

# NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

England & Wales · Charity number 212810

## Details

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**Other names** YMCA ENGLAND, YMCA England and Wales

**Status** Registered

**Legal form** Charitable company

**Company number** [00073749](#)

**Registered** 1962-09-24

**Register** [View on the Charity Commission register](#)

## Contact

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**Website** <https://www.ymca.org.uk>

## Activities

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**Objects:** "Objects2. The objects of the Council arise from its acceptance of its founding Christian principle, the Paris Basis of 1855 incorporated into the National Statement of the Aims and Purposes of the YMCA in England and Wales as it may be amended from time to time. Consequently the Association is part of the Worldwide YMCA, a Christian Movement which seeks 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 any other matter shall not interfere with the harmonious relations of the YMCA Movement.3. Accordingly the Council's objects are:3.1 To advance the Christian faith, including by:(a) promoting a Christian environment inspired and motivated by the life, example and teaching of Jesus Christ, where people of faith and people of none can work together for the transformation of communities; and(b) enabling people of all ages and in particular young people, to flourish through experiencing and responding to the love of God demonstrated by the life, example and teaching of Jesus Christ;3.2 To further the cause and work of Young Men's Christian Associations in all parts of the world;3.3 To support, represent and develop the work of Young Men's Christian Associations in England and Wales;3.4 To provide and promote the provision in the interests of social welfare of facilities for recreation and other leisure time occupation for men and women with the object of improving their conditions of life;3.5 To provide and promote education for people of all ages and in particular young people, with the object of developing their physical, mental or spiritual capacities;3.6 To relieve and promote the relief of people of all ages and in particular young people, who are in conditions of need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances; and3.7 To provide and promote the provision of residential accommodation, including Social Housing, for people of all ages and in particular young people, who are in need, hardship or distress by reason of their social, physical, emotional, spiritual or economic circumstances."

**Activities:** YMCA England & Wales supports and represents YMCAs all over England and Wales, helping them transform communities so that all young people truly belong, contribute and thrive. By working with YMCAs that understand local issues, the YMCA Movement in England & Wales meets the real needs of young people, supporting them in a way which is nationally significant but locally relevant.

## Classification

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- **How:** Makes Grants To Organisations, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Accommodation/housing, Religious Activities, Other Charitable Purposes
- **Who:** Children/young People, Other Charities Or Voluntary Bodies

## Geography

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- **Area of benefit:** WORLDWIDE.
- Throughout England And Wales

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£22,980,000	£23,609,000	£11,280,000	497
2024-03-31	£22,759,000	£22,718,000	£11,837,000	469
2023-03-31	£21,742,000	£20,721,000	£8,445,000	419
2022-03-31	£17,592,000	£17,060,000	£7,941,000	371
2021-03-31	£14,367,000	£14,618,000	£6,073,000	327

## Trustees

Name	Role	Appointed
<b>Roy Langley O'Shaughnessy</b>	Chair	2023-07-05
Alan Ross Hendry		2019-12-04
Alex Elizabeth Taylor		2022-12-08
Christopher John Stern		2020-12-03
Gillian Helen Sewell		2019-12-04
Jonathan Robert Rowe		2019-12-04
PETER CHARLES EDWARD CALDERBANK		2018-02-01

## Linked charities

- THE JAMES PORTER YMCA CHARITY (212810-1)
- DUNFORD HOUSE (212810-2)
- THE DOUGLAS WOOD CHARITY (212810-3)
- THE YMCA MOVEMENT TRUST FUND (212810-4)
- FAIRTHORNE MANOR (212810-5)
- Y CARE INTERNATIONAL (212810-6)
- ROCHESTER YMCA TRUST FUND (212810-7)

**NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)**

England & Wales - Charity number 212810

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# Accounts

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# YMCA

Here for young people  
Here for communities  
Here for you

## Annual Report and Accounts

2024-25



*EVERYONE*  
**SHOULD**  
**HAVE A**  
*FAIR CHANCE*  
**TO DISCOVER**  
**WHO THEY**  
**ARE AND**  
**WHAT THEY**  
**CAN BECOME.**

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# Welcome

## to the Annual Report for the National Council of YMCAs

Despite a challenging financial climate, 2024/25 has been a year of influence for YMCA. Brought to life by National Conference, the theme of ‘Moving Forward Together – Locally, Nationally, Globally’ has been a prominent feature for our organisation over the past 12 months.

Locally across the YMCA Federation, continued conversations around devolution have opened up previously untapped conversations around collaboration and influence at a mayoral level, to target challenges and harness opportunities unique to the 708 communities we serve.

Developed for and alongside young people, YMCA’s General Election Manifesto set the groundwork for national change, with a commitment from Government to develop a National Youth Strategy, something YMCA and the sector have long campaigned for.

On a global scale, not only is YMCA strengthening its connection and contribution to our international Vision 2030 strategy, we are also preparing for the 21st World Council in Canada in July 2026, where staff, volunteers and young people come together to learn from one another, provide support and align objectives for the next four years.

However, alongside these milestones, the YMCA movement has faced significant challenges in the past financial year. The housing crisis continues to plight the country and communities, disproportionately impacting young people and their potential, and in the months following the General Election, the Government’s announcement of increases to National Insurance contributions had a significant financial impact on YMCAs.

For YMCA England & Wales, these pressures, coupled with an oversaturated fundraising landscape and restricted retail return, mean that there has been a focus on managing challenges and yet continuing to deliver our strategic ambition.



Taking this difficult environment into consideration, the annual accounts report an unrestricted deficit of (£0.1m) and a restricted deficit of (£0.47m) with the latter largely due to distributions to YMCAs from funds received in prior years and Board investments. Overall income has increased slightly to £23.0m (prior year £22.8m) although the retail environment has been challenging where we faced both a fall in retail income alongside increasing costs, leading to lower net profit.

This increased cost has primarily been driven by changes in the cost of living. Whilst there has been an increase in fundraising income much of the increase has been in restricted funds and thereby distributions to the Federation. Affiliation fees have increased to £1.3m (2024: £1.2m) before contributions to World Alliance and YMCA Europe on behalf of all YMCAs.

Total expenditure increased to £23.6m (2024: £22.7m), and is largely due to increased staffing costs, board investments and investment in fundraising. Within this sum payments to member YMCAs were made of £1.39m (2024: £1.47m) in connection with projects, retail profit share or RoomSponsor.

Whilst a challenging environment for YMCA England & Wales, and indeed for others in the YMCA movement, we are pleased to note that overall turnover for the YMCA Federation has increased from £330m to a forecast turnover of £360m in the current year. This must mean that, despite the financial headwinds, the YMCA movement is reaching more beneficiaries.

As we look ahead to the next financial year, our focus at YMCA England & Wales is to steer a steady ship and continue to deliver on our role as National Council to represent and support YMCAs across the Federation in their delivery of vital work but also continue to build on the strategic gains achieved in the past year.

**Roy O'Shaughnessy**  
Chair  
YMCA England & Wales

**Denise Hatton**  
National Secretary & Chief Executive  
YMCA England & Wales

# WHAT WE DO

**80**

**YMCAS**

PROVIDE  
SERVICES  
THROUGHOUT  
ENGLAND  
AND WALES

YMCA is the largest voluntary sector provider of supported housing for young people in England and Wales, providing **10,432** beds each night and collectively housing **20,671** people as they build their lives from a stable base.

YMCA IMPACTS  
UPON THE LIVES  
OF MORE THAN

**402,000**

**YOUNG  
PEOPLE**

EACH YEAR

YMCA collectively works with **228,711** young people, children, parents and carers to provide the best possible start in life, providing a safe space for 31,409 young people through our extensive youth services offering.

Wellbeing is a crucial foundation that enables people to develop in all areas of their lives.

YMCA welcome **107,351** people through our doors to form community connections and take part in healthy living activities.

YMCA connects more than

**69,000** young people with someone to talk to or a helping hand, offering specialist guidance and practical skills to best equip them to overcome whatever challenges they may face.

**708**

**YMCAS**

DIFFERENT  
COMMUNITIES  
NATIONWIDE ARE  
SERVED BY YMCA

YMCA breaks down barriers to educational success and employment opportunities so that people can fulfil their potential and gain meaningful employment, engaging **23,886** people through our training and learning programmes.

**42**

**YOUTH  
AMBASSADORS**

ENGAGED WITH THE PROGRAMME

**350+**

**NEW  
CAMPAIGNERS**

# HOW WE INFLUENCED

**1,345**

SIGNATURES FOR OPEN LETTER TO  
THE PRIME MINISTER CALLING FOR  
MORE INVESTMENT IN NHS MENTAL  
HEALTH SERVICES

**29**

REFERENCES TO YMCA  
WORK IN PARLIAMENT

**400+**

CAMPAIGNERS EMAILED THEIR  
MP ABOUT YMCA CAMPAIGNS

# YMCA's Vision

**Is of an inclusive Christian movement, transforming communities so that all young people can belong, contribute and thrive.**



YMCA is the oldest and largest youth charity in the world. With our foundations first rooted in London in 1844, YMCA has spread across the globe helping more than 65 million people across 120 different countries.

YMCA England & Wales (or the National Council of YMCAs) provides **support, representation and development** on behalf of 80 local YMCAs working in more than 700 different communities supporting young people to belong, contribute and thrive. YMCAs provide services across five core areas, namely Housing, Training & Education, Family & Youth Work, Health & Wellbeing, and Support & Advice.

Few organisations can claim to have the reach of YMCA, with international, national and local services tailored to meet the different needs of communities across the globe.

YMCA England & Wales is **committed to supporting YMCAs** and promoting high standards of work. We achieve this by sharing practices and implementing core requirements through a membership agreement, ensuring joint assurance, compliance and risk management.

We also aid YMCAs with their financial sustainability through fundraising, our retail shops operating in local communities, generating financial but also non-financial benefits in the form of local employment and connection to essential services. We also manage the pension position in collaboration with the Pension Trustees where we are pleased to note that we are ending the 'end game'.

In addition to this we source and encourage collaborative new opportunities working with our important partners, including Sidley LLP, Cadent and Vestey Holdings to provide much needed funds and support to develop local YMCA programmes that support our beneficiaries. Our intervention and support to YMCAs can take many forms whether financial, helping with human resources matters, press and communications assistance, business modelling or direct governance support. We also ensure that we retain our identity rooted in our commitment to the Christian faith and continue to ensure our heritage is preserved, recognising that YMCA has been playing a leading role globally for nearly two centuries.

YMCA England & Wales **represents YMCAs** by providing policy advice, campaigning and advocating for the needs of young people and communities. We engage with Government and national media to influence and shape the future agenda. Throughout the year, we have campaigned on many important issues, including accommodation challenges for young people and affordable housing, the impact of living costs on households, and underfunding of the early years sector.

We also seek to ensure that collectively we speak together, managing the brand so that YMCA gains public attention, delivering internal and external communications, and ensuring that we remain in the national view. We also ensure that our local YMCAs maintain connections through international democracy and engagement with our European and International movements across the globe, connecting and influencing work on the World Vision 2030, demonstrating the global impact of YMCAs but also through direct opportunities for YMCAs to engage with their colleagues overseas.

To **develop YMCAs**, we seek to harness the collective power of YMCAs locally and amplify this, specifically as we strive to deliver on a strategy that will provide growth of YMCA services in the communities in which they are needed. This is being pursued through our Federation Strategy which reflects our ambition, with priority areas relating to brand amplification, housing growth, business models and viability, and strengthening our own ethos and culture. In doing so we want to ensure that stakeholders better appreciate the impact that the work of YMCA has on our society and have furthered work on impact measurement. Our strategy and impact work connects directly with our global vision, providing not only the opportunity to consider our alignment but also our connection with our colleagues across the globe.

# STRATEGIC *REPORT*



# Public Benefit

We have no doubt that our activities provide significant public benefit with more than 400,000 people reached by YMCA’s services. The work of YMCA transforms the lives of young people and communities every single day. This is recognised in the inspiring stories from those who have benefitted from the support and services provided by YMCAs. We acknowledge that the success of YMCA is thanks to the dedication of our staff and volunteers, as well as the generosity of our supporters which provide the foundations for our work.

# Role of the National Council of YMCAs (YMCA England & Wales)

## Uphold membership standards

To oversee and monitor the implementation of the Membership Agreement to deliver a common approach to standards across the YMCA Federation.

## Heritage

As the stewards of YMCA's heritage, to protect, enhance and enrich our history.

## Assurance, risk and compliance

To deliver a high level of confidence across the Federation in relation to agreed compliance levels being achieved and identifying potential areas of concern.

## Strategy and growth

To facilitate and promote strategies within the YMCA movement that provide for growth, innovation and collaboration across the Federation.

## Intervention and support

To ensure potential risks are mitigated through intervention and support.

## Impact measurement

To establish a number of coherent key impact measurement indicators across the main work areas to show the overall impact of YMCA work throughout England and Wales.

## Policy, research and advocacy

To effect positive change on key policy areas impacting upon the work that matters most to the YMCA Federation and our beneficiaries.

## International, democracy and engagement

To represent YMCAs across England and Wales on the international stage, and to facilitate opportunities for all member YMCAs to engage and contribute to the future direction of the Federation.

## Press, campaigns, brand and communications

To promote the work of YMCA, its positive impact upon the lives of our beneficiaries, and ensuring a high level of recognition of YMCA's brand.

## Financial sustainability

There are four components to financial sustainability covering pensions management; fundraising, including business development; retail; and value for money.

## Faith

To ensure the Federation has the resources, thinking and strategy to hold its Christian identity and apply that in the 21st century; enabling the Federation to deepen bonds of unity; and for faith to find its place in our local, regional, and national identity.

# Strategic Objectives



## Context

Despite a difficult environment, the overall turnover for YMCAs in England and Wales has increased from a total income of £330m to a forecast income of £360m in the current year. It is in this context, and with more beneficiaries being reached, that 2024-25 provided for a year where YMCAs sought to manage the challenges faced but also sought to consolidate and grow. This picture is however mixed across YMCAs both according to size but also the services provided. With the increasing regulatory environment, including our own drive to improve standards and manage risk, placing additional strain on already busy YMCAs, it is not unsurprising that the need for YMCA England & Wales support has continued to grow.

## 2022-2030 Federation Strategy

The Federation Strategy 2022 to 2030 sets out the collective ambition for all YMCAs across England and Wales, highlighting the areas where - by working together - we can have greatest impact. This sets out an ambitious agenda of change and a copy of the 2022-2030 Federation Strategy can be accessed [here](#). In 2024-25 a number of priority areas have been progressing, including:

- ▶ Furthering our agenda to deliver growth in local assets to meet beneficiaries needs, broadening work initially in relation to housing to consider all assets and how we can develop these at scale to meet community needs and the policy agenda.
- ▶ Delivering an independent study in relation to business models, viability and risk (with a nested study looking at the challenges in Wales) into the wider work of the Federation Strategy (the Bayes Review).
- ▶ Continuing work on tools to deliver a YMCA ethos and culture with the introduction of an induction and leadership development course.
- ▶ Progressing our agenda to ensure that YMCA is recognised for what it does, and that by working together we have a more joined up approach to support brand amplification.

By pursuing the Federation Strategy of collective ambition, it is planned that YMCAs will be able to deliver more work, which in turn will further fulfil the ambition set out in the international YMCA Vision 2030 with priorities for: a just world; a sustainable planet, meaningful work, and community wellbeing. Further information on Vision 2030 for all YMCAs across the globe can be accessed [here](#).





## National Council of YMCA: 2022-2030 Strategy

Recognising that the National Council has a key role in the delivery of the Federation Strategy’s collective ambition, but mindful of our day-to-day role in relation to support, represent and develop, and our ambition to be exemplary in all that we do, the National Council Strategy has three pillars:

- ▶ **Pillar 1:** Recognising our role in contributing to the Federation Strategy.
- ▶ **Pillar 2:** Recognising our foundational role in relation to support, develop and represent member YMCAs.
- ▶ **Pillar 3:** Recognising that we are a charity in our own right and being exemplary in everything that we do.

The goals set out in the National Council Strategy are underpinned by strategies and objectives that take forward each of these goal areas. The priorities for action are then reflected in our Business Plan, which ensures that the strategy is taken forward and resources allocated.

# Review of Achievements

The below provides a summary of progress against our 2024-25 Business Plan objectives. This has only been possible to progress with further investment from the Board in the tools and resources to deliver the strategic agenda including funding for leadership development and induction courses, commissioning a theory of change project in relation to our housing ambition, commissioning an external independent report on expanding our asset base (initially focused on housing) as well as funding contribution to the World Vision. This is on top of prior year investments in relation to resourcing the Federation Strategy, the development and on-going costs of Y-Hub, the widening out of tools on impact measurement as well as direct requests for intervention and support assistance.

Whilst continuing to invest in the work we continue to distribute important additional funds to YMCAs of £1.3m (£1.2m in 2023-24). The increase in investment has impacted on the financial result.





## 2024-25 Business Plan Performance

An assessment against the 2024-25 Business Plan priorities is set out below:

### **Pillar 1: Contributing to the Federation Strategy**

**Goal A - Leadership and Influence: Lead change that brings about a more just, inclusive, and equitable future**

- ▶ Rollout of updated YMCA website
- ▶ Review and refresh Y-Hub following lessons from year one operation
- ▶ Expand the use of Policy Briefs and producing a number of research reports and associated campaigns
- ▶ Renewed Parliamentary Patrons recruitment campaign following the General Election
- ▶ Implement Y Vote campaign to encourage young people to register and vote
- ▶ Continued engagement in the All-Party Parliamentary Group on Youth Affairs
- ▶ Recruited and trained more Youth Ambassadors
- ▶ Delivered the action plan developed by the Ethos Group and shared with YMCAs
- ▶ Designed and delivered a Leadership Development and induction programme

## **Goal B: Excellence and Impact Transform lives with programmes that are second to none in quality**

- ▶ Developed a theory of change around how support is delivered in YMCA supported housing
- ▶ Launched the fourth Impact Dashboard around Support & Advice
- ▶ Completed development of the final Impact Dashboard around Health & Wellbeing
- ▶ Continued to increase engagement in Impact Dashboards
- ▶ Many Federation facing forums held to enable inclusive conversations

## **Goal C: Growth and Reach: Provide more support in more places, to more people, where there is unmet need**

- ▶ Continued to develop a scalable property development plan (strategy) to help young people move to independence
- ▶ Shared outcomes on business models/risk/viability and provide support to implement change across the YMCA movement
- ▶ Linked to this, shared findings to deliver change considering systems, structures and process including work in Wales
- ▶ Continued to develop protocols that define how YMCAs will work together

## **Goal D: Awareness and Support: Achieve high levels of public understanding of the issues people and communities face, driving urgency, support, and empathy for others so that the public shares and supports our goal**

- ▶ Continued to work on joining up communications to amplify YMCA's voice and reach
- ▶ Linked to this, continued to develop a core messaging grid across the Federation following launch of manifesto including sharing key messages and evaluating outcomes to inform future joint messaging

## Pillar 2 – Foundational Activity

### Goal A - Leadership and Influence: Lead change that brings about a more just, inclusive, and equitable future

- ▶ Facilitated and funded representation and participation at YMCA Europe General Assembly in Athens in May/June 2024 and World YMCA Vision Accelerator Summit in Mombasa in October 2024
- ▶ Delivered a National Conference in 2024, expanding service-based seminars and conferences
- ▶ Continued expansion of webinars and online sessions to interact with and share knowledge with the Federation, including refreshed Chairs and Trustees Network and Chief Executive virtual meetings

### Goal B: Facilitate the delivery of the Federation Strategy and Population of Future Plans

- ▶ Continued to develop standard templates for strategy and planning that can be shared aiding a number of YMCAs with strategic conversations
- ▶ Developed plans to identify continued work programmes into 2025-26 and beyond

### Goal C: Achieve Exemplary Standards and Risk Mitigation across All YMCAs

- ▶ Developed initial training programme for YMCAs in relation to standards (beginning with housing) whilst looking at other areas.
- ▶ Continued to provide YMCAs with advice on Board roles and responsibilities, and best practice
- ▶ Shared the health-check outcomes including developing a single indicator of risk to inform Board governance and financial conversations
- ▶ Continued to support YMCAs to be compliant with the Membership Agreement and complete Trusted Charity self-assessment / accreditation with an update at the 2024 AGM.

## Goal D: Support All YMCAs in Becoming Financially Sustainable

- ▶ Continued to deliver RoomSponsor strategy with the support of the RS Advisory Group and Partner YMCAs to achieve growth in future distributions
- ▶ Delivered a number of national and corporate partnerships that include local level fundraising where possible
- ▶ Continued to deliver the Retail Growth Strategy and increase partnership opportunities wherever possible although hampered by external environment
- ▶ Continued to develop a new Major Donor Board to deliver significant high level gift opportunities
- ▶ Continued work on pension ‘buy-out’ with clear plan of action, working with the Federation

## Pillar 3 – Be Exemplar in all that we do

### Goal A: Be an Employer of Choice

- ▶ Continued to review and extend opportunities for staff and volunteers to engage in YMCA globally, nationally and locally
- ▶ Implemented a number of actions to embed ethos
- ▶ Whilst addressing pay issues we continue to look at performance and reward processes for a rounded assessment of the ‘contribution’ to our vision

### Goal B: Define, Articulate and Evidence Our Value to Members

- ▶ Continue to look at building on ways to ensure a rounded assessment of impact
- ▶ KPI work has been extended to other areas across the movement to provide a more data led approach.

## Goal C: Ensure We Are Exemplary in Our Approach to Governance

- ▶ Trusted Charity completed with associated Governance Improvement Plan
- ▶ Committee structures reviewed and new structure implemented including a reconstituted Income Generation Committee
- ▶ Continue to conduct on-going reviews of charity governance standards and ensure that we achieve them

## Goal D: Build an Infrastructure That Supports Our Strategic Ambitions and Increases Our Capacity for Growth

- ▶ Work continues on new office accommodation from 2026, alongside which we continue to reflect on our approach to flexible working
- ▶ Continued to implement actions that reduce our environmental footprint, specifically in Retail
- ▶ Continued review of Digital Strategy development
- ▶ With much of our IT estate moved to the cloud and further actions taken, we will achieve cyber essentials accreditation in 2025-26

Delivering the 2024-25 budget was challenging given the Retail environment. A number of areas continue to be tacked to drive value for money.

Whilst many of the business plan objectives were completed in the year, in particular across pillars 1 (strategy) and 2 (foundational role), this has been at the expense of some of the activity in pillar 3 (exemplary charity). We have reflected on this in 2025-26 to ensure that pillar 3 is not crowded out and we ensure a more joined up approach to objective setting.



## 2025-26 Performance to Date

The Board have agreed new business plan objectives for 2025-26 grouped around key themes. These themes include:

- ▶ **More Homes for Young People:** joining together our work on policy, advocacy, communications, fundraising, impact and standards to provide a holistic approach to supporting the Federation's ambition in this area and deliver our ambitious growth programme.
- ▶ **Youth Services:** working to define and blueprint our core focus in the area while aligning much of the activity already undertaken to promote our work on the youth agenda.
- ▶ **Building our Brand:** continuing to promote internal and external communications, measuring our impact, building engagement across YMCAs and sourcing funding to promote and further the work of YMCA.
- ▶ **Increasing our Collective Resources:** raising more funds whether through continuing product development as for RoomSponsor, developing a new Fundraising Strategy, managing out the pension or exploring collective cost saving opportunities.
- ▶ **Managing Our Risk for Greater Security:** whether through standards, greater risk management, improving standards and quality or through the very best governance building on the Trusted Charity work.
- ▶ **Strengthening Culture and Engagement:** by continuing work on induction and leadership and management, developing engagement internationally and nationally and a shared ethos and culture.

We believe that the grouping of objectives in this way provides a new focus on the six key priority areas, fostering increased collaboration internally and externally in a way that aligns with the National Council Strategy.

# Risk Management and Internal Controls

YMCA England & Wales operates a comprehensive corporate risk management process to manage and mitigate risk. The Board of Trustees has overall responsibility for ensuring that there is an appropriate system of controls, financial and otherwise, to provide assurance that:

- ▶ Resources are used in a way that maximise impact for our beneficiaries and the Federation
- ▶ We are operating efficiently and effectively within a climate of value for money
- ▶ Our assets are safeguarded against unauthorised use
- ▶ Proper records are maintained and financial information used within YMCA England & Wales and for publication is reliable and accurate
- ▶ We comply with relevant laws and regulations (and updates from time to time)



The systems of internal control are designed to provide assurance against material misstatement or loss. These include:

- ▶ A strategy that links the needs of our membership to our role
- ▶ A clarity over the role and the resources available to ensure 'expectations are managed'
- ▶ A Business Plan and budget approved by the Board following a thorough business planning process that allocates resources to priorities (and in line with strategy)
- ▶ Ensuring that the Board, Committees and Senior Leadership Team are appraised of financial results, variances from budgets and non-financial performance indicators
- ▶ A Committee structure with appropriate skills mix to be able to inform and challenge
- ▶ Effective management information systems with monthly management accounts to a range of audiences
- ▶ Delegation of authority and appropriate segregation of duties ensuring controls on expenditures. This has been updated further during 2024-25 and training sessions held
- ▶ Appropriate financial policies, processes and systems as detailed in a Finance Manual (which again has been updated in 2024-25)
- ▶ An ongoing process of policy review and update
- ▶ Identification and management of financial and other risks by the Board, Committee and Senior Leadership Team, including frequent review of the risk register
- ▶ Processes to ensure that conflicts of interest are identified and recorded (and identified in advance of meetings)
- ▶ Regular checks and review through internal, joined up budget/outturn conversations
- ▶ Updates from investment managers and provision of information to Committees
- ▶ Occasional external reviews of key areas to inform decision making and manage risk e.g. health and safety audits, data, safeguarding as well as reviews of the trading company and VAT status
- ▶ Accountability to members through an Annual General Meeting

The Finance and Audit Committee monitors the effectiveness of audit and reviews our risk management processes. The Committee has provided the following statement:

**The Finance and Audit Committee has reviewed the reports from the senior management, audit and other reports on areas of operation. The Committee confirm that the above systems have been applied and are confident that systems of internal control and risk management are working effectively (noting that there is always scope for improvement).**

In relation to risk, the Board operates a formal risk management process to assess risk and implement mitigating strategies. This involves identifying the types of risks faced, prioritising them in terms of impact, likelihood and velocity and identifying a means of management. This has also informed the Reserves Policy that is set by the Board. As part of this process the Board consider a report at every meeting that details major risks, approves plans for mitigation and ensures steps are being taken to manage the key risks. Approved actions are implemented by senior managers who are accountable to the Board.

A number of risks have arisen in 2024-25, both in relation to YMCA England & Wales and the Federation. The below summarises the key risks at May 2025:

	<b>Risk</b>	<b>Latest Action</b>
1)	Cyber Security (Ransomware attack)	Action plan developed with many actions implemented (including 365, standardised use of SharePoint, improved firewalls, back-up arrangements, outsourced support, training and development and other securities to manage access). IT actions continuing within identified list. Cyber Essentials is scheduled to be completed by the end of 2025.
2)	Government budget announcement leads to changes in employer costs, e.g. proposed increases to NI, changes to pensions etc. inability to meet financial targets	Monitoring of proposals with modelling of implications for future years.
3)	Government budget announcement impact on Federation - changes in employer costs, e.g. proposed increases to NI, changes to pensions etc. inability to meet financial targets	Estimated impact on YMCAs approx. £7m and for YMCA EW approx. £0.7m. Aware that YMCAs are factoring additional costs into business plan processes for 2025-26.

4)	Specific member YMCA sustainability and viability risk	Intervention and support provided to a number of YMCAs. Aware of some individual YMCA challenges, support being provided. Work continues in Wales.
5)	Loss of key IT system, loss of data, legacy systems unsupported	IT review completed with many actions implemented. Work on reviewing the Business Continuity Plan has allowed processes to be put in place regarding loss of servers, key IT suppliers and access to systems. Further migration to the cloud and office 365 environment will further significantly reduce risk. Cyber Essentials is scheduled to be completed by the end of 2025.
6)	Reputational impact for YMCA Federation due to issue within a YMCA	Continue to work on several cases across YMCAs to manage reputational risk.
7)	Safeguarding Incident	Actions from safeguarding audit continuing to be implemented, necessary reports made to Charity Commission. All key safeguarding staff recently undertaken safeguarding training including Board Champion. Sexual Harassment training also rolled out across the organisation for all staff, tutor led session being scheduled.
8)	Income streams in Business Model insufficiently diverse to provide income required for expanding work	Further work on the business model continues to be taken forward, looking at a sustainable way in which the investments funded by the Board can be continued into the longer term.
9)	Impact of inflation and rising energy prices with consequent viability and risk challenges for all YMCAs	Sessions on risk held with YMCAs and feedback and follow up work on actions planned.
10)	Income is below expected levels across retail and fundraising. Investment in Fundraising does not achieve its objectives	Income levels lower than budget for 2024-25 with some offset by cost savings. Work underway to ensure viability in future years.

The full risk register is considered by the Finance and Audit Committee at every meeting. The Board review the key (red) risks that have been highlighted through appraisal of cause / consequence. The Trustees believe that the system of internal controls has been adequate to provide assurance against material misstatement or loss.

# Fundraising

## Approach to Fundraising Activity

YMCA England & Wales fundraises for two core reasons:

1. To distribute money to local partnering YMCAs enabling them to support more young people and their communities through direct service delivery
2. To provide member services to YMCAs, leveraging our unique position to centrally represent, develop and resource YMCAs. This includes changing young people's lives through national campaigning and lobbying

Our fundraising activity falls under two broad headings:

### Public Fundraising

- ▶ Our Acquisition activity seeks to recruit donors to make a cash gift or to commit to a programme of regular giving. We recruit donors through offline marketing by the insertion of recruitment flyers in magazines and newspapers, through Cold Direct Marketing using purchased, fully GDPR compliant mailing lists, through Telephone Marketing using the services of a professional telemarketing agency, and through Private Sites face-to-face fundraising – using the services of a fully trained, professional fundraising agency.
- ▶ Our Appeals programme is focussed on individuals who have previously made charitable gifts to YMCA England & Wales and is delivered via direct mail and email. In addition, the services of a professional telephone marketing agency may be used to ask donors to reinstate lapsed regular giving or to increase the value of their regular gifts.
- ▶ High Net Worth individuals are approached on a personal basis to encourage their continued support, by post, telephone and email. Our Legacy programme seeks to encourage already engaged donors to consider leaving a gift in their Will. Our partnership with National Free Wills Network has also enabled us to engage with a cold audience online.

## Strategic Partnerships

- ▶ Approaches to and relationships with Charitable Trusts are conducted via post, email and telephone.
- ▶ Approaches to and relationships with corporate donors and prospective donors are conducted via email and telephone, as well as through in-person networking opportunities.
- ▶ Participants in challenge events, such as the London Marathon, are recruited via focused social media advertising.

## Compliance with Fundraising and Data Protection standards

In all our fundraising, we adhere fully to the Fundraising Code of Practice, in respect of both the legal rules that apply to fundraising and the standards designed to ensure that fundraising is open, honest and respectful.

- ▶ We are registered with and regulated by the Fundraising Regulator (Membership Number: 000206)
- ▶ We are members of and adhere to the standards of the Institute of Fundraising (Membership Number: Z2043125).
- ▶ We require others acting on our behalf to adhere to the same standards and will take appropriate action promptly if we find any failure to do so.

Our full compliance with GDPR legislation ensures the protection of personal details and the privacy of our fundraising audience. Our capturing, management and application of communication consents is robust and subject to strict vigilance.

Neither YMCA England & Wales nor any person acting on behalf of YMCA England & Wales was subject to an undertaking to be bound by any voluntary scheme for regulating fund-raising, or any voluntary standard of fundraising, in respect of activities on behalf of the charity.

## Monitoring of fundraising activities

Telephone marketing and Private Sites face-to-face fundraising was carried by professional agencies on behalf of YMCA England & Wales for the purpose of fundraising.

The audience for telephone marketing was individuals who have an existing financial relationship with YMCA England & Wales, who had provided their telephone number and have not opted out of telephone contact for fundraising purposes. We also comply with the Telephone Preference Service.

The audience for face-to-face fundraising was members of the public within the private sites (railway stations, events venues and supermarkets) that had been secured by the fundraising agency.

All the agency staff involved in these activities receive regular training directly from YMCA on our brand and our compliance policies.

This is in addition to the training that our partnering professional fundraising agencies provides on data protection, compliance and maintaining quality. We listened to randomly selected calls (approximately 5% of all calls) to ensure the highest of standards, and that we are complying with all relevant regulations and legislation. We also regularly undertake supplier tenders to ensure value for money.

We also engaged in a mystery shopping programme, where our inbound and outbound supporter care and communications are evaluated for quality and compliance.



## Protecting vulnerable people

The agencies who acted as our agent each have a comprehensive policy in respect of Safeguarding Vulnerable People, which is taken seriously and owned at all levels within their organisation. All their employees are required to undergo vulnerable persons training upon joining the organisation, utilising an adapted version of the ‘Caring for the Vulnerable’ training as compiled by the Direct Marketing Association, and the ‘Treating Donors Fairly’ training as compiled by the Institute of Fundraising. All their employees must agree to abide by this Policy.

In compliance with Institute of Fundraising guidance on protecting supporters, YMCA England & Wales will:

- ▶ Never pressure someone into making a donation
- ▶ Be alert to signs that someone may be confused or vulnerable and need additional support
- ▶ Take care not to take advantage of mistakes by donors or to exploit their lack of knowledge or need for care
- ▶ Not accept a donation from an individual if we believe he/she lacks the capacity to make the decision to donate

We actively look for indicators that a donor might be vulnerable, such as:

- ▶ Making repeated telephone calls to make a donation or check a donation
- ▶ Sending weekly donations in post
- ▶ Mention of low income or relying on benefits
- ▶ Communication covering unrelated topics e.g. aliens, blue moon, death, self-harming
- ▶ Communication indicating that a person is deeply affected by a mailing sent e.g. legacy mailing triggering deep concerns about death.
- ▶ People who inform they have health issue e.g. Dementia, Alzheimer's, mental health issues, and cancer

Each individual is dealt with respectfully on a case-by-case basis and we are careful when recording sensitive information. For example, if a person informs us they have Dementia in its early stages but is still capable of making rational decisions/donations, we will continue to send mailings but will log on their record that they need Special Consideration and take note that the supporter has dementia. If we start to see a different behaviour pattern, we will upgrade our action and consider reducing mailings or remove the supporter from our mailing lists.

## Complaints

We take supporter feedback seriously and closely monitor all complaints received to ensure we learn and improve. In the reporting year, we received fifteen complaints. These related to supporter communications, face-to-face fundraising, and service issues:

Face-to-face fundraising generated six complaints. Some supporters felt pressured to donate or give higher amounts than they were comfortable with. In each case, we issued apologies, cancelled gifts where appropriate, and shared feedback with the fundraising agency. In one case, a supporter ultimately decided to give a lower amount they were comfortable with after discussion with Supporter Care. One individual who complained was not a donor but an acquaintance of a former fundraiser who was no longer employed by YMCA, so no further action was taken.

Two complaints related to mailing communications. One supporter felt that the number of appeals was too high; we apologised and adjusted our approach so that only one annual appeal is sent moving forward. Another supporter was concerned that a fundraising appeal implied donations would be used in their local area. We clarified that donations from national appeals are allocated based on where the need is greatest, and in this case funds were being distributed to local YMCAs, and we committed to improving how this is expressed in future materials.

Two supporters were frustrated when they could not reach us during a temporary phone system outage. One was unable to query Gift Aid so cancelled their direct debit, and another had been trying to make a donation. We apologised and reported the issue to our IT team for urgent resolution.

One supporter cancelled their gift after not receiving a thank you for their regular giving. We apologised, explained our annual thank you process, and noted this feedback for review.

Another supporter cancelled their gift due to personal financial reasons but raised concerns about the frequency of mailings. We acknowledged her generosity and thanked them for their feedback.

One regular giver was disappointed to receive a Christmas ask on top of their ongoing support and subsequently cancelled their gift. We apologised and expressed appreciation for their past support.

Two complaints related to the closure of Central YMCA's gym, with supporters expressing dissatisfaction and cancelling gifts. We clarified that YMCA England & Wales acts as a national body, with each local YMCA operating independently, and expressed hope they may support YMCA again in future.

One supporter was frustrated when they couldn't reach their usual contact due to illness. The Head of Fundraising followed up personally, and the supporter proceeded to make a donation.

Across all complaints, we ensured a timely and respectful response, offering apologies and taking steps to improve our supporter experience. We are grateful to all who provided feedback, helping us to maintain high standards of care and transparency.

In addition to this, **we were pleased to receive 21 compliments**, including:

Three messages congratulating our young winners at the Youth Matters Awards and thanking us for organising the event, nine compliments praising the quality of our Supporter Care, six compliments about the positive and inspiring experience of face-to-face fundraising interactions, and three supportive messages for our RoomSponsor programme, highlighting how impactful they found the communications.

This positive feedback is deeply valued and a reminder of the meaningful connections we continue to build with our supporters.



# TRUSTEES *REPORT*

# Financial Review



## Format of accounts

As a Registered Social Landlord, YMCA England & Wales is governed by the regulations of the Statement of Recommended Practice issued by the National Federation of Housing Associations (the Housing SORP) and the Accounting Direction for Private Registered Providers of Social Housing from January 2022 (the Accounting Direction). We are currently working through a process to ensure we retain this status recognising that our housing units have now been sold but there is a need to preserve this status in order to access national funding contract opportunities in the interests of our member YMCAs.

The Board of Trustees follow the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2015) issued by the Charity Commission (the Charities SORP), so long as it does not conflict with the Housing SORP. As a company limited by guarantee, we follow the Companies Act 2006 and applicable accounting standards. To meet the terms of this Act, we have prepared a separate income and expenditure account. To comply with the Housing SORP and the Accounting Requirements of Private Registered Providers of Social Housing, the accounts would have been configured to separate the performance of housing and non-housing activities in order to retain registered provider status.

# Consolidation

In these accounts we have brought together the results of YMCA England & Wales with:

## 1 | Our three connected subsidiary charities

- ▶ Dunford House Trust: which previously owned Dunford House but with the proceeds held as a restricted fund subject to a covenant.
- ▶ Douglas Wood Charity: which provides funding for agricultural and horticultural training activities.
- ▶ The YMCA Trust Fund (known as The Movement Trust Fund): which provides grants and loans to YMCAs.

## 2 | Our subsidiary trading company (described in note 8 to the accounts)

To prevent a tax charge arising, the subsidiary trading company (YMCA Retail Limited) gift aids its surplus to the charity.

## 3 | Restricted funds under the control of YMCA England & Wales

Over the passage of time several trusts and funds have come under the stewardship of YMCA England & Wales. Usually these were for buildings or trusts with specific objectives. There are three groups of trusts that we look after:

- ▶ *Trusts that share our aims and objectives*, which are added to the figures in the financial statements and include the subsidiary charities listed above
- ▶ Instances where we have been *appointed to act as sole Trustee* of a charity and we look after its assets (these are included in the financial statements as part of the restricted Trust and Association funds in note 14); and
- ▶ Instances where we have been *appointed to act as Trustee but we have no financial relationship*. This is usually because a YMCA cannot hold title deeds itself and YMCA England & Wales holds them as trustee. As these are not the equitable property of YMCA England & Wales, we do not include them in these financial statements

## Funds and reserves

Total reserves at 31 March 2025 were £11.3m (2024: £11.8m), with the fall arising from:

- ▶ An operating deficit of (£0.6m) (2024: operating surplus (£0.04m))
- ▶ Gains on market value of investments of £0.2m (2024: gains of (£0.6m))
- ▶ An increase in future pension scheme commitments of (£0.1m) (2024: a decrease of £2.8m)

Of these, the restricted funds of £0.86m (2024: £1.3m) are held for specific purposes and can only be used for these purposes. The remaining reserves of £10.4m (2024: £10.5m are known as “unrestricted” funds).

## Unrestricted funds

The accounts show net expenditure on unrestricted funds of (£0.16m) (2024: net income of £0.34m), before the adjustments for revaluation of investments and pension scheme deficit obligations.

## Free Reserves

These are funds that the Board is free to use to support our charitable work, available at short notice and are known as the “free reserves”. The Board aim to hold sufficient free reserves to provide financial stability when considering the key areas of risk and have set a target level of £5.0m to £7.0m (previously £4.0m to £6.0m). Free Reserves at March 2025 were £7.0m (2024: £7.0m) (see note 16 for a breakdown of free reserves). In considering the Reserves level the Board are aware of both the retail and fundraising environment but also the risk that the pension scheme does not end with the scheme being at self-sufficiency. In this regard, and recognising that the desire to move to a buy-out position, which will incur further costs, the Board have continued to designate £2m of unrestricted reserves to achieving this aim once the obligation to do so has been established. The Trustees are therefore comfortable that the Reserves position is appropriate.

