primary risk that we face currently is economic uncertainty, rising inflation, interest rates and a possible reduction in public spending. The Board is monitoring the situation closely. Political changes are always a risk to our areas of operation working closely with the public sector and current uncertainty is of concern to The Board.

The Capital Development of the New Flats remains a major risk that is under constant monitoring.

The Board monitors the longer-term impact on the organisation of maintenance and major repairs and recognises that the challenge to maintain our campus is challenged by the current economic climate.

The Board keeps all fraud related issues facing the sector that the charity operates in under review in order to assess potential impact on the charity of any emerging risks or uncertainties.

We continue to strive for ways to generate a greater proportion of our income and consider the growth and development of affordable housing as a key strategy.

The Board is aware of current rises in interest rates at a time when the charity has variable rate loans for community housing and will enter into a loan for the new flats later in 2022/23

Other ongoing risks are always in the areas of safeguarding and health and safety and these are under constant management and review by the Board.

YMCA North Staffordshire Ltd

Trustees' Report

STATEMENT OF DISCLOSURE TO THE AUDITOR

So far as the trustees and directors are aware, there is no relevant information of which the company's auditor is unaware. Additionally, the trustees and directors have taken all the necessary steps that they ought to have taken as trustees and directors to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

AUDITOR

Crowe UK LLP was appointed by the company. Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and therefore Crowe UK LLP will continue in office.

By order of the Board

G Handforth
Director



B Sumner
Director



DIRECTORS' RESPONSIBILITIES IN THE PREPARATION OF FINANCIAL STATEMENTS

The directors (who are also trustees of the charity) are responsible for preparing The Report of the Board of Management and the financial statements in accordance with applicable law and regulations.

Company law and housing association legislation requires the directors to prepare financial statements for each financial year. Under those laws the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the directors 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 company and of the surplus or deficit of the company for that period.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors and trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies

YMCA North Staffordshire Ltd

Trustees' Report

Act 2006, the Housing and Regeneration Act 2008 and The Accounting Direction for Private Registered Providers of Social Housing 2019. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Auditor's Report to the Members of YMCA North Staffordshire Ltd

Opinion

We have audited the financial statements of YMCA North Staffordshire Ltd (the "Company") for the year ended 31 March 2022 which comprise the Statements of Comprehensive Income, the Statement of Changes in Reserves, Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including 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 Company's affairs as at 31 March 2021 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006, Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 2019.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's 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 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 Board with respect to going concern are described in the relevant sections of this report.

Other information

The Board is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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 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 matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Housing and Regeneration Act 2008 and Companies Act 2006 requires us to report to you if, in our opinion:

- the information given in the Report of the Board for the financial year for which the financial statements are prepared is not consistent with the financial statements; or
- adequate accounting records have not been kept by the Company; or
- a satisfactory system of controls over transactions has not been maintained; or
- the Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page 10, the Board is 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 Board determines 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 Board is responsible for assessing the 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 Board either intends to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 obtained an understanding of the legal and regulatory frameworks within which the Company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Companies Act 2006, the Housing and Regeneration Act 2008 and other laws and regulations application to a registered social housing provider in England. We also considered the risks of non-compliance with the other requirements imposed by the Regulator of Social Housing, and we considered the extent to which non-compliance might have a material effect on the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud,

to be within the timing of recognition of grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases and substantive testing of key income streams.

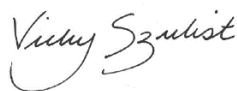
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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

Use of our report

This report is made solely to the Company's members as a body in accordance with the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist (Senior Statutory Auditor)

For an on behalf of Crowe U.K. LLP

Statutory Auditor

The Lexicon
Mount Street
Manchester
M2 5NT

15th December 2022

YMCA North Staffordshire Ltd.
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 March 2022

	Note	2022 £	2021 £
TURNOVER	2	5,081,217	4,589,750
Operating expenditure	2	(4,594,083)	(4,356,690)
Other operating income	2	18,843	262,416
OPERATING SURPLUS	6	505,977	495,476
Interest receivable	4	3,965	1,428
Interest and financing costs	5	(84,808)	(32,350)
SURPLUS BEFORE AND AFTER TAX		425,134	464,554
SURPLUS FOR THE YEAR		425,134	464,554
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		425,134	464,554

The company results relate wholly to continuing activities.

The accompanying notes form part of these financial statements.

YMCA North Staffordshire Ltd.

STATEMENT OF FINANCIAL POSITION

at 31 March 2022

	Notes	2022	2021
		£	£
FIXED ASSETS			
Housing properties	10	13,979,907	13,829,292
Other fixed assets	10a	440,288	410,682
		14,420,195	14,239,974
CURRENT ASSETS			
Stock	12	-	8,860
Trade and other debtors	13	231,200	268,837
Cash and cash equivalents		3,058,765	2,788,804
		3,289,965	3,066,502
CURRENT LIABILITIES			
Creditors: Amounts falling due within one year	14	(823,462)	(1,070,552)
NET CURRENT ASSETS		2,466,503	1,995,950
TOTAL ASSETS LESS CURRENT LIABILITIES		16,886,698	16,235,924
Creditors: Amounts falling due after more than one year	15	(12,988,429)	(12,800,658)
Provisions for liabilities			
Pension provision	18	(120,602)	(82,732)
TOTAL NET ASSETS		3,777,668	3,352,534
RESERVES			
Income and expenditure reserve	19	2,704,723	2,503,209
Designated reserve	19	790,527	712,430
Restricted reserve	19	282,418	136,894
TOTAL RESERVES		3,777,668	3,352,534

The financial statements on pages 14 to 36 were approved by the board of directors and authorised for issue on 15.12.2022 and are signed on its behalf by:

GC Handforth
Director

B Sumner
Director

Company Registration No: 04804681




YMCA North Staffordshire Ltd.
STATEMENT OF CHANGES IN RESERVES
for the year ended 31 March 2022

	Income and expenditure reserve £	Designated reserve £	Restricted reserve £	Total £
Balance at 1 April 2020	2,121,347	680,798	85,835	2,887,980
Surplus for the year	464,554	-	-	464,554
Transfer from statement of comprehensive income to restricted reserves	(51,059)	-	51,059	-
Transfer from statement of comprehensive income to designated reserves	(31,632)	31,632	-	-
Balance as at 31 March 2021	2,503,209	712,430	136,894	3,352,534
Surplus for the year	425,134	-	-	425,134
Transfer from statement of comprehensive income to restricted reserves	(145,524)	-	145,524	-
Transfer from statement of comprehensive income to designated reserves	(78,096)	78,096	-	-
Balance at 31 March 2022	2,704,724	790,526	282,418	3,777,668

YMCA North Staffordshire Ltd.

STATEMENT OF CASH FLOWS

for the year ended 31 March 2022

	Note	2022 £	2021 £
OPERATING ACTIVITIES			
Net cash generated from operations	20	538,962	743,936
NET CASH GENERATED FROM OPERATING ACTIVITIES		538,962	743,936
CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of tangible fixed assets	10-10a	(711,984)	(1,104,055)
Grants received	16	511,923	110,560
Interest received	4	3,965	1,428
NET CASH GENERATED FROM/(USED IN)INVESTING ACTIVITIES		(196,096)	(992,067)
CASH FLOW FROM FINANCING ACTIVITIES			
Proceeds of new borrowings		-	500,000
Repayments of borrowings		(42,467)	(55,846)
NET CASH USED IN FINANCIAL ACTIVITIES		(42,467)	444,154
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		269,961	196,023
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		2,788,804	2,592,781
CASH AND CASH EQUIVALENTS AT END OF YEAR	20	3,058,765	2,788,804

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2022

LEGAL STATUS

YMCA North Staffordshire Ltd. is a company limited by guarantee and is an English registered social housing provider, charity and public benefit entity.

The address of the company's registered office and principal place of business is Edinburgh House, Harding Road, Hanley, Stoke-on-Trent, Staffordshire, ST1 3AE.

The company's principal activities and nature of the company's operations are included in The Report of the Board of Management.

The company has not prepared consolidated accounts on the basis of materiality of its subsidiary under Section 402 of the Companies Act 2006. Further details of its subsidiary are described in note 11.

BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and to comply with the Accounting Direction for Private Registered Providers of Social Housing 2019, and under the historical cost convention.

Monetary amounts in these financial statements are rounded to the nearest whole £1, except where otherwise indicated.

GOING CONCERN

In terms of the basis for a going concern, the key issues are:

1. Housing is the core activity of the charity and is stable and financially viable
2. Regarding contract activities our operating model ensures that when funding for a contract ends the associated costs related to that contract also come to an end. Reserves are only ever used as a bridge to new funding agreed.
3. The Board and management have experience in dealing with uncertainty.

The Charity has prepared detailed budgets and cash flow forecasts for the period ending 31st March 2023. In order to mitigate the impact of the COVID-19 crisis, a review of each cost centre within the charity has taken place with particular focus on cost centres that rely upon short term contract income. This review has considered the most pessimistic position where Income has not been confirmed.

The Board has reviewed the covenants on the existing loan with Unity Trust Bank and remains confident that all covenants can be fulfilled. This arrangement consists of three loans of £ 500k for properties in the community secured on those properties and is fully drawn down.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2022

The cash position of the charity is positive and will remain so throughout 2022-23 with the support of a loan from Charity Bank to support the completion of the Development of 46 additional units of accommodation. This loan has not been drawn down yet due to the delay in the development. The loan will be drawn down monthly from applications submitted by the contractor once approved.

TURNOVER AND REVENUE RECOGNITION

Turnover comprises rental and service charge income receivable in the period, and revenue grants receivable in the period from local authorities and the Homes England. Turnover is recognised net of VAT, where applicable.

All rental income is recognised in the period it which is has been earned, this includes actual receipts and also estimates of income receivable for training income that is reconciled at the end of the academic year.

Revenue grants are receivable when the conditions for receipt of agreed grant funding have been met.

SERVICE CHARGES

Service charges are made to tenants weekly, the eligible portion predominantly being paid through Housing Benefit and the ineligible charges being collected directly from the tenant.

OTHER INCOME

Interest income

Interest income is accrued on a time-apportioned basis and credited to the income and expenditure account in the period.

APPORTIONMENT OF EXPENSES

Administration and operating costs have been apportioned to the housing and non-housing activities on the basis of costs directly related to the activities dealt with in these financial statements.

TANGIBLE FIXED ASSETS - HOUSING PROPERTIES

Housing properties are properties for the provision of social housing and are principally properties available for rent. Completed housing is stated at cost less accumulated depreciation and impairment losses. Cost includes the cost of acquiring land and buildings, development costs, interest charges incurred during the development period and expenditure incurred in respect of improvements.