## Restricted funds

While still meeting our wider charitable objectives, there is some funding that has restrictions on how it can be spent. The principle restricted funds are listed below:

- ▶ **Dunford House, which has its own Trust** – Dunford House has now been sold with balances retained for the purposes of the original covenant;
- ▶ **YMCA England & Wales activities** – monies given to us to support specific activities either at local YMCAs or within YMCA England & Wales;
- ▶ **The Movement Trust Fund, the Hartwoodside Award and the Douglas Wood Charity** – these funds provide grants and loans for YMCA work; and
- ▶ **Other Trust and Association Funds** – these are funds we hold on behalf of YMCAs that have closed or when we hold assets on behalf of a specific Trust (not already listed above).

### Movement in Restricted Funds during the year

Restricted funds have decreased as restricted funds are spent in line with their charitable purpose.

## Going Concern

In line with current best practice, the Board has reviewed the financial impact of those risks identified as part of our on-going risk management process and its going concern status. As part of this review, and aligned to the business planning process for 2025-26 which looks at the forward five years, the following have been considered:

- ▶ Alignment to strategic direction as set out in the National Council Strategy
- ▶ Forecasts and cash-flows for future years' income and expenditure
- ▶ Future needs, opportunities, contingencies and/or risks
- ▶ A financial strategy that considers alternative scenarios, and informed Board investment decisions (but also that now considers in detail years 2 to 5)

As noted in the financial statements the performance for the year has been greatly impacted by a reduction in spending and footfall in our charity retail operations. This resulted in a significant fall in income, and whilst much of this has been able to be offset by reduced expenditure, it has meant that we have delivered a net deficit overall – albeit a surplus of £0.8m prior to distributions to YMCAs. Whilst the impact has been managed to a net (£0.56m) deficit, the net reserves position has fallen by a similar sum, with reserves now at £11.3m. Much of this fall however is due to an outflow of restricted funds or Board investments, and as such are one-offs utilising funds received in prior years or investment in the future.

The pension liability has fallen from £2.4m to £1.7m but given both an operational deficit and cash costs to meet the pension, the investment position has fallen to £10.9m (2024: £12.7m). Whilst disappointing, as the aim has been to try to mitigate the pension cash cost with operational surpluses, the reduction in investment values is consistent with the strategy agreed by the Board recognising on occasion the need to draw on investments to cover the pension cash cost. Whilst agreeing a statutory balanced budget for the forthcoming year the challenge remains in relation to delivering an operational financial performance that this provides a surplus after distributions to YMCAs and yet sufficient funds to fulfil both the strategic agenda and deliver the foundational role. However, given the balance of funds over liabilities, and with plans to address operating performance the Board remain of the view that the National Council has sufficient assets to enable future obligations to be met and therefore continues to operate as a going concern. Further details in relation to the income and expenditure of YMCA England & Wales for the year are set out in detail in the Statement of Financial Activities (SoFA) on page 69.

# Review of 2024-25 Financial Performance

The annual accounts report a (£0.56m) deficit for 2024-25 (2024: £3.4m surplus). These figures include investment movements and changes to the pension liability, which if excluded would otherwise show an operating deficit of (£0.6m) (2024: surplus of £0.04m). This decrease on prior year arises due to a challenging income generation environment but also recognises that a significant proportion of net fundraising income is distributed to Federation members, with £1.39m being distributed (2024: £1.47m). Excluding these distributions the position reported would have been a surplus of £0.8m. The operating deficit includes further Board investment in the strategic agenda, namely work in relation to housing, leadership and management, theory of change, supporting World Vision 2030 and further investment in our networks. These investments totalled an additional spend of £0.35m building on prior investments which are now included in core spend. The position also recognises some utilising of restricted funds from prior year.

Within the operating performance, Retail shops have in particular faced a challenging environment generating a net surplus of £0.6m (2024: £1.7m) which is shared with member YMCAs. Elsewhere, whilst Fundraising income has increased overall, the net costs of raising funds has also increased as have distributions to YMCAs, leading to reduced funds retained. We remain very grateful for the commitment, hard work and contribution of all our staff and volunteers.

## Income

Total income in 2024-25 was £23.0m (2024: £22.8m). Underlying this there has been a fall in Retail income to £16.1m (2024: £16.7m) but with a combined increase in costs due to on-going living wages increases and wider cost challenge reducing the net contribution from Retail. Fundraising income has increased overall to £4.3m (2024: £3.7m). Affiliation fees increased to £1.3m (2024: £1.2m) before contributions to World Alliance and YMCA Europe on behalf of all YMCAs reducing the net sum available.

## Expenditure

Total expenditure increased to £23.6m (2024: £22.7m). This increase largely arises from a combination of factors including increased staffing costs and investment. Retail operational spend increased to £15.8m (2024: £15.0m) due largely to staff cost increases driven by statutory changes. Fundraising activity and support, representation and development spend for member YMCAs accounted for the majority of the remaining expenditure and increased to £3.0m (2024: £2.7m) with payments to member YMCAs of £1.39m (2024: £1.47m) in relation to either projects, retail profit share or RoomSponsor.



## Looking ahead

YMCA England & Wales continues to retain sufficient Reserves to enable current, future and potential challenges to be overcome. However, the challenging retail environment, alongside continued investment in fundraising with reduced net income for charitable does mean that we are continuing to consider how we can build on the solid foundations achieved. Whilst confident that these solid financial foundations will enable YMCA England & Wales to exist to provide members with representation, support and development, it remains key that sufficient income is generated to support the work undertaken for members. As such, and as we move into 2025-26, we continue to consider how it is that additional net income is retained, and resources are best prioritised to deliver benefits to members and are not complacent in the need to manage cost to ensure Reserves are retained to meet obligations. As such, and as we move into 2025-26 the monitoring of both profitability and liquidity will be crucially important as we look to retain solid financial foundations whilst delivering our role to support, represent and develop YMCA work in England and Wales.

## Investment policy and performance

Net funds released from the sale of the housing schemes have all been invested with investment managers. Markets continue to be volatile with 2024-25 reporting gains of £0.2m (2024: increase of £0.6m). During the year it is hoped that increases in investment values would enable the operational deficit to be offset, but with falls of £0.6m in February and March 2025, this reduced investment gains to £0.2m. During 2024-25 it has been necessary to withdraw cash, in line with the financial strategy, to pay for the pension costs but also to meet prior year distributions and the operating deficit to draw on investments in-year. This has resulted in a fall in investments to £10.9m from £12.7m at March 2024, of which (£0.9m) representing the cash cost of the pension with the balance required to provide for working capital balances.

It is hoped that in 2025-26 investment balances will rebound following the falls at the end of 2024-25 financial year, but in any case are more than sufficient to meet the pension liability providing the Board and Pension Trustees with reassurance that as the holder of the largest share of the liability in the YMCA Pension Plan, we remain equipped to meet obligations.

## Grant making policy

The Movement Trust Fund administers three funds from which grants are made:

- ▶ The *YMCA Trust fund* provides grants to YMCAs in England or Wales to start new projects. This was utilised to provide the emergency Covid relief during previous years.
- ▶ The *Hartwoodside Award* gives grants to YMCAs to help disabled staff or volunteers to take part in activities such as training courses or conferences.
- ▶ The *Douglas Wood Charity* gives grants to young people to train in agriculture, horticulture, farming, environmental protection or other similar activities. There have been a number of further payments made from the Douglas wood fund in 2024-25.

## Value for money

We are conscious of the principles of economy, efficiency and effectiveness and strive to ensure that these underpin the decisions that we make when using resources to maximise impact for our beneficiaries. We continue to ensure that procurement decisions follow good practice and that we frequently compare market price to ensure that we are securing best value.

The full annual Value for Money statement is available on our website: [ymca.org.uk/value-for-money-2025](https://ymca.org.uk/value-for-money-2025)



# Our Approach to Value for Money

Value for Money is led by the Board and overseen by our Finance and Audit Committee. Value for money is viewed as the key to sustainability as we seek to maximise impact with scarce resources. The Board is responsible for setting and monitoring value for money through oversight of the annual business plan, aligned to strategy and receives performance updates at each of their meetings, and reports on the use of resources. The Board holds an annual strategy session which informs the development of the plans and budgets for the following year and considers the longer-term financial position. The following provide a brief overview of some of the measures that are used to inform the Board's assessment. The five key components of our value for money strategy are:

- ▶ Strong governance – to develop a Board led value for money culture within YMCA England & Wales with all staff encouraged to accept ownership and accountability
- ▶ Beneficiary focus – to ensure that the services we provide are shaped around the needs of our members
- ▶ Performance – to ensure that staff understand their objectives and that the right things are measured to drive effective performance
- ▶ Financial stewardship – understanding our cost base and sources of income and to report performance against these budgets. To optimise the use of assets, through effective financial management and decision making but also ensuring that good financial rules are followed.
- ▶ Procurement – buying goods at the optimum price/quality mix (and ensuring periodic review to ensure that price remains competitive)

The above measures relate to the direct work within the remit / control of YMCA England & Wales. Whilst some opportunities for shared service, and reduced cost / improved quality have been implemented, for example in relation to group life, VAT advice, payroll and human resources, there remains scope to further maximise value for money across the Federation. It is hoped that further progress can be made on collaborative opportunities during 2025-26.

# Overall Measures

## Measures for return from our staff

The following measures relate to the performance of staff:

	2025	2024	2023
<b>Human capital cost</b> (total staff cost per FTE)	£32,613	£29,567	£28,269
<b>Gross Revenue per employee:</b>			
Retail	£47,650	£51,870	£50,780
Non-Retail	£109,090	£107,320	£104,910
<b>Staff turnover</b>	63%	54%	49%
Retail	71%	60%	59%
Non-Retail	18%	18%	16%

The increase in total staff costs per FTE reflects increased wage costs driven by living wage. All staff at YMCA England & Wales are on at least the median salary for their role when compared to the sector. Within shops the annual living wage increase was implemented and is subsequently reflected in the Retail manpower model. Much work has been done on recruitment. The reduction in net income for retail recognises the challenging environment whilst there is improvement revenue per non-retail staff member. The increase in staff turnover has been due to the size of the retail team reducing due to a Retail Management restructure as well as closure of underperforming stores.

## Measures for use of assets

The following measures relate to the use of assets:

	2025	2024	2023
Operational surplus as % of turnover (excluding sale of assets)	(2.47%)	0.44%	4.80%
Staff costs as % of total expenditure	55%	49%	47%
Expenditure as % of budgeted costs	90%	103%	97%
Unrestricted bank and investment balances	£11.5m	£12.7m	£13.1m

The deterioration in performance has been due to reduced Retail income only partly offset by expenditure savings but also having absorbed significant additional wage costs due to living wage changes. Alongside this there has been both investment in pursuing Federation Strategy priorities and reduced net fundraising income retained. Unrestricted bank and investment balances have fallen due to both the operating deficit and payment of pension obligations.

## Measures for return from our Retail and Fundraising operations

The following measures relate to performance of our retail and fundraising activities, which make up a significant proportion of the activity of YMCA England & Wales:

	2025	2024	2023
<b>RETAIL OPERATIONS</b>			
Average number of shops	105	113	107
Average weekly income	£2,939	£2,795	£2,657
Average number of staff Full time equivalent	432	408	362
	337	322	290
<b>FUNDRAISING OPERATIONS</b>			
Gift Aid penetration in fundraising	76%	74%	65%
Return on Investment in Fundraising	1.87x	1.61x	2.35x

## Retail operations

The average weekly income for shops has increased in 2024-25, with the reduced net performance driven by the increased cost base. Whilst measures have been taken to reduce costs where there is discretion this has led to a lower profitability per shop and employee. It is hoped that whilst 2025-26 will see further increases to the cost base driven by statutory changes to living wage and national insurance, due a restructuring and increased focus on net income there can be a return to prior levels of profitability.

## Fundraising

Whilst previously the key challenge on fundraising has been in relation to legacy income this has delivered close to budget in 2024-25 with income of £1m (2024: £0.6m). Elsewhere restricted income has increased to £0.8m (2024: £0.6m) leading to increased distributions to the Federation. RoomSponsor income is also slightly improved on prior year with income of £1.4m (2024: £1.3m) but with reduced unrestricted income of £0.95m (2024: £1.1m). Whilst a positive income position this needs to be set against an increasing cost base, albeit noting that this includes significant investment, specifically in RoomSponsor, which it is hoped will generate future benefit by retaining and growing YMCA donors for future years so that we can collectively deliver to more beneficiaries.

## Measures for our housing operations

YMCA England & Wales no longer has any housing stock. We are however discussing with the Regulator for Social Housing how we ensure that we retain the necessary Registered Provider status to access any national opportunities, which will require holding (or intent to hold) social housing stock.

# Corporate Governance Statement

## Structure, Governance and Staff

### YMCA England & Wales

The first YMCA was founded by George Williams in London in 1844. YMCA England was established in 1882, registered as a charity on 24 September 1962 and took over responsibility for YMCAs in Wales on 3<sup>rd</sup> December 2015. YMCA England & Wales is a company limited by guarantee (incorporated in 1902), a registered social landlord and a registered charity governed by its Memorandum and Articles of Association.

### A worldwide movement of YMCAs

Each YMCA in England and Wales is an individual, self-governing charity that affiliates to YMCA England & Wales. Through this affiliation, YMCAs become part of the YMCA movement in England and Wales, and part of the World Alliance of YMCAs.

## Governance

The Board guides YMCA England & Wales in its work and development. It provides strategic direction and challenge to the Senior Leadership Team which is responsible for decisions on operational issues. The Board comprises no more than 12 Trustees elected by members and three co-options i.e. not more than 15 in total. Trustees serve for a three-year term and may be re-elected for two further three-year terms. Once a Trustee has served nine consecutive years, they must wait one year before they can stand for re-election. We hold elections to fill vacancies annually as necessary. Applications for Board membership are invited from across the YMCA movement and by external advertisement and are considered by the Nominations Committee based on relevant skills, competencies and experience.

YMCA England & Wales continually seeks to improve and strengthen its governance duties to ensure these are fit for purpose. YMCA England & Wales has adopted the Charity Governance Code and has achieved the Trusted Charity Level 1 Accreditation. The Board confirms that YMCA England & Wales fully complies with the Regulator of Social Housing Governance and Financial Viability Standard. During 2024-25, one new Trustee appointment was made to the Board. A full listing can be seen on page 58. YMCA England & Wales has Trustee indemnity insurance.

## Committee Structure

During the year the Board of Trustees had three standing Committees. These were:

1. The Finance and Audit Committee which oversees the management and direction of the finances of YMCA England & Wales, monitors the effectiveness of audit and reviews our risk management processes. Key financial decisions are submitted to the Finance and Audit Committee for consideration.
2. The Governance Committee provides advice on the governance of the National Council and on governance issues for the YMCA Federation in England and Wales.
3. The Nominations Committee aid the YMCA in the appointments process in relation to presidents and vice presidents.
4. The Income Generation Committee supports the National Council in fulfilling its governance and oversight responsibilities in relation to Income Generation specifically in relation to retail and fundraising.

These committees comprise members from the Board of Trustees, members from local YMCAs plus independent persons with specialist expertise. All the above have terms of reference and meet regularly.

## Board member’s induction and development

Induction training is offered to all Trustees. In addition, each new Board member receives background information on the operations of YMCA England & Wales. Where appropriate, Board members are encouraged to visit the work of YMCAs to develop understanding, including attendance at national and international events.

## Code of Governance

A self-assessment review has previously been undertaken against the Code of Governance in 2023 to identify and inform areas for improvement. This has included an assessment of all aspects of the charity's governance and will inform future developments. Following this the Level 1 Trusted Charity Accreditation has been achieved, which included all aspects of governance and overlaps with the code of governance. It is proposed to revisit the Code of Governance in 2026 to now assess this against the completed standard and action plan.



## Organisation structure

The members of staff based in London operate from Charterhouse Square. During the year our operations were organised into divisions, each headed by a Director:

- ▶ Chief Executive's Office supports the Board and coordinates the activity of YMCA England & Wales.
  
- ▶ Corporate Resources covering:
  - Company Secretariat providing support to the Board and member YMCAs on all aspects of charity governance (including standards and the membership agreement)
  - Strategy and business planning both in relation to YMCA England & Wales and the facilitation of the Federation Strategy
  - Finance provides internal services to ensure that YMCA England & Wales operates efficiently and meets regulatory requirements but also advice to YMCAs
  - Human Resources is responsible for implementing strategies and policies relating to the management of individuals throughout YMCA England & Wales
  - IT supports the infrastructure used by YMCA England & Wales
  - Administration supporting the staff of YMCA England & Wales
  - Health and safety: reviewing and implementing health and safety aspects reporting to the Board and senior management
  - Movement Services including support, advice and guidance to YMCAs in areas such as business models, HR, finance and governance but also in relation to leading on items such as group insurance and pensions

► Income Generation covering:

- Fundraising raises funds for YMCA England & Wales and the YMCA Federation as well as providing fundraising advice and support to member YMCAs
- Retail operates the YMCA England & Wales charity shops, raising funds to support the work of YMCA England & Wales and member YMCAs via the profit-sharing arrangement
- Business Development explores, co-ordinates and manages business and funding opportunities to benefit the Federation

► Policy, Research, Communication and International covering:

- Policy and Research raise the public profile of YMCA through work with national and local government and works to influence key decision makers
- Communications and Brand manage the YMCA national brand and develops communications for both member YMCAs and YMCA England & Wales. The team manages the YMCA England & Wales website, supports member YMCAs to develop their own websites and manages social media channels for YMCA England & Wales. It also has responsibility for national media and PR and provides advice and support to member YMCAs on media relations and crisis communications
- International represents the YMCAs in England and Wales at the European and World Alliance of YMCAs.

## Staff and volunteers

YMCA England & Wales relies on the skills and dedication of its staff throughout all of our activities. The Chief Executive holds a monthly consultation for staff on topical issues and regular updates for staff are provided via our intranet site.

The average number of staff we employed during 2024-25 was 497 (2024: 469). Note 3.5 gives more detail on employee costs and staff numbers whilst note 3.6 gives details of the expenses reimbursed to trustees and senior staff.

YMCA England & Wales seeks to employ staff with the right skills for their role. Salaries have been benchmarked against the median salaries for roles within the sector. The Chief Executive earned £145k pa plus pension contributions of £26k for the year (2024: £138k plus pension contributions of £24k). The majority of our staff (over 80% based on headcount) work part-time in the Retail operation where salaries are set based on the living wage. For the remaining staff the average salary is £47,442, giving a remuneration ratio of 3.05 to the Chief Executive (2024: average salary was £46,775 with a remuneration ratio of 2.95).

We owe a huge debt of gratitude to the efforts of our volunteers, whose energy and commitment is vital to our work. The majority of our volunteers (approximately 1,200) are based in our Retail operations, contributing over 25,000 hours per month. Others are involved in fundraising, raising awareness of our work at public events and contributing to our governance on the Board, committees, panels and advisory groups.

## How we engage with our employees

Throughout the year the Board, through the Chief Executive and Leadership Team, have ensured an active dialogue with employees to ensure that staff have been equipped with information in relation to day-to-day performance and future plans (as well as financial and operational information that provides context to decision making). This has included frequent written communication, staff meetings, team meetings, opportunities for staff to come together to talk about concerns as well as more social opportunities. These have included significant wellbeing initiatives including our 'Time to Talk' sessions, opportunities to meet with chaplains and wider HR access to counselling and support. We actively encourage all our employees to visit local YMCAs during the year. These have all helped with the management of staff morale and welfare during the last year – ensuring that staff are valued, feel involved, appraised of the position, and that their views are taken into account when leadership are making decisions. In 2025-26 we are to embark on the Great Place to Work accreditation, building on Trusted Charity but with a people focus and to ensure that we are doing all that we can to make YMCA England & Wales a great place to work.

## Equality, diversity and inclusion

Inclusiveness is fundamental to the ethos of the YMCA Movement. We have a wholehearted commitment to welcome people of other faiths and those of none, linked to a confident identity as a Christian faith-based organisation. This includes ensuring that diversity is reflected strongly within our structures and that the services and activities managed by YMCA England & Wales are designed to provide equal opportunities – with the Board and Leadership Team undertaking unconscious bias training. A great deal of work has been undertaken to improve equality, diversity and inclusion. This has included the development of a strategy that ensures ownership to the agenda, raises awareness and implements a number of targeted actions. In relation to ethnicity YMCA England & Wales employs 10.1% of employees identifying as belonging to an ethnic minority background. Aligned to our EDI policy we continue to take forward actions in this area to ensure representation from all backgrounds and specifically include a statement on all job adverts concerning and welcoming applications from the individuals of all backgrounds. Alongside this we continue to work on inclusivity including addressing this through our Recruitment Policy and Procedure and reviewing the job boards and wider approaches that we use to recruit.

Salaries are based on the role regardless of the gender of the person performing the duties. YMCA England & Wales operates a staff grading system for all roles, where points are allocated based on the skills and responsibility of each role which determines the salary level for that role. Salary levels for each grade are set by benchmarking against other voluntary sector organisations, as well as using our own system (and reviewed against an external benchmarking tool). As we have more than 250 staff, we are required to give our gender pay analysis in the statutory format, as at 5 April 2025:

Pay level	Male employees	Female Employees
Number of employees	132	343
Quartile 1 (highest)	39%	61%
Quartile 2	23%	77%
Quartile 3	21%	79%
Quartile 4 (lowest)	27%	73%
Average hourly rate	£16.24	£14.87
Median hourly rate	£12.70	£12.40

As is shown in the table above, over two thirds of the staff working for YMCA England & Wales at April 2025 were female. In addition, over 85% of the staff employed by YMCA England & Wales work in Retail (many of whom welcome the ability to work part-time) and consequently means that a more significant percentage of staff fall within the lower quartile bands.

As a consequence, the above analysis is distorted and it is more meaningful to separate out the results of Retail staff from non-Retail staff which provides for the following analysis:

Pay level	Retail employees		Non-Retail employees	
	Male	Female	Male	Female
Quartile 1 (highest)	25%	21%	13%	40%
Quartile 2	23%	77%	-	-
Quartile 3	21%	79%	-	-
Quartile 4 (lowest)	27%	73%	-	-
Average hourly rate	£13.86	£12.98	£32.34	£25.72
Median hourly rate	£12.40	£12.40	£26.93	£23.07

The above analysis is further explained below:

- ▶ Two thirds of the staff working for YMCA England & Wales are female;
- ▶ In every pay quartile YMCA England & Wales employs more women than men (which is common throughout the voluntary sector). This is partly due to the range of family friendly and flexible working policies available to staff. The pay disparity shown in the table is largely due to the relatively low number of male employees;
- ▶ As at April 2025, there were four people on the Senior Leadership Team of which two are female and two male; and
- ▶ Over 85% of our staff work in the Retail operation. Hourly rates for Retail staff have been increased and the lowest level is above the rates required by the National Living Wage.

Every role within YMCA England & Wales is benchmarked and considered against the market. We ensure our assessment of salaries is undertaken against a robust job evaluation process and consistent with our range of policies that ensure fair recruitment. We continue to review the implications of our gender pay gap statement and specifically the gender balance of staffing across the organisation – in particular at the higher quartiles – and have undertaken a review of our pay and grading framework.

Due to the increased cost of living and inflation rates a 7% increase was awarded in April 2023 with a further 5% award in April 2024 and 2% from April 2025 recognising the challenging financial environment.

## Employment of disabled persons

We operate an equal opportunities employment policy. In particular, we give full and fair consideration to applications for employment and volunteering made by people who are disabled having regard to their particular aptitudes and abilities. Where possible, we continue the employment of, and arrange appropriate training for, employees who have become disabled during the period they were employed. People who are disabled are treated in the same way as other employees and volunteers when training, career development and promotion opportunities are being considered. Full details of these and our other policies are available on request from our registered office.

## Safeguarding

As an organisation that works in communities and with young people the YMCA England & Wales Board recognises its responsibilities in relation to safeguarding, and promoting a climate in which individuals are able to report their concerns in confidence and have these dealt with appropriately. The Board have an appointed individual with responsibility for safeguarding and safeguarding is a standing item at all Board meetings, with the Board being informed on not only current status but also progress against the actions that make up the Safeguarding Strategy.

Transparency and individual understanding of the practices and procedures to be followed are key in ensuring that all individuals feel safe in any engagement with YMCA England & Wales (whether an employee, volunteer or user of services). We have continued work in relation to our Safeguarding Strategy ensuring continuous improvement in our policies, practices and procedures to ensure that these remain appropriate. Actions taken have included improvements to our recruitment procedures, ensuring that all members of staff receive safeguarding training, additional steps to encourage and enable staff to report any safeguarding concerns (especially with staff working virtually) as well as more detailed training for all line managers on safeguarding, in particular on how to encourage reporting and their role in subsequent action given their position in the organisation. Further to this there is frequent monitoring by appointed leads of the My Concern tool.

Whilst highlighting these improvements, the Board are not complacent in their responsibilities, recognising that there is always more to do with a need to continue to learn and adapt to changes in the environment. Work is therefore continuing to be taken forward in the identified actions.

# Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the strategic report, the Trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company and social housing regulations require the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the surplus or deficit of the group for the year. In preparing financial statements the Trustees are required to:

- ▶ Select suitable accounting policies and then apply them consistently
- ▶ Make judgements and accounting estimates that are reasonable and prudent
- ▶ State whether applicable UK Accounting Standards have been followed and the Statement of Recommended Practice: Accounting by registered providers of social housing 2014, subject to any material departures disclosed and explained in the financial statements
- ▶ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group and parent's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable us to ensure that the financial statements comply 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 January 2022. They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for ensuring that the report of the Board is prepared in accordance with the Statement of Recommended Practice: Accounting by registered social housing providers 2014. Financial statements are published on YMCA England & Wales website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of this website is the responsibility of the board. The Board's responsibility also extends to the ongoing integrity of the financial statements contained therein.

## Members of the Board of Trustees

The members of the Board of Trustees who served during the year, including the Chairman, Vice Chair and the Senior Leadership Team are listed on pages 58 to 60.

### Appointment of auditors

The Finance and Audit Committee agree the audit strategy each year during which they assess the independence of external auditors. External audit services are placed out to tender every five years and were last reviewed in 2020. It is proposed that a tender will be issued later in 2025 to seek auditors.

### Disclosure of information to auditors

Each of the Board members (who are also Trustees and directors of YMCA England & Wales) has confirmed that so far as they are aware, there is no relevant audit information of which the auditors are unaware, and that they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Strategic and Trustee reports were approved by the Board of Trustees on 16 September 2025 and signed on its behalf by

**Roy O'Shaughnessy**  
Chair

# Trustees and Advisors

Vice-presidents: Val Wallis MBE <sup>4</sup>  
Peter Posner OBE

## Board members:

- ▶ Roy O’Shaughnessy <sup>3</sup> Chair
- ▶ Paul Brown <sup>3 4</sup>
- ▶ Peter Calderbank <sup>1</sup> (Co-opted) Chair of Finance and Audit Committee
- ▶ Ross Hendry
- ▶ Jonathan Rowe
- ▶ Hanna Sebright
- ▶ Gillian Sewell
- ▶ Charlotte Smith (resigned December 2024)
- ▶ Chris Stern
- ▶ Alex Taylor <sup>2</sup>
- ▶ Josh Walker
- ▶ Dawn Ward CBE <sup>1</sup>
- ▶ Emma White (Osmundsen) <sup>3 4</sup> Vice-Chair

Membership of committees, panels and advisory groups during the year ended March 2025:

1. Finance and Audit Committee (two Board members plus up to six independent members)
2. Governance Committee (one Board member plus five independent members)
3. Nominations Committee (Up to three Board members, one being the Chair, Chair of a Member YMCA plus two independent members and CEO as ex-officio)
4. Income Generation Committee (minimum of two Board members, one being the Chair), three members who are not Board members but have skills in the required areas)
5. Archives Group (a Vice-President plus four independent members)

All members of the Board and its committees and groups give their time voluntarily and receive no benefits from YMCA England & Wales. Any expenses reclaimed are set out in note 3.6 to the accounts.

## Advisors

### Auditors:

Crowe U.K. LLP  
55 Ludgate Hill  
London EC4M 7JW

### Bankers:

Lloyds Bank plc  
4th Floor,  
25 Gresham Street,  
London, EC2V 7HN

Barclays Bank plc  
Charities Team,  
Level 27  
1 Churchill Place  
London E14 5HP

### Solicitors:

Bates, Wells &  
Braithwaite LLP  
10 Queen Street Place,  
London EC4R 1BE

EDC Lord & Co  
One the Square  
Southall Lane,  
Southall  
Middlesex, Heathrow  
UB2 5NH

## Senior staff

Chief Executive and National Secretary of the Council of YMCAs in England and Wales:

- ▶ Denise Hatton

### Senior Leadership Team:

- ▶ Jo Chettleburgh, Director of Income Generation
- ▶ Jamie Hutchinson, Director of Resources
- ▶ Jason Stacey, Director of Policy, Research, Communications and International

### Registered Office:

Third Floor, 10–11 Charterhouse Square, London EC1M 6EH

Registered charity number: 212810  
Registered company number: 73749  
Homes England agency number: LH2204

# Independent Auditor's Report

## To the Members of the National Council of Young Men's Christian Associations (Incorporated)

### Opinion

We have audited the financial statements of National Council for Young Men's Christian Associations (Incorporated) ('the charitable company') and its subsidiaries (the "group") for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity, the Consolidated and Parent Balance Sheets, the Consolidated and Parent 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 2025 and of its loss 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, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 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 group’s or 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.

## 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 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 the light of the knowledge and understanding of the group and the charitable company and their 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 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- ▶ adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- ▶ the 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 statement of Trustees' Responsibilities on page 56, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at: [frc.org.uk/auditorsresponsibilities](https://www.frc.org.uk/auditorsresponsibilities)

This description forms part of our auditor’s report.

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable 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. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008, together with the Housing SORP. We assessed the

required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within charitable company for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Regulator of Social Housing, GDPR, taxation legislation, health & safety legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, legal counsel and the Finance, Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## 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.

Vincent Marke  
Senior Statutory Auditor  
For and on behalf of

Crowe U.K. LLP  
Statutory Auditor  
**London**

Date: 26 September 2025

# **FINANCIAL** *STATEMENTS*

## YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

Year ended 31 March 2025

	Note	2025			2024		
		UNRESTRICTED £'000	RESTRICTED £'000	TOTAL £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL £'000
<b>INCOME FROM</b>							
Donations and legacies	2.1	3,502	786	4,288	3,077	596	3,673
Affiliation fees	2.2	1,310	-	1,310	1,212	-	1,212
Income from charitable activities	2.3	256	-	256	134	-	134
Income from trading activities	2.4	16,721	-	16,721	16,973	-	16,973
Investments, interest and rental income	2.5	435	30	465	785	41	826
(Loss) profit on disposal of fixed assets	2.6	(60)	-	(60)	(63)	4	(59)
<b>TOTAL INCOME</b>		<b>22,164</b>	<b>816</b>	<b>22,980</b>	<b>22,118</b>	<b>641</b>	<b>22,759</b>
<b>EXPENDITURE FROM</b>							
Costs of raising funds	3.1	2,293	-	2,293	2,287	-	2,287
Expenditure on charitable activities	3.2	4,200	1,286	5,486	4,465	936	5,401
Operating costs of trading activities	3.3	15,830	-	15,830	15,030	-	15,030
<b>TOTAL EXPENDITURE</b>		<b>22,323</b>	<b>1,286</b>	<b>23,609</b>	<b>21,782</b>	<b>936</b>	<b>22,718</b>
<b>NET (EXPENDITURE) INCOME FOR THE YEAR</b>		<b>(159)</b>	<b>(470)</b>	<b>(629)</b>	<b>336</b>	<b>(295)</b>	<b>41</b>
Net gains (losses) on investments	7.	180	(1)	179	577	4	581
Other recognised gains and losses: (Losses) gains on defined benefit pension schemes		(107)	-	(107)	2,770	-	2,770
<b>NET MOVEMENT IN FUNDS</b>		<b>(86)</b>	<b>(471)</b>	<b>(557)</b>	<b>3,683</b>	<b>(291)</b>	<b>3,392</b>
Reconciliation of funds Fund balances at 1 April		10,511	1,326	11,837	6,828	1,617	8,445
<b>FUND BALANCES AT 31 MARCH</b>		<b>10,425</b>	<b>855</b>	<b>11,280</b>	<b>10,511</b>	<b>1,326</b>	<b>11,837</b>

The statement of financial activities includes all gains and losses recognised in the year. The notes on pages 75 to 85 form part of these accounts.

**COMMENTARY:**

The increase in Fundraising income has largely arisen from legacy income. Retail income has dropped due to the challenging economic environment but has been offset by contract income reported within trading activities.

Expenditure on charitable activities includes payments of £0.9m to local YMCAs for Roomsponsor and Retail profit shares plus £0.3m on the contract income. Retail expenditure has increased due to the additional staffing costs arising from increases in minimum wage.

YMCA England & Wales is reporting an operating deficit on general funds of £0.16m for the year (2024: £0.34m operating surplus). During the year, investment values increased by £0.2m (2024: £0.6m plus the prior year benefited from the pension triennial valuation resulting in a significant reduction in future pension contributions).

The net decrease in unrestricted funds is £0.09m (2024: increase £3.7m) with a decrease in restricted funds of £0.5m due to spending of funds raised in previous periods (2024: decrease £0.3m).

NATIONAL COUNCIL OF  
 YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

**STATEMENTS OF COMPREHENSIVE INCOME**
**Year ended 31 March 2025**

Note	GROUP TOTAL £'000	PARENT £'000	Year ended March 2024	
			GROUP TOTAL £'000	PARENT £'000
Income	22,596	21,933	22,010	21,738
Operating Costs	(23,609)	(23,306)	(22,718)	(22,693)
<b>Operating surplus (deficit)</b>	<b>(1,013)</b>	<b>(1,373)</b>	<b>(708)</b>	<b>(955)</b>
Investment income	4. 346	346	692	692
Interest and rents receivable	4. 98	94	116	116
Profit (loss) on sale of assets	(60)	(60)	(59)	(59)
Net (losses) gains on investment assets	179	179	581	581
<b>SURPLUS (DEFICIT) FOR THE YEAR</b>	<b>(450)</b>	<b>(814)</b>	<b>622</b>	<b>375</b>
Gains (losses) on defined benefit pension schemes	(107)	(107)	2,770	2,770
<b>TOTAL COMPREHENSIVE INCOME FOR YEAR</b>	<b>(557)</b>	<b>(921)</b>	<b>3,392</b>	<b>3,145</b>

**STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2024**

	General £'000	Designated £'000	Pension £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL £'000
Surplus (deficit) at 31 March 2023	13,011	-	(6,183)	6,828	1,617	8,445
Net income (expenditure) for the year	(669)	-	1,005	336	(295)	41
Net (losses) gains on investments	577	-	-	577	4	581
Transfers between funds	(2,000)	2,000	-	-	-	-
Other recognised gains and losses	-	-	2,770	2,770	-	2,770
<b>Surplus (deficit) at 31 March 2024</b>	<b>10,919</b>	<b>2,000</b>	<b>(2,408)</b>	<b>10,511</b>	<b>1,326</b>	<b>11,837</b>

**STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2025**

	General £'000	Designated £'000	Pension £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL £'000
Surplus (deficit) at 31 March 2024	10,919	2,000	(2,408)	10,511	1,326	11,837
Net income (expenditure) for the year	(1,000)	-	841	(159)	(470)	(629)
Net (losses) gains on investments	180	-	-	180	(1)	179
Other recognised gains and losses	-	-	(107)	(107)	-	(107)
<b>Surplus (deficit) at 31 March 2025</b>	<b>10,099</b>	<b>2,000</b>	<b>(1,674)</b>	<b>10,425</b>	<b>855</b>	<b>11,280</b>

The notes on pages 75 to 85 form part of these accounts.

**COMMENTARY:**

This page shows the results for YMCA England &amp; Wales in the format required by the Companies Act 2006. All activities are non-housing.

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

Company number: 00073749

**BALANCE SHEETS****As at 31 March 2025**

	Note	31 March 2025				31 March 2024			
		Unrestricted Funds £'000	Restricted Funds £'000	GROUP TOTAL £'000	PARENT £'000	Unrestricted Funds £'000	Restricted Funds £'000	GROUP TOTAL £'000	PARENT £'000
<b>FIXED ASSETS</b>									
Tangible Assets:									
Other tangible assets	6.	679	-	<b>679</b>	679	713	-	<b>713</b>	713
Fixed asset investments	7.	10,857	41	<b>10,898</b>	10,898	12,677	42	<b>12,719</b>	12,719
Investments in subsidiaries	8.	-	-	-	1	-	-	-	1
		<u>11,536</u>	<u>41</u>	<u><b>11,577</b></u>	<u>11,578</u>	<u>13,390</u>	<u>42</u>	<u><b>13,432</b></u>	<u>13,433</u>
<b>CURRENT ASSETS</b>									
Stocks	9.	281	-	<b>281</b>	281	286	-	<b>286</b>	286
Debtors	10.								
Due within one year		2,684	-	<b>2,684</b>	2,538	2,191	-	<b>2,191</b>	2,255
Due after one year		725	-	<b>725</b>	725	773	-	<b>773</b>	773
Short-term deposits		-	433	<b>433</b>	433	-	446	<b>446</b>	446
Cash and cash equivalents		678	435	<b>1,113</b>	1,068	25	1,053	<b>1,078</b>	1,003
		<u>4,368</u>	<u>868</u>	<u><b>5,236</b></u>	<u>5,045</u>	<u>3,275</u>	<u>1,499</u>	<u><b>4,774</b></u>	<u>4,763</u>
CREDITORS: Amounts falling due within one year	11.	(3,924)	(54)	<b>(3,978)</b>	(3,788)	(3,735)	(215)	<b>(3,950)</b>	(3,940)
<b>NET CURRENT ASSETS</b>		<u>444</u>	<u>814</u>	<u><b>1,258</b></u>	<u>1,257</u>	<u>(460)</u>	<u>1,284</u>	<u><b>824</b></u>	<u>823</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>11,980</u>	<u>855</u>	<u><b>12,835</b></u>	<u>12,835</u>	<u>12,930</u>	<u>1,326</u>	<u><b>14,256</b></u>	<u>14,256</u>
CREDITORS: Amounts falling due after one year:									
Provisions for liabilities	12.	(704)	-	<b>(704)</b>	(704)	(834)	-	<b>(834)</b>	(834)
Pension scheme obligations	13.1	(851)	-	<b>(851)</b>	(851)	(1,585)	-	<b>(1,585)</b>	(1,585)
<b>NET ASSETS</b>		<u>10,425</u>	<u>855</u>	<u><b>11,280</b></u>	<u>11,280</u>	<u>10,511</u>	<u>1,326</u>	<u><b>11,837</b></u>	<u>11,837</u>
The funds of the charity:									
Restricted Funds	14.	-	855	<b>855</b>	855	-	1,326	<b>1,326</b>	1,326
Unrestricted Funds:									
Designated reserve	15.	2,000	-	<b>2,000</b>	2,000	2,000	-	<b>2,000</b>	2,000
General funds	16.	10,099	-	<b>10,099</b>	10,099	10,919	-	<b>10,919</b>	10,919
Pension reserve		(1,674)	-	<b>(1,674)</b>	(1,674)	(2,408)	-	<b>(2,408)</b>	(2,408)
		<u>10,425</u>	<u>855</u>	<u><b>11,280</b></u>	<u>11,280</u>	<u>10,511</u>	<u>1,326</u>	<u><b>11,837</b></u>	<u>11,837</u>

The notes on pages 75 to 85 form part of these accounts.

These accounts were approved and authorised for issue by the Board on 16 September 2025.

**Roy O'Shaughnessy**  
Chair**Peter Calderbank**  
Treasurer**COMMENTARY:**

Investments are held to meet future pension obligations and more than cover the pension reserve. The pension reserve decreased last year due to the triennial pension valuation resulting in significantly reduced future pension contributions, which enabled YMCA England and Wales to set aside a designated fund towards the anticipated costs of a future buy-out of the pension plan.

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

**STATEMENT OF CASH FLOWS**

**Year ended 31 March 2025**

	31 March 2025		31 March 2024	
	Group £'000	Parent £'000	Group £'000	Parent £'000
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>				
Net income for the year	(629)	(629)	41	41
Loss on disposal of fixed assets	61	61	59	59
Depreciation charge	396	396	469	469
Return on investments and servicing of finance	(444)	(444)	(808)	(808)
Decrease in stocks	5	5	9	9
(Increase) decrease in debtors	(445)	(235)	560	561
Increase (decrease) in creditors and deferred income	159	(21)	(541)	(544)
<b>NET CASHFLOW GENERATED FROM OPERATING ACTIVITIES</b>	<b>(897)</b>	<b>(867)</b>	<b>(211)</b>	<b>(213)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>				
Decrease (increase) in funds on short term deposit	13	13	(34)	(34)
Investment income	346	346	692	692
Interest received	98	98	116	116
	<u>457</u>	<u>457</u>	<u>774</u>	<u>774</u>
Cash inflow from sale of fixed assets	-	-	4	4
Cash (outflow) from purchase of other fixed assets	(423)	(423)	(582)	(582)
<b>NET CASHFLOW FROM INVESTING ACTIVITIES</b>	<b>34</b>	<b>34</b>	<b>196</b>	<b>196</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>				
Pension deficit payments	(1,102)	(1,102)	(1,229)	(1,229)
Funds received from (placed on) long term investment	2,000	2,000	-	-
Funds received from (placed on) short term deposit	-	-	72	72
<b>NET CASHFLOW FROM FINANCING ACTIVITIES</b>	<b>898</b>	<b>898</b>	<b>(1,157)</b>	<b>(1,157)</b>
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>35</b>	<b>65</b>	<b>(1,172)</b>	<b>(1,174)</b>
Cash at bank and in hand at 1 April	<u>1,078</u>	<u>1,003</u>	<u>2,250</u>	<u>2,177</u>
<b>Cash at bank and in hand 31 March</b>	<b><u>1,113</u></b>	<b><u>1,068</u></b>	<b><u>1,078</u></b>	<b><u>1,003</u></b>

**ANALYSIS OF CHANGES IN GROUP NET DEBT**

	At 31 March 2025		At 31 March 2024	
	£'000	Operational £'000	£'000	Operational £'000
Cash and cash equivalents	1,113	35	1,078	1,078
Short-term deposits	433	(13)	446	446
	<u>1,546</u>	<u>22</u>	<u>1,524</u>	<u>1,524</u>

**ANALYSIS OF CHANGES IN PARENT NET DEBT**

	At 31 March 2025		At 31 March 2024	
	£'000	Operational £'000	£'000	Operational £'000
Cash and cash equivalents	1,068	65	1,003	1,003
Short-term deposits	433	(13)	446	446
	<u>1,501</u>	<u>52</u>	<u>1,449</u>	<u>1,449</u>

The notes on pages 75 to 85 form part of these accounts.

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

**ACCOUNTING POLICIES**

**Year ended 31 March 2025**

1. ACCOUNTING POLICIES  
National Council of Young Men's Christian Associations (Incorporated) is a public benefit entity (PBE), as defined in Financial Reporting Standard 102 (FRS102) and applies the relevant paragraphs prefixed 'PBE' in FRS102. The most important accounting policies are:
- 1.1 BASIS OF ACCOUNTING  
These financial statements are prepared under the historical cost convention, except for the valuation of investments and social housing properties, and comply with the Accounting Direction for Private Registered Providers of Social Housing from April 2015, the Statement of Recommended Practice issued by the National Federation of Housing Associations (the Housing SORP) and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102)" issued by the Charity Commission (the Charities SORP (FRS 102)), where this does not conflict with the Housing SORP, the Charities Act 2011 and the Companies Act 2006.
- As disclosed on page 32, the trustees are responsible for preparing the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue on this basis. The trustees have undertaken an assessment in relation to going concern and has considered such matters as the level of reserves, together with the Plan's forecasted future results. The trustees have determined that there is not a material uncertainty as to the ability of the charity to continue as a going concern for the foreseeable future and the trustees therefore believe it remains appropriate to prepare the financial statements on a going concern basis.
- 1.2 BASIS OF CONSOLIDATION  
The National Council of YMCAs is required to prepare consolidated financial statements on a line-by-line basis including the results of the company's trading subsidiary (YMCA Retail Limited), and the operations of Dunford Trust, Douglas Wood Charity and the YMCA Trust Fund.  
Prior to the gift aid payment from the subsidiaries, the gross income of the parent company was £22.3m (2024: £22.3m) and the net movement in funds reported for the year includes a deficit of £1m (2024: surplus £3.1m) which is dealt with in the financial statements of the parent company.
- 1.3 GENERAL  
The Statement of Financial Activities records the activities of the National Council of YMCAs and its subsidiary, both as an affiliating body and of operating projects on a national basis and the balance sheet sets out its assets and liabilities. In addition to its own assets, properties and investments are registered in the name of YMCA England & Wales as formal trustee for Associations. These assets are excluded from these financial statements. Restricted funds are raised for specific purposes and may only be used for the specified purpose. The movement on these funds are separated from movements in unrestricted funds on the Statement of Financial Activities and the amount at the balance sheet date is shown in note 14. Where funds are in deficit they are charged against the General Fund.
- 1.4 DUNFORD HOUSE  
This property was held by YMCA England & Wales as trustee, and under the terms of the Trust Deed any income can only be applied for specified purposes accordingly this is shown as a movement on restricted funds.
- 1.5 TURNOVER  
The total income represents the amounts receivable exclusive of VAT in respect of operational activities, grants receivable and fundraising activities. All income arose in the United Kingdom.  
All income from operations, grants and fundraising is recognised in the Statement of Financial Activities when any conditions relating to the income have been satisfied, and any amounts in respect of future periods are carried forward as deferred income.  
Goods donated for sale in the charity shops are included at their sales value. Gifts received in kind are included in income at their market value with a corresponding charge included within expenditure.  
Grants of a revenue nature are credited to the Statement of Comprehensive Income in the period to which they relate.
- 1.6 LEGACIES  
Legacies are recognised within income and debtors when probate is granted unless there are specific conditions preventing receipt, eg a life tenant. At the year end there were 5 legacies notified but not recognised as unable to calculate a reliable estimate of their value (2024: 9 legacies) and 9 legacies subject to life tenants with an estimated value of £44k (2024: 7 legacies with estimated value of £74k) which are held in property and investments.
- 1.7 CAPITAL EXPENDITURE AND DEPRECIATION  
Fixed assets are items costing in excess of £1,000 with a useful life of more than one year and are stated at cost less depreciation. The depreciation charge is calculated to write off the cost less estimated residual value of each asset over its expected useful life as follows:
- |                               |   |
|-------------------------------|---|
| Freehold buildings            | - 50 years  |
| Leasehold land and buildings  | - Period of the lease or earlier break                |
| Shop leases and shop fittings | - Period of the lease or five years whichever is less |
| Computers and equipment       | - 3 years straight line                               |
- Estimated provisions are made for significant leasehold property dilapidation liabilities.

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

**ACCOUNTING POLICIES**

**Year ended 31 March 2025**

- 1.8 **STOCKS AND WORK IN PROGRESS**  
Stocks and work in progress are stated at the lower of cost and net realisable value. Goods donated for sale in the charity shops are included at their value when sold.
- 1.9 **EXPENDITURE**  
Expenditure is accounted for on an accruals basis. Direct expenses are allocated to the department incurring the expenditure. Expenditure is stated inclusive of irrecoverable VAT. During the year ended 31 March 2025 YMCA England and Wales incurred VAT of £104,415 (2024: £48,567) which it was unable to recover.
- Costs of generating funds includes all fundraising departments and operating costs for the trading subsidiaries.
- Charitable activities comprises expenses attributable to the operating departments as detailed in note 3.2. Central services are allocated to activities/departments based on the estimated usage of the services on the following basis:
- | Function              | Allocation basis            |
|-----------------------|-----------------------------|
| Office Services       | Average number of employees |
| Central overheads     | Average number of employees |
| Personnel and payroll | Average number of employees |
| Finance               | Non-staff expenditure       |
| IT                    | Number of PCs               |
- 1.10 **INVESTMENTS**  
FRS102 provides that investments should be shown as fixed assets at their market value. To comply with FRS102 investment gains and losses have to be shown on the face of the Statement of Comprehensive Income.
- Investments in subsidiary companies are stated at cost less accumulated impairment.
- Investment income is accounted for on a receivable basis.
- 1.11 **OPERATING LEASES**  
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.
- 1.12 **PENSIONS**  
YMCA England and Wales 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 England & Wales.
- As described in note 13, YMCA England & Wales has a contractual obligation to make annual pension deficit payments of £0.82m over the period to April 2027 (2024: £0.82m pa over period to April 2027), accordingly this is shown as a liability in these accounts. In addition, YMCA England & Wales is required to contribute £257k (2024: £262k) pa to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.
- As described in note 13 a defined contribution scheme has been set up which all staff are eligible to join.
- 1.13 **LIABILITIES**  
Liabilities are recognised when YMCA England & Wales has an absolute obligation to make payment to a third party.
- 1.14 **CASH AT BANK AND IN HAND**  
This includes amounts held on accounts with access within thirty days. Amounts held on longer term notice are shown as short-term deposits.
- Liquid resources for the purposes of the cashflow statement comprise bank and cash balances.
- 1.15 **FOREIGN CURRENCIES**  
Items paid in foreign currencies are translated at the exchange rate incurred for that transaction.
- 1.16 **JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY**  
In preparing these financial statements, the key judgements have been made in respect of the following:
- Whether there are indicators of impairment of the group's assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset;
  - Depreciation of tangible assets is based on their estimated useful lives;
  - Provision is made for future leasehold property dilapidation costs at the best estimate of the likely future liability based on the nature and condition of the property;
  - Recoverability of the loans made to other YMCAs;
  - Donated stock has no value until it is sold. The value of items held at the year end is therefore based on the average sales in the first two weeks of April;
  - The discount factor used for pension deficit contributions in future years;
  - The underlying assumptions in relation to the estimate of the pension plan obligations such as return on assets, increases in pensions in payment and mortality. Variations in these assumptions have the ability to significantly influence the value of the pension liability and the annual contributions required.

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2025

ANALYSIS OF TOTAL INCOME

	Grants and Contracts for services £'000	Other Income £'000	TOTAL 2025 £'000	Grants and Contracts for services £'000	Other Income £'000	TOTAL 2024 £'000
<b>2.1 DONATIONS AND LEGACIES</b>						
Individuals	-	2,493	2,493	-	2,461	2,461
Legacies	-	1,036	1,036	-	626	626
Corporate and Trusts	-	759	759	-	586	586
	-	4,288	4,288	-	3,673	3,673
<b>2.2 AFFILIATION FEES</b>	-	1,310	1,310	-	1,212	1,212
<b>2.3 INCOME FROM CHARITABLE ACTIVITIES</b>						
Movement Services	-	78	78	-	34	34
Communications, Policy & Research	-	8	8	-	20	20
Central Services	-	170	170	-	80	80
	-	256	256	-	134	134
<b>2.4 INCOME FROM TRADING ACTIVITIES</b>						
Income generated by charity shops	-	16,058	16,058	-	16,701	16,701
Trading companies (note 8)	588	75	663	-	272	272
	588	16,133	16,721	-	16,973	16,973
<b>2.5 INVESTMENTS, INTEREST AND RENTAL INCOME</b>						
Rental income	-	21	21	-	18	18
Investment income	-	346	346	-	692	692
Interest receivable	-	98	98	-	116	116
	-	465	465	-	826	826
<b>2.6 PROFIT (LOSS) ON SALE OF FIXED ASSETS</b>						
(Loss) on sale of assets	-	(60)	(60)	-	(59)	(59)
	-	(60)	(60)	-	(59)	(59)
<b>TOTAL INCOME</b>	588	22,392	22,980	-	22,759	22,759

The figures shown above for 'Grants and contracts for services' include amounts raised by fundraising staff for specific purposes.

YMCA England & Wales benefits greatly from the involvement of its many volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these accounts.

The above income includes the following statutory items:

	£'000	£'000	£'000	£'000	£'000	£'000
Gift aid receivable	-	945	945	-	890	890

NATIONAL COUNCIL OF  
 YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2025

## ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs (Note 3.5) £'000	Other Costs £'000	Payments to local YMCAs £'000	Support Costs £'000	TOTAL 2025 £'000	Staff Costs (Note 3.5) £'000	Other Costs £'000	Payments to local YMCAs £'000	Support Costs £'000	TOTAL 2024 £'000
<b>3.1 COSTS OF RAISING FUNDS</b>										
Individuals	619	1,056	-	243	1,918	536	1,061	-	214	1,811
Legacies	50	92	-	49	191	68	107	-	43	218
Corporate and Trusts	80	7	-	97	184	145	28	-	85	258
	749	1,155	-	389	2,293	749	1,196	-	342	2,287
<b>3.2 CHARITABLE ACTIVITIES</b>										
Movement Services	220	375	-	518	1,113	210	421	-	529	1,160
Funding support	278	429	-	96	803	133	207	-	85	425
Programme Development	125	101	120	74	420	135	102	224	73	534
Communications, Policy & Research	766	389	-	310	1,465	688	390	-	262	1,340
Legal Support and Trust & Association Funds	-	1	53	38	92	-	1	238	33	272
Payments to YMCAs	-	-	935	-	935	-	-	1,005	-	1,005
International Work	-	145	-	39	184	-	203	-	33	236
Dunford House	-	5	-	-	5	-	137	-	-	137
Defined benefit pension scheme operating expenditure	261	-	-	-	261	223	-	-	-	223
Central Services (note 3.4)	1,553	1,156	6	(2,507)	208	1,354	1,192	-	(2,477)	69
	3,203	2,601	1,114	(1,432)	5,486	2,743	2,653	1,467	(1,462)	5,401
<b>3.3 OPERATING COSTS OF TRADING ACTIVITIES</b>										
Operating costs of charity shops	9,126	5,358	-	1,043	15,527	7,714	6,171	-	1,120	15,005
Trading companies (note 8)	-	23	280	-	303	-	25	-	-	25
	9,126	5,381	280	1,043	15,830	7,714	6,196	-	1,120	15,030
<b>TOTAL EXPENDITURE</b>	<b>13,078</b>	<b>9,137</b>	<b>1,394</b>	<b>-</b>	<b>23,609</b>	<b>11,206</b>	<b>10,045</b>	<b>1,467</b>	<b>-</b>	<b>22,718</b>

The grants payable are made to local YMCAs.

Other costs within "operating costs of charity shops" in note 3.3 includes dilapidation provisions of £113k (2024: £128k), which is the estimated value of dilapidation obligations arising on the retail units based on floor area.

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2025

3.4 Central Services

Central service costs less the associated income (as shown in note 2.3) are allocated across activities on the following basis:

	Basis of allocation	Fundraising Activities £'000	Retail activities £'000	Influencing Activities £'000	Business Development £'000	Movement Support £'000	TOTAL 2025 £'000
Office Services	London staff numbers	159	110	114	23	-	406
Central Overheads	Estimated time	31	31	80	13	464	619
Personnel and payroll	Average number of employees	122	436	87	17	24	686
Finance	Estimated time	107	387	59	12	30	595
IT	Number of PCs	66	79	47	9	-	201
<b>TOTAL 2025</b>		<b>485</b>	<b>1,043</b>	<b>387</b>	<b>74</b>	<b>518</b>	<b>2,507</b>

	Basis of allocation	Fundraising Activities £'000	Retail activities £'000	Influencing Activities £'000	Business Development £'000	Movement Support £'000	TOTAL 2024 £'000
Office Services	London staff numbers	161	158	102	25	-	446
Central Overheads	Estimated time	33	33	84	13	486	649
Personnel and payroll	Average number of employees	126	374	79	20	27	626
Finance	Estimated time	58	441	32	7	16	554
IT	Number of PCs	49	114	31	8	-	202
<b>TOTAL 2024</b>		<b>427</b>	<b>1,120</b>	<b>328</b>	<b>73</b>	<b>529</b>	<b>2,477</b>

3.5 EMPLOYEE COSTS (including subsidiaries)

	TOTAL 2025 £'000	TOTAL 2024 £'000
Staff costs comprise:		
Wages & salaries	11,499	9,876
Social security costs	954	789
Employer's contribution towards pension scheme operating expenditure	261	223
Other pension costs	364	318
	<b>13,078</b>	<b>11,206</b>

The average number of employees during the year, including part time and seasonal staff, analysed by function was:

	Average Number	Full-time Equivalent	Average Number	Full-time Equivalent
UK - charitable activities	20	19	15	14
UK - fundraising	21	21	21	19
UK - charity shops	432	337	408	322
UK - other activities	24	24	25	24
<b>TOTAL</b>	<b>497</b>	<b>401</b>	<b>469</b>	<b>379</b>

The number of employees whose emoluments exceeded £60,000 (including pension contributions) per annum during the year was as follows:

	Number	Number
£60,001 to £70,000	7	6
£70,001 to £80,000	6	2
£80,001 to £90,000	1	1
£90,001 to £100,000	1	1
£120,001 to £130,000	-	2
£130,001 to £140,000	2	1
£140,001 to £150,000	1	-
£160,001 to £170,000	-	1
£170,001 to £180,000	1	-
	<b>19</b>	<b>14</b>

YMCA England & Wales operates a salary sacrifice scheme for pension contributions.

All staff are eligible to join the defined contribution pension scheme. The Chief Executive is an ordinary member of the YMCA Group Personal Pension Plan.

Total redundancy costs of £64,428 (2024: £3,860) arose from shop closures and £25,210 (2024: £nil) from other departments.

The following information is given in respect of those employees defined as "directors" by the Accounting Direction for Private Registered Providers of Social Housing 2022.

	2025		2024	
	Number	£'000	Number	£'000
Aggregate remuneration (including pension contributions)	4	581	4	554
Highest paid (excluding pension contributions)		161		153
Employer pension contributions		10		9
Highest paid (including pension contributions)		<b>171</b>		<b>162</b>

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2025

3.6 EXPENSES

Board meetings are a mix of face-to-face and conference call, board expenses of £4,142 were reimbursed (2024: £2,352). No board members received any remuneration for their services during the year (2024: £nil).

Members of the Senior Leadership Team were reimbursed for the following items of expenditure:

	2025 £'000	2024 £'000
Travel costs	3	4
Subsistence	1	1
Others	3	2
	<u>7</u>	<u>7</u>

4. NET EXPENDITURE FOR THE YEAR

The reported net income (expenditure) for the year is after charging:

	2025 £'000	2024 £'000
Operating lease rentals payable:		
Property rentals	1,632	1,665
Motor vehicles	274	227
Equipment	18	20
	<u>1,924</u>	<u>1,912</u>
Auditors remuneration:		
Total (parent company £35,000 (2024: £33,250))	<u>36</u>	<u>34</u>
and after crediting:		
Income from UK listed investments	<u>346</u>	<u>692</u>
Interest receivable:		
- Interest on bank deposits	74	87
- Loan interest	24	29
	<u>98</u>	<u>116</u>

5. REGISTERED SOCIAL LANDLORD ACTIVITIES

All of the supported housing accommodation has been sold to the management agents, accordingly there were no housing units held at March 2024 or 2025.

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 31 March 2025**

6.1 TANGIBLE FIXED ASSETS

	Land & Buildings		Equipment	TOTAL
	Freehold	Short Leasehold		
	£'000	£'000	£'000	£'000
Cost:				
At 1 April 2024	2	254	1,719	1,975
Additions	-	41	382	423
Disposals	-	(7)	(141)	(148)
At 31 March 2025	<u>2</u>	<u>288</u>	<u>1,960</u>	<u>2,250</u>
Depreciation:				
At 1 April 2024	1	219	1,042	1,262
Charge for the year	-	32	364	396
Disposals	-	(5)	(82)	(87)
At 31 March 2025	<u>1</u>	<u>246</u>	<u>1,324</u>	<u>1,571</u>
NET BOOK VALUE:				
31 March 2025	<u>1</u>	<u>42</u>	<u>636</u>	<u>679</u>
31 March 2024	<u>1</u>	<u>35</u>	<u>677</u>	<u>713</u>
The above analysis includes Items held on leases:				
31 March 2025	-	42	-	42
31 March 2024	-	35	-	35
The net book value at 31 March 2025 represents fixed assets used for:				
Charitable Activities	1	-	-	1
Management & administration	-	-	18	18
Retail Operations	-	42	618	660
	<u>1</u>	<u>42</u>	<u>636</u>	<u>679</u>
The net book value at 31 March 2024 represents fixed assets used for:				
Charitable Activities	1	-	-	1
Management & administration	-	-	25	25
Retail Operations	-	35	652	687
	<u>1</u>	<u>35</u>	<u>677</u>	<u>713</u>

The net book value of freehold land and buildings includes land at cost of £400 (2024: £400) which is not depreciated.

- 6.2 The majority of properties operated by the YMCA Movement throughout the country are owned by autonomous member YMCAs. Where the YMCA is unable to hold the title deeds itself these are held by the National Council as trustee for the YMCA. As these are not the equitable property of the National Council they are omitted from the above totals.

NATIONAL COUNCIL OF  
 YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

**NOTES TO THE FINANCIAL STATEMENTS**
**Year ended 31 March 2025**
**7. INVESTMENTS**

7.1 The unrestricted investments comprise investments in listed funds held in:

	At Market Value Unrealised gains (losses) during the			
	March 2024 £'000	year £'000	Disposals	March 2025 £'000
<b>March 2025:</b>				
COIF Charities Ethical Investment Fund	6,132	(234)	(500)	5,398
UBS Managed Funds	6,545	414	(1,500)	5,459
	<u>12,677</u>	<u>180</u>	<u>(2,000)</u>	<u>10,857</u>

	Unrealised gains (losses) during the			
	March 2023 £'000	year £'000	Disposals £'000	March 2024 £'000
<b>March 2024:</b>				
COIF Charities Ethical Investment Fund	5,576	556	-	6,132
UBS Managed Funds	6,524	21	-	6,545
	<u>12,100</u>	<u>577</u>	<u>-</u>	<u>12,677</u>

These funds are held to enable the charity to meet its future obligations to the pension scheme.

7.2 The restricted fixed asset funds at March 2024 and 2025 comprise funds held by Dunford Trust.

	Cost £'000	Market value £'000
Value at 31 March 2023	8	38
Unrealised gains (losses) during the year	-	4
Value at 31 March 2024	8	42
Unrealised gains (losses) during the year	-	(1)
Value at 31 March 2025	<u>8</u>	<u>41</u>

The fixed asset investments comprise investments in the following unit trusts:

	March 2025 £'000	March 2024 £'000
COIF Charity Investment Funds	<u>41</u>	<u>42</u>

**8. INVESTMENT IN SUBSIDIARIES**

During the year, the charity had a trading company (registered in England &amp; Wales) which covenanted its profits to the charity:

Name:	Company number	Nature of business:	Type of Share:	Holding:
YMCA Retail Limited	02232462	Sponsorship and sales of new goods	Ordinary	100%

A summary of its trading results is shown below:

	31 March 2025 £000	31 March 2024 £000
Turnover	663	272
Cost of sales	(297)	(19)
<b>GROSS PROFIT</b>	<u>366</u>	<u>253</u>
Interest receivable	4	-
Administration costs	(6)	(6)
<b>NET PROFIT</b>	<u>364</u>	<u>247</u>
Amount Gift Aided to YMCA England and Wales	(364)	(247)
Retained in subsidiary	-	-
<b>Total Shareholders' Funds</b>	<u>1</u>	<u>1</u>

During the year the charity had the following transactions with its subsidiary trading company:

	31 March 2025 £000	31 March 2024 £000
Reimbursement of items paid	47	16
Transfer of income received	(824)	-
Transfer of payments made	415	-
Gift aid of profits	100	247
	<u>(262)</u>	<u>263</u>

NATIONAL COUNCIL OF  
 YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2025

	31 March 2025		31 March 2024				
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000			
9. STOCKS							
Donated goods for resale	281	281	286	286			
10. DEBTORS							
Due within one year							
Other debtors	453	451	510	497			
Other taxes	145	145	316	316			
Prepayments and accrued income	2,086	1,806	1,365	1,365			
Due from Group Undertakings	-	136	-	77			
	2,684	2,538	2,191	2,255			
Due after one year (note 10.1)							
Other debtors	725	725	773	773			
	3,409	3,263	2,964	3,028			
10.1 YMCA England & Wales had outstanding loans to:							
	31 March 2025			31 March 2024			
	Repayment			Repayment			
	Amount	within 12	After 12 months	Amount	within 12	After 12 months	Interest
	£'000	months	£'000	£'000	months	months	£'000
YMCA Thames Gateway	878	208	670	964	211	753	2.5%
YMCA Swansea	7	7	-	7	7	-	base +3%
European Alliance of YMCAs (for YMCA 175 event)	20	20	-	41	21	20	base +3%
YMCA Port Talbot	84	29	55	52	52	-	base +3%
	989	264	725	1,064	291	773	

During the year ended March 2025, YMCA England & Wales sold the freehold of the housing scheme at Dartford to YMCA Thames Gateway at open market value for social housing, the consideration being received by a 20 year interest bearing loan at 2.5%.

The loans to YMCA Swansea and European Alliance of YMCAs were made during the year ended March 2020 and YMCA Port Talbot (£50k) during the year ended March 2023 with a further £30k advanced in December 2024. All are repayable by instalments.

## 11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 March 2025		31 March 2024	
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000
Pension scheme obligations due within one year (note 13.1)	823	823	823	823
Taxes & Social Security Costs	214	70	191	185
Other Creditors	1,013	974	1,034	1,034
Due to Group Undertakings	-	391	-	-
Provisions for liabilities payable within 12 months (note 12.1)	305	305	349	349
Accruals and deferred income	1,623	1,225	1,553	1,549
	3,978	3,788	3,950	3,940

Deferred income consists of grants and contract income received in advance.

 12. CREDITORS: AMOUNTS FALLING DUE  
 AFTER MORE THAN ONE YEAR

## 12.1 PROVISION FOR LIABILITIES

At the balance sheet date YMCA England & Wales had obligations to make future payments in respect of the following items where the amount or timing is uncertain:

	Balance at 1 April 2024 £'000	Additional Provisions £'000	Utilised in the year £'000	Balance at 31 March 2025 £'000	Balance at 1 April 2023 £'000	Additional Provisions £'000	Utilised in the year £'000	Balance at 31 March 2024 £'000
Lease dilapidations - retail (see note 3.3)	991	113	(250)	854	920	128	(57)	991
Lease dilapidations - non-retail	100	-	-	100	100	-	-	100
Allocate rent-free period over lease term	92	216	(253)	55	119	225	(252)	92
	1,183	329	(503)	1,009	1,139	353	(309)	1,183

	Within one year £'000	Payable				TOTAL 2025 £'000	TOTAL 2024 £'000
		One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000		
As at 31 March 2025	305	217	366	121	704	1,009	
As at 31 March 2024	349	188	375	271	834		1,183

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2025

13. PENSION COMMITMENT

13.1 YMCA England & Wales 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 England & Wales and at the yearend 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 as at 1 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.

The valuation prepared as at 1 May 2023 for the YMCA Pension Plan as a whole showed that it had a deficit of £9.1 million. YMCA England and Wales has been advised that it will need to make monthly contributions of £69k from 1 May 2024. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. Agreed future deficit contributions have been discounted using a rate of 4.5% (2024: 5.25%). The current recovery period is 3 years commencing 1st May 2024.

	Repayable					TOTAL 2025 £'000	TOTAL 2024 £'000
	Within one year £'000	One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000		
As at 31 March 2025	823	788	63	-	851	1,674	
As at 31 March 2024	823	783	802	-	1,585		2,408

13.2 YMCA England & Wales has opened a defined contribution group personal pension plan for employees. YMCA England & Wales is making employer contributions of 6% of pensionable earnings provided that employees make a contribution of at least 3%.

YMCA England & Wales has also opened an auto-enrolment pension scheme for those employees who do not want to join the main scheme which has employer contributions of 3% of pensionable earnings provided that employees also make a contribution of 5%.

Total pension contributions for the years ended 31 March 2024 and 2025 are shown in note 3.5.

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2025

14.

RESTRICTED FUNDS

The income and expenditure of the National Council include items relating to restricted funds comprising the following unexpended balances of donations and trusts held which can only be applied for specified purposes.

	Balance at 1 April 2023 £'000	Year ended March 2024				Year ended March 2025				Balance at 31 March 2025 £'000
		Income £'000	Investment gains (losses) £'000	Expenditure £'000	Transfers £'000	Income £'000	Investment gains (losses) £'000	Expenditure £'000	Transfers £'000	
Restricted income funds:										
Amounts raised for local YMCAs	127	49	-	(41)	-	23	-	(145)	-	13
Emergency Response Fund	92	-	-	(23)	69	-	-	-	-	69
Ukraine Emergency Appeal	19	-	-	-	19	-	-	(19)	-	-
Amounts raised for YMCA England & Wales activities:										
- Changing Futures (including CAST)	390	232	-	(371)	251	189	-	(345)	-	95
- YMCA London CAN Youth Hub Project	2	94	-	(95)	1	104	-	(105)	-	-
- World Alliance of YMCAs	-	208	-	(208)	-	-	-	-	-	-
- APS Benevolent Fund	-	13	-	-	13	-	-	-	-	13
- Homelessness	20	-	-	-	20	5	-	(5)	-	20
- Chaplaincy	-	-	-	-	-	17	-	(17)	-	-
- Risk training	4	-	-	(4)	-	-	-	-	-	-
- Mental Health	-	-	-	-	-	64	-	(64)	-	-
- Cadent Gas	-	-	-	-	-	384	-	(384)	-	-
Movement Trust Fund	1	1	-	(1)	1	1	-	-	-	2
Hartwoodside Award	46	2	-	-	48	3	-	-	-	51
Douglas Wood Charity	191	10	-	(53)	23	9	-	(36)	-	144
Other Trust & Association Funds	45	2	-	-	47	4	-	-	-	51
NW Region Trust Fund	94	2	-	-	96	2	-	-	-	98
Dunford House	586	28	4	(163)	455	11	(1)	(166)	-	299
<b>Total Restricted Funds</b>	<b>1,617</b>	<b>641</b>	<b>4</b>	<b>(936)</b>	<b>1,326</b>	<b>816</b>	<b>(1)</b>	<b>(1,286)</b>	<b>-</b>	<b>855</b>

YMCA England & Wales raises funds on behalf of member YMCAs and for YMCA England & Wales activities which can only be used for that specific purpose. The Emergency Response Fund was launched in response to the Covid pandemic to make grants to local YMCAs in co-ordination with the Movement Trust Fund, the Douglas Wood Charity and the regional trust funds. The Ukraine Emergency Appeal was launched in March 2022 with a £30k donation from YMCA England & Wales. Responses from the international YMCA network are being co-ordinated by the European Alliance of YMCAs. Further income was received from local YMCAs and individual donors; a total of £261k has been sent to the European YMCA for relief work in Ukraine and surrounding areas. The Sidley project was launched in 2023 in co-ordination with YMCA London Central and North to support their youth work project. The APS Benevolent Fund was passed to YMCA England & Wales to administer on their behalf. Last year YMCA England & Wales received a grant from Macquarie Bank on behalf of the World Alliance of YMCAs.

The Movement Trust Fund is established under the trusteeship of the National Council of YMCAs, with the purpose of assisting member YMCAs with grants and loans. Grants are also made by the Hartwoodside Award (which makes annual bursaries to young people in need, particularly disabled persons) and the Douglas Wood charity (which makes grants for the promotion of the education and training of young men in the science and practise on farming, horticulture or any similar profession or trade). The Trust & Association Funds represent mainly funds from defunct Associations. Income is either remitted to a specific activity or accumulated. The North West Region Trust Fund is administered on behalf of this regional trust fund.

The amount for Dunford House is the accumulated profits from the conference centre. In view of the disappointing performance, the Board decided to close this centre and activities ceased on 26 March 2018. The property was sold in August 2020, with the proceeds (net of costs) added to the restricted fund. The fund can only be used for "educational purposes of the National Council".

NATIONAL COUNCIL OF  
 YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

**NOTES TO THE FINANCIAL STATEMENTS**
**Year ended 31 March 2025**

## 15. DESIGNATED FUND

A designated fund has been set-up for the anticipated costs of getting the YMCA Pension Plan to buy-out stage (expected by April 2029).

## 16. UNRESTRICTED FUNDS

The balance sheet shows how the unrestricted reserves are held. Some of these reserves are held in the form of long-term loans or tied up in fixed assets and therefore not directly available to support other activities, the remainder of the reserves are available to support the activities of YMCA England & Wales and are described as 'free reserves'.

	31 March 2025 £'000	31 March 2024 £'000
General Fund	8,425	8,511
Less allocated to the following purposes:		
Fixed assets	(679)	(713)
Long-term loan to associations	(725)	(773)
'FREE RESERVES'	<u>7,021</u>	<u>7,025</u>

 17. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS  
 Fund Balances are represented by:

	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2025 £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2024 £'000
Tangible Fixed Assets:						
Other fixed assets	679	-	679	713	-	713
Investments	10,857	41	<u>10,898</u>	12,677	42	<u>12,719</u>
Total fixed assets			<u>11,577</u>			<u>13,432</u>
Net Current Assets	444	814	1,258	(460)	1,284	824
Long Term Liabilities	(1,555)	-	(1,555)	(2,419)	-	(2,419)
	<u>10,425</u>	<u>855</u>	<u>11,280</u>	<u>10,511</u>	<u>1,326</u>	<u>11,837</u>

## 18. CHANGES IN RESOURCES AVAILABLE FOR CHARITY USE

	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2025 £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2024 £'000
Net movement in funds for the year	(86)	(471)	(557)	3,683	(291)	3,392
Net decrease (increase) in fixed assets	34	-	34	(51)	-	(51)
Net movement in funds available for future activities	<u>(52)</u>	<u>(471)</u>	<u>(523)</u>	<u>3,632</u>	<u>(291)</u>	<u>3,341</u>

## 19. LEASING COMMITMENTS

At the balance sheet date, YMCA England & Wales had the following total commitments under operating leases:

	31 March 2025		31 March 2024	
	Property leases £'000	Plant & machinery £'000	Property leases £'000	Plant & machinery £'000
Expiring:				
Within 12 months	1,200	297	987	299
1 to 2 years	822	145	625	297
2 to 5 years	747	-	734	157
After 5 years	27	-	368	-
	<u>2,796</u>	<u>442</u>	<u>2,714</u>	<u>753</u>

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 31 March 2025**

**20. GRANTS RECEIVED**

The following grants were received during the year:

- £100,000 Sidley Austin LLP re YMCA London CAN Youth Hub Project & Partnership
- £75,000 Benefact Trust re Y Mentoring
- £75,000 Joseph Wright re Y Girls Project
- £50,000 Genesys Biotech for YMCA England & Wales

The following grants were received during the previous year:

- £100,000 Sidley Austin LLP re YMCA London CAN Youth Hub Project & Partnership
- £75,000 Benefact Trust re Y Mentoring
- £75,000 Joseph Wright re Y Girls Project

**21. CONTINGENT LIABILITIES**

As in prior years YMCA England & Wales has full repairing interests in properties occupied by member YMCAs. There are potential contingent liabilities arising from these interests, but the time and cost to ascertain the potential liability is disproportionate to the benefits gained.

**22. TRANSACTIONS WITH RELATED PARTIES**

Several Board members are connected with local YMCAs that affiliate to YMCA England & Wales on the normal terms.

The YMCA Pension Plan operates from the offices of YMCA England & Wales which received payments of £29,990 inc VAT (2024: £28,710 inc VAT) for staff time and support services provided.

No donations were received from the trustees (2024: £5,000).

Transactions with group undertakings are shown in note 8. There were no other transactions with related parties.

**NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)**

England & Wales - Charity number 212810

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# Accounts

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# YMCA

Here for young people  
Here for communities  
Here for you

## Annual Report *and* Accounts

2023-24



*EVERYONE*  
**SHOULD**  
**HAVE A**  
*FAIR CHANCE*  
**TO DISCOVER**  
**WHO THEY**  
**ARE AND**  
**WHAT THEY**  
**CAN BECOME.**

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# Welcome

## to the Annual Report for the National Council of YMCAs

2023-24 has been a year of challenge, celebration and of change. It has seen communities battling with a cost of living crisis so severe that many have been unable to meet the cost of essentials like food and energy; combined with an ongoing short supply of affordable homes and spiralling rental costs that have left far too many people struggling to keep a roof over their heads. Young people have been particularly and disproportionately affected by the impact of these issues.

All of this has led to a marked increase in demand for YMCA services; a challenge that YMCAs have risen to across our communities in England and Wales. Every day, through our services and projects, YMCA staff and volunteers work tirelessly to be part of the solution; helping people to escape homelessness, tackle mental health issues; offering financial advice and support; and providing the education and training to help people back into meaningful work.

Beyond these direct services, YMCA also extended its support by launching ahead of the General Election in 2024, its manifesto to call for and enact real change on many of these critical issues. Developed alongside the people YMCA serves, our manifesto sets the key areas of focus for the new Government with tangible and evidenced asks that would make a significant positive difference to the lives of many in our communities.

Alongside this external facing work, we have also continued developing and implementing through our Federation Strategy, our own bold blueprint for how we all want YMCA to **collaborate** between now and 2030, **and integrating this with that of the Global Vision 2030**. So much has been achieved in the past year across our four key themes of Leadership & Influence, Excellence and Impact, Growth & Reach, and Awareness and Support, as we forge forward to deliver this collective vision for our Federation, but recognising there remains much to do.

It must also be acknowledged, however, that the additional demand placed on our services at a time when funding has increasingly reduced or disappeared, has created a significant challenge for many YMCAs during 2023-24. YMCA England & Wales as the National Council is committed to 'support, represent and develop' the Federation as we work through these challenges and meet the impact of wider economic, political and societal difficulties.

This support must come from a base of financial sustainability, and National Council has been successful over the past year to continue to improve its reserves position - increasing from £8.5m in at the end of 2022/23 to £11.8m as of 31 March 2024. This rise is attributed to tight budgetary control leading to an operating surplus of £0.04m, gains on market value of investments of £0.6m, and a decrease in future pension scheme commitments of £2.8m.

Total income has increased from £21.7m in 2023 to £22.6m, and though expenditure has also increased for 2023-24 (to £22.5m), this is in part due to a rise in retail spend as part of a strategic approach and investment in securing quality retail units, with average weekly income for shops continuing to increase.

Our collective focus for the future remains as ever on maintaining and growing these results so that YMCA England & Wales can continue to support the reach and impact of local YMCAs. As we navigate a new financial year, with a new Government in place and a clear vision and strategy for the future, it feels a unique opportunity for us to look back at what has been achieved and overcome, while also looking ahead to our ambitions for YMCA. Let us learn from 2023-24, and use that learning to do more and better into the next 180 years.

**Roy O'Shaughnessy**  
Chair  
YMCA England & Wales

**Denise Hatton**  
National Secretary & Chief Executive  
YMCA England & Wales

**85**

**YMCAs**

**PROVIDE  
SERVICES  
THROUGHOUT  
ENGLAND  
AND WALES**

**YMCA IMPACTS  
UPON THE LIVES  
OF MORE THAN**

**375,000  
YOUNG  
PEOPLE**

**EACH YEAR**

**688**

**DIFFERENT  
COMMUNITIES**

**NATIONWIDE  
ARE SERVED BY  
YMCA**

**YMCA IS THE LARGEST VOLUNTARY SECTOR PROVIDER OF SUPPORTED HOUSING FOR YOUNG PEOPLE IN ENGLAND AND WALES, PROVIDING 9,466 BEDS EACH NIGHT AND COLLECTIVELY HOUSING 20,357 PEOPLE AS THEY BUILD THEIR LIVES FROM A STABLE BASE**

**YMCA COLLECTIVELY WORKS WITH 166,039**

**YOUNG PEOPLE, CHILDREN, PARENTS AND CARERS TO PROVIDE THE BEST POSSIBLE START IN LIFE, PROVIDING A SAFE SPACE FOR 34,698 YOUNG PEOPLE THROUGH OUR EXTENSIVE YOUTH SERVICES OFFERING**

**WELLBEING IS A CRUCIAL FOUNDATION THAT ENABLES PEOPLE TO DEVELOP IN ALL AREAS OF THEIR LIVES. YMCA WELCOME 63,205 PEOPLE THROUGH OUR DOORS TO FORM COMMUNITY CONNECTIONS AND TAKE PART IN HEALTHY LIVING ACTIVITIES**

**YMCA BREAKS DOWN BARRIERS TO EDUCATIONAL SUCCESS AND EMPLOYMENT OPPORTUNITIES SO THAT PEOPLE CAN FULFIL THEIR POTENTIAL AND GAIN MEANINGFUL EMPLOYMENT, ENGAGING 20,391 PEOPLE THROUGH OUR TRAINING AND LEARNING PROGRAMMES**

**YMCA CONNECTS MORE THAN 36,000 YOUNG PEOPLE WITH SOMEONE TO TALK TO OR A HELPING HAND, OFFERING SPECIALIST GUIDANCE AND PRACTICAL SKILLS TO BEST EQUIP THEM TO OVERCOME WHATEVER CHALLENGES THEY MAY FACE**

**31**

**YOUTH AMBASSADORS RECRUITED AND ENGAGED WITH THE PROGRAMME**

**17**

**REFERENCES TO YMCA WORK IN PARLIAMENT**

**1,000**

**MORE THAN 1,000 NEW CAMPAIGNERS**

**1,913**

**PETITION SIGNATURES IN SUPPORT OF MORE AFFORDABLE HOUSING**

**1,318**

**YOUNG PEOPLE INVOLVED IN OUR POLICY AND RESEARCH WORK**

# YMCA England & Wales

YMCA is the oldest and largest youth charity in the world, with our foundations first rooted in England in 1844. With its origins in London, across the globe YMCA passionately helps more than 58 million people across 119 different countries. YMCA England & Wales (the National Council of YMCAs) provides support, representation and development on behalf of 83 local YMCAs working in almost 740 different communities to intensively support young people and communities so that they have an opportunity to truly belong, contribute and thrive in today's society. YMCAs provide services across five core areas, namely the provision of accommodation, training and education, family work, health and wellbeing and support and advice. Few organisations can claim to have the 'reach' of the YMCA, with international, national and local services tailored to meet the different needs of communities across the globe.