Major refurbishment of existing housing is charged to capital and depreciated over the unexpired life of the asset. Major repairs are charged against revenue and an equivalent release from the major repairs reserve is completed. Planned maintenance, minor repairs and redecoration are charged to expenditure in the year that they occur.

On disposal of housing property, an application is made to the Homes and Communities Agency ('Homes England') for consent. Any outstanding Social Housing Grant (SHG) is recycled in accordance with the Homes England regulations.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2022

DONATED LAND AND OTHER ASSETS

Land or other assets which have been donated by a government source is added to cost of assets at the fair value of the land at the time of the donation. The difference between the fair value of the asset donated and the consideration paid is treated as a non-monetary government grant and included within the Statement of Financial Position as a liability. The terms of the donation are considered to be performance related conditions. Where the donation is not from a public source, the value of the donations less the consideration is included in income.

GOVERNMENT GRANTS

Government grants include grants receivable from the Homes and Communities Agency (“Homes England”), local authorities and other government bodies.

Government grants are utilised to reduce the capital costs of the housing properties, including land costs. The amount of SHG receivable is calculated on a fixed basis depending on the size, location and type of housing property. SHG due from the Homes England or received in advance is included as current assets or liability. SHG received in respect of revenue expenditure is accounted for in the same period as the expenditure to which it relates.

SHG is subordinated to the repayment of loans by agreement with the Homes England. SHG released on the sale of a property is normally available to be recycled.

Government grants received for housing properties are recognised in income over the useful economic life of the structure of the asset, even if the fair value of the grant exceeds the carrying value of the structure in the financial statements.

OTHER GRANTS

Grants received from non-government sources are recognised using the performance model. Grants are recognised as income when the associated performance conditions are met.

DEPRECIATION OF HOUSING PROPERTIES

Freehold land is not depreciated.

The company separately identifies the major components of its housing properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the following years:

Housing structure	-	50 years straight line
Roofs	-	30 years straight line
Lifts	-	20 years straight line
Kitchens	-	20 years straight line
Windows and external doors	-	25 years straight line
Central heating and air con systems	-	25 years straight line
Internal walls and doors	-	20 years straight line
Finishes	-	15 years straight line
Furniture and fittings	-	15 years straight line
Bathroom and appliances	-	10-15 years straight line

Depreciation is charged on assets in the first full year of use.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2022

OTHER TANGIBLE FIXED ASSETS

Tangible fixed assets are initially measured at cost, net of depreciation and any impairment losses. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation of each asset to its estimated residual value over its expected useful life, as follows:

3G Pitch, Fixtures, furnishings and office equipment	-	3 to 10 years straight line
Car park	-	50 years straight line
Motor vehicles	-	33% reducing balance on a monthly basis

Residual value is calculated on prices prevailing at the reporting date, after estimated costs of disposal, for the asset as if it were at the age and in the condition expected at the end of its useful life.

ASSETS UNDER THE COURSE OF CONSTRUCTION

Assets under the course of construction are carried at cost, less any identified impairment loss. Cost includes professional fees and other directly attributable costs that are necessary to bring the property to its operating condition. Depreciation commences when the properties are ready for their intended use.

FIXED ASSET INVESTMENTS

Interests in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

Interests in subsidiaries are assessed for impairment at each reporting date. Any impairments losses or reversals of impairment losses are recognised immediately in profit or loss.

STOCKS

Stocks represent raw materials and consumables and are valued at the lower of cost and net realisable value.

TAXATION

YMCA North Staffordshire Ltd. has charitable status and is registered with the Charities Commission and is therefore exempt from paying Corporation Tax on charitable activities.

VALUE ADDED TAX

The company is registered for value added tax. A proportion of its income is exempt from VAT. The expenditure relating to this income is subject to VAT which cannot be reclaimed; this expenditure is therefore shown inclusive of VAT.

Partial exemption has been applied to management expenditure. Each quarter input tax recovery is limited to the percentage of total income that is business income. VAT recovered through partial exemption rules is credited to the income and expenditure account.

The balances of VAT payable and recoverable at the year-end are included as a current asset or liability.

LEASES

The company as lessee – operating leases

All leases are operating leases and the annual rentals are charged to income and expenditure on a straight line basis over the lease term.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2022

RETIREMENT BENEFITS

YMCA North Staffordshire Ltd. participated in a multi-employer defined benefit pension plan for employees of YMCA's 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 North Staffordshire Ltd.

As described in note 22, YMCA North Staffordshire Ltd. has a contractual obligation to make pension deficit payments of £16,500 per annum indexed for inflation and subject to future triennial valuations over the period to April 2029; accordingly, this is shown as a liability in note 18 of these financial statements.

In addition, YMCA North Staffordshire Ltd. is required to contribute £3,880 per annum indexed for inflation to the operating expenses of the pension plan and these costs are charged to the Statement of Comprehensive Income as made.

The company also participates in a stakeholder pension scheme where the amount charged to income and expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

FINANCIAL INSTRUMENTS

The Company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all its financial instruments.

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument and are offset only when the company currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit or loss for the excess of the carrying value of the trade debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Financial liabilities

Trade creditors

Trade creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar charges.

Commitments to receive a loan are measured at cost less impairment.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2022

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

PROVISIONS

Provisions are recognised when the company has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and that obligation can be estimated reliably.

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 within interest payable and similar charges.

Provisions relate to an agreement by YMCA North Staffordshire Ltd. to contribute to a historic funding deficit of YMCA England's pension scheme over a period of time.

RESERVES

Income and expenditure reserve

The company's policy is to maintain a prudent level of reserves to insure against future liabilities.

Reserves are also used for activities to assist the association to achieve its strategic purpose of helping people recover a sense of self-worth and live in cohesive communities.

In particular, reserves will be used to ensure that development and maintenance are to the highest standard to provide housing quality that demonstrates how highly the company values its customers.

The directors continually assess the needs of customers and provide a range of short- and long-term housing and support services that are innovative, continually improving our capabilities, people and performance.

Designated Reserve

Funds are designated by the company for particular purposes (see note 19).

Restricted Reserve

The Company has a restricted reserve which is held under the terms of a contract with a funder and can only be applied to revenue with their authority. Reserves that are shown as restricted have conditions as to their usage attached and are therefore not available as a surplus reserve.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

1 CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements 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. The 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 are discussed below.

The YMCA is still operating in a changing environment due to continued changes in social policy. In making our assumptions for income and expenditure the board monitors the external environment carefully, we work closely with both the local authority and YMCA England Policy Team when making our financial assumptions. The current projections are based upon the latest information that we have, and all forecasts are reviewed on a quarterly basis and updated for potential changes.

The rate used to discount benefit obligations to their present value is based upon market yields for high quality corporate bonds with terms consistent with those of the benefit obligations. Our commitment to the YMCA Pension Plan of £130,230 (2021: £82,732) for the next 9 years has been discounted at a rate of 3% amounting to a net present value of £120,602 at 31 March 2022 (2021: £146,730).

Critical areas of judgement

All housing properties are included in the financial statements as property, plant and equipment and stated at cost less accumulated depreciation and impairment losses. The company regularly reviews and assesses the carrying value of its social housing properties for any indication of impairment. In making the judgement, management consider the detailed criteria set out in the Housing SORP and would recognise such changes in the financial statements as necessary.

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2022

2 TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2022				2021			
	Turnover	Operating costs	Other operating income	Operating surplus	Turnover	Operating costs	Other operating income	Operating surplus
	£	£	£	£	£	£	£	£
Income and Expenditure from Social Housing Lettings	2,877,615	(2,507,396)	-	370,227	2,645,261	(2,489,896)	29,134	184,500
Non-Social Housing Activities	2,203,601	(2,086,687)	18,843	135,751	1,944,488	(1,866,794)	233,282	310,976
	5,081,217	(4,594,083)	18,843	505,977	4,589,750	(4,361,280)	262,416	495,476

Particulars of income and expenditure from social housing lettings	2022	2021
	£	£
TURNOVER FROM SOCIAL HOUSING LETTINGS		
Rents receivable net of voids	2,512,858	2,288,276
Service charges receivable	93,272	90,789
NET RENTAL INCOME	2,606,130	2,379,065
Supporting people grant receivable	271,400	266,037
Other income	86	160
TURNOVER FROM SOCIAL HOUSING LETTINGS	2,877,616	2,645,261
EXPENDITURE ON SOCIAL HOUSING LETTINGS		
Direct property management costs	1,749,578	1,706,982
Administrative costs	712,152	739,579
Bad debts	15,229	15,576
Loan interest	30,438	27,760
OPERATING COSTS ON SOCIAL HOUSING LETTINGS	(2,507,396)	(2,489,896)
OTHER OPERATING INCOME		
Insurance claims receivable	-	29,134
OPERATING SURPLUS ON SOCIAL HOUSING LETTINGS	370,227	184,500
Rent losses due to voids	176,570	202,361

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2022

3 ACCOMMODATION IN MANAGEMENT AND DEVELOPMENT

	2022 units	2021 units
General needs housing		
- Affordable rent	42	41
Supported housing	120	120
TOTAL UNITS IN MANAGEMENT	162	161

4 INTEREST RECEIVABLE

	2022 £	2021 £
Interest on bank deposits	3,965	1,428

5 INTEREST AND FINANCING COSTS

	2022 £	2021 £
Loan interest	30,438	27,760
Impact of discount on pension provision	<u>54,370</u>	<u>4,590</u>
	<u>84,808</u>	<u>32,350</u>

6 OPERATING SURPLUS

	2022 £	2021 £
Operating surplus is stated after charging:		
Depreciation of housing properties	410,595	399,076
Depreciation of other tangible fixed assets – owned	120,809	120,052
Operating lease rentals:	-	-
Other		
Auditor's remuneration – audit	14,500	14,500

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2022

7	EMPLOYEES	2022	2021
		Number	Number
	The average monthly number of persons (including directors) employed by the company during the year was:		
	Office and management	21	22
	Housing support and care	79	85
	Development	50	40
		150	147
	Staff costs for the above persons:	2022	2021
		£	£
	Wages and salaries	2,505,100	2,589,582
	Social security costs	196,360	202,054
	Other pension costs	80,959	87,188
		2,782,418	2,878,824
	The full-time equivalent number of staff who received remuneration (excluding directors):	2022	2021
		Number	Number
	£70,001 - £80,000	2	2
	£60,001 - £70,000	2	1
	£50,001 - £60,000	1	2
		5	5
8	BOARD MEMBERS AND EXECUTIVE DIRECTORS		
	The total remuneration of the key management personnel of the Company was £390,937 (2021: £407,769).		
9	TAXATION		
	The company is a registered charity and therefore it is exempt from corporation tax on income and gains falling within chapter 3 Part 11 of the Corporation Taxes Act 2010 or S256 Taxation of Chargeable Gains Act 1992 (TCGA 1992) to the extent that these are applied to its charitable objects.		