YMCA England & Wales is **committed to supporting YMCAs** and promoting high standards of work. We achieve this by sharing practices, implementing core requirements through membership agreements, providing expert intervention and support whenever needed but also through risk management. Our fundraising efforts, including operating retail shops in local communities, not only generating financial but also non-financial benefits in the form of local employment and connecting people with essential services. In addition to our support, we collaborate with YMCAs to explore new opportunities. This includes funded initiatives like Y-Girls and Girls Move, corporate partnerships such as Sidley, Cadent, and Vestey Holdings, as well as training and knowledge sharing for staff and volunteers. Our support extends beyond the UK, as we distributed funding to provide direct assistance to YMCA Europe to aid with the challenges in Ukraine. Depending on need, our support can take many forms including financial, human resources, press and communications, business modelling or governance support. We also support YMCAs in acting in the role of Principal Employer for pensions matters – and where requested provide direct services such as payroll and HR.

YMCA England & Wales **represents YMCAs** by advocating for the needs of the most vulnerable individuals. We engage with government, key policymakers, and national media to influence and shape the future agenda. Throughout the year, we have campaigned on various important issues, including accommodation challenges for young people, the impact of living costs on households, and the underfunding of the early years sector. We strive to influence the outcome of government funding decisions and targeted funding allocations such as the Youth Investment Fund and levelling up funding. While driving our national flagship campaigns, we also ensure that our local YMCAs maintain connections with our European and International movements, connecting with World Vision 2030 and the drive to connect our work and demonstrate the global impact of YMCA.

To **develop YMCAs**, we encourage collaborative efforts on joint opportunities. Our Federation Strategy reflects our collective ambition, with priority areas relating to brand amplification, housing growth, business models and viability, and strengthening our own ethos and culture. This work builds upon local efforts and enables YMCAs to expand together and reach more beneficiaries in diverse communities. Additionally, we foster partnerships that generate opportunity and develop collective tools for better articulating our impact that demonstrate the value of YMCAs in our society, engaging in wider opportunity that will further the work that we do.

# Strategic Report

## Public Benefit

We have no doubt that our activities provide significant public benefit with nearly 600,000 people reached by the services that YMCA provides. The work of YMCA makes a tangible difference in the lives of young people and communities every day. This is recognised in numerous inspiring stories from beneficiaries whose lives have been transformed by the support and services provided by YMCA. We acknowledge that the success of YMCA is thanks to the dedication of our staff and volunteers, as well as the generosity of our supporters which provide the foundations for our work.

# Role of the National Council of YMCAs

## (YMCA England & Wales)

The role of National Council is to **support, represent and develop** and can be best summarised in the table below:

### Uphold membership standards

To oversee and monitor the implementation of the Membership Agreement to deliver a common approach to standards across the YMCA Federation.

### Heritage

As the stewards of YMCA’s heritage, to protect, enhance and enrich our history.

### Assurance, risk and compliance

To deliver a high level of confidence across the Federation in relation to agreed compliance levels being achieved and identifying potential areas of concern.

### Strategy and growth

To facilitate and promote strategies within the YMCA movement that provide for growth, innovation and collaboration across the Federation.

### Intervention and support

To ensure potential risks are mitigated through intervention and support.

### Impact measurement

To establish a number of coherent key impact measurement indicators across the main work areas to show the overall impact of YMCA work throughout England and Wales.

### Policy, research and advocacy

To effect positive change on key policy areas impacting upon the work that matters most to the YMCA Federation and our beneficiaries.

### International, democracy and engagement

To represent YMCAs across England and Wales on the international stage, and to facilitate opportunities for all member YMCAs to engage and contribute to the future direction of the Federation.

### Press, campaigns, brand and communications

To promote the work of YMCA, its positive impact upon the lives of our beneficiaries, and ensuring a high level of recognition of YMCA’s brand.

### Financial sustainability

There are four components to financial sustainability covering pensions management; fundraising, including business development; retail; and value for money

### Faith

To ensure the Federation has the resources, thinking and strategy to hold its Christian identity and apply that in the 21st century; enabling the Federation to deepen bonds of unity; and for faith to find its place in our local, regional, and national identity

# Strategic Objectives

## 2022-2030 Federation Strategy

The Federation Strategy sets out the collective ambition for all YMCAs across England and Wales, highlighting the areas where, by working together, we can have greatest impact. This sets out an ambitious agenda of change and a copy of the 2022-2030 Federation Strategy can be accessed [here](#).

During 2023-24 a number of priority areas have been progress including furthering our agenda to progress activity in relation to housing growth to meet beneficiaries needs commissioning work on a theory of change in relation to supported housing and developed of growth strategy, concluding an independent study in relation to business models, viability and risk (with a nested study looking at the challenges in Wales), tools to deliver a YMCA ethos and culture with programmes in relation to induction and leadership development, as well as tools to embed culture as well as ensuring that our contribution, is recognised through brand amplification. By pursuing the Federation Strategy of collective ambition, it is planned that YMCAs will be able to deliver more work, which in turn will further fulfil the ambition set out in the international YMCA 2030 Vision with priorities for: a just world; a sustainable planet, a meaningful work and community wellbeing. Further information on World Vision 2030 for all YMCAs across the globe can be accessed [here](#).

## National Council of YMCA: 2022-2030 Strategy

Whilst recognising that the National Council has a key role to play in the delivery of the Federation Strategy's collective ambition, we are also mindful of our day-to-day role in relation to support, represent and develop, as set out in our Governing documents and indeed our need to be exemplary in all that we do. To reflect the different aspects of our work the National Council Strategy reflects this with three pillars:

- **Pillar 1:** Recognising our role in contributing to the Federation Strategy.
- **Pillar 2:** Recognising our foundational role in relation support, develop and represent to member YMCAs.
- **Pillar 3:** Recognising our own charity in our own right and being exemplary in everything that we do.

In relation to our contribution to the Federation Strategy, the Board determined that the National Council should adopt the Federation goals, strategies and objectives in full, and in this way recognise our part in driving forward this collective ambition. A copy of the National Council's Strategy 2022-2030 can be accessed [here](#).

The goals set out in the National Council Strategy are underpinned by strategies and objectives that take forward each of these goal areas. The priorities for action are then reflected in our Business Plan, which ensures that the strategy is taken forward and resources allocated. Progress against the 2023-24 Business Plan is reported in the section 'Review of Achievements'.

# Review of Achievements

2023-24 has been mixed in many ways with activities with progression both in terms of joining up activity and in pursuing the collective ambition in the Federation Strategy, but also a year of challenge with no single organisation immune from higher interest rates, higher costs, increased staffing challenge and an increasingly difficult funding environment. This has required periodic intervention and support to aid YMCAs to navigate difficult times. Overall, however 2023-24 has been positive with increased income growth, and increased services into communities with YMCAs continuing to demonstrate resilience. As such, YMCA continues to do more in communities.



In relation to the National Council of YMCAs we have continued to progress the tri-partite aims of increasing distributions to the Federation, building our own capacity and yet ensuring our own solvency. In this regard 2023-24 provided for distributions to YMCAs of £1.2m (with the Federation agreeing to invest more into RoomSponsor fundraising for greater future return), investment in capacity to further the Federation Strategy and yet with the balance sheet position strengthening further due to the outcomes of the triennial review. In relation to Board investment decisions these have included work on leadership development, induction, theory of change, aligning activity to Vision 2030 and impact measurement, housing growth and the development of strategy alongside additional networks and increased intervention and support. These investments were in addition to that which has seen the implementation of Y-Hub (an internal app-based tool providing for connectivity), strategy development and commissioned expertise to review the viability of YMCAs and advise on change, as well as furthering our own work on impact measurement. This was achieved in the face of a difficult fundraising environment, but with our retail shops performing exceptionally well and improvements in both the pension position and our investments, it has meant that these could be absorbed whilst still increasing net reserves.

# 2023-24 Business Plan Performance

An assessment against the 2023-24 Business Plan priorities external in focus is set out below:

## PILLAR 1

### Contribution to the Federation Strategy

#### GOAL A | Leadership and Influence: Lead change that brings about a more just, inclusive, and equitable future

- ▶ Establish the Reputation Amplification Project Group to deliver priorities of Federation Strategy: Established
- ▶ Finalise development of Y-Hub and launch at National Conference and across wider Federation: Y-Hub was launched at National Conference in July
- ▶ Policy Briefs to be fully implemented by the end of June 2023: Policy briefs have been completed and are available on Y-Hub
- ▶ Produce three reports and associated campaigns, building on the previous year's campaigns and pillar 1 of the Federation Strategy: Early Years Funding, Breaking Barriers to Work, and Winning Hearts & Minds reports published.
- ▶ Increase our Parliamentary presence and activity through the recruitment of an additional ten Parliamentary Patrons, including increased questions and mentions in Parliament and Westminster Hall: on-going, reviewing our Parliamentary Patrons to identify key potential and looking longer.
- ▶ Deliver a perceptions survey report on attitudes to YMCA within local authorities: Results trialled at the National Conference and being converted into a fuller report.
- ▶ Recruit and train more Youth Ambassadors and continue participation in the All-Party Parliamentary Group on Youth Affairs: Completed with new Youth Ambassadors recruited. Training schedule for the year is in place with one on public speaking already having taken place.
- ▶ Facilitate establishment of the Ethos Working Group and representation in the group: Working group established and meeting and considering where to focus - ethos, culture or tools to embed culture. New leadership development and induction programmes commissioned.
- ▶ Ensure the current work on EDI and heritage are connected to the work of the Ethos Group: Work on EDI and heritage connected into the Ethos Group with work on-going.
- ▶ Facilitate an action plan from the Ethos Project Group and look to implement actions: see above (with many actions implemented).

## Goal B | Excellence and Impact Transform lives with programmes that are second to none in quality.

- ▶ Launch the third dashboard on Family & Youth Work and begin the work around the fourth dashboard on Support & Advice: third dashboard on Family & Youth Work is complete but its launch has been delayed to enable more data from YMCAs to be incorporated into the figures. Fourth dashboard on Support & Advice underway.
- ▶ Increase YMCAs engaged in the impact measurement dashboards: Trust Impact attending National Conference to speak to YMCAs (particularly those not yet engaged).
- ▶ Launch Y-Hub in July 2023: Y-Hub launched at National Conference in July 23.
- ▶ Engage Youth Ambassadors and those with lived experiences in the Federation strategy priorities for programme development that affect them: Youth Ambassadors engaged with much of our work, contributing to it and drawing on their own life experiences. They remain a focal point in our representation on and work for the APPG on Youth Affairs with two supporting the MPs inquiry into young people and the skills gap.
- ▶ Hold appropriate Federation facing forums to enable inclusive conversations: on-going. Meetings on matters of interest to the Federation remain a core focus of what we do with events on early years funding, 16/17 regulations in supported housing, National Citizen Service, Renters Reform Bill and Youth Investment Fund.

## Goal C | Growth and Reach: Provide more support in more places, to more people, where there is unmet need

- ▶ Establish the Housing Development Project Group to deliver priorities of the Federation Strategy: meetings held with a high-level draft strategy document developed based on the initiatives framework. Now undertaken analysis to identify a partner to support the development of an overarching Growth Strategy, with milestones and operational delivery objectives. Review of current Supported Housing delivery models and development of a theory of change to enable best practice and impact measurement within a common framework commissioned.
- ▶ To facilitate the development of an action plan and support implementation of the plan deliver the priorities of the Federation Strategy (commissioned theory of change for housing support): as above.
- ▶ Establish the Business Models Project Group to deliver priorities of the Federation Strategy: Group established, and work programme developed, with findings from an external review (Bayes) recently shared with the Federation.
- ▶ To facilitate the development of an action plan and support implementation of the plan to deliver the priorities of the Federation Strategy: Consultants commissioned, and work having now concluded. Outcomes in the process of being shared with YMCAs.



**Goal D | Awareness and Support: Achieve high levels of public understanding of the issues people and communities face, driving urgency, support, and empathy for others so that the public shares and supports our goal**

- ▶ Establish the Reputation Amplification Project Group: Completed
- ▶ To facilitate the development of an action plan and support implementation of the plan to deliver the priorities of the Federation Strategy: Work on-going
- ▶ Launch Y-Hub in July 2023 to provide the basis for collaboration on communication: Y-Hub was launched in July.
- ▶ To facilitate the development of an action plan and support implementation of the plan to deliver the priorities of the Federation Strategy: Work on-going, with a review of Federation Strategy progress and priorities planned for September 2024.



## PILLAR 2

### Foundational Activity

#### GOAL A | Improving Democratic Coherence To represent YMCAs on the international and national stage and to facilitate opportunities for all member YMCAs to engage and contribute to the future direction of the federation

- ▶ Ensure representation and participation at YMCA Europe General Assembly/50th anniversary event in Berlin in June 2023: Completed
- ▶ Continue to integrate and align strategies at World, Area, National and Local: Work developed understanding the link between World Vision, Federation Strategy, National Council Strategy and Business Plan. Sessions held with staff to inform how work all contributes to World Vision and clarified thinking. Video developed and shared that explains how strategies and plans align.
- ▶ Produce three research reports that build on the previous priorities identified with the federation and pillar 1 (hold three policy sessions a year with Chairs and Chief Executives).
- ▶ Annual National Conference.
- ▶ Implement Y-Hub from July 2023 which will enable all YMCA staff and volunteers to access and contribute to policy and influencing work.
- ▶ Implement a Trustees network and refresh the Chairs Network. Continue the Chief Executive virtual meetings: Chief Executive virtual calls are continuing. Work on the Trustee network has not yet begun but a number of sessions held with Chairs during the year.

## GOAL B | Facilitate the delivery of the Federation Strategy and Population of Future Plans

- ▶ Set up and resource Project Groups that are able to take forward Federation Strategy priorities: Groups established and resourced.
- ▶ Deliver Y-Hub and other communication deemed necessary to ensure YMCA wide engagement in the Federation Strategy.
- ▶ Identify priorities beyond 23-24 that further the Federation Strategy: Work plans developed that inform 24-25 work priorities but with Bayes review of risk and viability concluding (and with a number of further recommendations identified), options for further work are to be considered in the Federation Strategy process planned for September 2024.
- ▶ Communicate the intervention and support offer to YMCAs: To be set out, although working with a number of YMCAs on individual intervention and support challenges. More predictive information now available through the health-check).
- ▶ Support the Federation to complete the Trusted Charity Standard and any other policies that need support: On-going support being provided to enable YMCAs to meet the standard with much progress across YMCAs (and now targeted support to the few that have yet to make the standard).
- ▶ Further develop the health-check to identify key areas of risk and inform intervention: Developed and issued for 2023 (and reported back to the Federation with a number of individual YMCA sessions) and with a further enhanced version for 2024.
- ▶ Identify the gaps in intervention and support and develop an action plan to respond: Board agreed to additional resourcing to help promote more proactive intervention and support activity. On-going intervention support provided to a number of YMCAs.
- ▶ Identify and support YMCAs at risk of brand non-compliance by December 23: on-going with a number of YMCAs supported in implementing the national brand.
- ▶ Introduce an annual presentation on health-check themes to YMCA Trustees and CEOs: Delivered in January 2024 to CEOs and National Board in February 2024. Further enhancements on the health-check built into 2024 issue.
- ▶ Report compliance on the membership agreement to the AGM 2023: Update provided. Will need to consider reporting to 2024 AGM. which will be an objective in 2024/25 Business Plan.



## GOAL C | Support All YMCAs in Becoming Financially Sustainable

- ▶ Deliver the Fundraising Strategy: identified pilots, RoomSponsor investment model, increasing corporate and trust relationship, on-going funding for current national, support for Federation Strategy priorities. Corporate partnerships continue to develop with local YMCA Partners and with both Vestey Holdings and Cadent Gas.
- ▶ Deliver Retail Growth Strategy and vision that all YMCA will benefit from the partnership: Retail continues to trade well and deliver on our growth strategy. We are also looking at ways to develop new Retail area's where we currently have no, or very little presence to support continued growth.
- ▶ Represent YMCAs in pension end game conversations and 2023 triennial: Concluded and outcomes shared.

## PILLAR 3

### Be Exemplary in All That We Do

#### GOAL A | Be an Employer of Choice

- ▶ Identify future organisation needs and develop a three-year training and development plan: some delay due to capacity but implemented organisation wide Safeguarding; Health & Safety; EDI; Cyber Data training. Work to be taken forward in 24-25 business planning process with the aim of developing a training plan to include career development and succession planning.
- ▶ Review and extend opportunities for staff and volunteers to engage in the YMCA globally and locally: A light touch review has been done although there is good representation and attendance at events and on forums/groups. This work is on-going.
- ▶ To develop the action plan to embed our ethos: to be aligned to the Federation Strategy group work on ethos and culture (and to cover all staff and volunteers).
- ▶ Undertake a review of pay frameworks and terms and conditions including Retail resourcing model: Draft TOR scoped but to be agreed internally before progressing. This will be a focus in 24-25.

#### GOAL B | Define, Articulate and Evidence Our Value to Members

- ▶ Identify impact and other evidence to measure our role of support, representation and development: To meet with Trust Impact to hold an initial discussion on possible approach to include financial and non-financial benefits to members from the National Council (some work on financial measures completed and initial outline of non-financial measures in the process of being worked up).
- ▶ Further develop KPIs for internal and external reporting (including social responsibility): Measures identified for Balanced Scorecard approach and shared with Finance and Audit Committee. Work continues to evolve.

#### GOAL C | Ensure We Are Exemplary in Our Approach to Governance

- ▶ Deliver Trusted Charity in advance of the 2023 AGM: self-assessment completed in advance of the AGM and full accreditation achieved in February 24. Action plan being developed.
- ▶ Conduct on-going reviews of charity governance standards and ensure that we achieve them: On-going. To be considered post Trusted charity and to ensure that the Board are abreast of best governance practice.

## GOAL D | Build an Infrastructure That Supports Our Strategic Ambitions and Increases Our Capacity for Growth

- ▶ Review agile working arrangement and consider any changes - Initial conversations held. Formal review to be held later in the year with a proposal developed for Board approval if permanent terms and conditions require change.
- ▶ Consider an environment group to identify further actions needed to reduce our impact on the environment - Baseline review commissioned (Energy Savings Opportunities Scheme report submitted). Internal working group to be established.
- ▶ Define digital strategy needs - To be taken forward in 24/25.
- ▶ Implement IT cyber action plan - Action plan developed with many actions implemented during 2023-24 and into 2024-25.
- ▶ Ensure that IT infrastructure supports the implementation of the internal communications review: Much of the IT infrastructure now moved to the cloud, and with further hosted servers to be decommissioned following a 'full' move to SharePoint.
- ▶ Implement and launch an updated YMCA website: New website will be launched by the Autumn.
- ▶ Implement a core messaging grid for National Council and the Federation: Work has already begun on this from a Communications perspective.
- ▶ Deliver Retail migration to the cloud: We are currently working with Nisyst, our supplier to develop the reporting structure linked to Chariot Webb, the Cloud based system. This will also reduce our risk of over relying on a single supplier.
- ▶ Implementation of EPOS system: Completed.
- ▶ Deliver the 23-24 Budget: Delivered.
- ▶ Improve Management Reporting (budgeting and forecasting tools): Steps taken forward in relation to KPIs but much work to do to join up information and provide 'management packs' to key audiences.
- ▶ To maintain the level of funds to meet the pension: On-track with balance sheet position improving and pension deficit falling (due to rising gilt prices).
- ▶ Identify and review a number of to drive VFM areas including procurement: Work taken forward on copiers, phones, cars and utilities during 23-24.

# 2024-25 Performance to Date



The Board have agreed new business plan objectives for 2024-25 which further the ambition in the National Council strategy, continue the investment in both capacity and fundraising potential and alongside this an agreed break-even budget position (before pension costs and investment returns). This has allowed for continued investment in key areas. In doing so this has included an ambitious but achievable net return from our Retail operation, with continued planned growth to fund the additional capacity in the charity work. Early signs at the start of the year are that the environment is challenging (particularly for Retail) with plans being considered to ensure that the growth is achievable (or steps taken where now considered not achievable).

# Risk Management and Internal Controls



**YMCA England & Wales operates a comprehensive corporate risk management process to manage and mitigate risk. The Board of Trustees has overall responsibility for ensuring that we operate an appropriate system of controls, financial and otherwise, to provide assurance that:**

- ▶ Our resources are used in a way that maximise impact for our beneficiaries and the Federation.
- ▶ We are operating efficiently and effectively within a climate of value for money.
- ▶ Our assets are safeguarded against unauthorised use.
- ▶ Proper records are maintained, and financial information used within YMCA England & Wales and for publication is reliable and accurate.
- ▶ We comply with relevant laws and regulations.

The systems of internal control are designed to provide assurance against material misstatement or loss. These include:

- ▶ An overarching strategy that links to the needs of our membership.
- ▶ A clarity over the role undertaken, and the resources available to ensure 'expectations are managed'.
- ▶ A Business Plan and budget approved by the Board following a thorough business planning process that allocates resources to priorities (and in line with strategy).
- ▶ Ensuring that the Board, Committees and Senior Leadership Team are appraised of financial results, variances from budgets and non-financial performance indicators.
- ▶ A Committee structure with appropriate skills mix to be able to inform and challenge.
- ▶ Effective management information systems, which continue to develop with the provision of monthly management accounts to a range of audiences.
- ▶ Delegation of authority and appropriate segregation of duties ensuring controls on expenditures (an update was finalised in 2023-24).
- ▶ Appropriate financial policies, processes and systems as detailed in a Finance Manual (with updates in 2023-24) and an on-going process of policy review.
- ▶ Identification and management of financial and other risks by the Board and Senior Leadership Team including frequent review of the Risk Register by the Board and Finance and Audit Committee.
- ▶ Processes to ensure that conflicts of interest are identified and recorded (and identified in advance of meetings).
- ▶ Regular checks and review through internal, joined up budget/outturn conversations.
- ▶ Updates from investment managers and provision of information to Committees.
- ▶ Accountability to members through an Annual General Meeting.

The Finance and Audit Committee monitors the effectiveness of audit and reviews our risk management processes. The Committee has provided the following statement:

*The Finance and Audit Committee has reviewed the reports from the senior management, audit and other reports on areas of operation. The Committee confirm that the above systems have been applied and are confident that systems of internal control and risk management are working effectively (noting that there is always scope for improvement).*

In relation to risk, the Board operates a formal risk management process to assess risk and implement mitigating strategies. This involves identifying the types of risks faced, prioritising them in terms of impact and likelihood (with velocity recently added), and identifying a means of management. This has also informed the Reserves Policy that is set by the Board. As part of this process, the Board review a report at every meeting that details major risks, approves plans for the implementation or enhancement of procedures and policies where these are required, and otherwise ensures that appropriate steps are being taken to manage the key risks. Approved actions are implemented by senior managers who are accountable to the Board.

A number of risks have been managed in 2023-24 specifically those which relate to viability and staffing changes across the YMCA Federation – recognising the role that the National Council has in relation to not only our own charity but the wider federation. The below summarises the key risks at May 2024:

<b>Risk</b>	<b>Latest Action</b>
<b>1</b> Loss of key IT system, loss of data, legacy systems unsupported	IT review completed with many actions implemented. Work on reviewing the Business Continuity Plan has allowed processes to be put in place regarding loss of servers, key IT suppliers and access to systems. Further migration to the cloud and office 365 environment will further significantly reduce risk. IT actions continuing within identified list. Cyber Essentials is scheduled to be completed by June 2024.
<b>2</b> Cyber Security (Ransomware attack)	Action plan developed with many actions implemented (including 365, standardised use of share-point, improved firewalls, back-up arrangements, outsourced support, training and development and other securities to manage access). IT actions continuing within identified list. Cyber Essentials is scheduled to be completed by June 2024.
<b>3</b> Loss of key staff across the Federation	CEO development programme concluded in December 22, board have agreed budget for proposed repeat, conversation on commissioning in progress. Increasing pressures to meet living wage with financial implications.
<b>4</b> Specific member YMCA sustainability and viability risk	Intervention and support provided to a number of YMCAs. Consultants commissioned to review business models - with recent session in Wales receiving positive response.
<b>5</b> Interest rates increase leads to inability of YMCAs to make repayments on loans and borrowing, with impact on individual YMCA viability.	Viability and risk sessions held in late 2022 with a menu of actions identified. Feedback from sessions shared with individual YMCA Chairs and Trustees. Terms of reference have been drafted and consultants commissioned, work underway, looking to report in April/May 2025.
<b>6</b> Reputational impact for YMCA Federation due to issue within a YMCA	Continue to work with YMCAs to manage reputational risk.
<b>7</b> Impact of inflation and rising energy prices with consequent viability and risk challenges for all YMCAs	Work underway to identify challenges with sessions on risk held with YMCAs. Analysis to be fed back and follow up work on actions planned. Increased energy price and cost of living is still high and having an impact, noting inflation is due to reduce as the year progresses.

The full risk register is considered by the Finance and Audit Committee at every meeting. The Board review the key (red) risks that have been highlighted through appraisal of cause / consequence. The Trustees believe that the system of internal controls has been adequate to provide assurance against material misstatement or loss.

# Fundraising Statements

## Approach to Fundraising Activity

YMCA England & Wales fundraises for two core reasons:

1. To distribute money to local partnering YMCAs enabling them to support more young people and their communities through direct service delivery.
2. To provide member services to YMCAs, leveraging our unique position to centrally represent, develop and resource YMCAs. This includes changing young people's lives through national campaigning and lobbying.

Our fundraising activity falls under two broad headings:

### Public Fundraising

- ▶ Our Acquisition activity seeks to recruit donors to make a cash gift or to commit to a programme of regular giving. We recruit donors through online marketing via social media and digital adverts, through offline marketing by the insertion of recruitment flyers in magazines and newspapers, through Cold Direct Marketing using purchased, fully GDPR compliant mailing lists, through door drops – unaddressed mailings using Royal Mail's services, through Telephone Marketing using the services of a professional telemarketing agency, and through Private Sites face-to-face fundraising – using the services of a fully trained, professional fundraising agency.
- ▶ Our Appeals programme is focussed on individuals who have previously made charitable gifts to YMCA England & Wales and is delivered via direct mail and email. In addition, the services of a professional telephone marketing agency may be used to ask donors to reinstate lapsed regular giving or to increase the value of their regular gifts.
- ▶ High Net Worth individuals are approached on a personal basis to encourage their continued support, by post, telephone and email. Our Legacy programme seeks to encourage already engaged donors to consider leaving a gift in their Will. Our partnership with National Free Wills Network has also enabled us to engage with a cold audience via local partnership campaigns using channels such as social media, door drops, press adverts, radio and digital billboards.

### Strategic Partnerships

- ▶ Approaches to and relationships with Charitable Trusts are conducted via post, email and telephone.
- ▶ Approaches to and relationships with corporate donors and prospective donors are conducted via email and telephone.
- ▶ Participants in challenge events, such as the London Marathon, are recruited via focused social media advertising.

# Compliance with Fundraising and Data Protection standards

In all our fundraising, we adhere fully to the Fundraising Code of Practice, in respect of both the legal rules that apply to fundraising and the standards designed to ensure that fundraising is open, honest and respectful.

- ▶ We are registered with and regulated by the Fundraising Regulator (Membership Number: 000206).
- ▶ We are members of and adhere to the standards of the Institute of Fundraising (Membership Number: Z2043125).
- ▶ We require others acting on our behalf to adhere to the same standards and will take appropriate action promptly if we find any failure to do so.

Our full compliance with GDPR legislation ensures the protection of personal details and the privacy of our fundraising audience. Our capturing, management and application of communication consents is robust and subject to strict vigilance.

Neither YMCA England & Wales nor any person acting on behalf of YMCA England & Wales was subject to an undertaking to be bound by any voluntary scheme for regulating fund-raising, or any voluntary standard of fund-raising, in respect of activities on behalf of the charity.

## Monitoring of fundraising activities

Telephone marketing and Private Sites face-to-face fundraising was carried by professional agencies on behalf of YMCA England & Wales for the purpose of fundraising.

The audience for telephone marketing was individuals who have an existing financial relationship with YMCA England & Wales, who had provided their telephone number and have not opted out of telephone contact for fundraising purposes. We also comply with the Telephone Preference Service.

The audience for face-to-face fundraising was members of the public within the private sites (railway stations, events venues and supermarkets) that had been secured by the fundraising agency.

All the agency staff involved in these activities receive regular training directly from YMCA on our brand and our compliance policies.

This is in addition to the training that our partnering professional fundraising agencies provides on data protection, compliance and maintaining quality. We listened to randomly selected calls (approximately 5% of all calls) to ensure the highest of standards, and that we are complying with all relevant regulations and legislation. We also regularly undertake supplier tenders to ensure value for money.

## Protecting vulnerable people

The agencies who acted as our agent each have a comprehensive policy in respect of Safeguarding Vulnerable People, which is taken seriously and owned at all levels within their organisation. All their employees are required to undergo vulnerable persons training upon joining the organisation, utilising an adapted version of the 'Caring for the Vulnerable' training as compiled by the Direct Marketing Association, and the 'Treating Donors Fairly' training as compiled by the Institute of Fundraising. All their employees must agree to abide by this Policy.

### **In compliance with Institute of Fundraising guidance on protecting supporters, YMCA England & Wales will:**

- ▶ Never pressure someone into making a donation.
- ▶ Be alert to signs that someone may be confused or vulnerable and need additional support.
- ▶ Take care not to take advantage of mistakes by donors or to exploit their lack of knowledge or need for care.
- ▶ Not accept a donation from an individual if we believe he/she lacks the capacity to make the decision to donate.

### **We actively look for indicators that a donor might be vulnerable, such as:**

- ▶ Making repeated telephone calls to make a donation or check a donation
- ▶ Sending weekly donations in post
- ▶ Mention of low income or relying on benefits
- ▶ Communication covering unrelated topics e.g. aliens, blue moon, death, self-harming
- ▶ Communication indicating that a person is deeply affected by a mailing sent e.g. legacy mailing triggering deep concerns about death
- ▶ People who inform they have health issue e.g. Dementia, Alzheimer's, mental health issues, and cancer

Each individual is dealt with, respectfully, on a case-by-case basis and we are careful when recording sensitive information. For example, if a person informs us, they have Dementia in its early stages but is still capable of making rational decisions/donations, we will continue to send mailings but will log on their record that they need Special Consideration and take note that the supporter has dementia. If we start to see a different behaviour pattern, we will upgrade our action and consider reducing mailings or remove the supporter from our mailing lists.

## Complaints

We closely monitor any complaints that we receive. During the reported year we received just thirteen complaints:

- ▶ Two complaints related to the supporter newsletter’s article “Pride in being queer” which celebrated the support YMCA provides to young people in the LGBTQ+ community. Responses were issued explaining that YMCA is an inclusive organisation and proud to support those who are more likely to experience discrimination, prejudice and exclusion from society.
- ▶ One complaint was related to the volume of marketing appeals that had been received: the supporter was disappointed to have received a reminder mailing following the Christmas appeal and felt ‘frustrated’. An apology was issued and an offer to reduce marketing was offered, but the supporter decided that they would like their details to be removed from the mailing file, so this was actioned.
- ▶ Three complaints related to contacting supporters who had previously asked to be removed from the mailing list: one had been caught in the email quarantine system and not been received, one had been removed from the mailing list, but a final communication had been issued and could not be recalled from the mailing house, and one had been missed. All were issued with an apology and suppressed from the database. The IT system was also reviewed to ensure that emails from supporters would not be held in quarantine moving forwards.
- ▶ One complaint related to the sending of marketing appeals to a supporter who had passed away. An apology was issued, condolences shared, and the supporter was removed from the mailing list.
- ▶ Six complaints related to Private Sites face-to-face fundraising activity. Two complainants felt they had been pressured into signing up to a direct debit, one of which gave incorrect bank details as they did not feel they could say no, one complainant was disappointed that they had not received a confirmation call following their sign up and subsequently had changed their mind about giving, one complainant said that they could not give because they could not afford to and had explained this when signing up, two complainants wanted to cancel their gift as they had not realised that by giving bank details they would be signing up to a monthly gift. One of which felt ‘angry’ as they thought that they were signing up for updates. In each case, we have offered a full apology, thanked the individuals for their feedback and passed the complaint on to the Agency responsible for the activity so that it can be addressed directly with the individual fundraisers concerned.

# Trustees Report

# Financial Review

## Format of accounts

As a Registered Social Landlord, YMCA England & Wales is governed by the regulations of the Statement of Recommended Practice issued by the National Federation of Housing Associations (the Housing SORP) and the Accounting Direction for Private Registered Providers of Social Housing from January 2022 (the Accounting Direction). We are currently working through a process to ensure we retain this status recognising that our housing units have now been sold but there is a need to preserve this status in order to access national funding contract opportunities in the interests of our member YMCAs.



The Board of Trustees follow the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2015) issued by the Charity Commission (the Charities SORP), so long as it does not conflict with the Housing SORP. As a company limited by guarantee, we follow the Companies Act 2006 and applicable accounting standards. To meet the terms of this Act, we have prepared a separate income and expenditure account. To comply with the Housing SORP and the Accounting Requirements of Private Registered Providers of Social Housing, the accounts would have been configured to separate the performance of housing and non-housing activities in order to retain registered provider status.

# Consolidation

In these accounts we have brought together the results of YMCA England & Wales with:

## 1 | Our three connected subsidiary charities

- ▶ Dunford House Trust: which previously owned Dunford House but with the proceeds held as a restricted fund subject to a covenant.
- ▶ Douglas Wood Charity: which provides funding for agricultural and horticultural training activities.
- ▶ The YMCA Trust Fund (known as The Movement Trust Fund): which provides grants and loans to YMCAs.

## 2 | Our subsidiary trading company (described in note 8 to the accounts)

To prevent a tax charge arising, the subsidiary trading company (YMCA Retail Limited) gift aids its surplus to the charity.

## 3 | Restricted funds under the control of YMCA England & Wales

Over the passage of time several trusts and funds have come under the stewardship of YMCA England & Wales. Usually these were for buildings or trusts with specific objectives. There are three groups of trusts that we look after:

- ▶ *Trusts that share our aims and objectives*, which are added to the figures in the financial statements and include the subsidiary charities listed above.
- ▶ Instances where we have been *appointed to act as sole Trustee* of a charity and we look after its assets (these are included in the financial statements as part of the restricted Trust and Association funds in note 14); and
- ▶ Instances where we have been *appointed to act as Trustee, but we have no financial relationship*. This is usually because a YMCA cannot hold title deeds itself and YMCA England & Wales holds them as trustee. As these are not the equitable property of YMCA England & Wales, we do not include them in these financial statements.

## Funds and reserves

Total reserves on 31 March 2024 were £11.8m (2023: £8.5m), with the increase arising from:

- ▶ an operating surplus of £0.04m (2023: operating surplus £1.0m)
- ▶ gains on market value of investments of £0.6m (2023: losses of £0.3m)
- ▶ a decrease in future pension scheme commitments of £2.8m (2023: an increase of £0.19m)

Of these, the restricted funds of £1.3m (2023: £1.6m) are held for specific purposes and can only be used for these purposes. The remaining reserves of £10.5m (2023: £6.8m are known as “unrestricted” funds).

## Unrestricted funds

The accounts show net income on unrestricted funds of £0.3m (2023: net income of £1.3m), before the adjustments for revaluation of investments and pension scheme deficit obligations.

## Free Reserves

These are funds that the Board is free to use to support our charitable work, available at short notice and are known as the “free reserves”. The Board aim to hold sufficient free reserves to provide financial stability when considering the key areas of risk and have set a target level of £4.0m to £6.0m (previously £5m). Free Reserves at March 2024 were £7.0m (2023: £5.3m) (see note 16 for a breakdown of free reserves). This reserves level reflects the increase in turnover but also that this equates to both a quantification of risk and three months of expenditure or six months of payroll. In considering the Reserves level the Board are aware that the increase arises due to gains on the pension triennial, but also that the risk of the pension does not end with the scheme being at self-sufficiency. In this regard and recognising that the desire to move to a buy-out position, which will incur further costs, the Board have agreed to designate £2m of unrestricted reserves to achieving this aim once the obligation to do so has been established. As such, the Trustees are comfortable that the Reserves position is appropriate – recognising both the uncertainties tied to holding investments (which can increase/decrease with market conditions) but also the pension liability (which may change depending on economic conditions).

## Restricted funds

While still meeting our wider charitable objectives, there is some funding that has restrictions on how it can be spent. The principle restricted funds are listed below:

- ▶ *Dunford House*, which has its own Trust – Dunford House has now been sold with balances retained for the purposes of the original covenant;
- ▶ *YMCA England & Wales activities* – monies given to us to support specific activities either at local YMCAs or within YMCA England & Wales;
- ▶ *The Movement Trust Fund*, the *Hartwoodside Award* and the *Douglas Wood Charity* – these funds provide grants and loans for YMCA work; and
- ▶ *Other Trust and Association Funds* – these are funds we hold on behalf of YMCAs that have closed or when we hold assets on behalf of a specific Trust (not already listed above).

### Movement in Restricted Funds during the year

Restricted funds have decreased as restricted funds are spent in line with their charitable purpose.

## Going Concern

In line with current best practice, the Board has reviewed the financial impact of those risks identified as part of our on-going risk management process and its going concern status. As part of this review, and aligned to the business planning process for 2024-25 which looks at the forward five years, the following have been considered:

- ▶ Alignment to strategic direction as set out in the National Council Strategy
- ▶ Forecasts and cash-flows for future years' income and expenditure
- ▶ Future needs, opportunities, contingencies and/or risks
- ▶ A multi-year financial strategy that considers alternative scenarios, and informed Board investment decisions

As noted in the financial statements the performance for the year has improved on that in prior years. Whilst retail shop performance has improved, this is offset by reduced fundraising, with the improved result largely due to the reduced liability for the pension scheme following the outcome of the 2023 triennial review, and improvement in market value of investments. The investments position has improved to £12.7m (2023: £12.1m) whilst the pension liability has fallen to £2.4m (2023: £6.2m) thereby improving the net position overall.

With the balance of investments over the pension liability improving once again, and with a balanced budget set for the forthcoming year (with some challenges on legacies given the Probate Office backlog and a challenging Retail environment), the Board remain of the view that the National Council has sufficient assets to enable future obligations to be met, and therefore continues to operate as a going concern. Further details in relation to the income and expenditure of YMCA for the year are set out in detail in the Statement of Financial Activities (SoFA) on page 58.

# Review of 2023-24 Financial Performance

The annual accounts report a £3.4m surplus for 2023-24 (2023: £0.5m surplus). These figures include investment movements and changes to the pension liability, which if excluded would otherwise have provided for an operating surplus of £0.04m (2023: surplus £1.0m). This decrease on prior year arises due to a challenging fundraising environment (legacies most notably), takes into account Board investments of £0.5m but also recognises that the prior year was inflated due to release of Retail grants. It also includes distributions of funds to YMCAs of £1.5m (2023: £1.9m) – with the decrease compared to prior year due to increased investment in future fundraising opportunity and reduced programmes. Within the operating performance, the Retail shops have performed particularly well generating a net surplus of £1.7m (2023: £1.1m) which is shared with member YMCAs. We remain very grateful for the commitment, hard work and contribution of all our staff and volunteers.

## Income

Total income in 2023-24 was £22.8m (2023: £21.7m). Underlying this there is an improvement in Retail income to £16.7m (2023: £14.7m) but with a slight fall in fundraising income to £3.7m (2023: £3.8m). Affiliation fees increased to £1.2m (2023: £1m) before contributions to World Alliance and YMCA Europe on behalf of all YMCAs.

## Expenditure

Total expenditure increased to £22.75m (2023: £20.7m). This increase largely arises from increased Retail operational spend of £15.0m (2023: £13.6m). Fundraising activity and support, representation and development spend for member YMCAs accounted for the majority of the remaining expenditure. As noted above, the expenditure figures include payments to member YMCAs of £1.5m (2023: £1.9m) in relation to either projects, retail profit share or RoomSponsor. If added back, as funds are remaining within the movement, albeit outside of YMCA England & Wales, this would have moved the reported operating surplus of £0.04m to an operating surplus of £1.3m.