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

10	TANGIBLE FIXED ASSETS – HOUSING PROPERTIES	Social housing properties held for letting £	Social housing properties under the course of construction £	Other property £	Total £
	COST				
	1 April 2021	11,150,208	1,107,130	6,022,582	18,279,920
	Additions	104,387	491,307		595,694
	Transfer	(38,891)	0		(38,891)
	31 March 2022	11,215,704	1,598,437	6,022,582	18,836,723
	DEPRECIATION				
	1 April 2021	3,285,240	-	1,165,388	4,450,628
	Depreciation charged in year	353,529	-	18,433	371,962
	Transfer	34,226			34,226
	31 March 2022	3,672,995	-	1,183,821	4,856,816
	CARRYING AMOUNT				
	31 March 2022	7,542,709	1,598,437	4,838,761	13,979,907
	31 March 2021	7,864,968	1,107,130	4,857,194	13,829,292
	EXPENDITURE ON WORKS TO EXISTING PROPERTIES			2022 £	2021 £
	Improvement work capitalised			47,400	7,322
	EXPENDITURE ON WORKS TO EXISTING PROPERTIES			2022 £	2021 £
	Total cumulative amounts received or receivable at 31 March:				
	Capital grant			15,873,273	15,260,790

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2022

10a TANGIBLE FIXED ASSETS – OTHER

	3G Pitch, fixtures, furnishings and office equipment £	Car park £	Motor vehicles £	Total £
COST				
1 April 2021	1,486,116	12,383	107,690	1,606,189
Transfer	43,207			43,207
Additions	106,675	-	534	107,209
31 March 2022	1,635,998	12,383	108,224	1,756,605
DEPRECIATION				
1 April 2021	1,112,102	3,870	79,536	1,195,507
Depreciation charged in year	108,434	248	12,127	120,809
31 March 2022	1,220,536	4,117	91,663	1,316,316
CARRYING AMOUNT:				
31 March 2022	415,462	8,266	16,561	440,288
31 March 2021	374,014	8,514	28,154	410,682

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2022

11 FIXED ASSET INVESTMENTS

	Shares in subsidiary undertaking £
COST	
1 April 2021 and 31 March 2022	50,100
PROVISION FOR IMPAIRMENT	
1 April 2021 and 31 March 2022	50,100
CARRYING AMOUNT	
31 March 2022	-
31 March 2021	-

The Company's subsidiary undertaking is:

<i>Name of undertaking</i>	<i>Nature of business</i>	<i>Class of shareholding</i>	<i>Proportion of nominal value held directly</i>
YMCA North Staffs Trading Ltd	Retail	Ordinary	100%

YMCA North Staffs Trading Ltd is not consolidated in these financial statements as its inclusion is not material to giving a true and fair view.

The registered office of the subsidiary undertaking is Edinburgh House, Harding Road, Hanley, Stoke-on-Trent, Staffordshire, ST1 3AE.

12 STOCK	2022 £	2021 £
Raw materials and consumables	-	8,860

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2022

13	DEBTORS	2022 £	2021 £
	<i>Amounts falling due within one year:</i>		
	Rent and services receivable	146,273	81,460
	Provision for bad and doubtful debts on rents and services receivable	(8,309)	(9,050)
		137,964	72,410
	Other debtors	53,730	163,841
	Prepayments and accrued income	39,506	32,586
		231,200	268,837

14	CREDITORS: Amounts falling due within one year	2022 £	2021 £
	Bank loans	58,167	43,675
	Deferred capital grants	265,209	263,226
	Trade creditors	47,563	40,427
	Other taxation and social security	63,595	64,928
	Other creditors	81,052	90,991
	Accruals and deferred income	307,876	567,305
		823,462	1,070,552

Health Zone – A grant of £50,113 (2021: £40,090) was received during the year to run health zone activities. At the end of the year £14,036 (2021: £2,875) had not been spent and this has been reserved in a control account within accruals and deferred income in the financial statements.

15	CREDITORS: Amounts falling due after more than one year	2022 £	2021 £
	Bank loan	1,313,798	1,370,759
	Deferred capital grants	11,674,631	11,429,899
		12,988,429	12,800,658

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2022

15 CREDITORS: Amounts falling due after more than one year (continued)

Included in creditors are:

	2022 £	2021 £
Amounts repayable by instalments falling due after more than five years	1,109,286	1,159,098

The bank loan agreements specify that interest on the loans is charged at a rate of 2% per annum above the banks base rate. The base rate at 31 March 2022 is 0.75%.

The bank loans are secured by a fixed charge against the properties of the company.

16 DEFERRED CAPITAL GRANTS	2022 £	2021 £
As at 1 April	11,693,125	11,845,791
Grants received in the year	511,923	110,560
Capital grants released	(265,209)	(263,226)
As at 31 March	11,939,839	11,693,125

Included within capital grants is The Big Lottery Fund “My Place” grant which is secured by a legal mortgage charge over the freehold land on the northeast side of Harding Road, Hanley, Stoke-on-Trent. Should the YMCA breach any of the grant conditions, the grant will be repayable at a rate equal to 4% per annum above the Lloyds TSB Bank plc. base rate.

17 FINANCIAL INSTRUMENTS	2022 £	2021 £
Financial assets:		
Debt instruments measured at amortised cost	155,763	134,017
Financial liabilities:		
Measured at amortised cost	823,462	1070552

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

18	PROVISION FOR LIABILITIES	Pension deficit £
	As at 1 April 2022	82,732
	Utilised in the year	(16,500)
	Unwinding of discount & change of discount rate	54,370
	As at 31 March 2022	120,602

The YMCA England's Pension Plan provider represents the net (present value of the commitment to the multi-employer pension scheme in respect of past deficits. There is an agreement by YMCA North Staffordshire Ltd. to contribute to an historic funding deficit of YMCA England's pension scheme over a period of time (see note 22).

19 SHARE CAPITAL AND RESERVES

SHARE CAPITAL

The Company is limited by guarantee and consequently has no share capital. Each of the company's members agrees to contribute £1 in the event of the company winding up.

RESERVES

Reserves of the company represent the following:

Income and expenditure reserve

The company's policy is to maintain a prudent level of reserves to insure against future liabilities.

Reserves are also used for activities to assist the association to achieve its strategic purpose of helping people recover a sense of self-worth and live in cohesive communities.

In particular, reserves will be used to ensure that development and maintenance are to the highest standard to provide housing quality that demonstrates how highly the company values its customers.

The directors continually assess the needs of customers and provide a range of short- and long-term housing and support services that are innovative, continually improving our capabilities, people and performance.

Designated reserves

Family Services - to support the development of families and communities staying connected. The designated reserve figure of £35,235 (2021: £35,235) is money that was transferred to YMCA North Staffordshire Ltd. when Contact First joined YMCA North Staffordshire Ltd. The Board agreed that this money should be designated to support that area of work. It has been agreed that this money be used to assist the Family Services Department to make the transition caused by legislative changes in the commissioning of child contact assessment work.

The Green Apprentices Trust - this money was donated to the YMCA. The Board has designated this money to provide a source of funding for new ideas to improve services and to generate new ones.

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2022

19 SHARE CAPITAL AND RESERVES (continued)

Maintenance reserve - the YMCA had a major development programme between 2008 and 2013 which over time will result in increased costs for maintenance and major repairs. The board feels that it is important to highlight this and work to ensure that any future costs can be met. The Charity has had an independent report produced to predict as accurately as possible the cost of future planned and major repairs and guide our long-term maintenance programme. To date the Board has designated £712,430 to this reserve and will monitor the reserve annually.

Restricted reserves

Reserves that are shown as restricted, all have conditions as to their usage attached and therefore, are not available as a surplus reserve.

Big Lottery - it was a requirement of the Big Lottery Grant Fund to provide details of any amounts held within restricted reserves relating to the Fund. A grant of £131,594 (2021: £65,838) was received in the year. Against this grant expenditure of £85,051 (2021: £20,786) was incurred during the year.

A reserve of £46,543 (2021: £56,839) was held in restricted reserves at the end of the year.

20 RECONCILIATION OF PROFIT AFTER TAX TO NET CASH GENERATED FROM OPERATIONS

	2022 £	2021 £
Surplus for the year	425,134	495,476
Adjustments for:		
Depreciation of tangible fixed assets	531,762	519,128
Release of restricted and designated reserves	-	-
Defined benefit pension scheme	37,870	(20,610)
Capital grants released	(265,209)	(263,226)
Interest receivable	(3,965)	-
Interest payable	30,438	(4,590)
Operating cash flow before movements in working capital	756,030	726,178
(Increase)/ decrease in stock	8,860	(7,017)
(Increase)/ decrease in trade and other debtors	37,637	(12,547)
Increase/ (decrease) in trade and other creditors	(263,565)	37,322
Cash generated from operations	538,862	537,489
 CASH AND CASH EQUIVALENTS	 2022 £	 2021 £
Cash and cash equivalents represent:-		
Cash at bank	3,058,765	2,788,804

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

21 COMMITMENTS UNDER OPERATING LEASES

The company as a lessee:

The total future minimum lease payments under non-cancellable operating leases for fixed assets are as follows:

	2022	Other	2021
	£		£
Amounts due:			
Within one year	-		-
Between two and five years	-		-
	-		-

22 RETIREMENT BENEFITS

YMCA North Staffordshire Ltd. 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 North Staffordshire Ltd. 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 plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA North Staffordshire Ltd. and accordingly the pension deficit is not shown on the balance sheet.

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

The valuation prepared as at 1 May 2020 showed that the YMCA Pension Plan had a deficit of £36 million. <<YMCA>> has been advised that it will need to make monthly contributions of £1,705 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.

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2022

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

22 RETIREMENT BENEFITS (continued)

In addition, YMCA North Staffordshire Ltd. 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 North Staffordshire Ltd. may be called upon to pay in the future.

The company also participates in a stakeholder pension scheme for other employees. The assets of the scheme are held separately from those of the company in an independently administered fund. The contributions payable by the company charged to income and expenditure amounted to £80,958 (2021: £69,313). Contributions of £9,680 (2021: £10,075) were payable to the fund at the year end.

23 RELATED PARTY TRANSACTIONS

A Board Member provides the Association with HR support on a consultancy basis. During the year a total of £3,000 (2021: £2,700) was paid to this Board member. At 31 March 2022 £300 (2021: £300) was outstanding.

A Board Member and Chairperson are common directors of The Ideas Facility Limited. During the year The Ideas Facility Limited provided training sessions totaling £14,760 (2021: £17,130). At the yearend £nil was due to The Ideas Facility Limited (2020: £1,440).

A Board Member is also a Director of Stoke Creates, during the year the YMCA administered the financial transactions to support this organization until it was able to operate independently, the value of transactions during the year totaled £17,505.

Gordon French Associates Ltd delivered a training session on Equality, Diversity and Inclusion in June 2021 for £ 745.35. Trevor Gordon was appointed to the Board of YMCA North Staffordshire Limited on 14/12/2021.

YMCA NORTH STAFFORDSHIRE LTD.

England & Wales - Charity number 1100749

Accounts

/

YMCA North Staffordshire Ltd.
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

31 March 2021

Company Registration No: 04804681
Registered Charity No: 1100749
RP No: H4426

YMCA North Staffordshire Ltd.

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YMCA North Staffordshire Ltd.

TRUSTEES, DIRECTORS AND ADVISORS

PRESIDENT

Bishop of Stafford (non voting)

BOARD OF DIRECTORS

GC Handforth – Chair Person

MJ Toohey – Vice Chair

B Sumner – Treasurer

L Tindale (Resigned

14.12.21)

A Robinson

Rev SA Smith

PJ Franklin

PA Dartford

PA Williams

H Chadwick

(Resigned

10.05.21)

Dr SW Williams

J Sawyers

NC Joy-Johnson

JL Thorpe

T Gordon

(Appointed

14.12.21)

CHIEF EXECUTIVE AND COMPANY SECRETARY

D Flynn

REGISTERED OFFICE

Edinburgh House

Harding Road

Hanley

Stoke-on-Trent

Staffordshire

ST1 3AE

AUDITORS

Crowe UK LLP

The Lexicon

Mount Street

Manchester

M2 5NT

BANKERS

National Westminster Bank Plc.

1 Upper Market Square

Hanley

Stoke-on-Trent

Staffordshire

ST1 1NS

YMCA North Staffordshire Ltd

Trustees' Report

Our vision

YMCA's vision in England and Wales is of an inclusive Christian movement transforming communities so that all young people can belong, contribute and thrive.

Our Mission

We develop young people; they develop their world.

Principal Activities

The principal activities of YMCA North Staffordshire are to provide housing, support, training, recreation and sports activities for young people, their families and their communities.

What we do

We develop life chances and new futures for young people, their families and communities. This comes in the form of a wide range of services.

We provide specialist housing on our young people's campus including purpose-built move on accommodation, housing in the community for young workers. The campus offers young people a high standard of accommodation in a safe supportive environment with staff who offer development opportunities in areas of education, employment and well-being advice together with a wide range of creative and recreational activities to inspire and motivate.

We provide effective training programmes for young people and their families to assist them to gain confidence, acquire skills and development via volunteering and support them to gain and sustain paid employment.

We provide a range of family services where our team help to re-build and maintain family relationships in area such as parenting skills, conflict resolution, work with separated parents and their children.

We provide an onsite sports and recreation centre including a gym, sports hall, outdoor football pitch and offer a range of programmes for young people, community sports clubs, schools and our local community.

We provide a roof top conference centre and other meeting rooms that can be hired by local community groups and businesses for meetings and conferences and offer in house catering if required.

We provide a place for our community to gather and actively support other local charities, community groups and other stakeholders by sharing our space, experience and expertise where it is of use.

We provide an experienced staff team to deliver the National Citizenship service to young people.

We play an active role in our community working with them to provide opportunities.

Our values

YMCANS Values are

- Trust
- Hope
- Persevere
- Protect

These values are our bedrock and help us create the resilience to develop young people into thriving lives.

YMCA North Staffordshire Ltd

Trustees' Report

DIRECTORS

The directors who have held office since 1 April 2020 are as follows:

GC Handforth
MJ Toohey
B Sumner
L Tindale (Resigned 14.12.21)
A Robinson
Rev SA Smith
PJ Franklin
PA Dartford
PA Williams
DR S Wynn-Jones
H Chadwick (Resigned 10.05.21).
J Sawyers
NCy Joy-Johnson
JL Thorpe
T Gordon (Appointed 14.12.21)

ORGANISATIONAL STRUCTURE

YMCA North Staffs is a Registered Social Landlord (Reg No: H4426); a registered charity (Reg No: 1100749) and a company limited by guarantee (Reg No: 04804681). The YMCA board of management meets bi-monthly with a full business agenda. The board oversees the strategic development and operational performance of the organisation.

Appointment and recruitment of directors

Potential candidates for directors are interviewed by the Chair and the Chief Executive. This is a three-stage process:

1. A discussion around the organisation's vision and mission and to explain the charitable objects, company articles, business plan and direction of the organisation. To check on the potential members skills set and experience.
2. If the Chair and the potential director agree that they would be suitable, the individual is introduced to the board of directors who then collectively decide whether to offer Board Membership.
3. If the full board agrees the proposed director comes to a full board meeting and after discussion a vote will take place.

Directors' induction and training

Once appointed each Board Member is allocated to one of the strategic groups that oversee the running of the organisation, membership of these groups allows the board member to specialise in their area of expertise and/or interest.

The Current Groups are:

Finance & Risk
H.R.
Campus Development
Performance Standards (Including Health & Safety & Safeguarding)
Christian & Spiritual Development
Business Development
Capital Development
Connectivity & Communications
Environment
Empathy Engine / Equality, Diversity & Inclusion

Membership of the groups include one or two board members plus senior and operational staff.

YMCA North Staffordshire Ltd

Trustees' Report

In addition, the Chair of the Board & CEO will identify areas of training and development and ensure that this is delivered. Regular events take place at least annually where the Board reflects on the Values of the YMCA and the work that we do to ensure that they are aligned.

Public benefit and value for money

The YMCA aims to serve young people, their families and the community, we continue to provide housing for some of the most marginalised young people in our area and have improved our offer with the new flats that provides a better standard of accommodation and facilities for young families for the first time. We are growing our property portfolio to help low waged young people afford community-based accommodation and maintain their employment.

Our activity centre is being enjoyed by members of the community for sports and family fun days and our family contact centre continues to serve young children providing a safe space for them to play and talk to trained counsellors.

Our training and employment service assists people lacking in skills and confidence to become ready to manage work opportunities and move towards economic independence.

Value for money

In the current economic environment, it is important to ensure that the YMCA maximises the value from its expenditure. The Board considers value for money as part of its strategic approach when allocating resources, but not at the expense of providing quality of service, all new proposals and major items of expenditure are scrutinised by both the business development and finance and risk board working groups prior to approval.

Risk management

YMCA North Staffordshire works with people who have been disadvantaged through limited life chances. As we describe ourselves as a life chances agency it is appropriate to take risks with our charity's resources to make opportunities available to those people in order for them to reach their potential and thrive. We are therefore happy to take a risk with creating life chances.

We will not however, take any risks relating to the protection of young people and vulnerable adults. Full vetting procedures will always be followed for all staff and volunteers and disciplinary action follows when breaches occur. A similar policy is adopted in relation to fraud and corruption.

The Charity is fortunate to hold assets in the form of property and investments and revenues generated from our activities. We will take some risk to achieve good returns but will not put at risk the capital value of our assets and will always seek to balance the risk of any loss against the expected return.

The board delegates the detailed review of Risk Management to the Finance and Risk Management Working Group which consists of the Vice Chair, Treasurer, plus at least one other board member/ advisor together with the Deputy Chief Executive and Finance Director. This group meets bi-monthly to review all issues both internal and external that might have an adverse effect on the organisation fulfilling its objectives

The Board identifies headline current risks to the charity as follows:

The Capital Development for the new flats is completed within agreed timescales and an affordable budget.

Disruption to the charity's activities from the impact of COVID-19

Risk of fraud

Protecting vulnerable people who use our services from any safeguarding risk.

Impact of COVID -19

The Charity has responded to the pandemic by focussing on the core activities and directing resources to

ensure that beneficiaries, staff and the communities that we work with are able to thrive in line with our aims and plans.

YMCA North Staffordshire Ltd

Trustees' Report

We have prioritised the safety and well-being of our residents and staff, services that cannot be delivered face to face have moved to digital delivery where possible and staff who do not need to be on site are working from home.

Procedures and protocols have been produced to for service users and staff and meetings take place on a weekly basis of the full management team to monitor the situation and respond to changes.

Where services could not be delivered, we have made use of the job retention scheme grant and other small grants made available locally. We have been able to help members of our local community by providing resource packs for children during lockdown and contributing to food distribution efforts.

We have introduced lateral flow testing for all staff and arranged vaccination for all staff and residents at the earliest opportunity.

We have added a temporary objective to our business plan to enable the charity to manage the period of the pandemic and learn from the experience.

We will learn to Thrive through COVID-19

We aim to ensure that we achieve the following outcomes:

Staff, Customers, Visitors and Volunteers:

- feel safe.
- have positive physical, spiritual and mental health.
- are included and feel part of a supportive community.

The YMCA Campus is safe and fit for purpose to deliver all activities.

Use of technology has enabled us to rethink the ways in which we can thrive.

This objective will form part of our monthly development days for the Senior Management Team and will be reported to the Board via working groups and the full Board meeting.

In terms of financial management during COVID-19. Expenditure deemed to be non-essential has been paused. All services and activities budgets are reviewed quarterly to consider any changes in circumstances. This has allowed management and the Board to adapt as flexibly as possible to changing circumstances.

Director's indemnity insurance

The YMCA has Directors Indemnity Insurance of up to £1m.

FUTURE PLANS

Over the past 16 years we have been successful in building a great reputation we are seen as a contributor to the strategy of the city, where we have established a leadership role and our good standing has manifested into becoming a "go to" organisation.

Our business plan 2020-23 describes and forecasts the next development phase of YMCANS. We want to be a charitable business that drives towards its own financial independence as we broaden our reach serving young people, helping them to grow into adulthood with the strength, resilience and skills to be able to thrive and successfully grow their preferred futures. In the last 3 years we have developed and implemented Asset Based Community Development thinking and subsequent approaches to our mission. This Business plan reflects the learning of the last 3 years and a forecast into the future. There is no fundamental change in our strategic direction of travel. Rather we are deepening and strengthening the insights and learning the previous period.