## Looking ahead

YMCA England & Wales continues to retain sufficient Reserves to enable current, future and potential challenges to be overcome. We are confident that these solid financial foundations will enable YMCA England & Wales to continue to generate sufficient income to subsidise the work undertaken for members and continue to align capacity to deliver against the Federation strategy, increasing distributions to YMCAs whilst remaining on solid financial foundations. That noted, it is recognised that much of the financial success has been due to one-offs (with improved performance in one area offsetting reduced performance elsewhere), and consequently YMCA England & Wales does not remain complacent in the need to manage cost and risk to ensure it has sufficient Reserves to meet obligations but also manage unforeseen events.

## Investment policy and performance

Net funds released from the sale of the housing schemes have all been invested with investment managers. Markets continue to be volatile and report with 2023-24 reporting gains of £0.6m (2023: decrease of £0.3m). The investments are more than sufficient to meet the pension liability in the balance sheet and provide the Board and Pension Trustees with reassurance that as the holder of the largest share of the liability in the YMCA Pension Plan, we remain equipped to meet obligations.

## Value for money

We are conscious of the principles of economy, efficiency and effectiveness and strive to ensure that these underpin the decisions that we make when using resources to maximise impact for our beneficiaries. We continue to ensure that procurement decisions follow good practice and that we frequently compare market price to ensure that we are securing best value. The full annual Value for Money statement which is available on our website [www.ymca.org.uk/value-for-money-2024](http://www.ymca.org.uk/value-for-money-2024).

## Grant making policy

The Movement Trust Fund administers three funds from which grants are made:

- The *YMCA Trust fund* provides grants to YMCAs in England or Wales to start new projects. This was fully utilised to provide the emergency Covid relief during previous years.
- The *Hartwoodside Award* gives grants to YMCAs to help disabled staff or volunteers to take part in activities such as training courses or conferences
- The *Douglas Wood Charity* gives grants to young people to train in agriculture, horticulture, farming, environmental protection or other similar activities. There have been a number of further payments made from the Douglas wood fund in 2023-24.



# Our Approach to Value for Money

Value for Money is led by the Board and overseen by our Finance and Audit Committee. Value for money is viewed as the key to financial sustainability as we optimise cost relative to outcomes and seek to maximise impact with scarce resources. The Board is responsible for setting and monitoring value for money through oversight of the annual business plan and receives performance updates at each of their meetings, and reports on the use of resources. The Board holds an annual strategy session at their November residential meeting, which informs the development of the plans and budget for the following year. The following provide a brief overview of some of the measures that are used to inform the Boards assessment. The five key components of our value for money strategy are:

- ▶ **Governance** – to develop a Board led value for money culture within YMCA England & Wales with all staff encouraged to accept ownership and accountability
- ▶ **Beneficiary focus** – to ensure that the services we provide are shaped around the needs of our members
- ▶ **Performance** – to ensure that staff understand their objectives and that the right things are measured to drive effective performance
- ▶ **Financial stewardship** – understanding our cost base and sources of income and to report performance against these budgets. To optimise the use of assets, through effective financial management and decision making but also ensuring that good financial rules are followed.
- ▶ **Procurement** – buying goods at the optimum price/quality mix (and ensuring periodic review to ensure that price remains competitive)

The above measures relate to the direct work within the remit / control of YMCA England & Wales. Whilst some opportunities for shared services, and reduced cost / improved quality, have been implemented, for example in relation to group life, VAT advice, payroll and human resources there remains scope to further maximise value for money across the Federation. It is hoped that further progress can be made on collaborative opportunities moving forward as set out in the Federation Strategy.



## Overall Measures

### Measures for return from our staff

The following measures relate to the performance of staff:

	2024	2023	2022
Human capital cost (total staff cost per FTE)	£29,567	£28,269	£26,380
Gross Revenue per employee:			
- Retail	£51,870	£50,780	£49,190
- Non-Retail	£107,320	£104,910	£95,240
Staff turnover	54%	49%	52%
- Retail	60%	59%	60%
- Non-Retail	18%	16%	26%

The increase in total staff costs per FTE reflects the difficult recruitment market and increased wage costs. All staff at YMCA England & Wales are on at least the median salary for their role when compared to the sector. Within shops the annual living wage increase was implemented and is subsequently reflected in the Retail manpower model. Staff turnover remains a challenge, in particular in retail and although much work has been done to improve this area including work in relation to staff terms, welfare and environment this will remain a priority in 2024-25 (and in this regard we are already seeing some signs of improvement).

### Measures for use of assets

The following measures relate to the use of assets:

	2024	2023	2022
Operational surplus as % of turnover (excluding sale of assets)	0.44%	4.80%	3.02%
Staff costs as % of total expenditure	49%	47%	48%
Expenditure as % of budgeted costs	103%	97%	101%
Unrestricted bank and investment balances	£12.7m	£13.1m	£14.7m

The improving performance has seen an operating surplus with both income and costs increasing, but with an improved net Retail position (allowing investment in pursuing Federation Strategy priorities). Unrestricted bank and investment balances have fallen due to payment of pension obligations.

## Measures for return from our Retail and Fundraising operations

The following measures relate to performance of our retail and fundraising activities, which make up a significant proportion of the activity of YMCA England & Wales:

	2024	2023	2022
<b>RETAIL OPERATIONS</b>			
Average number of shops	113	107	94
Average weekly income	£2,795	£2,657	£2,556
Average number of staff	408	362	316
Full time equivalent	322	290	254
<b>FUNDRAISING OPERATIONS</b>			
Gift Aid penetration in fundraising	74%	65%	66%
Return on Investment in Fundraising	1.61x	2.35x	2.24x

### Retail operations

There has been a deliberate strategy of taking on good retail units as these become available. The average weekly income for shops has continued to increase, and whilst the initial strategy was to open more shops, a carefully planned approach has seen shop productivity increase with improved net return per shop. The Retail operation also benefit from a week 53 income in 2023-24 thereby further improving return. The increased staff numbers arise from the additional shops but also filling vacancies with permanent staff rather than with overtime.

### Fundraising

The key challenge on fundraising has been in relation to legacy income which has seen a significant fall due to delays at the Probate Office. Elsewhere restricted income has also been challenging but with both unrestricted income and restricted income slightly up on prior year. In relation there has also been a further investment in RoomSponsor to generate future returns. The fundraising analysis above includes a £0.25m grant for World YMCA which has been transferred.

### Measures for our housing operations

YMCA England & Wales no longer has any housing stock. We are however discussing with the Regulator for Social Housing how we ensure that we retain the necessary Registered Provider status to access any national opportunities, which will require holding (or intent to hold) social housing stock.

# Corporate Governance Statement

# Structure, Governance and Staff

## YMCA England & Wales

The first YMCA was founded by George Williams in London in 1844. YMCA England was established in 1882, registered as a charity on 24 September 1962 and took over responsibility for YMCAs in Wales on 3<sup>rd</sup> December 2015. YMCA England & Wales is a company limited by guarantee (incorporated in 1902), a registered social landlord and a registered charity governed by its Memorandum and Articles of Association.

## A worldwide movement of YMCAs

Each YMCA in England and Wales is an individual, self-governing charity that affiliates to YMCA England & Wales. Through this affiliation, YMCAs become part of the YMCA movement in England and Wales, and part of the World Alliance of YMCAs.

## Governance

The Board guides YMCA England & Wales in its work and development. It provides strategic direction and challenge to the Senior Leadership Team which is responsible for decisions on operational issues. The Board comprises no more than 12 Trustees elected by members and 3 co-options i.e. not more than 15 in total. Trustees serve for a three-year term and may be re-elected for two further three-year terms. Once a Trustee has served nine consecutive years, they must wait one year before they can stand for re-election. We hold elections to fill vacancies annually as necessary. Applications for Board membership are invited from across the YMCA movement and by external advertisement and are considered by the Nominations Committee based on relevant skills, competencies and experience.

YMCA England & Wales continually seeks to improve and strengthen its governance duties to ensure these are fit for purpose. YMCA England & Wales has adopted the Charity Governance Code and has achieved the Trusted Charity Level 1 Accreditation. The Board confirms that YMCA England & Wales fully complies with the Regulator of Social Housing Governance and Financial Viability Standard. During 2023-24, one new Trustee appointment was made to the Board. A full listing can be seen on page 48. YMCA England & Wales has Trustee indemnity insurance.

## Committee Structure

During the year the Board of Trustees had two standing Committees. These were:

1. The Finance and Audit Committee which oversees the management and direction of the finances of YMCA England & Wales, monitors the effectiveness of audit and reviews our risk management processes. Key financial decisions are submitted to the Finance and Audit Committee for consideration.
2. The Governance Committee provides advice on the governance of the National Council and on governance issues for the YMCA Federation in England and Wales.

During the year the Board of Trustees also had the Nominations Committee, to ensure a robust and appropriate process for identifying the new Chair of the Board.

These committees comprise members from the Board of Trustees, members from local YMCAs plus independent persons with specialist expertise. All the above have terms of reference and meet regularly.

## Board member's induction and development

Induction training is offered to all Trustees. In addition, each new Board member receives background information on the operations of YMCA England & Wales. Where appropriate, Board members are encouraged to visit the work of YMCAs to develop understanding, including attendance at national and international events.

## Code of Governance

A self-assessment review has been undertaken against the Code of Governance to identify and inform areas for improvement. This has included an assessment of all aspects of the charities governance and will inform future developments. The Level 1 Trusted Charity Accreditation has been achieved.

# Organisation structure

The members of staff based in London operate from Charterhouse Square. During the year our operations were organised into divisions, each headed by a Director:

## Chief Executive's Office supports the Board and coordinates the activity of YMCA England & Wales.

### Corporate Resources covering:

- ▶ Company Secretariat providing support to the Board and member YMCAs on all aspects of charity governance (including standards and the membership agreement)
- ▶ Strategy and business planning both in relation to YMCA England & Wales and the facilitation of the Federation Strategy
- ▶ Finance provides internal services to ensure that YMCA England & Wales operates efficiently and meets regulatory requirements but also advice to YMCAs
- ▶ Human Resources is responsible for implementing strategies and policies relating to the management of individuals throughout YMCA England & Wales
- ▶ IT supports the infrastructure used by YMCA England & Wales
- ▶ Administration supporting the staff of YMCA England & Wales
- ▶ Health and safety: reviewing and implementing health and safety aspects reporting to the Board and senior management
- ▶ Movement Services including support, advice and guidance to YMCAs in areas such as business models, HR, finance and governance but also in relation to leading on items such as group insurance and pensions

### Income Generation covering:

- ▶ Fundraising raises funds for YMCA England & Wales and the YMCA Federation as well as providing fundraising advice and support to member YMCAs
- ▶ Retail operates the YMCA England & Wales charity shops, raising funds to support the work of YMCA England & Wales and member YMCAs via the profit-sharing arrangement
- ▶ Business Development explores, coordinates and manages business and funding opportunities to benefit the Federation

### Policy, Research, Communication and International covering:

- ▶ Policy and Research raises the public profile of YMCA through work with national and local government and works to influence key decision makers
- ▶ Communications and Brand manages the YMCA national brand and develops communications for both member YMCAs and YMCA England & Wales. The team manages the YMCA England & Wales website, supports member YMCAs to develop their own websites and manages social media channels for YMCA England & Wales. It also has responsibility for national media and PR and provides advice and support to member YMCAs on media relations and crisis communications
- ▶ International represents the YMCAs in England and Wales at the European and World Alliance of YMCAs

## Staff and volunteers

YMCA England & Wales relies on the skills and dedication of its staff throughout across all our activities. The Chief Executive holds a monthly consultation for staff on topical issues and regular updates for staff are provided via our intranet site.

The average number of staff we employed during 2023-24 was 469 (2023: 419). The increase largely arising from expansion of our retail operations. Note 3.5 gives more detail on employee costs and staff numbers whilst note 3.6 gives details of the expenses reimbursed to trustees and senior staff.

YMCA England & Wales need to employ staff with the right skills for their role. Salaries have been benchmarked against the median salaries for roles within the sector. This strategy of moving staff close to the medium of the charity sector has been implemented in the year and in order to ensure we can recruit and retain staff. The Chief Executive earned £153k pa plus employer pension contributions of £9k for the year (2023: £141k plus employer pension contributions of £8k). The majority of our staff (over 80% based on headcount) work part-time in the Retail operation where salaries are set based on the minimum wage. For the remaining staff the average salary is £46,775, giving a remuneration ratio of 3.27 to the Chief Executive (2023: average salary was £45,813 with a remuneration ratio of 3.08).

We owe a huge debt of gratitude to the efforts of our volunteers, whose energy and commitment is vital to our work. All our volunteers (approximately 1,200) are based in our Retail operations, contributing over 25,000 hours per month. Others are involved in fundraising, raising awareness of our work at public events and contributing to our governance on the Board, committees, panels and advisory groups.

## How we engage with our employees

Throughout the year the Board, through the Chief Executive and Leadership Team have ensured an active dialogue with employees to ensure that staff have been equipped with information in relation to day-to-day performance and future plans (as well as financial and operational information that provides context to decision making). This has included frequent written and oral communication, for example staff meetings, team meetings, opportunities for staff to come together to talk about concerns as well as more social opportunities. These have included significant wellbeing initiatives including our 'Time to Talk' sessions, opportunities to meet with chaplains and wider HR access to counselling and support. These have all helped with the management of staff morale and welfare during the last year – ensuring that staff are valued, feel involved, appraised of the position, and that their views are taken into account when leadership are making decisions.

## Equality, diversity and inclusion

Inclusiveness is fundamental to the ethos of the YMCA Movement. We have a wholehearted commitment to welcome people of other faiths and those of none, linked to a confident identity as a Christian faith-based organisation. This includes ensuring that diversity is reflected strongly within our structures and that the services and activities managed by YMCA England & Wales are designed to provide equal opportunities – with the Board and leadership team undertaking unconscious bias training. A great deal of work has been undertaken to improve equality, diversity and inclusion. This has included the development of a strategy that ensures ownership to the agenda, raises awareness and implements a number of targeted actions. In relation to ethnicity YMCA England & Wales employs 15.3% of employees identifying as BAME. Aligned to our EDI policy we continue to take forward actions in this area to ensure representation from all backgrounds and specifically include a statement on all job adverts concerning and welcoming applications from the individuals of all backgrounds. Alongside this we continue to work on inclusivity including addressing this through our Recruitment Policy and Procedure and reviewing the job boards / wider approaches that we use to recruit.

Salaries are based on the role regardless of the gender of the person performing the duties. YMCA England & Wales operates a staff grading system for all roles, where points are allocated based on the skills and responsibility of each role which determines the salary level for that role. Salary levels for each grade are set by benchmarking against other voluntary sector organisations, as well as using our own system (and reviewed against an external benchmarking tool). As we have more than 250 staff, we are required to give our gender pay analysis in the statutory format, as at 5 April 2024:

Pay level	Male employees	Female Employees
Number of employees	141	349
Quartile 1 (highest)	38%	62%
Quartile 2	29%	71%
Quartile 3	24%	76%
Quartile 4 (lowest)	23%	77%
Average hourly rate	£15.72	£14.02
Median hourly rate	£11.80	£11.80

As is shown in the table above, over two thirds of the staff working for YMCA England & Wales in April 2024 were female. In addition, over 85% of the staff employed by YMCA England & Wales work in Retail (many of whom welcome the ability to work part-time) and consequently means that a more significant percentage of staff fall within the lower quartile bands. As a consequence, the above analysis is distorted, and it is more meaningful to separate out the results of Retail staff from non-Retail staff which provides for the following analysis:

Pay level	Retail employees		Non-Retail employees	
	Male	Female	Male	Female
Quartile 1 (highest)	25%	27%	14%	34%
Quartile 2	29%	70%	-	1%
Quartile 3	24%	76%	-	-
Quartile 4 (lowest)	23%	77%	-	-
Average hourly rate	£13.26	£12.49	£33.66	£24.61
Median hourly rate	£13.23	£11.80	£28.21	£22.15

The above analysis is further explained below.

- ▶ Two thirds of the staff working for YMCA England & Wales are female.
- ▶ In every pay quartile YMCA England & Wales employs more women than men (which is common throughout the voluntary sector). This is partly due to the range of family friendly and flexible working policies available to staff. The pay disparity shown in the table is largely due to the relatively low number of male employees.
- ▶ As at April 2024, there were 4 people on the Senior Leadership Team of which 2 are female and 2 male.
- ▶ Over 85% of our staff work in the retail operation. Hourly rates for the Retail staff have been increased and the lowest level is above the rates required by the National Living Wage.

Every role within YMCA England & Wales is benchmarked and considered against the market. We ensure our assessment of salaries is undertaken against a robust job evaluation process and consistent with our range of policies that ensure fair recruitment. We continue to review the implications of our gender pay gap statement and specifically the gender balance of staffing across the organisation – in particular at the higher quartiles – and have undertaken a review of our pay and grading framework.

Due to the increased cost of living and inflation rates a 7% increase was awarded in April 2023 with a further 5% award in April 2024.

## Employment of disabled persons

We operate an equal opportunities employment policy. In particular, we give full and fair consideration to applications for employment and volunteering made by people who are disabled having regard to their particular aptitudes and abilities. Where possible, we continue the employment of, and arrange appropriate training for, employees who have become disabled during the period they were employed. People who are disabled are treated in the same way as other employees and volunteers when training, career development and promotion opportunities are being considered. Full details of these and our other policies are available on request from our registered office.

# Safeguarding

As an organisation that works in communities and with young people the YMCA England & Wales Board recognises its responsibilities in relation to safeguarding, and promoting a climate in which individuals are able to report their concerns in confidence and have these dealt with appropriately. The Board have an appointed individual with responsibility for safeguarding and safeguarding is a standing item at all Board meetings, with the Board being informed on not only current status but also progress against the actions that make up the Safeguarding Strategy.



Transparency and individual understanding of the practices and procedures to be followed are key in ensuring that all individuals feel safe in any engagement with YMCA England & Wales (whether an employee, volunteer or user of services). We have continued work in relation to our Safeguarding Strategy ensuring continuous improvement in our policies, practices and procedures to ensure that these remain appropriate. Actions taken have included improvements to our recruitment procedures, ensuring that all members of staff receive safeguarding training, additional steps to encourage and enable staff to report any safeguarding concerns (especially with staff working virtually) as well as more detailed training for all line managers on safeguarding, in particular on how to encourage reporting and their role in subsequent action given their position in the organisation. Further to this we have also rolled out a tool (My Concern) that provides for greater transparency and monitoring of any incidents, as well having undertaken a detailed safeguarding audit to ensure that we continue to tighten up on practices.

Whilst highlighting these improvements, the Board are not complacent in their responsibilities, recognising that there is always more to do with a need to continue to learn and adapt to changes in the environment. Work is therefore continuing to be taken forward in the identified action and in working with our colleagues across the Federation to share practice and through the Federation Safeguarding Group meeting to continue to improve practice wherever possible.

# Statement of Trustees' responsibilities

The Trustees are responsible for preparing the strategic report, the Trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company and social housing regulations require the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the surplus or deficit of the group for the year. In preparing financial statements the Trustees are required to:

- ▶ Select suitable accounting policies and then apply them consistently
- ▶ Make judgements and accounting estimates that are reasonable and prudent
- ▶ State whether applicable UK Accounting Standards have been followed and the Statement of Recommended Practice: Accounting by registered providers of social housing 2014, subject to any material departures disclosed and explained in the financial statements
- ▶ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group and parent's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable us to ensure that the financial statements comply 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 January 2022. They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for ensuring that the report of the Board is prepared in accordance with the Statement of Recommended Practice: Accounting by registered social housing providers 2014. Financial statements are published on YMCA England & Wales website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of this website is the responsibility of the board. The Board's responsibility also extends to the ongoing integrity of the financial statements contained therein.

## Members of the Board of Trustees

The members of the Board of Trustees who served during the year, including the Chairman, Vice Chair and the Senior Leadership Team are listed on pages 48 and 50.

## Appointment of auditors

The Finance and Audit Committee agree the audit strategy each year during which they assess the independence of external auditors. External audit services are placed out to tender every five years and were last reviewed in 2020.

## Disclosure of information to auditors

Each of the Board members (who are also Trustees and directors of YMCA England & Wales) has confirmed that so far as they are aware, there is no relevant audit information of which the auditors are unaware, and that they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Strategic and Trustee reports were approved by the Board of Trustees on  
25 September 2024 and signed on its behalf by

**Roy O'Shaughnessy**  
Chair  
YMCA England & Wales

# Trustees and Advisors

Vice-presidents: Tim Waldron (resigned May 2023)  
Val Wallis MBE <sup>4</sup>  
Peter Posner OBE

## Board members

- ▶ Reg Bailey CBE <sup>4</sup> Chair to July (resigned July 2023)
- ▶ Roy O'Shaughnessy <sup>3</sup> Chair from July (appointed July 2023)
- ▶ Paul Brown <sup>3</sup>
- ▶ Peter Calderbank <sup>1</sup> (Co-opted) Chair of Finance and Audit Committee
- ▶ Ross Hendry
- ▶ Paul Laffey (resigned December 2023)
- ▶ Jonathan Rowe
- ▶ Hanna Sebright
- ▶ Gillian Sewell
- ▶ Charlotte Smith
- ▶ Chris Stern
- ▶ Alex Taylor
- ▶ Josh Walker
- ▶ Dawn Ward CBE <sup>1</sup>
- ▶ Emma White (Osmundsen) <sup>3</sup> Vice-Chair

## Membership of committees, panels and advisory groups during the year ended March 2024:

<sup>1</sup> Finance and Audit Committee (2 Board members plus up to 6 independent members).

<sup>2</sup> Governance Committee (1 Board member (to be appointed) plus 5 independent members).

<sup>3</sup> Nominations Committee (Up to 3 Board Members, 1 being the Chair), Chair of a Member YMCA plus 2 independent members and CEO as ex-officio.

<sup>4</sup> Archives Group (a Vice-President plus 4 independent members).

All members of the Board and its committees and groups give their time voluntarily and receive no benefits from YMCA England & Wales. Any expenses reclaimed are set out in note 3.6 to the accounts.

# Advisors

**Auditors:**

Crowe U.K. LLP  
55 Ludgate Hill  
London EC4M 7JW

**Bankers:**

Lloyds Bank plc  
4th Floor,  
25 Gresham Street,  
London, EC2V 7HN

Barclays Bank plc  
Charities Team, Level 27  
1 Churchill Place  
London E14 5HP

**Solicitors:**

Bates, Wells & Braithwaite LLP  
10 Queen Street Place,  
London EC4R 1BE

EDC Lord & Co  
One the Square  
Southall Lane, Southall  
Middlesex, Heathrow UB2 5NH

## Senior staff

### Chief Executive and National Secretary of the Council of YMCAs in England and Wales:

- ▶ Denise Hatton

### Senior Leadership Team:

- ▶ Jo Chettleburgh, Director of Income Generation
- ▶ Jamie Hutchinson, Director of Resources
- ▶ Jason Stacey, Director of Policy, Research, Communications and International

### Company Secretary:

- ▶ Duncan Berry (retired September 2023)

## Registered Office

3<sup>rd</sup> Floor  
10-11 Charterhouse Square  
London EC1M 6EH

<b>Registered charity number:</b>	212810
<b>Registered company number:</b>	73749
<b>Homes England agency number:</b>	LH2204

# Independent Auditor's Report

## TO THE MEMBERS OF THE NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

# Opinion

We have audited the financial statements of National Council for Young Men's Christian Associations (Incorporated) ('the charitable company) and its subsidiaries (the "group) for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity, the Consolidated and Parent Balance Sheets, the Consolidated and Parent 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 its profit 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, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 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 group's or 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.

## 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 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 the light of the knowledge and understanding of the group and the charitable company and their 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 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 statement of Trustees' Responsibilities on page 46, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable 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. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008, together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within charitable company for fraud. The laws and regulations we considered in this context for UK operations were requirements imposed by the Regulator of Social Housing, GDPR, taxation legislation, health & safety legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquire of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, legal counsel and the Finance, Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

# 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.

**Vincent Marke**  
Senior Statutory Auditor

For and on behalf of

**Crowe U.K. LLP**  
Statutory Auditor  
London

Date: 2 October 2024

# Financial Statements

YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

Year ended 31 March 2024

	Note	2024			2023		
		UNRESTRICTED £'000	RESTRICTED £'000	TOTAL £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL £'000
<b>INCOME FROM</b>							
Donations and legacies	2.1	3,077	596	3,673	3,396	393	3,789
Affiliation fees	2.2	1,212	-	1,212	1,053	-	1,053
Income from charitable activities	2.3	134	-	134	137	578	715
Income from trading activities	2.4	16,973	-	16,973	15,929	-	15,929
Investments, interest and rental income	2.5	785	41	826	228	15	243
(Loss) profit on disposal of fixed assets	2.6	(63)	4	(59)	-	13	13
<b>TOTAL INCOME</b>		<b>22,118</b>	<b>641</b>	<b>22,759</b>	<b>20,743</b>	<b>999</b>	<b>21,742</b>
<b>EXPENDITURE FROM</b>							
Costs of raising funds	3.1	2,287	-	2,287	1,618	-	1,618
Expenditure on charitable activities	3.2	4,465	936	5,401	4,198	1,233	5,431
Operating costs of trading activities	3.3	15,030	-	15,030	13,672	-	13,672
<b>TOTAL EXPENDITURE</b>		<b>21,782</b>	<b>936</b>	<b>22,718</b>	<b>19,488</b>	<b>1,233</b>	<b>20,721</b>
<b>NET INCOME (EXPENDITURE) FOR THE YEAR</b>		<b>336</b>	<b>(295)</b>	<b>41</b>	<b>1,255</b>	<b>(234)</b>	<b>1,021</b>
Net gains (losses) on investments	7.	577	4	581	(331)	(1)	(332)
Other recognised gains and losses:							
Gains (losses) on defined benefit pension schemes		2,770	-	2,770	(185)	-	(185)
<b>NET MOVEMENT IN FUNDS</b>		<b>3,683</b>	<b>(291)</b>	<b>3,392</b>	<b>739</b>	<b>(235)</b>	<b>504</b>
Reconciliation of funds							
Fund balances at 1 April		6,828	1,617	8,445	6,089	1,852	7,941
<b>FUND BALANCES AT 31 MARCH</b>		<b>10,511</b>	<b>1,326</b>	<b>11,837</b>	<b>6,828</b>	<b>1,617</b>	<b>8,445</b>

The statement of financial activities includes all gains and losses recognised in the year.  
The notes on pages 64 to 74 form part of these accounts.

COMMENTARY:

The increase in total income arises from the planned expansion of the charity shops. All Retail income is subject to profit share with local YMCAs. Fundraising income has reduced due to lower legacy income and the prior year included £0.2m arising on the Ukraine Appeal. Charitable income has dropped due to expiry of the programmes grant funding.

Expenditure on charitable activities includes payments of £1m to local YMCAs for Roomsponsor and Retail profit shares plus £0.2m on programme activities. Retail expenditure has increased due to the additional staffing costs in the shops and higher energy costs.

YMCA England & Wales is reporting an operating surplus on general funds of £0.3m for the year (2023: £1.3m which included the £1.1m non-recurring government grants). During the year, investment values more than recovered the losses made in prior year and the pension triennial valuation resulted in a significant reduction in future pension contributions, resulting in a net increase in funds of £3.4m (2023: £0.5m).

STATEMENTS OF COMPREHENSIVE INCOME

Year ended 31 March 2024

Note	Non-housing operations		GROUP TOTAL £'000	PARENT £'000	Year ended March 2023		GROUP TOTAL £'000	PARENT £'000	
	£'000	Discontinued £'000			Non-housing operations £'000	Discontinued £'000			
Income	5.1	21,986	24	22,010	21,738	21,480	6	21,486	21,412
Operating Costs	5.1	(22,555)	(163)	(22,718)	(22,693)	(20,562)	(159)	(20,721)	(20,679)
<b>Operating surplus (deficit)</b>		<b>(569)</b>	<b>(139)</b>	<b>(708)</b>	<b>(955)</b>	<b>918</b>	<b>(153)</b>	<b>765</b>	<b>733</b>
Investment income	4.	692	-	692	692	170	-	170	170
Interest and rents receivable	4.	116	-	116	116	73	-	73	73
Profit (loss) on sale of assets		(63)	4	(59)	(59)	-	13	13	13
Net (losses) gains on investment assets		577	4	581	581	(331)	(1)	(332)	(332)
<b>SURPLUS (DEFICIT) FOR THE YEAR</b>		<b>753</b>	<b>(131)</b>	<b>622</b>	<b>375</b>	<b>830</b>	<b>(141)</b>	<b>689</b>	<b>657</b>
Gains (losses) on defined benefit pension schemes				2,770	2,770			(185)	(185)
<b>TOTAL COMPREHENSIVE INCOME FOR YEAR</b>				<b>3,392</b>	<b>3,145</b>			<b>504</b>	<b>472</b>

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2023

	General £'000	Designated £'000	Pension £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL £'000
Surplus (deficit) at 31 March 2022	13,092	-	(7,003)	6,089	1,852	7,941
Net income (expenditure) for the year	250	-	1,005	1,255	(234)	1,021
Net gains (losses) on investments	(331)	-	-	(331)	(1)	(332)
Transfers between funds	-	-	-	-	-	-
Other recognised gains and losses	-	-	(185)	(185)	-	(185)
<b>Surplus (deficit) at 31 March 2023</b>	<b>13,011</b>	<b>-</b>	<b>(6,183)</b>	<b>6,828</b>	<b>1,617</b>	<b>8,445</b>

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2024

	General £'000	Designated £'000	Pension £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL £'000
Surplus (deficit) at 31 March 2023	13,011	-	(6,183)	6,828	1,617	8,445
Net income (expenditure) for the year	(669)	-	1,005	336	(295)	41
Net (losses) gains on investments	577	-	-	577	4	581
Transfers between funds	(2,000)	2,000	-	-	-	-
Other recognised gains and losses	-	-	2,770	2,770	-	2,770
<b>Surplus (deficit) at 31 March 2024</b>	<b>10,919</b>	<b>2,000</b>	<b>(2,408)</b>	<b>10,511</b>	<b>1,326</b>	<b>11,837</b>

The notes on pages 64 to 74 form part of these accounts.

COMMENTARY:

This page shows the results for YMCA England & Wales in the format required by the Companies Act 2006. Discontinued activities comprise Dunford House.

**BALANCE SHEETS**

**Year ended 31 March 2024**

	Note	31 March 2024				31 March 2023			
		Unrestricted Funds £'000	Restricted Funds £'000	GROUP TOTAL £'000	PARENT £'000	Unrestricted Funds £'000	Restricted Funds £'000	GROUP TOTAL £'000	PARENT £'000
<b>FIXED ASSETS</b>									
Tangible Assets:									
Other tangible assets	6.	713	-	<b>713</b>	713	662	-	<b>662</b>	662
Fixed asset investments	7.	12,677	42	<b>12,719</b>	12,719	12,100	38	<b>12,138</b>	12,138
Investments in subsidiaries	8.	-	-	-	1	-	-	-	1
		<u>13,390</u>	<u>42</u>	<b><u>13,432</u></b>	<u>13,433</u>	<u>12,762</u>	<u>38</u>	<b><u>12,800</u></b>	<u>12,801</u>
<b>CURRENT ASSETS</b>									
Stocks	9.	286	-	<b>286</b>	286	295	-	<b>295</b>	295
Debtors	10.								
Due within one year		2,191	-	<b>2,191</b>	2,255	2,618	9	<b>2,627</b>	2,692
Due after one year		773	-	<b>773</b>	773	897	-	<b>897</b>	897
Short-term deposits		-	446	<b>446</b>	446	72	412	<b>484</b>	484
Cash and cash equivalents		25	1,053	<b>1,078</b>	1,003	957	1,293	<b>2,250</b>	2,177
		<u>3,275</u>	<u>1,499</u>	<b><u>4,774</u></b>	<u>4,763</u>	<u>4,839</u>	<u>1,714</u>	<b><u>6,553</u></b>	<u>6,545</u>
CREDITORS: Amounts falling due within one year	11.	(3,735)	(215)	<b>(3,950)</b>	(3,940)	(4,785)	(135)	<b>(4,920)</b>	(4,913)
<b>NET CURRENT ASSETS</b>		<u>(460)</u>	<u>1,284</u>	<b><u>824</u></b>	<u>823</u>	<u>54</u>	<u>1,579</u>	<b><u>1,633</u></b>	<u>1,632</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>12,930</u>	<u>1,326</u>	<b><u>14,256</u></b>	<u>14,256</u>	<u>12,816</u>	<u>1,617</u>	<b><u>14,433</u></b>	<u>14,433</u>
CREDITORS: Amounts falling due after one year:									
Provisions for liabilities	12.	(834)	-	<b>(834)</b>	(834)	(835)	-	<b>(835)</b>	(835)
Pension scheme obligations	13.1	(1,585)	-	<b>(1,585)</b>	(1,585)	(5,153)	-	<b>(5,153)</b>	(5,153)
<b>NET ASSETS</b>		<u>10,511</u>	<u>1,326</u>	<b><u>11,837</u></b>	<u>11,837</u>	<u>6,828</u>	<u>1,617</u>	<b><u>8,445</u></b>	<u>8,445</u>
The funds of the charity:									
Restricted Funds	14.	-	1,326	<b>1,326</b>	1,326	-	1,617	<b>1,617</b>	1,617
Designated reserve	15.	2,000	-	<b>2,000</b>	2,000	-	-	-	-
Unrestricted Funds:	16.								
- General reserve		10,919	-	<b>10,919</b>	10,919	13,011	-	<b>13,011</b>	13,011
- Pension reserve		(2,408)	-	<b>(2,408)</b>	(2,408)	(6,183)	-	<b>(6,183)</b>	(6,183)
		<u>10,511</u>	<u>1,326</u>	<b><u>11,837</u></b>	<u>11,837</u>	<u>6,828</u>	<u>1,617</u>	<b><u>8,445</u></b>	<u>8,445</u>

The notes on pages 64 to 74 form part of these accounts.

These accounts were approved and authorised for issue by the Board on 25 September 2024.

**Roy O'Shaughnessy**  
Chair

**Peter Calderbank**  
Treasurer

**COMMENTARY:**

Investments are held to meet future pension obligations and have more than recovered the losses incurred last year. The pension reserve has decreased due to the triennial pension valuation resulting in significantly reduced future pension contributions. This has enabled YMCA England and Wales to set aside a designated fund towards the anticipated costs of a future buy-out of the pension plan.

**STATEMENT OF CASH FLOWS**

**Year ended 31 March 2024**

	31 March 2024		31 March 2023	
	Group £'000	Parent £'000	Group £'000	Parent £'000
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>				
Net income for the year	41	41	1,021	1,021
Loss (profit) on disposal of fixed assets	59	59	(13)	(13)
Depreciation charge	469	469	274	274
Return on investments and servicing of finance	(808)	(808)	(243)	(243)
Decrease (increase) in stocks	9	9	(60)	(60)
Decrease (increase) in debtors	560	561	(686)	(716)
(Decrease) in creditors and deferred income	(541)	(544)	(343)	(360)
<b>NET CASHFLOW GENERATED FROM OPERATING ACTIVITIES</b>	<b>(211)</b>	<b>(213)</b>	<b>(50)</b>	<b>(97)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>				
Trust & Association and Movement Trust Fund investments: (Increase) in funds on short term deposit	(34)	(34)	(4)	(4)
Investment income	692	692	170	170
Interest received	116	116	73	73
	<u>774</u>	<u>774</u>	<u>239</u>	<u>239</u>
Cash inflow from sale of fixed assets	4	4	13	13
Cash (outflow) from purchase of other fixed assets	(582)	(582)	(395)	(395)
<b>NET CASHFLOW FROM INVESTING ACTIVITIES</b>	<b>196</b>	<b>196</b>	<b>(143)</b>	<b>(143)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>				
Pension deficit payments	(1,229)	(1,229)	(1,230)	(1,230)
Funds received from (placed on) short term deposit	72	72	(1)	(1)
<b>NET CASHFLOW FROM FINANCING ACTIVITIES</b>	<b>(1,157)</b>	<b>(1,157)</b>	<b>(1,231)</b>	<b>(1,231)</b>
<b>(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>(1,172)</b>	<b>(1,174)</b>	<b>(1,424)</b>	<b>(1,471)</b>
Cash at bank and in hand at 1 April	<u>2,250</u>	<u>2,177</u>	<u>3,674</u>	<u>3,648</u>
<b>Cash at bank and in hand 31 March</b>	<b><u>1,078</u></b>	<b><u>1,003</u></b>	<b><u>2,250</u></b>	<b><u>2,177</u></b>

**ANALYSIS OF CHANGES IN GROUP NET DEBT**

	At 31 March		At 31 March	
	2024 £'000	Operational £'000	2023 £'000	
Cash and cash equivalents	1,078	(1,172)	2,250	
Short-term deposits	446	(38)	484	
	<u>1,524</u>	<u>(1,210)</u>	<u>2,734</u>	

**ANALYSIS OF CHANGES IN PARENT NET DEBT**

	At 31 March		At 31 March	
	2024 £'000	Operational £'000	2023 £'000	
Cash and cash equivalents	1,003	(1,174)	2,177	
Short-term deposits	446	(38)	484	
	<u>1,449</u>	<u>(1,212)</u>	<u>2,661</u>	

The notes on pages 64 to 74 form part of these accounts.

## ACCOUNTING POLICIES

Year ended 31 March 2024

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1. ACCOUNTING POLICIES

The financial statements have been prepared in accordance with applicable accounting standards for a public benefit entity. The most important accounting policies are:

1.1 BASIS OF ACCOUNTING

These financial statements are prepared under the historical cost convention, except for the valuation of investments and social housing properties, and comply with the Accounting Direction for Private Registered Providers of Social Housing from April 2015, the Statement of Recommended Practice issued by the National Federation of Housing Associations (the Housing SORP) and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102)" issued by the Charity Commission (the Charities SORP (FRS 102)), where this does not conflict with the Housing SORP, the Charities Act 2011 and the Companies Act 2006.

As disclosed on page 46, the trustees are responsible for preparing the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue on this basis. The trustees have undertaken an assessment in relation to going concern and has considered such matters as the level of reserves, together with the Plan's forecasted future results. The trustees have determined that there is not a material uncertainty as to the ability of the charity to continue as a going concern for the foreseeable future and the trustees therefore believe it remains appropriate to prepare the financial statements on a going concern basis.

1.2 BASIS OF CONSOLIDATION

The National Council of YMCAs is required to prepare consolidated financial statements on a line-by-line basis including the results of the company's trading subsidiary (YMCA Retail Limited), and the operations of Dunford Trust, Douglas Wood Charity and the YMCA Trust Fund. Prior to the gift aid payment from the subsidiaries, the gross income of the parent company was £22.3m (2023: £21.7m) and the net movement in funds reported for the year includes a surplus of £3.1m (2023: surplus of £0.5m) which is dealt with in the financial statements of the parent company.

1.3 GENERAL

The Statement of Financial Activities records the activities of the National Council of YMCAs and its subsidiary, both as an affiliating body and of operating projects on a national basis and the balance sheet sets out its assets and liabilities. In addition to its own assets, properties and investments are registered in the name of YMCA England & Wales as formal trustee for Associations. These assets are excluded from these financial statements. Restricted funds are raised for specific purposes and may only be used for the specified purpose. The movement on these funds are separated from movements in unrestricted funds on the Statement of Financial Activities and the amount at the balance sheet date is shown in note 14. Where funds are in deficit they are charged against the General Fund.

1.4 DUNFORD HOUSE

This property was held by YMCA England & Wales as trustee, and under the terms of the Trust Deed the surpluses from operations can only be applied for specified purposes accordingly this is shown as a movement on restricted funds.

1.5 TURNOVER

The total income represents the amounts receivable exclusive of VAT in respect of operational activities, grants receivable and fundraising activities. All income arose in the United Kingdom. All income from operations, grants and fundraising is recognised in the Statement of Financial Activities when any conditions relating to the income have been satisfied, and any amounts in respect of future periods are carried forward as deferred income. Goods donated for sale in the charity shops are included at their sales value. Gifts received in kind are included in income at their market value with a corresponding charge included within expenditure.

Grants of a revenue nature are credited to the Statement of Comprehensive Income in the period to which they relate.

1.6 LEGACIES

Legacies are recognised within income and debtors when probate is granted unless there are specific conditions preventing receipt, eg a life tenant. At the year end there were 9 legacies notified but not recognised (2023: 8 legacies) and 7 legacies subject to life tenants with an estimated value of £44k (2023: 8 legacies with estimated value of £74k) which are held in property and investments.

1.7 CAPITAL EXPENDITURE AND DEPRECIATION

Fixed assets are items costing in excess of £1,000 with a useful life of more than one year and are stated at cost less depreciation. The depreciation charge is calculated to write off the cost less estimated residual value of each asset over its expected useful life as follows:

Freehold buildings	- 50 years
Leasehold land and buildings	- Period of the lease or earlier break
Shop leases and shop fittings	- Period of the lease or five years whichever is less
Computers, equipment and motor vehicles	- 3 years straight line

Estimated provisions are made for significant leasehold property dilapidation liabilities.