We will ensure that most of our products and services are scalable and profitable. Where this is not possible, we will clearly understand those activities to be loss leaders, research and development or campaigning activities. Ultimately a greater focus on profitability will ensure a sustainability and a stronger position from

YMCA North Staffordshire Ltd

Trustees' Report

which to fund our charitable objectives.

In 2021-22 we intend to continue the work of our current business plan.

Be a Thriving Business: We understand as a charity we must be business like, unless we produce annual surpluses on our activities, we will not be able to deliver and grow our mission and subsequent activities. However, we understand that in areas of mission and subsequent development we must take a broad view of surplus and recognize that some areas of our work will need to be supported to ensure we deliver our broader vision. We measure our impact in three ways, social, environmental, and cash.

Get our capital development of 46 flats back on track and fully funded.

Maximise the opportunities of new working as we continue to adapt to the recovery from Covid 19.

Invest in our digital infrastructure producing meaningful data to improve our outcomes and impact and communicate this effectively.

See those in our community of service thrive: Our passion is to see young people, families and communities thrive. All our current product and services and future development are focused on this outcome. We act as a facilitator to serve and grow community strength. We will adopt a social capital model to measure our impact.

Continue to give young people as many opportunities as possible as the recovery from Covid continues.

Plan to use our Campus in the most effective way to support our residents and staff.

Develop our Empathy Engine initiative to ensure that the level of diversity and equality of opportunity increases within the charity.

Increase and develop our local pantry project.

Establish a Board Working Group to monitor and evaluate our environmental impact.

Invest in Staff and volunteers to see them thrive: YMCANS is a human organisation and all transactions are relational, our biggest cost and resource are our people. Our Asset approaches understand that all individuals have gifts and talents. We shall invest in the people resources building a teams and individuals of able, equipped and focused staff and volunteers, who expand and strengthen our mission.

Launch our Thrive Academy to encourage staff to develop throughout their time with the charity.

Strengthen and improve our lunchtime learning programme and other events.

Grow and support volunteers in our community food pantry project.

See our city and its people thrive: We are committed to contribute our value to build the strength of our geographical area of service, across the communities. We will work with partners and engage in strategies, activities and events that improve the lives, education and environment of the geography we serve.

Continue to lead projects and be good partners aimed to the improvement and prosperity of North Staffordshire.

Develop our links with communities for the delivery of youth services and activities.

Understand and adapt to the cultural and behavioural shift that Covid 19 has brought to our services, people and community.

We will continue to work to maintain the highest safety standards to protect residents, staff and visitors.

We will review our working practices to ensure that we maximise the opportunities that have come from the progress made through technology during the crisis that support our aims and objectives.

YMCA North Staffordshire Ltd

Trustees' Report

KEY MANAGEMENT REMUNERATION

The remuneration policy is decided by the Board by means of a triennial formal review based on national YMCA guidance. The Human Resources working group undertakes the review, which is presented to the board for formal approval. Implementation is subject to affordability.

ACHIEVEMENTS AND PERFORMANCE

Last year we set out the following Future Plans for 2020-21.

Be a Thriving Business: We understand as a charity we must be business like, unless we produce annual surpluses on our activities, we will not be able to deliver and grow our mission and subsequent activities. However, we understand that in areas of mission and subsequent development we must take a broad view of surplus and recognize that some areas of our work will need to be supported to ensure we deliver our broader vision. We measure our impact in three ways, social, environmental, and cash.

We increased our number of affordable community housing units that allow us to grow our unrestricted earned income.

We were successful in funding initiatives including continued funding for our community youth projects.

See those in our community of service thrive: Our passion is to see young people, families and communities thrive. All our current product and services and future development are focused on this outcome. We act as a facilitator to serve and grow community strength. We will adopt a social capital model to measure our impact.

We have developed our pantry project and increased our community food delivery offer.

Eight young people who live with us went on to university.

We have started initiatives to improve our work in the areas of equality and diversity and developing a group to improve and report on our environmental impact.

We were awarded the HRH Queen her Award for Enterprise innovation for our work in promoting opportunities for young people.

Invest in Staff and volunteers to see them thrive: YMCANS is a human organisation, and all transactions are relational, our biggest cost and resource are our people. Our Asset approaches understand that all individuals have gifts and talents. We shall invest in the people resources building a teams and individuals of able, equipped and focused staff and volunteers, who expand and strengthen our mission.

We have developed an internal staff training programme and work via our staff meetings and cultural conversations to grow as a learning organisation.

We have started lunchtime learning sessions in partnership with the Global Leadership Network

See our city and its people thrive: We are committed to contribute our value to build the strength of our geographical area of service, across the communities. We will work with partners and engage in strategies, activities and events that improve the lives, education and environment of the geography we serve.

We lead a group working to bring philanthropic capital into the city of Stoke-on-Trent.
We have been asked to lead a city-wide consortium bid for the community renewal fund.

Understand and adapt to the cultural and behavioural shift that Covid 19 has brought to our services, people and community.

We have kept our staff and residents safe during the pandemic by restricting all non-essential visitors to our youth campus. We have introduced lateral flow testing of staff and ensured that all staff and residents had the opportunity of vaccination at the earliest possible opportunity.

YMCA North Staffordshire Ltd

Trustees' Report

We have invested to develop new ways of working to allow staff to work effectively from home.

OPERATIONAL REVIEW OF THE YEAR (including balance sheet review)

The year to March 2021 has been a year of dominated by COVID. The Charity has made a financial surplus of £ 464,554 , this has been due to a combination of reduction in essential spending , support from the furlough scheme to assist staff members unable to work , grants to assist the Sports Centre during closure and some additional support from benefactors.

We continued our investment in Community Housing and our Capital Project to develop 46 new units of accommodation on our Campus, which has seen our fixed assets grow in value by £585k. The flats development has been delayed by the pandemic causing the initial contractor appointed to enter administration and following the successful re-tender problems over piling works that had taken place, this explains the high level of cash balances which includes a significant proportion of unspent capital grant from Homes England.

Our borrowings increased as a new loan of £500k was taken out to fund the community housing project.

FUNDS AND RESERVES

YMCA North Staffs has funds available to finance its activities. These are unrestricted funds expendable at the discretion of the board in furtherance of the charity's objects. Such funds may be designated by the board for a project or purpose.

The board recognises the need to establish a level of general reserves that enables financial stability, is adequate to meet the requirements of working capital and acts as a cushion against fluctuations in income levels and in the financial performance of the YMCA's activities. Such reserves are built up from operating surpluses. The Board will also use reserves to develop the range of services and activities where this is deemed appropriate.

Our reserves are also needed to manage our ongoing maintenance commitments following our major refurbishment. We had a major development programme between 2008 and 2013 which will need increasing maintenance and major repairs and the board feels that it is prudent to designate a sum to ensure that any future costs can be met. We commissioned a long-term maintenance plan during the year which predicts the cost of future planned and major repairs. In 2018 we set up a designated reserve to work to aim to meet this cost, we have started to consider some long-term investment in order to build growth into the reserve but have suspended this decision due to uncertainty caused by COVID -19 and Brexit. The Board will review the situation in 2021-22.

The board's policy is that free reserves should be sufficient to manage the predominant risks to the organisation and its working capital requirements, currently these risks would include the completion of our current capital development project, The Board remains vigilant in monitoring risk of redundancy payments due to any loss of income because of the economic situation and changes to government policy. The economy is expected to enter a period of recession following the coronavirus disruption and The Board recognises that this may have an impact on our operating environment. There is an on-going pension deficit liability to manage which is expected to increase. Our new business plan recognises the need for more commercial skills and greater data evidence to measure and demonstrate our impact and reserves will be allocated to fund these changes. Regulation of our sector continues to grow, and resources need to be allocated to ensure that the charity has the capacity to meet these obligations.

The level of free reserves on 31 March 2021 was £560k this figure is calculated by deducting the restricted and designated funds from the total reserves on page 13 and any funds tied into fixed assets. This amount is considered as adequate by the board for current short-term needs.

The Board also recognises that due to the Impact of the coronavirus on the new flats' development that some contribution from reserves may be required to complete this project.

YMCA North Staffordshire Ltd

Trustees' Report

PRINCIPAL RISKS AND UNCERTAINTIES

The primary risk that we face is now based around the impact on the charity sector as we transition from Covid 19 to the new normal . The impact of this is not yet fully understood. The Board is monitoring the situation closely. This adds to the risk that we constantly prioritise which is changes in government policy that might impact upon contract funding. Austerity measures are still impacting local authority funding.

We are currently in contract to develop 46 new units of accommodation, ensuring that this is developed within budget and by the revised Homes England deadline of 31st May 2023 is also a priority risk.

The Board monitors the longer-term impact on the organisation of maintenance and major repairs and recognises that the challenge to maintain our campus is challenged by the current economic climate.

The Board keeps all fraud related issues facing the sector that the charity operates in under review in order to assess potential impact on the charity of any emerging risks or uncertainties.

We continue to strive for ways to generate a greater proportion of our income and consider the growth and development of affordable housing as a key strategy.

Other ongoing risks are always in the areas of safeguarding and health and safety and these are under constant management and review by the Board.

STATEMENT OF DISCLOSURE TO THE AUDITOR

So far as the trustees and directors are aware, there is no relevant information of which the company's auditor is unaware. Additionally, the trustees and directors have taken all the necessary steps that they ought to have taken as trustees and directors to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

AUDITOR

Crowe UK LLP was appointed by the company. Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and therefore Crowe UK LLP will continue in office.

By order of the Board

G Handforth
Director



21.12.2021

B Sumner
Director



21.12.2021

YMCA North Staffordshire Ltd

Trustees' Report

DIRECTORS' RESPONSIBILITIES IN THE PREPARATION OF FINANCIAL STATEMENTS

The directors (who are also trustees of the charity) are responsible for preparing The Report of the Board of Management and the financial statements in accordance with applicable law and regulations.

Company law and housing association legislation requires the directors to prepare financial statements for each financial year. Under those laws the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the directors 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 company and of the surplus or deficit of the company for that period.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors and trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and The Accounting Direction for Private Registered Providers of Social Housing 2019. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent Auditor's Report to the Members of YMCA North Staffordshire Ltd

Opinion

We have audited the financial statements of YMCA North Staffordshire Ltd (the "Company") for the year ended 31 March 2021 which comprise the Statements of Comprehensive Income, the Statement of Changes in Reserves, Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including 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 Company's affairs as at 31 March 2021 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006, Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 2019.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's 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 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 Board with respect to going concern are described in the relevant sections of this report.