## ACCOUNTING POLICIES

Year ended 31 March 2024

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### 1.8 STOCKS AND WORK IN PROGRESS

Stocks and work in progress are stated at the lower of cost and net realisable value. Goods donated for sale in the charity shops are included at their fair value.

### 1.9 EXPENDITURE

Expenditure is accounted for on an accruals basis. Direct expenses are allocated to the department incurring the expenditure. Expenditure is stated inclusive of irrecoverable VAT. During the year ended 31 March 2024 YMCA England and Wales incurred VAT of £48,567 (2023: £29,102) which it was unable to recover.

Costs of generating funds includes all fundraising departments and operating costs for the trading subsidiaries.

Charitable activities comprises expenses attributable to the operating departments as detailed in note 3.2. Central services are allocated to activities/departments based on the estimated usage of the services on the following basis:

<u>Function</u>	<u>Allocation basis</u>
Office Services	Average number of employees
Central overheads	Average number of employees
Personnel and payroll	Average number of employees
Finance	Non-staff expenditure
IT	Number of PCs

### 1.10 INVESTMENTS

FRS102 provides that investments should be shown as fixed assets at their market value. To comply with FRS102 investment gains and losses have to be shown on the face of the Statement of Comprehensive Income.

Investments in subsidiary companies are stated at cost less accumulated impairment.

Investment income is accounted for on a receivable basis.

### 1.11 OPERATING LEASES

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

### 1.12 PENSIONS

YMCA England and Wales 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 England & Wales.

As described in note 13, YMCA England & Wales has a contractual obligation to make annual pension deficit payments of £0.82m over the period to April 2027 (2023: £1.03m pa over period to April 2029), accordingly this is shown as a liability in these accounts. In addition, YMCA England & Wales is required to contribute £262k (2023: £244k) pa to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

As described in note 13 a defined contribution scheme has been set up which all staff are eligible to join.

### 1.13 LIABILITIES

Liabilities are recognised when YMCA England & Wales has an absolute obligation to make payment to a third party.

### 1.14 CASH AT BANK AND IN HAND

This includes amounts held on accounts with access within thirty days. Amounts held on longer term notice are shown as short-term deposits.

Liquid resources for the purposes of the cashflow statement comprise bank and cash balances.

### 1.15 FOREIGN CURRENCIES

Items paid in foreign currencies are translated at the exchange rate incurred for that transaction.

### 1.16 JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In preparing these financial statements, the key judgements have been made in respect of the following:

- Whether there are indicators of impairment of the group's assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset;
- Depreciation of tangible assets is based on their estimated useful lives;
- Provision is made for future leasehold property dilapidation costs at the best estimate of the likely future liability based on the nature and condition of the property;
- Donated stock has no value until it is sold. The value of items held at the year end is therefore based on the average sales in the first two weeks of April;
- The discount factor used for pension deficit contributions in future years;
- The underlying assumptions in relation to the estimate of the pension plan obligations such as return on assets, increases in pensions in payment and mortality. Variations in these assumptions have the ability to significantly influence the value of the pension liability and the annual contributions required.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2024

ANALYSIS OF TOTAL INCOME

	Grants and Contracts for services £'000	Other Income £'000	TOTAL 2024 £'000	Grants and Contracts for services £'000	Other Income £'000	TOTAL 2023 £'000
<b>2.1 DONATIONS AND LEGACIES</b>						
Individuals	-	2,461	2,461	-	2,435	2,435
Legacies	-	626	626	-	1,225	1,225
Corporate and Trusts	-	586	586	-	129	129
	-	3,673	3,673	-	3,789	3,789
<b>2.2 AFFILIATION FEES</b>	-	1,212	1,212	-	1,053	1,053
<b>2.3 INCOME FROM CHARITABLE ACTIVITIES</b>						
Movement Services	-	34	34	-	51	51
Programme Development	-	-	-	578	-	578
Communications, Policy & Research	-	20	20	7	43	50
Central Services	-	80	80	6	30	36
	-	134	134	591	124	715
<b>2.4 INCOME FROM TRADING ACTIVITIES</b>						
Income generated by charity shops	-	16,701	16,701	1,146	14,709	15,855
Trading companies (note 8)	-	272	272	-	74	74
	-	16,973	16,973	1,146	14,783	15,929
<b>2.5 INVESTMENTS, INTEREST AND RENTAL INCOME</b>						
Rental income	-	18	18	-	-	-
Investment income	-	692	692	-	170	170
Interest receivable	-	116	116	-	73	73
	-	826	826	-	243	243
<b>2.6 PROFIT ON SALE OF FIXED ASSETS</b>						
Profit (loss) on sale of assets	-	(59)	(59)	-	13	13
	-	(59)	(59)	-	13	13
<b>TOTAL INCOME</b>	-	22,759	22,759	1,737	20,005	21,742

The figures shown above for 'Grants and contracts for services' include amounts raised by fundraising staff for specific purposes.

YMCA England & Wales benefits greatly from the involvement of its many volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these accounts.

The above income includes the following statutory items:

	£'000	£'000	£'000	£'000	£'000	£'000
Grants and contracts for services from Government sources:						
- Retail grants	-	-	-	1,129	-	1,129
- Kickstart	-	-	-	30	-	30
Dept for Culture, Media and Sport re Y's Girls Project	-	-	-	578	-	578
Gift aid receivable	-	890	890	-	695	695
	-	890	890	1,737	695	2,432

NATIONAL COUNCIL OF  
YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2024

ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs (Note 3.5) £'000	Other Costs £'000	Grants payable £'000	Support Costs £'000	TOTAL 2024 £'000	Staff Costs (Note 3.5) £'000	Other Costs £'000	Grants payable £'000	Support Costs £'000	TOTAL 2023 £'000
<b>3.1 COSTS OF RAISING FUNDS</b>										
Individuals	536	1,061	-	214	1,811	437	543	-	210	1,190
Legacies	68	107	-	43	218	62	72	-	42	176
Corporate and Trusts	145	28	-	85	258	146	22	-	84	252
	749	1,196	-	342	2,287	645	637	-	336	1,618
<b>3.2 CHARITABLE ACTIVITIES</b>										
Movement Services	210	421	-	529	1,160	197	302	-	509	1,008
Funding support	133	207	-	85	425	175	179	-	84	438
Programme Development	135	102	224	73	534	112	256	361	73	802
Communications, Policy & Research	688	390	-	262	1,340	533	284	-	252	1,069
Legal Support and Trust & Association Funds	-	1	238	33	272	-	2	-	32	34
Payments to YMCAs	-	-	1,005	-	1,005	-	-	1,472	-	1,472
International Work	-	203	-	33	236	-	204	-	32	236
Dunford House	-	137	-	-	137	-	20	60	-	80
Defined benefit pension scheme operating expenditure	223	-	-	-	223	224	-	-	-	224
Central Services (note 3.4)	1,354	1,192	-	(2,477)	69	1,261	1,169	20	(2,382)	68
	2,743	2,653	1,467	(1,462)	5,401	2,502	2,416	1,913	(1,400)	5,431
<b>3.3 OPERATING COSTS OF TRADING ACTIVITIES</b>										
Operating costs of charity shops	7,714	6,171	-	1,120	15,005	6,634	5,941	-	1,064	13,639
Trading companies (note 8)	-	25	-	-	25	-	33	-	-	33
	7,714	6,196	-	1,120	15,030	6,634	5,974	-	1,064	13,672
<b>TOTAL EXPENDITURE</b>	<b>11,206</b>	<b>10,045</b>	<b>1,467</b>	<b>-</b>	<b>22,718</b>	<b>9,781</b>	<b>9,027</b>	<b>1,913</b>	<b>-</b>	<b>20,721</b>

The grants payable are made to local YMCAs.

Other costs within "operating costs of charity shops" in note 3.3 includes dilapidation provisions of £128k (2023: £96k), which is the estimated value of dilapidation obligations arising on the retail units based on floor area.

**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 31 March 2024**

3.4 Central Services

Central service costs less the associated income (as shown in note 2.3) are allocated across activities on the following basis:

	Basis of allocation	Fundraising Activities £'000	Retail activities £'000	Influencing Activities £'000	Business Development £'000	Movement Support £'000
Office Services	London staff numbers	161	158	102	25	-
Central Overheads	Estimated time	33	33	84	13	486
Personnel and payroll	Average number of employees	126	374	79	20	27
Finance	Estimated time	58	441	32	7	16
IT	Number of PCs	49	114	31	8	-
<b>TOTAL 2024</b>		<b>427</b>	<b>1,120</b>	<b>328</b>	<b>73</b>	<b>529</b>

	Basis of allocation	Fundraising Activities £'000	Retail activities £'000	Influencing Activities £'000	Business Development £'000	Movement Support £'000
Office Services	London staff numbers	170	157	104	28	-
Central Overheads	Estimated time	31	31	80	12	462
Personnel and payroll	Average number of employees	128	360	79	21	30
Finance	Estimated time	62	425	35	7	17
IT	Number of PCs	29	91	18	5	-
<b>TOTAL 2023</b>		<b>420</b>	<b>1,064</b>	<b>316</b>	<b>73</b>	<b>509</b>

3.5 EMPLOYEE COSTS (including subsidiaries)

	<b>TOTAL 2024 £'000</b>	<b>TOTAL 2023 £'000</b>
Staff costs comprise:		
Wages & salaries	9,876	8,564
Social security costs	789	698
Employer's contribution towards pension scheme operating expenditure	223	224
Other pension costs	318	295
	<b>11,206</b>	<b>9,781</b>

The average number of employees during the year, including part time and seasonal staff, analysed by function was:

	Average Number	Full-time Equivalent	Average Number	Full-time Equivalent
UK - charitable activities	15	14	15	15
UK - fundraising	21	19	20	19
UK - charity shops	408	322	362	290
UK - other activities	25	24	22	22
<b>TOTAL</b>	<b>469</b>	<b>379</b>	<b>419</b>	<b>346</b>

The number of employees whose emoluments exceeded £60,000 (including pension contributions) per annum during the year was as follows:

	Number	Number
£60,001 to £70,000	6	5
£70,001 to £80,000	2	2
£80,001 to £90,000	1	1
£90,001 to £100,000	1	-
£110,001 to £120,000	-	2
£120,001 to £130,000	2	1
£130,001 to £140,000	1	-
£140,001 to £150,000	-	1
£160,001 to £170,000	1	-
	<b>14</b>	<b>12</b>

YMCA England & Wales operates a salary sacrifice scheme for pension contributions.

All staff are eligible to join the defined contribution pension scheme. The Chief Executive is an ordinary member of the YMCA Group Personal Pension

Total redundancy costs of £3,860 (2023: £10,209) arose from shop closures.

The following information is given in respect of those employees defined as "directors" by the Accounting Direction for Private Registered Providers of Housing 2019.

	2024		2023	
	Number	£'000	Number	£'000
Aggregate remuneration (including pension contributions)	4	554	4	511
Highest paid (excluding pension contributions)		153		141
Employer pension contributions		9		8
Highest paid (including pension contributions)		<b>162</b>		<b>149</b>

**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 31 March 2024**

3.6 EXPENSES

Board meetings are a mix of face-to-face and conference call, board expenses of £2,352 were reimbursed (2023: £806). No board members received any remuneration for their services during the year (2023: £nil).

Members of the Senior Leadership Team were reimbursed for the following items of expenditure:

	2024 £'000	2023 £'000
Travel costs	4	2
Subsistence	1	2
Others	2	1
	<u>7</u>	<u>5</u>

4. NET EXPENDITURE FOR THE YEAR

The reported net income (expenditure) for the year is after charging:

	2024 £'000	2023 £'000
Operating lease rentals payable:		
Property rentals	1,665	1,565
Motor vehicles	227	93
Equipment	20	15
	<u>1,912</u>	<u>1,673</u>
Auditors remuneration:		
Total (parent company £33,250 (2023: £32,100))	<u>34</u>	<u>33</u>
and after crediting:		
Income from UK listed investments	<u>692</u>	<u>170</u>
Interest receivable:		
- Interest on bank deposits	87	45
- Loan interest	29	28
	<u>116</u>	<u>73</u>

5. REGISTERED SOCIAL LANDLORD ACTIVITIES

All of the supported housing accommodation has been sold to the management agents, accordingly there were no housing units held at March 2023 or 2024.

**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 31 March 2024**

6.1 TANGIBLE FIXED ASSETS

	Land & Buildings		Equipment & Vehicles £'000	TOTAL £'000
	Freehold £'000	Short Leasehold £'000		
Cost:				
At 1 April 2023	2	219	1,287	1,508
Additions	-	44	538	582
Disposals	-	(9)	(106)	(115)
At 31 March 2024	<u>2</u>	<u>254</u>	<u>1,719</u>	<u>1,975</u>
Depreciation:				
At 1 April 2023	1	187	658	846
Charge for the year	-	39	430	469
Disposals	-	(7)	(46)	(53)
At 31 March 2024	<u>1</u>	<u>219</u>	<u>1,042</u>	<u>1,262</u>
<b>NET BOOK VALUE:</b>				
31 March 2024	<u>1</u>	<u>35</u>	<u>677</u>	<u>713</u>
31 March 2023	<u>1</u>	<u>32</u>	<u>629</u>	<u>662</u>
The above analysis includes Items held on leases:				
31 March 2024	<u>-</u>	<u>35</u>	<u>-</u>	<u>35</u>
31 March 2023	<u>-</u>	<u>32</u>	<u>-</u>	<u>32</u>
The net book value at 31 March 2024 represents fixed assets used for:				
Charitable Activities	1	-	-	1
Management & administration	-	-	25	25
Retail Operations	-	35	652	687
	<u>1</u>	<u>35</u>	<u>677</u>	<u>713</u>
The net book value at 31 March 2023 represents fixed assets used for:				
Charitable Activities	1	-	-	1
Management & administration	-	-	44	44
Retail Operations	-	32	585	617
	<u>1</u>	<u>32</u>	<u>629</u>	<u>662</u>

The net book value of freehold land and buildings includes land at cost of £400 (2023: £400) which is not depreciated.

- 6.2 The majority of properties operated by the YMCA Movement throughout the country are owned by autonomous member YMCAs. Where the YMCA is unable to hold the title deeds itself these are held by the National Council as trustee for the YMCA. As these are not the equitable property of the National Council they are omitted from the above totals.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2024

7. INVESTMENTS

7.1 The unrestricted investments comprise investments in listed funds held in:

March 2024:

	At Cost			At Market Value		Investment Analysis:			
	March 2023 £'000	Additions £'000	March 2024 £'000	March 2024 £'000	Unrealised gains during the year £'000	Cash and liquid assets £'000	Equities £'000	Bonds £'000	Property and other investments £'000
COIF Charities Ethical Investment Fund	5,000	-	5,000	6,132	556	150	4,348	528	1,106
UBS Managed Funds	5,000	-	5,000	6,545	21	99	4,991	1,083	372
	<u>10,000</u>	<u>-</u>	<u>10,000</u>	<u>12,677</u>	<u>577</u>	<u>249</u>	<u>9,339</u>	<u>1,611</u>	<u>1,478</u>

March 2023:

	At Cost			At Market Value		Investment Analysis:			
	March 2022 £'000	Additions £'000	March 2023 £'000	March 2023 £'000	Unrealised gains during the year £'000	Cash and liquid assets £'000	Equities £'000	Bonds £'000	Property and other investments £'000
COIF Charities Ethical Investment Fund	5,000	-	5,000	5,576	(290)	292	4,027	662	595
UBS Managed Funds	5,000	-	5,000	6,524	(41)	169	4,834	1,127	394
	<u>10,000</u>	<u>-</u>	<u>10,000</u>	<u>12,100</u>	<u>(331)</u>	<u>461</u>	<u>8,861</u>	<u>1,789</u>	<u>989</u>

These funds are held to enable the charity to meet its future obligations to the pension scheme.

7.2 The restricted fixed asset funds at March 2023 and 2024 comprise funds held by Dunford Trust.

	Cost £'000	Market value £'000
Value at 31 March 2022	8	38
Unrealised gains (losses) during the year	-	-
Value at 31 March 2023	8	38
Unrealised gains (losses) during the year	-	4
Value at 31 March 2024	<u>8</u>	<u>42</u>

The fixed asset investments comprise investments in the following unit trusts:

	March 2024 £'000	March 2023 £'000
COIF Charity Investment Funds	<u>42</u>	<u>38</u>

8. INVESTMENT IN SUBSIDIARIES

During the year, the charity had a trading company (registered in England & Wales) which covenanted its profits to the charity:

Name:	Company number	Nature of business:	Type of Share:	Holding:
YMCA Retail Limited	02232462	Sponsorship and sales of new goods	Ordinary	100%

A summary of its trading results is shown below:

	31 March 2024 YMCA Retail Limited £000	31 March 2023 YMCA Retail Limited £000
Turnover	272	74
Cost of sales	(19)	(41)
GROSS PROFIT	<u>253</u>	<u>33</u>
Administration costs	(6)	(1)
NET PROFIT	<u>247</u>	<u>32</u>
Amount Gift Aided to YMCA England and Wales	(247)	(32)
Retained in subsidiary	<u>-</u>	<u>-</u>
Total Shareholders' Funds	<u>1</u>	<u>1</u>

During the year the charity had the following transactions with its subsidiary trading company:

	31 March 2024 £000	31 March 2023 £000
Reimbursement of items paid	16	38
Gift aid of profits	247	32
	<u>263</u>	<u>70</u>

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2024

	31 March 2024		31 March 2023	
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000
9. STOCKS				
Donated goods for resale	286	286	295	295
10. DEBTORS				
Other debtors	£'000	£'000	£'000	£'000
Due within one year	510	497	442	440
Due after one year (note 10.1)	773	773	897	897
Other taxes	316	316	317	317
Prepayments and accrued income	1,365	1,365	1,868	1,868
Due from Group Undertakings	-	77	-	67
	<u>2,964</u>	<u>3,028</u>	<u>3,524</u>	<u>3,589</u>
10.1 YMCA England & Wales had outstanding loans to:				
	31 March 2024		31 March 2023	
	Repayment		Repayment	
	Amount	months	Amount	months
	£'000	£'000	£'000	£'000
		within 12 months		within 12 months
		After 12 months		After 12 months
		£'000		£'000
YMCA Thames Gateway	964	211	753	
YMCA Swansea	7	7	-	
European Alliance of YMCAs (for YMCA 175 event)	41	21	20	
YMCA Port Talbot	52	52	-	
	<u>1,064</u>	<u>291</u>	<u>773</u>	
				Interest
				£'000
				2.5%
				base +3%
				base +3%
				base +3%
				832
				24
				897

During the year ended March 2015, YMCA England & Wales sold the freehold of the housing scheme at Dartford to the local association at open market value for social housing, the consideration being received by a 20 year interest bearing loan at 2.5%.  
The loans to YMCA Swansea (£95k) and European Alliance of YMCAs (£120k) were made during the year ended March 2020 and YMCA Port Talbot (£50k) during the year ended March 2023. All are repayable by instalments.

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 March 2024		31 March 2023	
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000
Pension scheme obligations due within one year (note 13.1)	823	823	1,030	1,030
Taxes & Social Security Costs	191	185	185	183
Other Creditors	1,034	1,034	2,098	2,098
Recycled social housing grant (note 11.1)	-	-	175	175
Provisions for liabilities payable within 12 months (note 12.1)	349	349	304	304
Accruals and deferred income	1,553	1,549	1,128	1,123
	<u>3,950</u>	<u>3,940</u>	<u>4,920</u>	<u>4,913</u>

Deferred income consists of grants received in advance.

11.1 Recycled social housing grant

	£'000	£'000
Outstanding balance	-	175
In May 2023 agreement was reached with Homes England for the recycled grant (plus interest) to be used by a local YMCA.		

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

12.1 PROVISION FOR LIABILITIES

At the balance sheet date YMCA England & Wales had obligations to make future payments in respect of the following items where the amount or timing is uncertain:

	Balance at 1 April 2023 £'000	Additional Provisions £'000	Utilised in the year £'000	Balance at 31 March 2024 £'000	Balance at 1 April 2022 £'000	Additional Provisions £'000	Utilised in the year £'000	Balance at 31 March 2023 £'000
Lease dilapidations - retail (see note 3.3)	920	128	(57)	991	1,007	96	(183)	920
Lease dilapidations - non-retail	100	-	-	100	100	-	-	100
Allocate rent-free period over lease term	119	225	(252)	92	5	219	(105)	119
	<u>1,139</u>	<u>353</u>	<u>(309)</u>	<u>1,183</u>	<u>1,112</u>	<u>315</u>	<u>(288)</u>	<u>1,139</u>

	Payable					TOTAL 2024 £'000	TOTAL 2023 £'000
	Within one year £'000	One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000		
As at 31 March 2023	349	188	375	271	834	1,183	
As at 31 March 2023	304	103	499	233	839		1,139

**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 31 March 2024**

13. PENSION COMMITMENT

13.1 YMCA England & Wales 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 England & Wales and at the yearend 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 as at 1 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.

The valuation prepared as at 1 May 2023 for the YMCA Pension Plan as a whole showed that it had a deficit of £9.1 million. YMCA England and Wales has been advised that it will need to make monthly contributions of £69k from 1 May 2024. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. Agreed future deficit contributions have been discounted using a rate of 5.25% (2023: 3%). The current recovery period is 3 years commencing 1st May 2024.

	Repayable					TOTAL 2024 £'000	TOTAL 2023 £'000
	Within one year £'000	One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000		
As at 31 March 2024	823	783	802	-	1,585	2,408	
As at 31 March 2023	1,030	1,030	3,092	1,031	5,153		6,183

13.2 YMCA England & Wales has opened a defined contribution group personal pension plan for employees. YMCA England & Wales is making employer contributions of 6% of pensionable earnings provided that employees make a contribution of at least 3%.

YMCA England & Wales has also opened an auto-enrolment pension scheme for those employees who do not want to join the main scheme which has employer contributions of 3% of pensionable earnings provided that employees also make a contribution of 5%.

Total pension contributions for the years ended 31 March 2023 and 2024 are shown in note 3.5.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2024

14. RESTRICTED FUNDS

The income and expenditure of the National Council include items relating to restricted funds comprising the following unexpended balances of donations and trusts held which can only be applied for specified purposes.

	Balance at 1 April 2022	Year ended March 2023				Balance at 31 March 2023	Year ended March 2024				Balance at 31 March 2024
		Income	Investment gains (losses)	Expenditure	Transfers		Income	Investment gains (losses)	Expenditure	Transfers	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Restricted income funds:											
Amounts raised for local YMCAs	116	30	-	(19)	-	127	49	-	(41)	-	135
Emergency Response Fund	94	-	-	(2)	-	92	-	-	-	(23)	69
Ukraine Emergency Appeal	11	210	-	(202)	-	19	-	-	-	-	19
Amounts raised for YMCA England & Wales activities:											
- Ys Girls + Girls Move	47	578	-	(688)	63	-	-	-	-	-	-
- Changing Futures (including CAST)	436	6	-	-	(52)	390	232	-	(371)	-	251
- YMCA London CAN Youth Hub Project	-	107	-	(105)	-	2	94	-	(95)	-	1
- World Alliance of YMCAs	-	-	-	-	-	-	208	-	(208)	-	-
- APS Benevolent Fund	-	-	-	-	-	-	13	-	-	-	13
- Homelessness	21	20	-	(21)	-	20	-	-	-	-	20
- Chaplaincy	-	20	-	(20)	-	-	-	-	-	-	-
- Programme Development	15	-	-	(15)	-	-	-	-	-	-	-
- Better Futures	11	-	-	-	(11)	-	-	-	-	-	-
- Risk training	4	-	-	-	-	4	-	-	(4)	-	-
Movement Trust Fund	1	1	-	(1)	-	1	1	-	(1)	-	1
Hartwoodside Award	45	1	-	-	-	46	2	-	-	-	48
Douglas Wood Charity	188	4	-	(1)	-	191	10	-	(53)	23	171
Other Trust & Association Funds	43	2	-	-	-	45	2	-	-	-	47
NW Region Trust Fund	93	1	-	-	-	94	2	-	-	-	96
Dunford House	727	19	(1)	(159)	-	586	28	4	(163)	-	455
<b>Total Restricted Funds</b>	<b>1,852</b>	<b>999</b>	<b>(1)</b>	<b>(1,233)</b>	<b>-</b>	<b>1,617</b>	<b>641</b>	<b>4</b>	<b>(936)</b>	<b>-</b>	<b>1,326</b>

YMCA England & Wales raises funds on behalf of member YMCAs and for YMCA England & Wales activities which can only be used for that specific purpose. The Emergency Response Fund was launched in response to the Covid pandemic to make grants to local YMCAs in co-ordination with the Movement Trust Fund, the Douglas Wood Charity and the regional trust funds. The Ukraine Emergency Appeal was launched in March 2022 with a £30k donation from YMCA England & Wales. Responses from the international YMCA network are being co-ordinated by the European Alliance of YMCAs. Further income was received from local YMCAs and individual donors, a total of £232k has been sent to the European YMCA for relief work in Ukraine and surrounding areas. The Sidley project was launched in 2023 in co-ordination with YMCA London Central and North to support their youth work project. The APS Benevolent Fund was passed to YMCA England & Wales to administer on their behalf. YMCA England & Wales received a grant from Macquarie Bank on behalf of the World Alliance of YMCAs.

The Movement Trust Fund is established under the trusteeship of the National Council of YMCAs, with the purpose of assisting member YMCAs with grants and loans. Grants are also made by the Hartwoodside Award (which makes annual bursaries to young people in need, particularly disabled persons) and the Douglas Wood charity (which makes grants for the promotion of the education and training of young men in the science and practise on farming, horticulture or any similar profession or trade). The Trust & Association Funds represent mainly funds from defunct Associations. Income is either remitted to a specific activity or accumulated. The North West Region Trust Fund is administered on behalf of this regional trust fund.

The amount for Dunford House is the accumulated profits from the conference centre. In view of the disappointing performance, the Board decided to close this centre and activities ceased on 26 March 2018. The property was sold in August 2020, with the proceeds (net of costs) added to the restricted fund. The fund can only be used for "educational purposes of the National Council".

**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 31 March 2024**

15. DESIGNATED FUND

A designated fund has been set-up for the anticipated costs of getting the YMCA Pension Plan to buy-out stage (expected by April 2029).

16. UNRESTRICTED FUNDS

The balance sheet shows how the unrestricted reserves are held. Some of these reserves are held in the form of long-term loans or tied up in fixed assets and therefore not directly available to support other activities, the remainder of the reserves are available to support the activities of YMCA England & Wales and are described as 'free reserves'.

	31 March 2024 £'000	31 March 2023 £'000
Unrestricted funds	8,511	6,828
Less allocated to the following purposes:		
Fixed assets	(713)	(662)
Long-term loan to associations	(773)	(897)
'FREE RESERVES'	<u>7,025</u>	<u>5,269</u>

17. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

Fund Balances are represented by:

	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2024 £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2023 £'000
Tangible Fixed Assets:						
Other fixed assets	713	-	713	662	-	662
Investments	12,677	42	<u>12,719</u>	12,100	38	<u>12,138</u>
Total fixed assets			<u>13,432</u>			<u>12,800</u>
Net Current Assets	(460)	1,284	824	54	1,579	1,633
Long Term Liabilities	<u>(2,419)</u>	<u>-</u>	<u>(2,419)</u>	<u>(5,988)</u>	<u>-</u>	<u>(5,988)</u>
	<u>10,511</u>	<u>1,326</u>	<u>11,837</u>	<u>6,828</u>	<u>1,617</u>	<u>8,445</u>

18. CHANGES IN RESOURCES AVAILABLE FOR CHARITY USE

	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2024 £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2023 £'000
Net movement in funds for the year	3,683	(291)	3,392	739	(235)	504
Net (increase) decrease in fixed assets	(51)	-	(51)	(121)	-	(121)
Net movement in funds available for future activities	<u>3,632</u>	<u>(291)</u>	<u>3,341</u>	<u>618</u>	<u>(235)</u>	<u>383</u>

19. LEASING COMMITMENTS

At the balance sheet date, YMCA England & Wales had the following total commitments under operating leases:

	31 March 2024		31 March 2023	
	Property leases £'000	Plant & machinery £'000	Property leases £'000	Plant & machinery £'000
Expiring:				
Within 12 months	987	299	1,155	173
1 to 2 years	625	297	875	173
2 to 5 years	734	157	740	230
After 5 years	368	-	161	-
	<u>2,714</u>	<u>753</u>	<u>2,931</u>	<u>576</u>

**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 31 March 2024**

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20. GRANTS RECEIVED

The following grants were received during the year:

- £100,000 Sidley Austin LLP re YMCA London CAN Youth Hub Project & Partnership
- £75,000 Benefact Trust re Y Girls Project
- £75,000 Joseph Wright re Y Girls Project

The following grants were received during the previous year:

- £268,627 Dept for Culture, Media and Sport re Y's Girls Project
- £194,618 Sport England for Girls Move
- £100,000 Sidley Austin LLP re YMCA London CAN Youth Hub Project & Partnership
- £75,000 Joseph Wright re Y's Girls Project
- £35,000 Peacock Charitable Trust re. Y's Girls Project
- £20,000 Benefact Trust re. Chaplaincy Programme
- £5,000 Mary Homfray Trust re. Y's Girls Project

21. CONTINGENT LIABILITIES

As in prior years YMCA England & Wales has full repairing interests in properties occupied by member YMCAs. There are potential contingent liabilities arising from these interests, but the time and cost to ascertain the potential liability is disproportionate to the benefits gained.

22. TRANSACTIONS WITH RELATED PARTIES

Several Board members are connected with local YMCAs that affiliate to YMCA England & Wales on the normal terms.

The YMCA Pension Plan operates from the offices of YMCA England & Wales which received payments of £28,710 inc VAT (2023: £26,518 inc VAT) for staff time and support services provided.

Donations of £5,000 were received from the trustees on normal terms (2023: £25).

Transactions with group undertakings are shown in note 8. There were no other transactions with related parties.



Here for young people  
Here for communities  
Here for you

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

YMCA believes in fairness and opportunity. There are essential building blocks for a full and rewarding life: a safe home; acceptance; guidance; friendship; physical and mental health; academic support; employment skills; and access to real opportunities. Many young people have never known these things; other people have lost one or more as they grew up, but we all need them. All of us. At YMCA, we provide these critical foundations for a fresh, strong start for young people and a better quality of life in the community.

ymca.org.uk



**YMCA**

Here for young people  
Here for communities  
Here for you

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

FAMILY & YOUTH WORK

HEALTH & WELLBEING

HOUSING

TRAINING & EDUCATION

SUPPORT & ADVICE

**NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)**

England & Wales - Charity number 212810

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# Accounts

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# YMCA England & Wales

## Annual report & accounts

Year ended 31 March 2023

# YMCA

Here for young people  
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# Welcome to National Council Annual Report

2022-23 has been a year of focussing on the challenges of the post-pandemic era – the current difficult external environment, the need to adapt and change the way we run our services and programmes to meet the demands of the ‘new’ ways we live and work; whilst at the same time putting in place the blueprint for how the YMCA federation will consolidate and grow over the next decade.

Even with a fair wind behind us, recovery from the pandemic period was also going to pose a significant challenge for any organisation, including YMCA. The lockdowns and ongoing restrictions had a significant impact, requiring YMCAs to close, restrict or alter many of its services and the inevitable consequences that this had on staffing and finances – ironically, just at a time when demand for our services and programmes significantly increased. Emerging from the pandemic period was not simply a revert back to the way things were pre-March 2020. The world has changed and all of the assumptions and plans based on how things used to be were no longer relevant. At the centre of this was the question of how does YMCA post-pandemic continue to reach and deliver services and programmes to those young people and communities that need it most?

This is a significant challenge in itself, but YMCAs have been responding to this challenge against the backdrop of a bleak external environment – the consequences of which have and continue to impact upon YMCAs from different angles.

Inflation has reached levels not seen for a generation which has meant higher costs on virtually every supply area, together with increasing demands on our pay bill as we seek to support our own staff who are facing similar increases on their own cost of living. And of course, the dramatic increase in the cost of energy means that YMCAs are facing energy bill increases, in some cases quadrupling increase, that simply are not sustainable in the medium to long term.

Increased interest rates – the highest in some twenty years - have pushed up the cost of loan repayments, whilst making new finance more

expensive and difficult to access thereby stifling investment across the federation. Add to this the ongoing significant issue of YMCAs being able to recruit and retain appropriately skilled staff and it gives a very real sense of the challenges that the YMCA federation have been facing in the past year.

Despite all of these challenges, YMCAs have, however, continued to show resilience. They are meeting these challenges head on and are evolving and changing to meet the additional demands being placed upon them. Not only is this being done by individual YMCAs in their own localities, but also combined, on a national level, working and collaborating in partnership. YMCAs are clear that the way forward is not just to plan to stand still but rather to consolidate, grow and expand our programmes and services to operate in even more communities and reach those who most need our support.

It is this ambition that saw at our national conference in April 2022 the unveiling of our new Federation Strategy 2022-2030. Our Federation Strategy represents a bold statement of how we want YMCA to develop over the next decade. It focuses on four key themes of Leadership & Influence; Excellence & Impact; Growth & Reach; and Awareness & Support. It represents our collective ambition for YMCA to be a sector leader, known for delivering high quality programmes and services; in every local authority area of England & Wales; and making a real and positive difference to the young people and communities that we serve. There is much to do in implementing the strategy, but the belief and determination is there to bring this strategy to life.

The role of YMCA England & Wales is to ‘support, represent and develop’ the Federation to enable YMCAs to achieve this collective ambition. During 2022-23 YMCA England & Wales has continued

to give support to YMCAs where required to help them meet the challenges before them, whilst ensuring that it continues to do this from a sound financial base. Central to that activity has been income generation to distribute to member YMCAs to support their work in their local communities. Our fundraising team at YMCA England & Wales delivered a net return of £2.1 million, together with a surplus of £1.0 million from our retail operation. This has enabled YMCA England & Wales to distribute some £1.9 million to support local YMCAs in their work.

These income generation results together with continuous efforts to drive down expenditure meant that YMCA England & Wales delivered an unrestricted operational surplus of £1.3 million for 2022-23. Our focus moving forward is to maintain and grow these results even further so that YMCA England & Wales can continue to support the vital work of local YMCAs.

The challenges during 2022-23 have indeed been significant, but there is also much to be confident about. We are ambitious about the future and have set out a clear vision through the Federation Strategy to expand our reach, to bring YMCAs to more towns and cities across England & Wales so that even more young people and communities can really feel that they can ‘belong, contribute and thrive’. Let us go forward together and make that vision a reality!



**Roy O'Shaughnessy**  
Chair,  
YMCA England & Wales



**Denise Hatton**  
National Secretary and CEO,  
YMCA England & Wales

**YMCA is proud to be the oldest and largest youth charity in the world, with our foundations first rooted in England in 1844.**

**Over the years, YMCA has evolved into a significant global movement, passionately helping more than 58 million people across 120 different countries.**

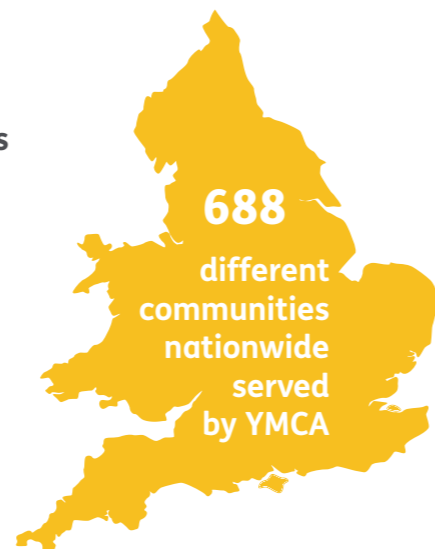


Here for young people  
Here for communities  
Here for you



85 YMCAs provide services throughout England and Wales

YMCA impacts upon the lives of more than **375,000** young people every year



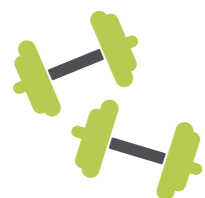
# What YMCA does



YMCA's housing services provide **9,466** beds and connects more than **20,000** young people with case workers helping them to live independently



YMCA works with **166,039** children, young people, parents and carers to provide the best possible start in life and support into teenage years and beyond



YMCA provides health and wellbeing across opportunities across **215** sites in England and Wales, helping more than **132,000** people through healthy living activities



YMCA offers more than **20,000** young people practical skills and hands-on learning through training and education



YMCA has enabled **36,560** young people to have someone to talk to or a helping hand

# How YMCA influenced



15 new Youth Ambassadors recruited and undertaking training



13 references to YMCA work in parliament

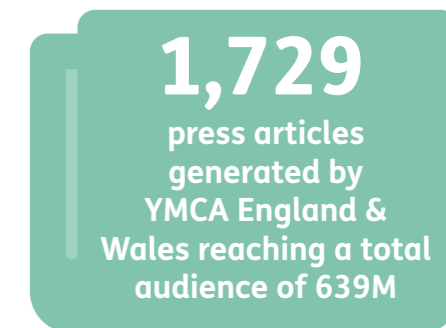
850 reached in our Small Talks campaign during Mental Health Awareness Week



2,614 signatures of our Cost of Living petition



67 young people involved in our policy and research work



1,729 press articles generated by YMCA England & Wales reaching a total audience of 639M



4 research reports and 2 national campaigns undertaken

# Together YMCA

Helps ensure that everyone has a fair chance to discover who they are and what they can become



# YMCA aspires to

Achieve more and better together

# YMCA England & Wales

YMCA is proud to be the oldest and largest youth charity in the world, with our foundations first rooted in England in 1844. Across the globe YMCA passionately helps more than 58 million people across 119 different countries with its founding YMCA in London. YMCA England and Wales (National Council of YMCAs) provides support, representation and development on behalf of 85 local YMCAs working in almost 740 different communities to intensively support young people and communities so that they have an opportunity to truly belong, contribute and thrive in today's society. YMCAs provide services across five core areas, namely the provision of accommodation, training and education, family work, health and well-being and support and advice.

YMCA England & Wales is **committed to supporting YMCAs** and promoting high standards of work. We achieve this by sharing practices, implementing core requirements through membership agreements, providing expert intervention and support whenever needed but also through risk management. Our fundraising efforts, including operating retail shops in local communities, not only generating financial but also non-financial benefits in the form of local employment and connecting people with essential services. In addition to our support, we collaborate with YMCAs to explore new opportunities. This includes funded initiatives like Y-Girls and Girls Move, Corporate partnerships such as Sidley, Cadent, and Vestry Holdings, as well as training and knowledge sharing for staff and volunteers. Our support extends beyond the UK, as we distributed funding to provide direct assistance to YMCA Europe to aid with the challenges in Ukraine. Depending on need, our support can take many forms, such as financial aid, human resources assistance, press and communications management, business modelling advice or good governance support. We also support YMCAs in acting in the role of Principal Employer for pensions matters, lead joint procurement initiatives, and offer direct corporate services such as payroll and HR to YMCAs where requested.

YMCA England & Wales **represents YMCAs** by

advocating for the needs of the most vulnerable individuals in England and Wales. We engage with government, key policymakers, and national media to influence and shape the future agenda. Throughout the year, we have campaigned on various important issues, including accommodation challenges for young people, the impact of living costs on households, and the underfunding of the early years sector. We strive to influence the outcome of government funding decisions and targeted funding allocations such as the Youth Investment Fund and levelling up funding. While driving our national flagship campaigns, we also ensure that our local YMCAs maintain connections with our European and International movements.

To **develop YMCAs**, we encourage collaborative efforts on joint opportunities. We have been working on a new Federation Strategy that reflects our collective ambition, and we have identified four priority areas for further work: brand amplification, housing growth, reviewing business models and viability, and strengthening our own ethos and culture. This work builds upon local efforts and enables YMCAs to expand together and reach more beneficiaries in diverse communities. Additionally, we foster partnerships that generate opportunity and develop collective tools for better articulating our impact that demonstrate the value of YMCAs in our society, engaging in wider opportunity that will further the work that we do.

As we move forward, we honour our heritage and faith while ensuring our relevance in the 21st century and ensure that we strive to meet the needs of local communities for many years to come. In this respect in December 2022, we were extremely proud to receive the Queen Elizabeth II Platinum Jubilee Volunteering Award in recognition of our commitment to youth and community empowerment.

### Public Benefit

We have no doubt that our activities provide significant public benefit. The work of YMCA makes a tangible difference in the lives of young people and communities every day. This is recognised in numerous inspiring stories from beneficiaries whose lives have been transformed by the support and services provided by YMCA. We acknowledge that the success of YMCA is thanks to the dedication of our staff and volunteers, as well as the generosity of our supporters which provide the foundations for our work.