Other information

The Board is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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 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 matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Housing and Regeneration Act 2008 and Companies Act 2006 requires us to report to you if, in our opinion:

- the information given in the Report of the Board for the financial year for which the financial statements are prepared is not consistent with the financial statements; or
- adequate accounting records have not been kept by the Company; or
- a satisfactory system of controls over transactions has not been maintained; or
- the Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page **XX**, the Board is 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 Board determines 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 Board is responsible for assessing the 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 Board either intends to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 obtained an understanding of the legal and regulatory frameworks within which the Company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Companies Act 2006, the Housing and Regeneration Act 2008 and other laws and regulations application to a registered social housing provider in England. We also considered the risks of non-compliance with the other requirements imposed by the Regulator of Social Housing, and we considered the extent to which non-compliance might have a material effect on the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud,

to be within the timing of recognition of rental and grant income, the capital costs of development and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases and substantive testing of key income streams.

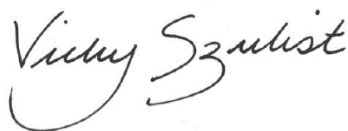
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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

Use of our report

This report is made solely to the Company's members as a body in accordance with the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist (Senior Statutory Auditor)

For an on behalf of Crowe U.K. LLP

Statutory Auditor

The Lexicon
Mount Street
Manchester
M2 5NT

21st December 2021

YMCA North Staffordshire Ltd.
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 March 2021

	Note	2021 £	2020 £
TURNOVER	2	4,589,750	5,351,276
Operating expenditure	2	(4,356,690)	(5,326,739)
Other operating income	2	262,416	33,308
OPERATING SURPLUS	6	495,476	57,845
Interest receivable	4	1,428	2,687
Interest and financing costs	5	(32,350)	(3,493)
SURPLUS BEFORE AND AFTER TAX		464,554	57,039
SURPLUS FOR THE YEAR		464,554	57,039
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		464,554	57,039

The company results relate wholly to continuing activities.

The accompanying notes form part of these financial statements.

YMCA North Staffordshire Ltd.

STATEMENT OF FINANCIAL POSITION

at 31 March 2021

	Notes	2021	2020
		£	£
FIXED ASSETS			
Housing properties	10	13,829,292	13,235,963
Other fixed assets	10a	<u>410,682</u>	<u>419,084</u>
		14,239,974	13,655,047
CURRENT ASSETS			
Stock	12	8,860	1,843
Trade and other debtors	13	268,837	256,290
Cash and cash equivalents		<u>2,788,804</u>	<u>2,592,781</u>
		3,066,502	2,850,914
CURRENT LIABILITIES			
Creditors: Amounts falling due within one year	14	<u>(1,070,552)</u>	<u>(1,014,921)</u>
NET CURRENT ASSETS		1,995,950	1,835,993
TOTAL ASSETS LESS CURRENT LIABILITIES		16,235,924	15,491,040
Creditors: Amounts falling due after more than one year	15	(12,800,658)	(12,499,718)
Provisions for liabilities			
Pension provision	18	<u>(82,732)</u>	<u>(103,342)</u>
TOTAL NET ASSETS		3,352,534	2,887,980
RESERVES			
Income and expenditure reserve	19	2,503,209	2,121,347
Designated reserve	19	712,430	680,798
Restricted reserve	19	136,894	85,835
TOTAL RESERVES		3,352,534	2,887,980

The financial statements on pages 14 to 36 were approved by the board of directors and authorised for issue on 21.12.2021 and are signed on its behalf by:

GC Handforth
Director



B Sumner
Director



Company Registration No: 04804681

YMCA North Staffordshire Ltd.
STATEMENT OF CHANGES IN RESERVES
for the year ended 31 March 2021

	Income and expenditure reserve £	Designated reserve £	Restricted reserve £	Total £
Balance at 1 April 2019	2,075,808	660,029	139,641	2,875,478
Surplus for the year	57,039	-	-	57,039
Transfer from statement of comprehensive income to restricted reserves	-	-	(53,806)	(53,806)
Transfer from statement of comprehensive income to designated reserves	(11,500)	20,769	-	9,269
Balance as at 31 March 2020	2,121,347	680,798	85,835	2,887,980
Surplus for the year	464,554	-	-	464,554
Transfer from statement of comprehensive income to restricted reserves	(51,059)	-	51,059	-
Transfer from statement of comprehensive income to designated reserves	(31,632)	31,632	-	-
Balance at 31 March 2021	2,503,209	712,430	136,894	3,352,534

YMCA North Staffordshire Ltd.

STATEMENT OF CASH FLOWS

for the year ended 31 March 2021

	Note	2021 £	2020 £
OPERATING ACTIVITIES			
Net cash generated from operations	20	743,936	537,489
NET CASH GENERATED FROM OPERATING ACTIVITIES		743,936	537,489
CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of tangible fixed assets	10-10a	(1,104,055)	(1,469,635)
Grants received	16	110,560	2,040,181
Interest received	4	1,428	2,687
NET CASH GENERATED FROM/(USED IN)INVESTING ACTIVITIES		(992,067)	573,233
CASH FLOW FROM FINANCING ACTIVITIES			
Proceeds of new borrowings		500,000	500,000
Repayments of borrowings		(55,846)	(14,064)
NET CASH USED IN FINANCIAL ACTIVITIES		444,154	485,936
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		196,023	1,596,658
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		2,592,781	996,123
CASH AND CASH EQUIVALENTS AT END OF YEAR	20	2,788,804	2,592,781

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2021

LEGAL STATUS

YMCA North Staffordshire Ltd. is a company limited by guarantee and is an English registered social housing provider, charity and public benefit entity.

The address of the company's registered office and principal place of business is Edinburgh House, Harding Road, Hanley, Stoke-on-Trent, Staffordshire, ST1 3AE.

The company's principal activities and nature of the company's operations are included in The Report of the Board of Management.

The company has not prepared consolidated accounts on the basis of materiality of its subsidiary under Section 402 of the Companies Act 2006. Further details of its subsidiary are described in note 11.

BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102"), the Housing SORP 2018 "Statement of Recommended Practice for Registered Housing Providers" and to comply with the Accounting Direction for Private Registered Providers of Social Housing 2019, and under the historical cost convention.

Monetary amounts in these financial statements are rounded to the nearest whole £1, except where otherwise indicated.

GOING CONCERN

On 11 March 2020, the World Health Organisation declared the global coronavirus outbreak to be a pandemic. This has seen significant limitations placed on the movement of goods and people worldwide, with the United Kingdom implementing lockdown measures on 23 March 2020. The directors consider this to have no material effect on the ability of the company to meet its financial obligations.

When the COVID 19 pandemic restrictions were announced in March 2020 the Board instructed management to focus on maintaining the core of the charity. All non-essential expenditure was stopped. All Budgets are reviewed on a quarterly basis to consider any change in circumstances.

In terms of the basis for a going concern, the key issues are:

1. Housing is the core activity of the charity and is stable and financially viable
2. Regarding contract activities our operating model ensures that when funding for a contract ends the associated costs related to that contract also come to an end. Reserves are only ever used as a bridge to new funding agreed.
3. The Board and management have experience in dealing with uncertainty.

The Charity has prepared detailed budgets and cash flow forecasts for the period ending 31st March 2023. In order to mitigate the impact of the COVID-19 crisis, a review of each cost centre within the charity has taken place with particular focus on cost centres that rely upon short term contract income. This review has considered the most pessimistic position where Income has not been confirmed.

The Board has reviewed the covenants on the existing loan with Unity Trust Bank and remains confident that all covenants can be fulfilled. This arrangement consists of three loans of £ 500k for properties in the community secured on those properties and is fully drawn down.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2021

The cash position of the charity is positive and will remain so throughout 2021-22 with the support of a loan from Charity Bank to support the completion of the Development of 46 additional units of accommodation. This loan is currently at the legal stage with both parties having signed the agreement on 12/01/2021. The loan will be drawn down monthly from applications submitted by the contractor once approved.

The Board does recognise that the unprecedented level of uncertainty caused by Covid-19 and rapidly changing circumstances mean that the judgements and estimates required by management are more challenging than under normal circumstances. The Board has considered the increased pressure on income streams brought about by the pandemic and has concluded that given the financial performance of the current housing projects and the ability to quickly adapt to changes in contract funded activities that a concern basis remains appropriate for the preparation of these financial statements. For this reason, the Board do not consider there to be a material uncertainty on the Charity's ability to operate as a going concern.

TURNOVER AND REVENUE RECOGNITION

Turnover comprises rental and service charge income receivable in the period, and revenue grants receivable in the period from local authorities and the Homes England. Turnover is recognised net of VAT, where applicable.

All rental income is recognised in the period it which is has been earned, this includes actual receipts and also estimates of income receivable for training income that is reconciled at the end of the academic year.

Revenue grants are receivable when the conditions for receipt of agreed grant funding have been met.

SERVICE CHARGES

Service charges are made to tenants weekly, the eligible portion predominantly being paid through Housing Benefit and the ineligible charges being collected directly from the tenant.

OTHER INCOME

Interest income

Interest income is accrued on a time-apportioned basis and credited to the income and expenditure account in the period.

APPORTIONMENT OF EXPENSES

Administration and operating costs have been apportioned to the housing and non-housing activities on the basis of costs directly related to the activities dealt with in these financial statements.

TANGIBLE FIXED ASSETS - HOUSING PROPERTIES

Housing properties are properties for the provision of social housing and are principally properties available for rent. Completed housing is stated at cost less accumulated depreciation and impairment losses. Cost includes the cost of acquiring land and buildings, development costs, interest charges incurred during the development period and expenditure incurred in respect of improvements.

Major refurbishment of existing housing is charged to capital and depreciated over the unexpired life of the asset. Major repairs are charged against revenue and an equivalent release from the major repairs reserve is completed. Planned maintenance, minor repairs and redecoration are charged to expenditure in the year that they occur.

On disposal of housing property, an application is made to the Homes and Communities Agency ('Homes England') for consent. Any outstanding Social Housing Grant (SHG) is recycled in accordance with the Homes England regulations.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2021

DONATED LAND AND OTHER ASSETS

Land or other assets which have been donated by a government source is added to cost of assets at the fair value of the land at the time of the donation. The difference between the fair value of the asset donated and the consideration paid is treated as a non-monetary government grant and included within the Statement of Financial Position as a liability. The terms of the donation are considered to be performance related conditions. Where the donation is not from a public source, the value of the donations less the consideration is included in income.

GOVERNMENT GRANTS

Government grants include grants receivable from the Homes and Communities Agency (“Homes England”), local authorities and other government bodies.

Government grants are utilised to reduce the capital costs of the housing properties, including land costs. The amount of SHG receivable is calculated on a fixed basis depending on the size, location and type of housing property. SHG due from the Homes England or received in advance is included as current assets or liability. SHG received in respect of revenue expenditure is accounted for in the same period as the expenditure to which it relates.

SHG is subordinated to the repayment of loans by agreement with the Homes England. SHG released on the sale of a property is normally available to be recycled.

Government grants received for housing properties are recognised in income over the useful economic life of the structure of the asset, even if the fair value of the grant exceeds the carrying value of the structure in the financial statements.

OTHER GRANTS

Grants received from non-government sources are recognised using the performance model. Grants are recognised as income when the associated performance conditions are met.

DEPRECIATION OF HOUSING PROPERTIES

Freehold land is not depreciated.

The company separately identifies the major components of its housing properties and charges depreciation so as to write-down the cost of each component to its estimated residual value, on a straight line basis over the following years:

Housing structure	-	50 years straight line
Roofs	-	30 years straight line
Lifts	-	20 years straight line
Kitchens	-	20 years straight line
Windows and external doors	-	25 years straight line
Central heating and air con systems	-	25 years straight line
Internal walls and doors	-	20 years straight line
Finishes	-	15 years straight line
Furniture and fittings	-	15 years straight line
Bathroom and appliances	-	10-15 years straight line

Depreciation is charged on assets in the first full year of use.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2021

OTHER TANGIBLE FIXED ASSETS

Tangible fixed assets are initially measured at cost, net of depreciation and any impairment losses. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation of each asset to its estimated residual value over its expected useful life, as follows:

3G Pitch, Fixtures, furnishings and office equipment	-	3 to 10 years straight line
Car park	-	50 years straight line
Motor vehicles	-	33% reducing balance on a monthly basis

Residual value is calculated on prices prevailing at the reporting date, after estimated costs of disposal, for the asset as if it were at the age and in the condition expected at the end of its useful life.

ASSETS UNDER THE COURSE OF CONSTRUCTION

Assets under the course of construction are carried at cost, less any identified impairment loss. Cost includes professional fees and other directly attributable costs that are necessary to bring the property to its operating condition. Depreciation commences when the properties are ready for their intended use.

FIXED ASSET INVESTMENTS

Interests in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

Interests in subsidiaries are assessed for impairment at each reporting date. Any impairments losses or reversals of impairment losses are recognised immediately in profit or loss.

STOCKS

Stocks represent raw materials and consumables, and are valued at the lower of cost and net realisable value.

TAXATION

YMCA North Staffordshire Ltd. has charitable status and is registered with the Charities Commission and is therefore exempt from paying Corporation Tax on charitable activities.

VALUE ADDED TAX

The company is registered for value added tax. A proportion of its income is exempt from VAT. The expenditure relating to this income is subject to VAT which cannot be reclaimed; this expenditure is therefore shown inclusive of VAT.

Partial exemption has been applied to management expenditure. Each quarter input tax recovery is limited to the percentage of total income that is business income. VAT recovered through partial exemption rules is credited to the income and expenditure account.

The balances of VAT payable and recoverable at the year end are included as a current asset or liability.

LEASES

The company as lessee – operating leases

All leases are operating leases and the annual rentals are charged to income and expenditure on a straight line basis over the lease term.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2021

RETIREMENT BENEFITS

YMCA North Staffordshire Ltd. participated in a multi-employer defined benefit pension plan for employees of YMCA's 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 North Staffordshire Ltd.

As described in note 22, YMCA North Staffordshire Ltd. has a contractual obligation to make pension deficit payments of £16,940 per annum indexed for inflation and subject to future triennial valuations over the period to April 2029; accordingly this is shown as a liability in note 18 of these financial statements.

In addition YMCA North Staffordshire Ltd. is required to contribute £3,914 per annum indexed for inflation to the operating expenses of the pension plan and these costs are charged to the Statement of Comprehensive Income as made.

The company also participates in a stakeholder pension scheme where the amount charged to income and expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

FINANCIAL INSTRUMENTS

The Company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments.

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument, and are offset only when the company currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit or loss for the excess of the carrying value of the trade debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Financial liabilities

Trade creditors

Trade creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar charges.

Commitments to receive a loan are measured at cost less impairment.

YMCA North Staffordshire Ltd.

ACCOUNTING POLICIES

for the year ended 31 March 2021

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

PROVISIONS

Provisions are recognised when the company has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and that obligation can be estimated reliably.

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 within interest payable and similar charges.

Provisions relate to an agreement by YMCA North Staffordshire Ltd. to contribute to a historic funding deficit of YMCA England's pension scheme over a period of time.

RESERVES

Income and expenditure reserve

The company's policy is to maintain a prudent level of reserves to insure against future liabilities.

Reserves are also used for activities to assist the association to achieve its strategic purpose of helping people recover a sense of self-worth and live in cohesive communities.

In particular, reserves will be used to ensure that development and maintenance are to the highest standard to provide housing quality that demonstrates how highly the company values its customers.

The directors continually assess the needs of customers and provide a range of short and long term housing and support services that are innovative, continually improving our capabilities, people and performance.

Designated Reserve

Funds are designated by the company for particular purposes (see note 19).

Restricted Reserve

The Company has a restricted reserve which is held under the terms of a contract with a funder and can only be applied to revenue with their authority. Reserves that are shown as restricted have conditions as to their usage attached and are therefore not available as a surplus reserve.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

1 CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements 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. The 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 are discussed below.

The YMCA is still operating in a changing environment due to continued changes in social policy. In making our assumptions for income and expenditure the board monitors the external environment carefully, we work closely with both the local authority and YMCA England Policy Team when making our financial assumptions. The current projections are based upon the latest information that we have and all forecasts are reviewed on a quarterly basis and updated for potential changes.

The rate used to discount benefit obligations to their present value is based upon market yields for high quality corporate bonds with terms consistent with those of the benefit obligations. Our commitment to the YMCA Pension Plan of £120,601 (2020: £116,110) for the next 10 years has been discounted at a rate of 1.9% amounting to a net present value of £91,912 at 31 March 2021 (2019: £103,342).

Critical areas of judgement

All housing properties are included in the financial statements as property, plant and equipment and stated at cost less accumulated depreciation and impairment losses. The company regularly reviews and assesses the carrying value of its social housing properties for any indication of impairment. In making the judgement, management consider the detailed criteria set out in the Housing SORP and would recognise such changes in the financial statements as necessary.

The board deem that the accounts of the subsidiary company are immaterial and have therefore not been consolidated on this basis.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

2 TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	2021				2020			
	Turnover	Operating costs	Other operating income	Operating surplus	Turnover	Operating costs	Other operating income	Operating surplus
	£	£	£	£	£	£	£	£
Income and Expenditure from Social Housing Lettings	2,645,261	(2,489,896)	29,134	184,500	2,881,593	(2,595,936)	25,000	310,657
Non-Social Housing Activities	1,944,488	(1,866,794)	233,282	310,976	2,469,683	(2,730,803)	8,308	(252,812)
	4,589,750	(4,361,280)	262,416	495,476	5,351,276	(5,326,739)	33,808	57,845

Particulars of income and expenditure from social housing lettings	2021	2020
	£	£
TURNOVER FROM SOCIAL HOUSING LETTINGS		
Rents receivable net of voids	2,288,276	2,179,978
Service charges receivable	90,789	87,382
NET RENTAL INCOME	2,379,065	2,267,360
Supporting people grant receivable	266,037	612,755
Other income	160	478
TURNOVER FROM SOCIAL HOUSING LETTINGS	2,645,261	2,881,593
EXPENDITURE ON SOCIAL HOUSING LETTINGS		
Direct property management costs	1,706,982	1,637,748
Administrative costs	739,579	920,282
Bad debts	15,576	20,063
Loan interest	27,760	17,843
OPERATING COSTS ON SOCIAL HOUSING LETTINGS	(2,489,896)	(2,595,936)
OTHER OPERATING INCOME		
Insurance claims receivable	29,134	25,000
OPERATING SURPLUS ON SOCIAL HOUSING LETTINGS	184,500	310,657
Rent losses due to voids	202,361	153,431

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

3 ACCOMMODATION IN MANAGEMENT AND DEVELOPMENT

	2021 units	2020 units
General needs housing		
- Affordable rent	41	35
Supported housing	120	118
TOTAL UNITS IN MANAGEMENT	161	153

4 INTEREST RECEIVABLE

	2021 £	2020 £
Interest on bank deposits	1,428	2,687

5 INTEREST AND FINANCING COSTS

	2021 £	2020 £
Loan interest	27,760	-
Unwinding of discount on pension provision	<u>4,590</u>	<u>3,493</u>
	<u>32,350</u>	<u>3,493</u>

6 OPERATING SURPLUS

	2021 £	2020 £
Operating surplus is stated after charging:		
Depreciation of housing properties	399,076	425,181
Depreciation of other tangible fixed assets – owned	120,052	109,191
Operating lease rentals:	-	260
Other		
Auditor's remuneration – audit	14,500	11,700

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

7	EMPLOYEES	2021	2020
		Number	Number
	The average monthly number of persons (including directors) employed by the company during the year was:		
	Office and management	22	20
	Housing support and care	85	85
	Development	40	73
		147	178
	Staff costs for the above persons:	2021	2020
		£	£
	Wages and salaries	2,589,582	2,885,072
	Social security costs	202,054	211,046
	Other pension costs	87,188	88,085
		2,878,824	3,184,203
	The full time equivalent number of staff who received remuneration (excluding directors):	2021	2020
		Number	Number
	£70,001 - £80,000	2	1
	£60,001 - £70,000	1	2
	£50,001 - £60,000	2	2
		5	5
8	BOARD MEMBERS AND EXECUTIVE DIRECTORS		
	The total remuneration of the key management personnel of the Company was £407,769 (2020: £402,710).		
9	TAXATION		
	The company is a registered charity and therefore it is exempt from corporation tax on income and gains falling within chapter 3 Part 11 of the Corporation Taxes Act 2010 or S256 Taxation of Chargeable Gains Act 1992 (TCGA 1992) to the extent that these are applied to its charitable objects.		