## Role of the National Council of YMCAs (YMCA England and Wales)

The role of the National Council can best be summarised in the table below:

- 
**Uphold membership standards**  
 To oversee and monitor the implementation of the Membership Agreement to deliver a common approach to standards across the YMCA Federation.
- 
**Assurance, risk and compliance**  
 To deliver a high level of confidence across the Federation in relation to agreed compliance levels being achieved and identifying potential areas of concern.
- 
**Intervention and support**  
 To ensure potential risks are mitigated through intervention and support.
- 
**Policy, research and advocacy**  
 To effect positive change on key policy areas impacting upon the work that matters most to the YMCA Federation and our beneficiaries.
- 
**Press, campaigns, brand and communications:**  
 To promote the work of YMCA, its positive impact upon the lives of our beneficiaries, and ensuring a high level recognition of YMCA's brand.

- 
**Faith**  
 To ensure the Federation has the resources, thinking and strategy to hold its Christian identity and apply that in the 21<sup>st</sup> century; enabling the Federation to deepen bonds of unity; and for faith to find its place in our local, regional, and national identity.
- 
**Heritage**  
 As the stewards of YMCA's heritage, to protect, enhance and enrich our history.
- 
**Strategy and growth**  
 To facilitate and promote strategies within the YMCA movement that provide for growth, innovation and collaboration across the Federation.
- 
**Impact measurement**  
 To establish a number of coherent key impact measurement indicators across the main work areas to show the overall impact of YMCA work throughout England and Wales.
- 
**International, democracy and engagement**  
 To represent YMCAs across England and Wales on the international stage, and to facilitate opportunities for all member YMCAs to engage and contribute to the future direction of the Federation.
- 
**Financial sustainability**  
 There are four components to financial sustainability covering pensions management; fundraising, including business development; retail; and value for money

# Strategic objectives

## 2022-2030 Federation Strategy

The Federation Strategy sets out the collective ambition for all YMCAs across England and Wales, highlighting the areas where, by working together, we can have greatest impact. This sets out an ambitious agenda of change, building on the solid foundations of the previous 2017-2021 Federation Strategy, whilst shifting the agenda such that is less concerned with ‘internal machinery’ but rather provides the basis to provide more YMCA services into more communities. A copy of the 2022-2030 Federation Strategy can be accessed [here](#).

Work has continued in 2022-23 to further the strategy, including the formation of a Federation Strategy Delivery Group (FSDG) to take forward the agenda, but also individual Project Groups to take forward identified early priorities for action. These latter priorities have included to progress activity in relation to housing growth to meet beneficiaries needs, the identification of business models and challenges of viability, tools to deliver a YMCA ethos and culture and a means of ensuring that the work of YMCA, and our contribution, is recognised through brand amplification. By pursuing the Federation Strategy of collective ambition, it is planned that YMCAs will be able to deliver more work, which in turn will further fulfil the ambition set out in the international YMCA Vision as represented by our International Vision 2030. This latter vision, which reflects the global priorities for all YMCAs, has four key pillars namely: a just world; a sustainable planet, a meaningful work and community well-being.

## 2022-2030 National Council of YMCAs Strategy

Whilst recognising that the National Council have a key role to play in the delivery of the Federation Strategy’s collective ambition, we are also mindful of our day-to-day role in relation to support, represent and develop, as set out in our Governing documents. With the 2022 to 2030 Federation Strategy setting out a future direction, the Board have taken the opportunity during 2022 to articulate the National Council’s future strategy and thereby inform the business plan targets for 2023-24 and resourcing priorities. The Board considered that the National Council Strategy 2022-2030 should have three pillars:

**Pillar 1:**  
Recognising our role in contributing to the Federation Strategy.

**Pillar 2:**  
Recognising our foundational role in relation support, develop and represent to member YMCAs.

**Pillar 3:**  
Recognising our own charity in our own right and being exemplary in everything that we do.

In relation to our contribution to the Federation Strategy, the Board determined that the National Council should adopt the Federation goals, strategies and objectives in full, and in this way recognise our part in driving forward this collective ambition. In this regard the Pillar 1 goals of the National Council’s strategy are to:

**Goal A:**  
Leadership and Influence: Lead change that brings about a more just, inclusive, and equitable future.

**Goal B:**  
Excellence and Impact: Transform lives with programmes that are second to none in quality.

**Goal C:**  
Growth and Reach: Provide more support in more places, to more people, where there is unmet need.

**Goal D:**  
Awareness and Support: Achieve high levels of public understanding of the issues people and communities face, driving urgency, support, and empathy for others so that the public shares and supports our goals.

The foundational role that the National Council undertakes for YMCAs will always be required, irrespective of our current strategy. In relation to our foundational role (Pillar 2) a number of goals were identified to:

**Goal A:**  
Improve democratic coherence.

**Goal B:**  
Facilitate the delivery of the Federation Strategy and population of future plans.

**Goal C:**  
Achieve exemplary standards and risk mitigation across All YMCAs.

**Goal D:**  
Support All YMCAs in becoming financially sustainable.

Finally in relation to our role as an exemplary charity (pillar 3), and internal aspects in relation to our people, our ethos and culture, our finance, our structure, our governance, our environment and the use of technology our goals are to:

**Goal A:**

Be an employer of choice.

**Goal B:**

Define, articulate and evidence our value to members.

**Goal C:**

Ensure we are exemplary in our approach to governance.

**Goal D:**

Build an infrastructure that supports our strategic ambitions and increases our capacity for growth.

The above goals are underpinned by strategies and objectives that take forward each of these broad goal areas. The priorities for action are then reflected in our 2023-24 Business Plan which in turn has informed the allocation of resources for the 2023-24 financial year.

In relation to the 2022-23 Business Plan objectives these were identified against service lines, with those considered to be internally focused termed ‘enabler’s’ recognising that these were to better equip the National Council to meet the Federations needs. Progress against the 2022-23 Business Plan objectives is reported in the section reporting on a ‘Review of Achievements’.



# Review of achievements

Whilst 2021-22 was concerned with emergence post pandemic, 2022-23 has represented a year where services have returned to a post pandemic normal but with some change and with some new challenge.

For YMCA England and Wales, we are pleased to report that the year has provided for much stability, specifically within our shops and fundraising activity generating much needed funding for the work that we do with beneficiaries. With the Federation Strategy providing a collective direction, it has also provided the opportunity to reconsider and reshape where needed as we seek to 'join up the dots', building a collaborative platform from which to deliver future aspirations. However, as noted 2022-23 has not all been 'plain sailing', and YMCAs have not been immune from the cost of living, rising energy costs, and increased interest rates – alongside the very real challenges of recruitment and retention, and increased wage inflation.

These have all equally impacted on YMCA England and Wales and specifically in our shops when in September 2022 we were out of contract for energy supplies, and like many were faced with a significant escalation in cost but also for our staff facing rising household costs and reduced real terms income (with the decision taken to bring forward wage increases to assist manage). The above all noted, however, 2022-23 represents another year of strong overall financial performance, with continued investment in the work of YMCA England and Wales to meet the Federations identified needs (Y-Hub, impact measurement, dedicated strategy resourcing, intervention and support), increasing distributions to YMCAs with further collaborative partnerships and whilst managing our own viability and on-going obligations.

## 2022-23 Business Plan Performance (External)

An assessment against the 2022-23 Business Plan priorities external in focus is set out below:

### International, Democracy and Engagement:

- ▶ Engagement and representation of YMCAs in England and Wales in the World Council in July 2022: with 85 delegates attending the World Council with a number of delegates attending online.
- ▶ Represent YMCAs in England and Wales at the European Assembly to promote the voice of YMCAs, young people and communities on a European level: 8 delegates attended the European Assembly from across YMCA England & Wales.
- ▶ Recruit new change agents that represent the interests of beneficiaries through the work of YMCA and which can bring about further change on an international platform: Change agent programme launched with 3 change agents recruited from YMCA England and Wales

Impact Measurement: Following conclusion of the accommodation impact measurement tool to launch activity in relation to training and education, health and wellbeing and family work so that the work of YMCA for beneficiaries is recognised universally: Work now progressing on the third dashboard around Family and Youth Work.

### Policy, Research, Campaigns & Advocacy:

- ▶ Undertake and produce three research reports covering the key areas identified by the YMCA Federation and which are considered to be key areas to address in relation to the needs of young people and communities: Early Years research ongoing with focus groups and interviews being held across two YMCAs with focus groups planned with a further six. Annual Youth Services spending cuts report delivered in February 23.
- ▶ Refocus the advocacy strategy to focus on the key areas in which the voice of YMCA can make a difference to enable better outcomes in the interests of beneficiaries: Federation consultation work concluded, and key issues identified and in the process of being implemented.
- ▶ Undertake campaigns on the back of research reports to bring about change that will contribute to a fairer and more just society: A number of campaigns were launched in the year including those on youth spending, early years and the impact of the cost of living.

### Press, Brand & Communications:

- ▶ Implementation of the outcomes of the work on an internal communication plan, and on how YMCA England & Wales facilitates sharing across the YMCA Federation: Y Hub agreed at the November National Board and delivered at the July 2023 National Conference.
- ▶ Implementation of the outcome of the purpose work to better articulate the 'why' of the YMCA in England and Wales: Outcome of the Purpose work and the assets to support this have been produced and distributed across the Federation with wider roll-out and support.
- ▶ Undertake an asset update of the national brand and further roll this out to YMCAs in England and Wales: Brand review has been completed - all assets and templates to support this have been produced and uploaded to the Brand Centre for use by the Federation. Update of national brand guidelines complete and placed on the Brand Centre.

### Uphold Membership Standards:

- ▶ Work with the Quality Assurance Development Group (QADG) in relation to the membership agreement and recent re-launch of the healthcheck to ensure greater levels of returns and to provide YMCAs with meaningful analysis that will inform governance and effective financial management, supporting beneficiaries to receive high-quality services and enables risks to be managed: 92% of returns received with comparative information shared to inform strategic conversations. CHAS replaced with the Trusted Charity health and safety element of the standard, agreed at the AGM.
- ▶ Continue to facilitate completion of the Trusted Charity Status with YMCAs in England and Wales to enable the highest levels of governance and the provision of 'best in class' services for beneficiaries: Completion required by December 2023 and work on-going in relation to compliance with support and guidance available. Returns from the Health Check provide a level of status across the federation.

### Financial Sustainability:

- ▶ Extend our reach to beneficiaries and local communities by facilitating engagement, collaboration and partnership opportunities. In anticipation of the Federation Strategy this will focus on current projects / services that have been supported in recent years: Sidley Corporate partnership continues to go from strength to strength, building support and relationships from across their business. Application submitted to the Youth Endowment Fund to deliver a volunteer mentoring programme aimed at diverting young people from the criminal justice system with the potential to develop partnerships with ten YMCAs. Work on-going to explore collaborative bids alongside partnership to consider a legacy will writing pilot. Retail continues to open new shops and develop new partnerships with local YMCAs.

- ▶ Continue to support YMCAs in relation to work with regard to business models and on-going viability (which will be linked to readiness work identified in the Federation Strategy): Work on-going although the healthcheck information is informing. Sessions held with YMCAs in England and Wales, and separately in Wales to identify key issues with regard to risk and viability with the aim of informing a plan of collective actions.
- ▶ Seek to continue to manage the risk of the pension liability in the interests of the YMCA Federation, including identifying next steps in relation to end game and preparatory work for a 2023 triennial: Pension funding position improved further with deficit reduced. Discussions now underway in relation to 'end game' in the context of the 2023 triennial.
- ▶ Reissue the YMCA Group insurance arrangement to redesign a solution that provides for better value: on-going discussions with Marsh, Zurich and others with the aim of exploring a more cost-effective solution. Marsh and Zurich agreed to cover 23--24 renewals with options appraisal for future collective insurance approach to begin in 2023.

#### Faith

To develop an action plan to support the YMCA Federation's resources, thinking and strategy to hold its identity and apply that into a post-modern 21st century Christian culture: Ethos Steering Group set up to as one of the Federation Strategy action plan priorities.

#### Heritage

To further plan to preserve, explore and capitalise on the heritage of the YMCA in the context of our work, including aligning activity with the forthcoming Platinum Jubilee: YMCA Jubilee activities across the federation were successful with YMCAs supported with communication and social media plans along with information in relation to the rich heritage of our Patron Queen Elizabeth. The Archive group has also been reinvigorated with a new Chair and developed a three year plan.

#### Intervention and Support

To continue on an ad hoc basis to intervene and support YMCAs whilst also clarifying the role in this area and the resources / structures needed: Ongoing intervention and support within areas of finance,

public relations, sustainability, HR and governance. Data from the health-check is providing better information to target areas of concern and action needed.

#### Equality, Diversity and Inclusion

To continue to support the Steering Group in relation the EDI action plan including the facilitation of safe space conversations across the Federation, the work on the EDI charter at the 2022 AGM and exploring and EDI standard: Pilot of EDI standard completed in three out of four pilot YMCAs.

#### Assurance, Risk and Compliance

Work with the Federation safeguarding group to promulgate tools and practice across the YMCA to ensure standards that enable all beneficiaries to feel safe: Safeguarding Group continues to meet. Facilitated sharing of My Concern software providing a discounted price to YMCAs interested in using the tool.

#### Strategy and Growth:

- ▶ Disseminate and communicate outcomes from the Federation strategy to key audiences to promote the highest levels of engagement at all levels within YMCAs across England and Wales: Federation Strategy Delivery Group now meeting regularly to develop implementation framework (detailed plan) and activation guide (how YMCAs can / will be engaged). Priorities have now been signed off and working groups set up ensuring connections to current relevant networks and forums, identify priorities to take forward.
- ▶ Help to facilitate any 'readiness' activity with the Federation in order to further the outcomes from the Federation Strategy: Mapping work considered existing activities and groups. Financial readiness sessions (viability and risk) held with YMCA CEOs. Action plan incorporated into the Federation Strategy implementation framework priorities with four key areas for further work identified. Further business models review to be commissioned in 2023-24 to identify strategic direction.



# 2022-23 Business Plan Performance (Internal Enablers)

An assessment against the 2022-23 Business Plan priorities that are internal in focus is set out below.



## Fit-for-purpose infrastructure

- ▶ To test the culture of YMCA England & Wales against the ethos statement: ethos statement, values and behaviours framework agreed at November 2022 meeting. A plan on how to embed and evaluate the Board approved Ethos statement is underway.
- ▶ Equal opportunities are embedded in the Paris basis, therefore as an employer passionate about equality, diversity and inclusion, where appropriate we will implement the outcomes from the Federation wide work in this area to ensure that this removes barriers to achieving this: Mandatory EDI training to be rolled out in September 23, both virtual and face to face. EDI Strategy to be revisited for actions.
- ▶ Implement the outcomes from the pay and performance review frameworks as agreed by the National Board: Pay median project completed. We will be reviewing out pay framework in 2023-24 against issues raised during the median exercise including areas such as pay progression.
- ▶ Develop a YMCA England and Wales strategy that aligns with the new Federation Strategy: Agreed by the Board at their November 2022 meeting with 23-24 objectives identified to progress.
- ▶ Ensure that the YMCA England & Wales Information Technology infrastructure supports the implementation of the internal communications review: Review completed, with findings providing the basis for an implementation alongside actions from the recent ransomware attack investigation.
- ▶ Conclude governance activity in relation to standards in the membership agreement: including specifically Trusted Charit and Health and Safety standards: Work started and progressing into 2023 with the aim of concluding work by the summer. Other reviews completed including safeguarding and data, with findings being implemented.
- ▶ Implementation of the Board development programme to include increasing diversity of Trustees: Implemented proposals to increase diversity of the Board with success during the Board recruitment process. Work is on-going in relation to the Code of Governance (and specifically on EDI).
- ▶ Implement the outcomes of the Wellbeing strategy for staff and volunteers including continuous learning through agile working and other benefits to further cultivate a great place to work: Hybrid working implemented. Office redesign considered with some limited changes proposed. Chaplains visiting the office to offer welfare and support. Looking at financial well-being due to cost of living with pay award brought forward in Retail for shop staff that were most affected.
- ▶ Consider the outcomes of the internal communication review and look to develop an implementation plan: Y Hub launched at the National Conference in 2023.
- ▶ Develop a set of ‘corporate’ KPIs that can be used both for internal reporting but also to the Federation to provide an assessment of value for money and impact (building on those currently available but also wider to incorporate aspects of social responsibility): Initial set of KPIs proposed to Finance and Audit Committee with further subsequent revision. Work on-going to collect KPI information from all sources and to identify audience needs to develop a streamlined, single, consistent set of measures.

## Secure financial future:

- ▶ To implement the first year of retail strategy to increase further income and build future capacity to generate returns: Retail continues to perform well despite the economic challenges and delivered on budget for 2022-23.
- ▶ To identify alternative fundraising opportunities to generate unrestricted funds and develop proposals: Continued to explore and develop income generation opportunities including working on several proposals for consideration i.e., legacy strategy, lottery/ raffle, sash donor acquisition.
- ▶ To ensure a financially secure national body to deliver the agreed budget by the National Board: Reserves sufficient to meet pension obligations. Increased costs of staffing and energy, and reduced investment portfolio managed.
- ▶ To maintain the level of funds in investments to meet the pension: Level of funds retained.
- ▶ Implement a new accounting system, including improved management reporting, financial manual and scheme of delegation to bring about change in financial management practice: Accounting system implemented. Some teething problems in relation to workflow and invoice approval. Further reforms planned in 2023-24.

## 2023-24 Performance to date

The Board agreed a break-even budget for 2023-24 (before pension costs and investment returns). The challenging cost environment was furthered by the need for the National Council to respond to emerging priorities in the Federation Strategy – specifically the continued funding for Y-Hub, on-going resourcing in support of the strategy and funded reviews to help identify how best to facilitate growth and viability.

The 2023-24 budget also includes further investment in fundraising, specifically in relation to Room-sponsor and individual pilot projects to explore opportunities for growth in income. The above pressures have placed some stress on the funding model, but with Retail continuing to deliver improving returns and grow the number of shops, affiliation fee defaults falling and steady fundraising performance – and with the hope that investment markets will not be as volatile as seen in 2022-23 - there is no reason to believe that the stated aim of a breakeven budget will not be met (and indeed exceeded to reduce the cash impact of the pension). Early signs at the start of the year reinforce this perspective. That noted, an early set back was a April 2023 ransomware attack with a request for payment.

In line with the Board’s direction this was not entertained but rather actions taken to not only resolve the situation (with some limited operational impact) but also to ‘quicken the pace’ of a number of already identified reforms to avoid future occurrence. This work continues into 2023-24.

# Risk management and internal controls

**YMCA England and Wales operates a comprehensive corporate risk management process to manage and mitigate risk. The Board of Trustees has overall responsibility for ensuring that we operate an appropriate system of controls, financial and otherwise, to provide assurance that:**

- ▶ Our resources are used in a way that maximise impact for our beneficiaries and the Federation.
- ▶ We are operating efficiently and effectively within a climate of value for money
- ▶ Our assets are safeguarded against unauthorised use
- ▶ Proper records are maintained and financial information used within YMCA England and Wales and for publication is reliable and accurate
- ▶ We comply with relevant laws and regulations.

The systems of internal control are designed to provide assurance against material misstatement or loss. These include:

- ▶ An overarching strategy that links to the needs of our membership
- ▶ A clarity over the role undertaken, and the resources available to ensure 'expectations are managed'

- ▶ A Business Plan and budget approved by the Board following a thorough business planning process that allocates resources to priorities (and in line with strategy)
- ▶ Ensuring that the Board, Committees and Senior Leadership Team are appraised of financial results, variances from budgets and non-financial performance indicators
- ▶ A Committee structure with appropriate skills mix to be able to inform and challenge
- ▶ Effective management information systems, which continue to develop with the provision of monthly management accounts to a range of audiences
- ▶ Delegation of authority and appropriate segregation of duties ensuring controls on expenditures (noting that the scheme of delegation has been undergoing update in 2022-23)
- ▶ Appropriate financial policies, processes and systems as detailed in a Finance Manual (again noting that the Manual has been undergoing update in 2022-23)
- ▶ Identification and management of financial and other risks by the Board and Senior Leadership Team including frequent review of the Risk Register by the Board and Finance and Audit Committee
- ▶ Processes to ensure that conflicts of interest are identified and recorded (and identified in advance of meetings)
- ▶ Regular checks and review through internal, joined up budget/outturn conversations
- ▶ Updates from investment managers and provision of information to Committees
- ▶ Accountability to members through an Annual General Meeting.

**The Finance and Audit Committee monitors the effectiveness of audit and reviews our risk management processes. The Committee has provided the following statement:**

*The Finance and Audit Committee has reviewed the reports from the senior management, audit and other reports on areas of operation. The Committee confirm that the above systems have been applied and are confident that systems of internal control and risk management are working effectively (noting that there is always scope for improvement).*

In relation to risk, the Board operates a formal risk management process to assess risk and implement mitigating strategies. This involves identifying the types of risks faced, prioritising them in terms of impact and likelihood, and identifying a means of management. This has also informed the Reserves Policy that is set by the Board. As part of this process the Board receives regular reports detailing major risks, approves plans for the implementation or enhancement of procedures and policies where these are required, and otherwise ensures that appropriate steps are being taken to manage the key risks.

Approved actions are implemented by senior managers who are accountable to the Board.



A number of risks have been managed in 2022-23 specifically those in relation to Covid and energy costs. The below summaries the key risks at May 2023.

Risk	Latest Action
1   Loss of key IT system, loss of data, legacy systems unsupported	IT review completed with many actions implemented. Work on reviewing the Business Continuity Plan has allowed processes to be put in place regarding loss of servers, key IT suppliers and access to systems. Further migration to the cloud and office 365 environment will further significantly reduce risk with an on-going action plan.
2   Cyber Security (Ransomware attack)	Action plan developed with many actions implemented (including 365, standardised use of share-point, improved firewalls, back-up arrangements, outsourced support, training and development and other securities to manage access).
3   Loss of key staff across the Federation	CEO development programme concluded in December 22 (with proposed repeat for 2023). YMCA risk and viability sessions indicated staff retention and recruitment is a high-risk area.
4   Specific member YMCA sustainability and viability risk	Perception is that 2022-23 has proven a challenging year for many YMCAs and that 2023-24 is similar. Risk and viability sessions identified challenges and options for further work. A review is proposed to identify the high-level picture. Analysis of health check returns shared and 2023 version issued to YMCAs for completion.
5   Interest rates increase leads to inability of YMCAs to make repayments on loans and borrowing, with impact on individual YMCA viability.	Viability and risk sessions held in late 2022 with a menu of actions identified. Feedback from sessions shared with individual YMCA Chairs and Trustees. Terms of reference have been drafted for a risk and viability review to be commissioned from external consultancy.
6   Reputational impact for YMCA Federation due to issue within a YMCA	Continue to work with YMCAs to manage reputational risk.
7   Impact of inflation and rising energy prices with consequent viability and risk challenges for all YMCAs	Work underway to identify challenges with sessions on risk held with YMCAs. Analysis shared and further work on actions planned. Increased energy price and cost of living still impacting, noting inflation is due to reduce as the year progresses.
8   Rising energy prices long term impact retail strategy and current business model	Assessment on impact in cost on retail completed with an initial £1 million annual increase assumed in late 2022-23. Reduced impact in 2023-24 given falling prices.

The full risk register is considered by the Finance, Audit and Risk Committee at every meeting. The Board review the key (red) risks that have been highlighted through appraisal of cause / consequence.

The Trustees believe that the system of internal controls has been adequate to provide assurance against material misstatement or loss.



# Fundraising

## Approach to fundraising activity

Our fundraising activity falls under two broad headings:

### Individual Giving

- ▶ Our Acquisition activity seeks to recruit donors to make a cash gift or to commit to a programme of regular giving. We recruit donors through online marketing via social media and digital adverts, through offline marketing by the insertion of recruitment flyers in magazines and newspapers, through Cold Direct Marketing using purchased, fully GDPR compliant mailing lists, through Telephone Marketing using the services of a professional telemarketing agency, and through Private Sites face-to-face fundraising – using the services of a professional fundraising agency.
- ▶ Our Appeals programme is focussed on individuals who have previously made charitable gifts to YMCA England and Wales and is delivered via direct mail and email. In addition, the services of a professional telephone marketing agency may be used to ask donors to reinstate lapsed regular giving or to increase the value of their regular gifts.
- ▶ Our Legacy programme seeks to encourage already engaged donors to consider leaving a gift in their Will. Our partnership with National Free Wills Network has also enabled us to engage with a cold audience via social media.

### Strategic Partnerships

- ▶ High Net Worth individuals are approached on a personal basis to encourage their continued support, by post, telephone and email.
- ▶ Approaches to and relationships with Charitable Trusts are conducted via post, email and telephone.
- ▶ Approaches to and relationships with corporate donors and prospective-donors are conducted via email and telephone.
- ▶ Participants in challenge events, such as the London Marathon, are recruited via focused social media advertising.

## Compliance with Fundraising and Data Protection standards

In all our fundraising, we adhere fully to the Fundraising Code of Practice, in respect of both the legal rules that apply to fundraising and the standards designed to ensure that fundraising is open, honest and respectful.

- ▶ We are registered with and regulated by the Fundraising Regulator (Membership Number: 000206)
- ▶ We are members of and adhere to the standards of the Institute of Fundraising (Membership Number: Z2043125).
- ▶ We require others acting on our behalf to adhere to the same standards and will take appropriate action promptly if we find any failure to do so.

Our full compliance with GDPR legislation ensures the protection of personal details and the privacy of our fundraising audience. Our capturing, management and application of communication consents is robust and subject to strict vigilance.

Neither YMCA England & Wales nor any person acting on behalf of YMCA England & Wales was subject to an undertaking to be bound by any voluntary scheme for regulating fund-raising, or any voluntary standard of fund-raising, in respect of activities on behalf of the charity.

## Monitoring of fundraising activities

Telephone marketing and private sites face-to-face fundraising was delivered by professional agencies on behalf of YMCA England & Wales for the purpose of fundraising. The audience for telephone marketing was individuals who have an existing financial relationship with YMCA England & Wales, who had provided their telephone number and have consented to being contacted by telephone for fundraising purposes. The audience for face-to-face fundraising was members of the public within the private sites (railway stations and supermarkets) that had been secured by the fundraising agency. All the agency staff involved in these activities received training directly from YMCA on our brand and our compliance policies.

This is in addition to the training that our partnering professional fundraising agencies provides on data protection, compliance and maintaining call quality. We listened to randomly selected calls (approximately 5% of all calls) to ensure the highest of standards, and that we are complying with all relevant regulations and legislation. We also regularly undertake supplier tenders to ensure value for money.



## Protecting vulnerable people

The agencies who acted as our agent each have a comprehensive policy in respect of Safeguarding Vulnerable People, which is taken seriously and owned at all levels within their organisation. All their employees are required to undergo vulnerable persons training upon joining the organisation, utilising an adapted version of the 'Caring for the Vulnerable' training as compiled by the Direct Marketing Association, and the 'Treating Donors Fairly' training as compiled by the Institute of Fundraising. All employees must agree to abide by this Policy.

In compliance with Institute of Fundraising guidance on protecting supporters, YMCA England and Wales will:

- ▶ Never pressure someone into making a donation.
- ▶ Be alert to signs that someone may be confused or vulnerable and need additional support.
- ▶ Take care not to take advantage of mistakes by donors or to exploit their lack of knowledge or need for care.
- ▶ Not accept a donation from an individual if we believe he/she lacks the capacity to make the decision to donate.

We actively look for indicators that a donor might be vulnerable, such as:

- ▶ Making repeated telephone calls to make a donation or check a donation
- ▶ Sending weekly donations in post
- ▶ Mention of low income or relying on benefits
- ▶ Communication covering unrelated topics e.g. aliens, blue moon, death, self-harming
- ▶ Communication indicating that a person is deeply affected by a mailing sent e.g. legacy mailing triggering deep concerns about death.
- ▶ People who inform they have health issue e.g. Dementia, Alzheimer's, mental health issues, and cancer.

Each individual is dealt with, respectfully, on a case by case basis and we are careful when recording sensitive information. For example, if a person informs us they have Dementia in its early stages but is still capable of making rational decisions/donations, we will continue to send mailings but will log on their record that they need Special Consideration and take note that the supporter has dementia. If we start to see a different behaviour pattern, we will upgrade our action and consider reducing mailings or remove the supporter from our mailing lists.

## Complaints

We closely monitor any complaints that we receive. During the reported year we received just sixteen complaints:

- ▶ Three complaints related to supporters having experienced technical difficulties: One had changed her bank and had had trouble transferring her Direct Debit to her new account. She was 'disappointed' and will in future send her donations by cheque. One was 'disgruntled' when having become confused while trying to increase his regular donation, had accidentally set up a second direct debit. He was offered but refused a refund and has been supported to make the changes he intended to make. One had in error set up a repeat card payment when they had intended to make a one-off gift. She complained that despite having twice informed us not to, we had continued to take repeat card payments from her account. She received an apology, confirmation that her card instruction had been cancelled and her donations were refunded to her card.

- ▶ Four complaints related to the receipt of printed materials: One was 'angry' that YMCA 'wasted money' by sending Christmas and Easter cards. Her record has been updated and she will not receive cards in the future. One had cancelled her regular gift, saying that she had continued to receive 'marketing material' although she had repeatedly asked for it to be stopped. An apology and an acknowledgement of the value of her support was sent. One complained of receiving duplicate mailings despite having previously informed us of this. An apology was offered, and her record amended of an error that was causing the duplication. One objected to receiving surveys, finding the questions 'intrusive and none of your business'. An attribute has been created to exclude constituents from receiving surveys.
- ▶ One complaint related to a local YMCA terminating the use of its facilities by a skating club, asking to be removed from our mailing list. This was done.
- ▶ Two complaints related to appeal prompt levels. One stating that she felt her generosity was not acknowledged or appreciated. A letter of apology, explanation and thanks was sent. The second that the prompt level was too high and the bold typeface too aggressive. The prompting process was explained to him, and he accepted an offer to opt out of being prompted for a specific amount.

- ▶ One complaint was that YMCA sent a message of condolence to a bereaved family only on notification of a legacy although the deceased's family had notified us of their death. A personal apology was sent - the original email had been missed.
- ▶ One complainant could not get through on the telephone to make a donation because the lines were too busy. He received an apology and the offer of a call.
- ▶ Three complaints related to private sites face-to-face fundraising. One complainant felt they had been 'forced' into signing a direct debit. One wanted to cancel their direct debit, stating that they had been told they would need to confirm their direct debit arrangements but had been 'lied to'. One stated that they had been made to feel bad about not signing up. In each case, we have offered a full apology, thanked the individuals for their feedback and passed the complaint on to the Agency responsible for the activity so that it can be addressed directly with the individual fundraisers concerned.



# Trustees Report

## Financial Review

### Format of accounts

As a Registered Social Landlord, YMCA England and Wales is governed by the regulations of the Statement of Recommended Practice issued by the National Federation of Housing Associations (the Housing SORP) and the Accounting Direction for Private Registered Providers of Social Housing from January 2019 (the Accounting Direction). The holding of this status is currently being considered by the Board of Trustees, recognising that housing stock has now been sold but that it may be necessary to take steps to preserve this status in the light of national funding contract opportunities, and in the interests of our member YMCAs.

The Board of Trustees follow the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2015) issued by the Charity Commission (the Charities SORP), so long as it does not conflict with the Housing SORP. As a company limited by guarantee, we follow the Companies Act 2006 and applicable accounting standards. To meet the terms of this Act, we have prepared a separate income and expenditure account. To comply with the Housing SORP and the Accounting Requirements of Private Registered Providers of Social Housing, the accounts would have been configured to separate the performance of housing and non-housing activities and will do so when decisions are taken on how best to retain registered provider status.

## Consolidation

In these accounts we have brought together the results of YMCA England & Wales with:

### 1. Our three connected subsidiary charities

- ▶ Dunford House Trust: which previously owned Dunford House but with the proceeds held as a restricted fund subject to a covenant.
- ▶ Douglas Wood Charity: which provides funding for agricultural and horticultural training activities.
- ▶ The YMCA Trust Fund (known as The Movement Trust Fund): which provides grants and loans to YMCAs.

### 2. Our subsidiary trading company (described in note 8 to the accounts)

To prevent a tax charge arising in the charity, the subsidiary trading company gift aid its surplus. The performance of YMCA Retail Limited was satisfactory, given the current operating environment.

### 3. Restricted funds under the control of YMCA England & Wales

Over the passage of time several trusts and funds have come under the stewardship of YMCA England and Wales. Usually these were for buildings or trusts with specific objectives.

There are three groups of trusts that we look after:

- ▶ Trusts that share our aims and objectives, which are added to the figures on the financial statements and include the subsidiary charities listed above;
- ▶ Instances where we have been appointed to act as sole Trustee of a charity and we look after its assets (these are included in the financial statements as part of the restricted Trust and Association funds in note 14); and
- ▶ Instances where we have been appointed to act as Trustee but we have no financial relationship. This is usually because a YMCA cannot hold title deeds itself and YMCA England and Wales holds them as trustee. As these are not the equitable property of YMCA England and Wales, we do not include them in these financial statements.

## Funds and reserves

Total reserves at 31 March 2023 were £8.4m (2022: £7.9m), with the increase arising from:

- ▶ An operating surplus of £1.0m (2022: operating surplus (£0.5m))
- ▶ Losses on market value of investments of £0.3m (2022: gains of £1.1m)
- ▶ An increase in pension scheme future commitments of £0.19m (2022: a decrease of £0.24m)

Of these, the restricted funds of £1.62m (2022: £1.85m) are held for specific purposes and can only be used for these purposes. The remaining reserves of £6.8m (2022: £6.1m) are known as “unrestricted” funds.

## Unrestricted funds

The 2023 accounts show net income on unrestricted funds of £1.3m (2022: net income of £0.52m), before the adjustments for revaluation of investments and pension scheme deficit obligations.

## Free Reserves

These are funds that the Board is free to use to support our charitable work, available at short notice and are known as the “free reserves”.

The Board aim to hold sufficient free reserves to provide financial stability when considering the key areas of risk. The Free Reserves at March 2023 were £5.3m (2022: £4.5m) against the target level of £3.4m (see note 15 for a breakdown of free reserves). The increase arises from the three factors noted above. The Board have agreed that they are comfortable with the increased level of Reserves based on a revised financial assessment of risks and given an organisation that has increased in size (turnover increasing from £15m to £22m over the term). In this light, and given other risks, it was considered appropriate that the level of reserves is increased also reflecting a quantified assessment of risk. This would suggest a Reserves level between £4m and £6m which would seem appropriate given the uncertain world environment at this time but also equates to three months of expenditure or six

months of payroll.

The Trustees are therefore comfortable that the Reserves position is appropriate – also recognising that much of the Reserve position is tied up in investments which can increase/decrease with market conditions) but also recognising the still significant pension liability which may change in the future depending on the outcome of next triennial valuation.

## Restricted funds

While still meeting our wider charitable objectives, there is some funding that has restrictions on how it can be spent. The principle restricted funds are listed below:

- ▶ Dunford House, which has its own Trust – Dunford House has now been sold with balances retained for the purposes of the original covenant;
- ▶ YMCA England & Wales activities – monies given to us to support specific activities either at local YMCAs or within YMCA England & Wales;
- ▶ The Movement Trust Fund, the Hartwoodside Award and the Douglas Wood Charity – these funds provide grants and loans for YMCA work; and
- ▶ Other Trust and Association Funds – these are funds we hold on behalf of YMCAs that have closed or when we hold assets on behalf of a specific Trust (not already listed above).

## Movement in restricted funds during the year

Restricted funds have decreased as restricted funds are spent in line with their charitable purpose.

## Going concern

In line with current best practice, the Board has reviewed the financial impact of those risks identified as part of our on-going risk management process and its going concern status. As part of this review, and aligned to the business planning process for 2023-24 which looks at the forward five years, the following have been considered:

- ▶ Alignment to strategic direction
- ▶ Forecasts and cash-flows for future years’ income and expenditure
- ▶ Future needs, opportunities, contingencies and/or risks
- ▶ A ten year financial strategy that considers alternative scenarios

As noted in the financial statements the performance for the year has improved on that in prior years, and whilst this is in part due to one-offs in the form of investments and pensions, it is also due to both improved income from our retail shops and fundraising but also cost control with reductions made in several areas. It also includes the release of £1.1m Retail grants which is a one-off item which offsets the decrease in investments and pension reserves and has led to the Reserve position remaining stable at £13m.

Once again, a balanced budget pre-pension and investments has been set for the forthcoming year, with the first quarter results showing income generating activities holding up across all areas (with some challenges on legacies given the Probate Office backlog but with Retail performing well). Investment values remain volatile (but less so than in 2022-23) due to international circumstances. The Board remain of the view that YMCA England and Wales has sufficient assets to enable future obligations to be met, and therefore continues to operate as a going concern. Further details in relation to the income and expenditure of YMCA for the year are set out in detail in the Statement of Financial Activities (SoFA) on page 56.

## Review of 2022-23 Financial Performance

The annual accounts report a £0.52m surplus for 2022-23 (£1.9m surplus in 2021-22). These figures include investment movements and changes to the pension liability which in 2022-23 represented losses of (£0.52m) compared to a £1.3m gain in the prior year. Excluding these items, and the movement on restricted funds, the operational performance was a surplus of £1.3m (2022: £0.52m). This increase on prior year arises from improved operational performance (and specifically cost control) but also the release of Retail grants. This improved operational performance has been managed despite higher energy costs and implementation of the minimum wage increase six months early, but also significantly includes distributions to member YMCAs of £1.9m (2022: £1.65m) – with profit share also applied to the release of grants.

Unrestricted fundraising has performed well (particularly legacies) and has reported a net return of £1.8m (2022: £1.4m). The charity shops have performed well given the difficult trading environment and specifically the impact of a higher cost base, generating a surplus of £1.1m (before Retail grants) which is shared with member YMCAs (2021: surplus £1.4m). We remain very grateful for the commitment, hard work and contribution of all our staff and volunteers.

### Income

Total income was £21.7m (2022: £17.6m). The increase arises from fundraising donations (including Roomsponsor, the net income of which is distributed to Roomsponsor Partnership member YMCAs) and sales at the charity shops (which generates profit shares with member YMCAs). Affiliation fees remained at £1m before contributions to World Alliance and YMCA Europe on behalf of all YMCAs.

### Expenditure

Total expenditure increased to £20.7m (2022: £17.1m). This increase largely arising from the Retail operations of £13.6m (2022: £10.9m). Fundraising activity and support, representation and development spend for member YMCAs accounted for the majority of the remaining expenditure. As noted above, the expenditure figures include payments to member YMCAs of £1.9m (2022: £1.65m) in relation to either projects, retail profit share or Roomsponsor. If added back, as funds are remaining within the movement, albeit outside of YMCA England & Wales, this would have increased the operating surplus to £2.93m (2022: £2.15m).

### Looking ahead

YMCA England and Wales continues to retain sufficient Reserves to enable current, future and potential challenges to be overcome. We are confident that these solid financial foundations will enable YMCA England and Wales to continue to generate sufficient income to subsidise the work undertaken for members and continue to align capacity to deliver against the Federation strategy, increasing distributions to YMCAs but also remain on solid financial foundations. That noted, recognising that much of the financial success has been due to one-offs, YMCA England and Wales does not remain complacent in the need to both manage cost and risk and to ensure that it has sufficient Reserves to meet obligations but also manage unforeseen events.

### Investment policy and performance

Net funds released from the sale of the housing schemes have all been invested with investment managers. Markets continue to be volatile and report losses of (£0.3m) in 2022-23 (2022: increase £1.1m). The investments are more than sufficient to meet the pension liability in the balance sheet and provide the Board and Pension Trustees with reassurance that as the holder of the largest share of the liability in the YMCA Pension Plan, we remain equipped to meet obligations.

### Value for money

YMCA England and Wales has limited resources and it is important that we derive the maximum benefit from these. In this respect we are conscious of the principles of economy, efficiency and effectiveness and strive to ensure that these underpin the decisions that we make when using resources to maximise impact for our beneficiaries. We continue to ensure that procurement decisions follow good practice and that we frequently compare market price to ensure that we are securing best value. The full annual Value for Money statement which is available on our website [www.ymca.org.uk/value-for-money-2023](http://www.ymca.org.uk/value-for-money-2023).

### Grant making policy

The Movement Trust Fund administers three funds from which grants are made:

- ▶ The YMCA Trust fund provides grants to YMCAs in England or Wales to start new projects. This was fully utilised to provide the emergency Covid relief during previous years.
- ▶ The Hartwoodside Award gives grants to YMCAs to help disabled staff or volunteers to take part in activities such as training courses or conferences.
- ▶ The Douglas Wood Charity gives grants to young people to train in agriculture, horticulture, farming, environmental protection or other similar activities.