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

10	TANGIBLE FIXED ASSETS – HOUSING PROPERTIES	Social housing properties held for letting £	Social housing properties under the course of construction £	Other property £	Total £
	COST				
	1 April 2020	10,462,765	758,959	6,065,791	17,287,515
	Additions	640,034	352,371		992,405
	Transfer	47,409	(4,200)	(43,209)	0
	31 March 2021	11,150,208	1,107,130	6,022,582	18,279,920
	DEPRECIATION				
	1 April 2020	2,903,628	-	1,147,924	4,051,552
	Depreciation charged in year	381,612	-	17,464	399,076
	Transfer				
	31 March 2021	3,285,240	-	1,165,388	4,450,628
	CARRYING AMOUNT				
	31 March 2021	7,864,968	1,107,130	4,857,194	13,829,292
	31 March 2020	7,559,137	758,959	4,917,867	13,235,963
	EXPENDITURE ON WORKS TO EXISTING PROPERTIES			2021 £	2020 £
	Improvement work capitalised			79,465	7,322
	EXPENDITURE ON WORKS TO EXISTING PROPERTIES			2021 £	2020 £
	Total cumulative amounts received or receivable at 31 March:				
	Capital grant			16,371,350	15,260,790

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

10a TANGIBLE FIXED ASSETS – OTHER

	3G Pitch, fixtures, furnishings and office equipment £	Car park £	Motor vehicles £	Total £
COST				
1 April 2020	1,383,317	12,383	98,841	1,494,541
Additions	102,799	-	8,849	111,648
31 March 2021	1,486,116	12,383	107,690	1,606,189
DEPRECIATION				
1 April 2020	996,454	3,622	66,905	1,075,455
Depreciation charged in year	115,645	248	12,631	120,052
31 March 2021	1,12,099	3,870	79,537	1,195,507
CARRYING AMOUNT:				
31 March 2021	374,014	8,514	28,154	410,682
31 March 2020	378,389	8,760	31,935	419,084

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

11 FIXED ASSET INVESTMENTS

	Shares in subsidiary undertaking £
COST	
1 April 2020 and 31 March 2021	50,100
PROVISION FOR IMPAIRMENT	
1 April 2020 and 31 March 2021	50,100
CARRYING AMOUNT	
31 March 2021	-
31 March 2020	-

The Company's subsidiary undertaking is:

<i>Name of undertaking</i>	<i>Nature of business</i>	<i>Class of shareholding</i>	<i>Proportion of nominal value held directly</i>
YMCA North Staffs Trading Ltd	Retail	Ordinary	100%

YMCA North Staffs Trading Ltd is not consolidated in these financial statements as its inclusion is not material to giving a true and fair view.

The registered office of the subsidiary undertaking is Edinburgh House, Harding Road, Hanley, Stoke-on-Trent, Staffordshire, ST1 3AE.

12 STOCK	2021 £	2020 £
Raw materials and consumables	8,860	1,843

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

13	DEBTORS	2021 £	2020 £
	<i>Amounts falling due within one year:</i>		
	Rent and services receivable	81,460	153,108
	Provision for bad and doubtful debts on rents and services receivable	(9,050)	(16,413)
		72,410	136,695
	Other debtors	163,841	75,718
	Prepayments and accrued income	32,586	43,877
		268,837	256,290

During the year, an impairment loss of £nil (2020: £46,179) was recognised in respect of the group debtor.

14	CREDITORS: Amounts falling due within one year	2021 £	2020 £
	Bank loans	43,675	30,677
	Deferred capital grants	263,226	257,915
	Trade creditors	40,427	25,258
	Other taxation and social security	64,928	65,003
	Other creditors	90,991	141,296
	Accruals and deferred income	567,305	494,772
		1,070,552	1,014,921

Health Zone – A grant of £40,090 (2020: £40,090) was received during the year to run health zone activities. At the end of the year £2,875 (2020: £3,346) had not been spent and this has been reserved in a control account within accruals and deferred income in the financial statements.

15	CREDITORS: Amounts falling due after more than one year	2021 £	2020 £
	Bank loan	1,370,759	911,842
	Deferred capital grants	11,429,899	11,587,876
		12,800,658	12,499,718

YMCA North Staffordshire Ltd.
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

15 CREDITORS: Amounts falling due after more than one year (continued)

Included in creditors are:

	2021 £	2020 £
Amounts repayable by instalments falling due after more than five years	1,159,098	762,255

The bank loan agreements specify that interest on the loans are charged at a rate of 2% per annum above the banks base rate. The base rate at 31 March 2021 is 0.1%.

The bank loans are secured by a fixed charge against the properties of the company.

16 DEFERRED CAPITAL GRANTS	2021 £	2020 £
As at 1 April	11,845,791	10,087,900
Grants received in the year	110,560	2,040,181
Capital grants released	(263,226)	(282,290)
	<u> </u>	<u> </u>
As at 31 March	11,693,125	11,845,791
	<u> </u>	<u> </u>

Included within capital grants is The Big Lottery Fund “My Place” grant which is secured by a legal mortgage charge over the freehold land on the north east side of Harding Road, Hanley, Stoke-on-Trent. Should the YMCA breach any of the grant conditions, the grant will be repayable at a rate equal to 4% per annum above the Lloyds TSB Bank plc. base rate.

17 FINANCIAL INSTRUMENTS	2021 £	2020 £
Financial assets:		
Debt instruments measured at amortised cost	134,017	212,413
	<u> </u>	<u> </u>
Financial liabilities:		
Measured at amortised cost	1,070,552	972,603
	<u> </u>	<u> </u>

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

18	PROVISION FOR LIABILITIES	Pension deficit £
	As at 1 April 2020	103,342
	Utilised in the year	(15,939)
	Unwinding of discount & change or discount rate	(4,671)
	As at 31 March 2021	82,732

The YMCA England's Pension Plan provider represents the net (present value of the commitment to the multi-employer pension scheme in respect of past deficits. There is an agreement by YMCA North Staffordshire Ltd. to contribute to an historic funding deficit of YMCA England's pension scheme over a period of time (see note 22).

19 SHARE CAPITAL AND RESERVES

SHARE CAPITAL

The Company is limited by guarantee and consequently has no share capital. Each of the company's members agrees to contribute £1 in the event of the company winding up.

RESERVES

Reserves of the company represent the following:

Income and expenditure reserve

The company's policy is to maintain a prudent level of reserves to insure against future liabilities.

Reserves are also used for activities to assist the association to achieve its strategic purpose of helping people recover a sense of self-worth and live in cohesive communities.

In particular, reserves will be used to ensure that development and maintenance are to the highest standard to provide housing quality that demonstrates how highly the company values its customers.

The directors continually assess the needs of customers and provide a range of short and long term housing and support services that are innovative, continually improving our capabilities, people and performance.

Designated reserves

Family Services - to support the development of families and communities staying connected. The designated reserve figure of £35,235 (2020: £40,735) is money that was transferred to YMCA North Staffordshire Ltd. when Contact First joined YMCA North Staffordshire Ltd. The Board agreed that this money should be designated to support that area of work. It has been agreed that this money be used to assist the Family Services Department to make the transition caused by legislative changes in the commissioning of child contact assessment work.

The Green Apprentices Trust - this money was donated to the YMCA. The Board has designated this money to provide a source of funding for new ideas to improve services and to generate new ones.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

19 SHARE CAPITAL AND RESERVES (continued)

Maintenance reserve - the YMCA had a major development programme between 2008 and 2013 which over time will result in increased costs for maintenance and major repairs. The board feels that it is important to highlight this and work to ensure that any future costs can be met. The Charity has had an independent report produced to predict as accurately as possible the cost of future planned and major repairs and guide our long-term maintenance programme. To date the Board has designated £613,148 to this reserve and will monitor the reserve annually.

Restricted reserves

Reserves that are shown as restricted, all have conditions as to their usage attached and therefore, are not available as a surplus reserve.

Big Lottery - it was a requirement of the Big Lottery Grant Fund to provide details of any amounts held within restricted reserves relating to the Fund. A grant of £65,838 (2020: £306,808) was received in the year. Against this grant expenditure of £20,786 (2020: £295,021) was incurred during the year.

A reserve of £56,839 (2020: £85,835) was held in restricted reserves at the end of the year.

20 RECONCILIATION OF PROFIT AFTER TAX TO NET CASH GENERATED FROM OPERATIONS

	2021 £	2020 £
Surplus for the year	495,476	57,039
Adjustments for:		
Depreciation of tangible fixed assets	519,128	534,372
Release of restricted and designated reserves	-	(44,537)
Defined benefit pension scheme	(20,610)	(16,587)
Capital grants released	(263,226)	(282,290)
Interest receivable	-	(2,687)
Interest payable	(4,590)	3,493
Operating cash flow before movements in working capital	726,178	248,803
(Increase)/ decrease in stock	(7,017)	-
(Increase)/ decrease in trade and other debtors	(12,547)	(3,222)
Increase/ (decrease) in trade and other creditors	37,322	291,908
Cash generated from operations	743,936	537,489
 CASH AND CASH EQUIVALENTS	 2021 £	 2020 £
Cash and cash equivalents represent:-		
Cash at bank	2,788,804	2,592,781

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

21 COMMITMENTS UNDER OPERATING LEASES

The company as a lessee:

The total future minimum lease payments under non-cancellable operating leases for fixed assets are as follows:

	2021	Other 2020
	£	£
Amounts due:		
Within one year	-	163
Between two and five years	-	-
	<u>-</u>	<u>163</u>

22 RETIREMENT BENEFITS

YMCA North Staffordshire Ltd. 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 North Staffordshire Ltd. 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 plan's actuary has advised that it is not possible to separately identify the assets and liabilities relating to YMCA North Staffordshire Ltd. and accordingly the pension deficit is not shown on the balance sheet.

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

The valuation prepared as at 1 May 2020 showed that the YMCA Pension Plan had a deficit of £36 million. <<YMCA>> has been advised that it will need to make monthly contributions of £xx 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.

YMCA North Staffordshire Ltd.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

22 RETIREMENT BENEFITS (continued)

In addition, YMCA North Staffordshire Ltd. 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 North Staffordshire Ltd. may be called upon to pay in the future.

The company also participates in a stakeholder pension scheme for other employees. The assets of the scheme are held separately from those of the company in an independently administered fund. The contributions payable by the company charged to income and expenditure amounted to £69,313 (2020: £88,085). Contributions of £10,075 (2020: £10,290) were payable to the fund at the year end.

23 RELATED PARTY TRANSACTIONS

A Board Member provides the Association with HR support on a consultancy basis. During the year a total of £2,700 (2020: £3,300) was paid to this Board member. At 31 March 2021 £300 (2020: £300) was outstanding.

A Board Member and Chairperson are common directors of The Ideas Facility Limited. During the year The Ideas Facility Limited provided training sessions totalling £17,130 (2020: £5,280). At the yearend £1,440 was due to The Ideas Facility Limited (2020: £nil).