## Our Approach to Value for Money

Value for Money is led by the Board and overseen by our Finance and Audit Committee. Value for money is viewed as the key to financial sustainability as we optimise cost relative to outcomes and seek to maximise impact with scarce resources. The Board is responsible for setting and monitoring the value for money through oversight of the annual plan and receives performance updates at each of their meetings, and reports on the use of resources. The Board holds an annual strategy session at their November residential meeting, which informs the development of the plans and budget for the following year. The following provide a brief overview of some of the measures that are used to inform the Boards assessment. The five key components of our value for money strategy are:

- ▶ **Governance** – to develop a Board led value for money culture within YMCA England and Wales with all staff encouraged to accept ownership and accountability
- ▶ **Beneficiary focus** – to ensure that the services we provide are shaped around the needs of our members (and as articulated following review)
- ▶ **Performance** – to ensure that staff understand their objectives and the right things are measured
- ▶ **Financial stewardship** – understanding our cost base and sources of income and to report performance against these budgets. To optimise the use of assets, through effective financial management and decision making but also ensuring that good financial rules are followed.
- ▶ **Procurement** – buying goods at the optimum price/quality mix (and ensuring periodic review to ensure that price remains competitive).

The above measures relate to the direct work within the remit / control of YMCA England and Wales. Whilst some opportunities for shared services, and reduced cost / improved quality, have been implemented, for example in relation to insurance, group life, VAT advice, payroll and human resources there remains scope to further maximise value for money across the Federation. It is hoped that further progress can be made on collaborative opportunities moving forward as set out in the Federation Strategy.

## Overall Measures

### Measures for return from our staff

The following measures relate to the performance of staff:

	2023	2022	2021
<b>Human capital cost (total staff cost per FTE)</b>			
	£28,269	£26,380	£26,970
<b>Gross revenue per employee:</b>			
▶ Retail	£50,780	£49,190	£37,070
▶ Non-Retail	£104,910	£95,240	£101,440
<b>Staff turnover</b>			
	49%	52%	28%
▶ Retail	59%	60%	31%
▶ Non-Retail	16%	26%	12%

The increase in total staff costs per FTE reflects the difficult recruitment market and increased wage costs. During the year, YMCA England and Wales undertook a market review exercise to ensure staff are on at least the median salary for their role when compared to the sector. Within shops the annual living wage increase was implemented six months early to retain staff and to recognise the impact of increased energy costs. Staff turnover remains a challenge, in particular in retail although much work has been done to improve this area including work in relation to staff terms, welfare and environment. It is worth noting that in 2021 turnover fell significantly due to the uncertainty of the pandemic.

### Measures for use of assets

The following measures relate to the use of assets:

	2023	2022	2021
<b>Operational surplus as % of turnover (excluding sale of assets)</b>	4.80%	3.02%	(1.92)%
<b>Staff costs as % of total expenditure</b>	47%	48%	49%
<b>Expenditure as % of budgeted costs</b>	97%	101%	81%
<b>Unrestricted bank and investment balances</b>	£13.1m	£14.7m	£13.1m

The improving performance has arisen from the operating surplus. Unrestricted bank and investment balances have fallen due to falls in market value and payment of pension obligations.

### Measures for return from our Retail and Fundraising operations

The following measures relate to performance of our retail and fundraising activities, which make up a significant proportion of the activity of YMCA England & Wales:

	2023	2022	2021
<b>RETAIL OPERATIONS</b>			
<b>Average number of shops</b>	107	94	91
<b>Average weekly income</b>	£2,657	£2,556	£2,487
<b>Average number of staff</b>	362	316	275
<b>Full-time equivalent</b>	290	254	215
<b>FUNDRAISING OPERATIONS</b>			
<b>Gift Aid penetration in fundraising</b>	66%	66%	69%
<b>Return on Investment in fundraising</b>	2.35x	2.24x	2.47x

### Retail operations

There has been a deliberate strategy of taking on good retail units as these become available. The average weekly income for 2021 is based on 20 weeks, when all shops were open but as shown reported a significant increase which has continued into 2022 and 2023. The increased staff numbers arise from the additional shops but also filling vacancies with permanent staff rather than with overtime.

### Fundraising

Fundraising has performed well, in particular legacy income which met its annual target (previous years affected by delays at the Probate Office).

### Measures for our housing operations

YMCA England and Wales sold its last housing scheme during the year ended March 2020 so no longer has any housing stock. We are however discussing with the Regulator for Social Housing how we ensure that we retain the necessary Registered Provider status to access any national opportunities, which will require holding (or intent to hold) social housing stock.

# Corporate Governance Statement

## Structure, governance and staff

### YMCA England & Wales

The first YMCA was founded by George Williams in London in 1844. YMCA England was established in 1882, registered as a charity on 24 September 1962 and took over responsibility for YMCAs in Wales on 3rd December 2015. YMCA England and Wales is a company limited by guarantee (incorporated in 1902), a registered social landlord and a registered charity governed by its Memorandum and Articles of Association.

### A worldwide movement of YMCAs

Each YMCA in England and Wales is an individual, self-governing charity that affiliates to YMCA England and Wales. Through this affiliation, YMCAs become part of the YMCA movement in England and Wales, and part of the World Alliance of YMCAs.

## Governance

The Board guides YMCA England and Wales in its work and development. It provides strategic direction and challenge to the Senior Leadership Team which is responsible for decisions on operational issues. The Board comprises no more than 12 Trustees elected by members and 3 co-options i.e. not more than 15 in total. Trustees serve for a three-year term and may be re-elected for two further three-year terms. Once a Trustee has served nine consecutive years, they must wait one year before they can stand for re-election. We hold elections to fill vacancies annually as necessary. Applications for Board membership are invited from across the YMCA movement and by external advertisement and are considered by the Nominations Committee based on relevant skills, competencies and experience.

YMCA England and Wales continually seeks to improve and strengthen its governance duties to ensure these are fit for purpose. YMCA England and Wales has adopted the Charity Governance Code and as with other YMCAs are working to achieve Trusted Charity status. The Board confirms that YMCA England and Wales fully complies with the Regulator of Social Housing Governance and Financial Viability Standard. During 2022-23, four new Trustee appointments were made to the Board. A full listing can be seen on page 48. YMCA England and Wales has Trustee indemnity insurance.



## Committee structure

During the year the Board of Trustees had two standing Committees. These were:

1. The Finance and Audit Committee which oversees the management and direction of the finances of YMCA England & Wales, monitors the effectiveness of audit and reviews our risk management processes. Key financial decisions are submitted to the Finance and Audit Committee for consideration.
2. The Governance Committee provides advice on the governance of the National Council and on governance issues for the YMCA Federation in England and Wales.

During the year the Board of Trustees also had two Nominations Committees, each to ensure a robust and appropriate process for identifying the new Chair of the Board and, other potential Board Members and Honorary Officers.

These committees comprise members from the Board of Trustees, members from local YMCAs plus independent persons with specialist expertise. All the above have terms of reference and meet regularly.

## Board member's induction and development

Induction training is offered to all Trustees. In addition, each new Board member receives background information on the operations of YMCA England and Wales. Where appropriate, Board members are encouraged to visit the work of YMCAs to develop understanding, including attendance at national and international events.

## Code of Governance

A self-assessment review has been undertaken against the Code of Governance to identify and inform areas for improvement. This has included as assessment of all aspects of the charities governance and will inform future developments. Work continues to achieve Trusted Charity status.

## Organisation structure

The members of staff based in London operate from Charterhouse Square. During the year our operations were organised into divisions, each headed by a Director:

### ► Chief Executive's Office supports the Board and coordinates the activity of YMCA England & Wales.

#### Corporate Resources covering:

- Company Secretary providing support to the Board and member YMCAs on all aspects of charity governance.
- Strategy and business planning both in relation to YMCA England and Wales and the facilitation of the Federation Strategy
- Finance provides internal services to ensure that YMCA England and Wales operates efficiently and meets regulatory requirements but also advice to YMCAs.
- Human Resources is responsible for implementing strategies and policies relating to the management of individuals throughout YMCA England and Wales
- IT supports the infrastructure used by YMCA England and Wales
- Administration supporting the staff of YMCA England and Wales
- Health and safety: reviewing and implementing health and safety aspects reporting to the Board and senior management.
- Movement Services including support, advice and guidance to YMCAs in areas such as business models, HR, finance and governance but also in relation to leading on items such as group insurance and pensions.

### ► Income Generation covering:

- Fundraising raises funds for YMCA England and Wales and the YMCA Federation as well as providing fundraising advice and support to member YMCAs.
- Retail operates the YMCA England & Wales charity shops, raising funds to support the work of YMCA England and Wales and member YMCAs via the profit-sharing arrangement.
- Business Development explores, co-ordinates and manages business and funding opportunities to benefit the Federation.

### ► Policy, Research, Communications and International covering:

- Policy and Research raises the public profile of YMCA through work with national and local government and works to influence key decision makers.
- Communications and Brand manages the YMCA national brand and develops communications for both member YMCAs and YMCA England & Wales. The team manages the YMCA England and Wales website, supports member YMCAs to develop their own websites and manages social media channels for YMCA England & Wales. It also has responsibility for national media and PR and provides advice and support to member YMCAs on media relations and crisis communications.
- International represents the YMCAs in England and Wales at the European and World Alliance of YMCAs.

## Staff and volunteers

YMCA England and Wales relies on the skills and dedication of its staff throughout across all our activities. The Chief Executive holds a monthly consultation for staff on topical issues and regular updates for staff are provided via our intranet site.

The average number of staff we employed during 2022-23 was 419 (2021-22 was 371). The increase largely arising from expansion of our retail operations. Note 3.5 gives more detail on employee costs and staff numbers whilst note 3.6 gives details of the expenses reimbursed to trustees and senior staff.

YMCA England and Wales need to employ staff with the right skills for their role. Salaries have, during 2022-23 been benchmarked against the median salaries for roles within the sector. This resulted in a number of staff having their salaries increased where this had been demonstrated to be lower than those available for comparable roles in the commercial or public sectors, and the median for the charity sector. This strategy of moving staff close to the medium of the charity sector has been implemented in the year and in order to ensure we can recruit and retain staff. The Chief Executive earned £127k pa plus pension contributions of £22k for the year (2022: £115k plus pension contributions of £20k). The majority of our staff (over 80% based on headcount) work part-time in the Retail operation where salaries are set based on the minimum wage. We have implemented the National Living Wage (implemented in November 2022 to help with staff challenges with the cost of living) and intend to increase this further as financial results allow. For the remaining staff the average salary is £45,813, giving a remuneration ratio of 2.8 to the Chief Executive (2022: average salary was £40,204 with a remuneration ratio of 2.9).

We owe a huge debt of gratitude to the efforts of our volunteers, whose energy and commitment is vital to our work. All our volunteers (approximately 1,200) are based in our Retail operations, contributing over 25,000 hours per month. Others are involved in fundraising, raising awareness of our work at public events and contributing to our governance on the Board, committees, panels and advisory groups.

## How we engage with our employees

Throughout the year the Board, through the Chief Executive and Leadership Team have ensured an active dialogue with employees to ensure that staff have been equipped with information in relation to day-to-day performance and future plans (as well as financial and operational information that provides context to decision making). This has included frequent written and oral communication, for example staff meetings, team meetings, opportunities for staff to come together to talk about concerns as well as more social opportunities. These have included significant well-being initiatives including our 'Time to Talk' sessions, opportunities to meet with chaplains and wider HR access to counselling and support. These have all helped with the management of staff morale and welfare during the last year – ensuring that staff are valued, feel involved, appraised of the position, and that their views are taken into account when leadership are making decisions.

## Equality, diversity and inclusion

Inclusiveness is fundamental to the ethos of the YMCA Movement. We have a wholehearted commitment to welcome people of other faiths and those of none, linked to a confident identity as a Christian faith-based organisation. This includes ensuring that diversity is reflected strongly within our structures and that the services and activities managed by YMCA England and Wales are designed to provide equal opportunities – with the Board and leadership team undertaking unconscious bias training. A great deal of work has been undertaken to improve equality, diversity and inclusion. This has included the development of a strategy that ensures ownership to the agenda, raises awareness and implements a number of targeted actions. In relation to ethnicity YMCA England and Wales employs 15.3% of employees identifying as BAME. Aligned to our EDI policy we continue to take forward actions in this area to ensure representation from all backgrounds and specifically include a statement on all job adverts concerning and welcoming applications from the individuals of all backgrounds. Alongside this we continue to work on inclusivity including addressing this through our Recruitment Policy and Procedure and reviewing the job boards / wider approaches that we use to recruit.

Salaries are based on the role regardless of the gender of the person performing the duties. YMCA England and Wales operates a staff grading system for all roles, where points are allocated based on the skills and responsibility of each role which determines the salary level for that role. Salary levels for each grade are set by benchmarking against other voluntary sector organisations, as well as using our own system (and reviewed against an external benchmarking tool). As we have more than 250 staff, we are required to give our gender pay analysis in the statutory format, as at 5 April 2023:

Pay level	Male employees	Female employees
<b>Number of employees</b>	136	318
<b>Quartile 1 (highest)</b>	44%	56%
<b>Quartile 2</b>	35%	65%
<b>Quartile 3</b>	19%	81%
<b>Quartile 4 (lowest)</b>	22%	78%
<b>Average hourly rate</b>	£15.04	£12.79
<b>Median hourly rate</b>	£10.86	£10.65

As is shown in the table above, two thirds of the staff working for YMCA England & Wales at April 2023 were female. In addition, over 80% of the staff employed by YMCA England & Wales work in Retail (many of whom welcome the ability to work part-time) and consequently means that a more significant percentage of staff fall within the lower quartile bands. As a consequence, the above analysis is distorted and it is more meaningful to separate out the results of Retail staff from non-Retail staff which provides for the following analysis:

Pay level	Retail		Non-Retail	
	Male employees	Female employees	Male employees	Female employees
<b>Quartile 1 (highest)</b>	26%	23%	18%	33%
<b>Quartile 2</b>	35%	65%	-	-
<b>Quartile 3</b>	19%	81%	-	-
<b>Quartile 4 (lowest)</b>	22%	78%	-	-
<b>Average hourly rate</b>	£12.12	£11.23	£32.00	£24.25
<b>Median hourly rate</b>	£10.86	£10.45	£30.52	£21.88

The above analysis is further explained below.

- ▶ Two thirds of the staff working for YMCA England & Wales are female;
- ▶ In every pay quartile YMCA England & Wales employs more women than men (which is common throughout the voluntary sector). This is partly due to the range of family friendly and flexible working policies available to staff. The pay disparity shown in the table is largely due to the relatively low number of male employees;
- ▶ As at April 2023, there were 4 people on the Senior Leadership Team of which 2 are female and 2 male; and
- ▶ Over 80% of our staff work in the retail operation. Hourly rates for the Retail staff have been increased and the lowest level is above the rates required by the National Living Wage.

Every role within YMCA England and Wales is benchmarked and considered against the market. We ensure our assessment of salaries is undertaken against a robust job evaluation process and consistent with our range of policies that ensure fair recruitment. We continue to review the implications of our gender pay gap statement and specifically the gender balance of staffing across the organisation – in particular at the higher quartiles – and have undertaken a review of our pay and grading framework.

In view of the financial situation caused by Covid-19 there were no increases at April 2020 (or April 2021) but as the position clarified, the Board awarded a one-off non-consolidated award of 2% of gross salary in March 2021 and a 2% consolidated award in 2021-22. In March 2022 a further 2.25% non-consolidated award was applied (in the light of inflationary cost pressures and now affordability) with a 3% award (consolidated) from April 2022. Due to the increased cost of living and inflation rates a 7% increase was awarded in April 2023.

## Employment of disabled persons

We operate an equal opportunities employment policy. In particular, we give full and fair consideration to applications for employment and volunteering made by people who are disabled having regard to their particular aptitudes and abilities. Where possible, we continue the employment of, and arrange appropriate training for, employees who have become disabled during the period they were employed. People who are disabled are treated in the same way as other employees and volunteers when training, career development and promotion opportunities are being considered. Full details of these and our other policies are available on request from our registered office.

## Safeguarding

As an organisation that works in communities and with young people the YMCA England & Wales Board recognises its responsibilities in relation to safeguarding, and promoting a climate in which individuals are able to report their concerns in confidence and have these dealt with appropriately. The Board have an appointed individual with responsibility for safeguarding and safeguarding is a standing item at all Board meetings, with the Board being informed on not only current status but also progress against the actions that make up the Safeguarding Strategy.

Transparency and individual understanding of the practices and procedures to be followed are key in ensuring that all individuals feel safe in any engagement with YMCA England & Wales (whether an employee, volunteer or user of services). We have continued work in relation to our Safeguarding Strategy ensuring continuous improvement in our policies, practices and procedures to ensure that these remain appropriate. Actions taken have included improvements to our recruitment procedures, ensuring that all members of staff receive safeguarding training, additional steps to encourage and enable staff to report any safeguarding concerns (especially during the time over which our shops have been closed during the pandemic and staff working virtually) as well as more detailed training for all line managers on safeguarding, in particular on how to encourage reporting and their role in subsequent action given their position in the organisation. Further to this we have also rolled out a tool (My Concern) that provides for greater transparency and monitoring of any incidents, as well having undertaken a detailed safeguarding audit to ensure that we continue to tighten up on practices.

Whilst highlighting these improvements, the Board are not complacent in their responsibilities, recognising that there is always more to do with a need to continue to learn and adapt to changes in the environment. Work is therefore continuing to be taken forward in the identified action and in working with our colleagues across the Federation to share practice and through the Federation Safeguarding Group meeting to continue to improve practice wherever possible.

## Statement of Trustees' responsibilities

The Trustees are responsible for preparing the strategic report, the Trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company and social housing regulations require the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the surplus or deficit of the group for the year. In preparing financial statements the Trustees are required to:

- ▶ Select suitable accounting policies and then apply them consistently
- ▶ Make judgements and accounting estimates that are reasonable and prudent
- ▶ State whether applicable UK Accounting Standards have been followed and the Statement of Recommended Practice: Accounting by registered providers of social housing 2014, subject to any material departures disclosed and explained in the financial statements
- ▶ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group and parent's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable us to ensure that the financial statements comply 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 January 2019. They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for ensuring that the report of the Board is prepared in accordance with the Statement of Recommended Practice: Accounting by registered social housing providers 2014. Financial statements are published on YMCA England and Wales website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of this website is the responsibility of the board. The Board's responsibility also extends to the ongoing integrity of the financial statements contained therein.

## Members of the Board of Trustees

The members of the Board of Trustees who served during the year, including the Chairman, Vice Chair and the Senior Leadership Team are listed on pages 48 and 49.

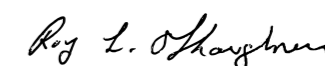
## Appointment of auditors

The Finance, Audit and Risk Committee agree the audit strategy each year during which they assess the independence of external auditors. External audit services are placed out to tender every five years and were last reviewed in 2020.

## Disclosure of information to auditors

Each of the Board members (who are also Trustees and directors of YMCA England & Wales) has confirmed that so far as they are aware, there is no relevant audit information of which the auditors are unaware, and that they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Strategic and Trustee reports were approved by the Board of Trustees on 20th September 2023 and signed on its behalf by:



**Roy O'Shaughnessy**  
Chair,  
YMCA England & Wales

## Trustees and Advisors

**President:** The Right Reverend and Right Honorable Lord Sentamu (resigned May 2023)

**Vice-presidents:** Tim Waldron (resigned May 2023)  
Val Wallis MBE<sup>5</sup>  
Peter Posner OBE

### Board members

- ▶ Reg Bailey CBE<sup>4</sup> Chair to July (resigned July 2023)
- ▶ Roy O’Shaughnessy Chair from July (appointed July 2023)
- ▶ Paul Brown (appointed December 2022)
- ▶ Peter Calderbank<sup>1</sup> (Co-opted) Chair of Finance, Audit and Risk Committee
- ▶ Maxine Green (Co-opted) (resigned December 2022)
- ▶ Ross Hendry<sup>3</sup>
- ▶ Paul Laffey
- ▶ Jemima Lovett<sup>2</sup> (Co-opted) (resigned December 2022)
- ▶ Jonathan Rowe<sup>3, 4</sup>
- ▶ Hanna Sebright
- ▶ Gillian Sewell
- ▶ Charlotte Smith (Co-opted)
- ▶ Chris Stern
- ▶ Alex Taylor (appointed December 2022)
- ▶ Josh Walker (appointed December 2022)
- ▶ Dawn Ward CBE<sup>1</sup>
- ▶ Emma White (Osmundsen)<sup>3</sup> Vice-Chair

### Membership of committees, panels and advisory groups during the year ended March 2023:

- <sup>1</sup> Finance and Audit Committee (2 Board members plus up to 6 independent members) Dawn Ward was appointed to the Committee from September 2022
  - <sup>2</sup> Governance Committee (1 Board member plus 5 independent members)
  - <sup>3</sup> Chairs Nominations Committee (Up to 3 Board Members, 1 being the Vice-Chair), Chair of a Member YMCA plus 2 independent members and Company Secretary of National Council as ex-officio.
  - <sup>4</sup> Nominations Committee (Up to 3 Board Members, 1 being the Chair), Chair of a Member YMCA plus 2 independent members, CEO and Company Secretary of National Council as ex-officio’s.
  - <sup>5</sup> Archives Group (a Vice-President plus 4 independent members)
- All members of the Board and its committees and groups give their time voluntarily and receive no benefits from YMCA England & Wales. Any expenses reclaimed are set out in note 3.6 to the accounts.

### Advisors

**Auditors:**  
Crowe U.K. LLP  
55 Ludgate Hill  
London EC4M 7JW

**Bankers:**  
Lloyds Bank plc  
4th Floor,  
25 Gresham Street,  
London, EC2V 7HN

Barclays Bank plc  
Charities Team, Level 27  
1 Churchill Place  
London E14 5HP

**Solicitors:**  
Bates, Wells & Braithwaite LLP  
10 Queen Street Place,  
London EC4R 1BE

EDC Lord & Co  
One the Square  
Southall Lane, Southall  
Middlesex, Heathrow UB2 5NH

### Senior staff

#### Chief Executive and National Secretary of the Council of YMCAs in England and Wales:

- ▶ Denise Hatton

#### Senior Leadership Team:

- ▶ Jo Chettleburgh, Director of Income Generation
- ▶ Jamie Hutchinson, Director of Resources
- ▶ Jason Stacey, Director of Policy, Research, Communications and International

**Company Secretary:**  
Duncan Berry

**Registered Office:**  
3rd Floor  
10–11 Charterhouse Square  
London EC1M 6EH

**Registered charity number:** 212810  
**Registered company number:** 73749  
**Homes England agency number:** LH2204

# Independent Auditor's Report

To the members of the National Council of Young Men's Christian Associations (incorporated)

## Opinion

We have audited the financial statements of National Council for Young Men's Christian Associations (Incorporated) ('the charitable company) and its subsidiaries (the "group) for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity, the Consolidated and Parent Balance Sheets, the Consolidated and Parent 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 2023 and of its profit 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, the 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 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 group's or 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.

## 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 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 the light of the knowledge and understanding of the group and the charitable company and their 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 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- ▶ adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- ▶ the 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 statement of Trustees' Responsibilities on page 47, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable 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. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008, together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within charitable company for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Regulator of Social Housing, GDPR, taxation legislation, health & safety legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, legal counsel and the Finance, Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## 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.

Tim Redwood  
Senior Statutory Auditor  
For and on behalf of

Crowe U.K. LLP  
Statutory Auditor  
London

9 October 2023

# FINANCIAL STATEMENTS



**National Council of Young Men's Christian Associations (Incorporated) | Consolidated statement of financial activities | Year ended 31 March 2023**

	Note	2023			2022		
		UNRESTRICTED £'000	RESTRICTED £'000	TOTAL £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL £'000
<b>INCOME FROM</b>							
Donations and legacies	2.1	3,396	393	3,789	2,777	266	3,043
Affiliation fees	2.2	1,053	-	1,053	1,039	-	1,039
Income from charitable activities	2.3	137	578	715	111	674	785
Income from trading activities	2.4	15,929	-	15,929	12,544	-	12,544
Investments, interest and rental income	2.5	228	15	243	177	25	202
(Loss) profit on disposal of fixed assets	2.6	-	13	13	-	(21)	(21)
<b>TOTAL INCOME</b>		<b>20,743</b>	<b>999</b>	<b>21,742</b>	<b>16,648</b>	<b>944</b>	<b>17,592</b>
<b>EXPENDITURE FROM</b>							
Costs of raising funds	3.1	1,618	-	1,618	1,357	-	1,357
Expenditure on charitable activities	3.2	4,198	1,233	5,431	3,842	930	4,772
Operating costs of trading activities	3.3	13,672	-	13,672	10,931	-	10,931
<b>TOTAL EXPENDITURE</b>		<b>19,488</b>	<b>1,233</b>	<b>20,721</b>	<b>16,130</b>	<b>930</b>	<b>17,060</b>
<b>NET INCOME (EXPENDITURE) FOR THE YEAR</b>		<b>1,255</b>	<b>(234)</b>	<b>1,021</b>	<b>518</b>	<b>14</b>	<b>532</b>
Net (losses) gains on investments	7.	(331)	(1)	(332)	1,089	4	1,093
Transfers between funds	14.	-	-	-	240	(240)	-
Other recognised gains and losses:							
Losses (gains) on defined benefit pension schemes		(185)	-	(185)	243	-	243
<b>NET MOVEMENT IN FUNDS</b>		<b>739</b>	<b>(235)</b>	<b>504</b>	<b>2,090</b>	<b>(222)</b>	<b>1,868</b>
Reconciliation of funds							
Fund balances at 1 April		6,089	1,852	7,941	3,999	2,074	6,073
<b>FUND BALANCES AT 31 MARCH</b>		<b>6,828</b>	<b>1,617</b>	<b>8,445</b>	<b>6,089</b>	<b>1,852</b>	<b>7,941</b>

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 62 to 85 form part of these accounts.

**National Council of Young Men's Christian Associations (Incorporated) | Consolidated statement of financial activities | Year ended 31 March 2023****Commentary**

The increased income arises from the planned expansion of the charity shops plus increased fundraising income (in particular legacies). Retail also includes the release of £1.1m of grant income. All Retail income is subject to profit share with local YMCAs. Fundraising income includes £0.2m arising on the Ukraine Appeal.

Expenditure on charitable activities includes almost £1.3m payments to local YMCAs for Roomsponsor and Retail profit shares plus £0.3m on programme activities and £0.2m paid to YMCA Europe towards their relief work in Ukraine. Retail expenditure has increased due to the additional number of shops and higher energy costs.

YMCA England & Wales is reporting an operating surplus on general funds of £1.3m for the year which includes the £1.1m non-recurring government grants (2022: operating surplus £0.5m). During the year, investment values fell by £0.3m due to market conditions offsetting part of the £1.1m gains reported in the prior year. Net increase in funds is therefore £0.5m (2022: £1.87m).

## National Council of Young Men's Christian Associations (Incorporated) | Statements of comprehensive income | Year ended 31 March 2023

Note	Non-housing operations		GROUP TOTAL £'000	PARENT £'000	Non-housing operations		GROUP TOTAL £'000	PARENT £'000	
	£'000	Discontinued £'000			£'000	Discontinued £'000			
Income	5.1	21,480	6	21,486	21,412	17,390	21	17,411	17,361
Operating Costs	5.1	(20,562)	(159)	(20,721)	(20,688)	(17,044)	(16)	(17,060)	(17,032)
<b>Operating surplus (deficit)</b>		<b>918</b>	<b>(153)</b>	<b>765</b>	<b>724</b>	<b>346</b>	<b>5</b>	<b>351</b>	<b>329</b>
Investment income	4.	170	-	170	170	167	-	167	167
Interest and rents receivable	4.	73	-	73	73	35	-	35	35
Profit (loss) on sale of assets		-	13	13	13	-	(21)	(21)	(21)
Net (losses) gains on investment assets		(331)	(1)	(332)	(332)	1,089	4	1,093	1,093
<b>SURPLUS (DEFICIT) FOR THE YEAR</b>		<b>830</b>	<b>(141)</b>	<b>689</b>	<b>648</b>	<b>1,637</b>	<b>(12)</b>	<b>1,625</b>	<b>1,603</b>
(Losses) gains on defined benefit pension schemes				(185)	(185)			243	243
<b>TOTAL COMPREHENSIVE INCOME FOR YEAR</b>				<b>504</b>	<b>463</b>			<b>1,868</b>	<b>1,846</b>

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2022

	General £'000	Pension £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL £'000
Net income (expenditure) for the year	(771)	1,289	518	14	532
Net gains (losses) on investments	1,089	-	1,089	4	1,093
Transfers between funds	240	-	240	(240)	-
Other recognised gains and losses	-	243	243	-	243
<b>Surplus (deficit) at 31 March 2022</b>	<b>13,092</b>	<b>(7,003)</b>	<b>6,089</b>	<b>1,852</b>	<b>7,941</b>

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2023

	General £'000	Pension £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL £'000
Net income (expenditure) for the year	250	1,005	1,255	(234)	1,021
Net (losses) gains on investments	(331)	-	(331)	(1)	(332)
Transfers between funds	-	-	-	-	-
Other recognised gains and losses	-	(185)	(185)	-	(185)
<b>Surplus (deficit) at 31 March 2023</b>	<b>13,011</b>	<b>(6,183)</b>	<b>6,828</b>	<b>1,617</b>	<b>8,445</b>

This page shows the results for YMCA England & Wales in the format required by the Companies Act 2006. Discontinued activities comprise the sale of Dunford House.

The notes on pages 62 to 85 form part of these accounts.

## National Council of Young Men's Christian Associations (Incorporated) | Balance sheets | Year ended 31 March 2023

Note	31 March 2023				31 March 2022				
	Unrestricted Funds £'000	Restricted Funds £'000	GROUP TOTAL £'000	PARENT £'000	Unrestricted Funds £'000	Restricted Funds £'000	GROUP TOTAL £'000	PARENT £'000	
<b>FIXED ASSETS</b>									
Tangible Assets:									
Other tangible assets	6.	662	-	<b>662</b>	662	541	-	<b>541</b>	541
Fixed asset investments	7.	12,100	38	<b>12,138</b>	12,138	12,431	38	<b>12,469</b>	12,469
Investments in subsidiaries	8.	-	-	-	1	-	-	-	1
		<b>12,762</b>	<b>38</b>	<b>12,800</b>	12,801	<b>12,972</b>	<b>38</b>	<b>13,010</b>	13,011
<b>CURRENT ASSETS</b>									
Stocks	9.	295	-	<b>295</b>	295	235	-	<b>235</b>	235
Debtors	10.								
Due within one year		2,618	9	<b>2,627</b>	2,692	1,788	9	<b>1,797</b>	1,832
Due after one year		897	-	<b>897</b>	897	1,041	-	<b>1,041</b>	1,041
Short-term deposits		72	412	<b>484</b>	484	71	408	<b>479</b>	479
Cash and cash equivalents		957	1,293	<b>2,250</b>	2,177	2,204	1,470	<b>3,674</b>	3,648
		<b>4,839</b>	<b>1,714</b>	<b>6,553</b>	6,545	<b>5,339</b>	<b>1,887</b>	<b>7,226</b>	7,235
<b>CREDITORS: Amounts falling due within one year</b>									
	11.	(4,785)	(135)	<b>(4,920)</b>	(4,913)	(5,359)	(73)	<b>(5,432)</b>	(5,442)
<b>NET CURRENT ASSETS</b>		<b>54</b>	<b>1,579</b>	<b>1,633</b>	1,632	<b>(20)</b>	<b>1,814</b>	<b>1,794</b>	1,793
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>12,816</b>	<b>1,617</b>	<b>14,433</b>	14,433	<b>12,952</b>	<b>1,852</b>	<b>14,804</b>	14,804
<b>CREDITORS: Amounts falling due after one year:</b>									
Provisions for liabilities	12.	(835)	-	<b>(835)</b>	(835)	(860)	-	<b>(860)</b>	(860)
Pension scheme obligations	13.1	(5,153)	-	<b>(5,153)</b>	(5,153)	(6,003)	-	<b>(6,003)</b>	(6,003)
<b>NET ASSETS</b>		<b>6,828</b>	<b>1,617</b>	<b>8,445</b>	8,445	<b>6,089</b>	<b>1,852</b>	<b>7,941</b>	7,941
<b>The funds of the charity:</b>									
Restricted Funds	14.	-	1,617	<b>1,617</b>	1,617	-	1,852	<b>1,852</b>	1,852
Unrestricted Funds:	15.								
- General reserve		13,011	-	<b>13,011</b>	13,011	13,092	-	<b>13,092</b>	13,092
- Pension reserve		(6,183)	-	<b>(6,183)</b>	(6,183)	(7,003)	-	<b>(7,003)</b>	(7,003)
		<b>6,828</b>	<b>1,617</b>	<b>8,445</b>	8,445	<b>6,089</b>	<b>1,852</b>	<b>7,941</b>	7,941

Roy O'Shaughnessy

Roy O'Shaughnessy  
Chair

Peter Calderbank

Peter Calderbank  
Treasurer

The notes on pages 62 to 85 form part of these accounts.

Investments are held to meet future pension obligations and have fallen due to uncertain market conditions.

The pension reserve has decreased due to the annual contributions made during the year.

These accounts were approved and authorised for issue by the Board on 20 September 2023.

Company number: 00073749

## National Council of Young Men's Christian Associations (Incorporated) | Statement of cash flows | Year ended 31 March 2023

	31 March 2023		31 March 2022	
	Group £'000	Parent £'000	Group £'000	Parent £'000
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>				
Net income for the year	1,021	1,021	532	532
(Profit) loss on disposal of fixed assets	(13)	(13)	21	21
Depreciation charge	274	274	359	359
Return on investments and servicing of finance	(243)	(243)	(202)	(202)
(Increase) in stocks	(60)	(60)	(68)	(68)
(Increase) decrease in debtors	(686)	(716)	169	141
(Decrease) increase in creditors and deferred income	(343)	(360)	1,089	1,098
<b>NET CASHFLOW GENERATED FROM OPERATING ACTIVITIES</b>	<b>(50)</b>	<b>(97)</b>	<b>1,900</b>	<b>1,881</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>				
Trust & Association and Movement Trust Fund investments:				
(Increase) decrease in funds on short term deposit	(4)	(4)	16	16
Investment income	170	170	167	167
Interest received	73	73	35	35
	239	239	218	218
Cash inflow from sale of fixed assets	13	13	-	-
Cash (outflow) from purchase of other fixed assets	(395)	(395)	(349)	(349)
<b>NET CASHFLOW FROM INVESTING ACTIVITIES</b>	<b>(143)</b>	<b>(143)</b>	<b>(131)</b>	<b>(131)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>				
Pension deficit payments	(1,230)	(1,230)	(1,527)	(1,527)
Funds (placed on) short term deposit	(1)	(1)	-	-
<b>NET CASHFLOW FROM FINANCING ACTIVITIES</b>	<b>(1,231)</b>	<b>(1,231)</b>	<b>(1,527)</b>	<b>(1,527)</b>
<b>(DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>(1,424)</b>	<b>(1,471)</b>	<b>242</b>	<b>223</b>
Cash at bank and in hand at 1 April	3,674	3,648	3,432	3,425
<b>Cash at bank and in hand 31 March</b>	<b>2,250</b>	<b>2,177</b>	<b>3,674</b>	<b>3,648</b>

## National Council of Young Men's Christian Associations (Incorporated) | Statement of cash flows | Year ended 31 March 2023

Continued

## ANALYSIS OF CHANGES IN GROUP NET DEBT

	At 31 March 2023 £'000	Operational £'000	At 31 March 2022 £'000
Cash and cash equivalents	2,250	(1,424)	3,674
Short-term deposits	484	5	479
	<b>2,734</b>	<b>(1,419)</b>	<b>4,153</b>

## ANALYSIS OF CHANGES IN PARENT NET DEBT

	At 31 March 2023 £'000	Operational £'000	At 31 March 2022 £'000
Cash and cash equivalents	2,177	(1,471)	3,648
Short-term deposits	484	5	479
	<b>2,661</b>	<b>(1,466)</b>	<b>4,127</b>

The notes on pages 62 to 85 form part of these accounts.

**National Council of Young Men’s Christian Associations (Incorporated) | Accounting policies | Year ended 31 March 2023**

**1 | Accounting Policies**

The financial statements have been prepared in accordance with applicable accounting standards for a public benefit entity. The most important accounting policies are:

**1.1 | Basis of accounting**

These financial statements are prepared under the historical cost convention, except for the valuation of investments and social housing properties, and comply with the Accounting Direction for Private Registered Providers of Social Housing from April 2015, the Statement of Recommended Practice issued by the National Federation of Housing Associations (the Housing SORP) and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102)" issued by the Charity Commission (the Charities SORP (FRS 102)), where this does not conflict with the Housing SORP, the Charities Act 2011 and the Companies Act 2006.

As disclosed on page 47, the trustees are responsible for preparing the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue on this basis. The trustees have undertaken an assessment in relation to going concern and has considered such matters as the level of reserves, together with the Plan’s forecasted future results. The trustees have determined that there is not a material uncertainty as to the ability of the charity to

continue as a going concern for the foreseeable future and the trustees therefore believe it remains appropriate to prepare the financial statements on a going concern basis.

**1.2 | Basis of consolidation**

The National Council of YMCAs is required to prepare consolidated financial statements on a line-by-line basis including the results of the company’s trading subsidiary (YMCA Retail Limited), and the operations of Dunford Trust, Douglas Wood Charity and the YMCA Trust Fund. Prior to the gift aid payment from the subsidiaries, the gross income of the parent company was £21.7m (2022: £17.5m) and the net movement in funds reported for the year includes a surplus of £0.5m (2022: surplus of £1.8m) which is dealt with in the financial statements of the parent company.

**1.3 | General**

The Statement of Financial Activities records the activities of the National Council of YMCAs and its subsidiary, both as an affiliating body and of operating projects on a national basis and the balance sheet sets out its assets and liabilities. In addition to its own assets, properties and investments are registered in the name of YMCA England & Wales as formal trustee for Associations. These assets are excluded from these financial statements.

Restricted funds are raised for specific purposes and may only be used for the specified purpose. The movement on these funds are separated from

movements in unrestricted funds on the Statement of Financial Activities and the amount at the balance sheet date is shown in note 14. Where funds are in deficit they are charged against the General Fund.

**1.4 | Dunford House**

This property was held by YMCA England & Wales as trustee, and under the terms of the Trust Deed the surpluses from operations can only be applied for specified purposes accordingly this is shown as a movement on restricted funds.

**1.5 | Turnover**

The total income represents the amounts receivable exclusive of VAT in respect of operational activities, grants receivable and fundraising activities. All income arose in the United Kingdom. All income from operations, grants and fundraising is recognised in the Statement of Financial Activities when any conditions relating to the income have been satisfied, and any amounts in respect of future periods are carried forward as deferred income. Goods donated for sale in the charity shops are included at their sales value. Gifts received in kind are included in income at their market value with a corresponding charge included within expenditure.

Grants of a revenue nature are credited to the Statement of Comprehensive Income in the period to which they relate.

**National Council of Young Men’s Christian Associations (Incorporated) | Accounting policies | Year ended 31 March 2023**

**1.6 | Legacies**

Legacies are recognised within income and debtors when probate is granted unless there are specific conditions preventing receipt, eg a life tenant. At the year end there were 8 legacies notified but not recognised as probate had not been granted (2022: 2 legacies) and 8 legacies subject to life tenants with an estimated value of £74k (2022: 7 legacies with estimated value of £69k) which are held in property and investments.

**1.7 | Capital expenditure and depreciation**

Fixed assets are items costing in excess of £1,000 with a useful life of more than one year and are stated at cost less depreciation. The depreciation charge is calculated to write off the cost less estimated residual value of each asset over its expected useful life as follows:

Freehold buildings	— 50 years
Leasehold land and buildings	— Period of the lease or earlier break
Shop leases and shop fittings	— Period of the lease or five years whichever is less
Computers, equipment and motor vehicles	— 3 years straight line

Estimated provisions are made for significant leasehold property dilapidation liabilities.

**1.8 | Stocks and work in progress**

Stocks and work in progress are stated at the lower of cost and net realisable value. Goods donated for

sale in the charity shops are included at their fair value.

**1.9 | Expenditure**

Expenditure is accounted for on an accruals basis. Direct expenses are allocated to the department incurring the expenditure. Expenditure is stated inclusive of irrecoverable VAT. During the year ended 31 March 2023 YMCA England and Wales incurred VAT of £29,102 (2022: £37,890) which it was unable to recover.

Costs of generating funds includes all fundraising departments and operating costs for the trading subsidiaries.

Charitable activities comprises expenses attributable to the operating departments as detailed in note 3.2. Central services are allocated to activities/departments based on the estimated usage of the services on the following basis:

<b>Function</b>	<b>Allocation basis</b>
Office Services	Average number of employees
Central overheads	Average number of employees
Personnel and payroll	Average number of employees
Finance	Non-staff expenditure
IT	Number of PCs

**1.10 | Investments**

FRS102 provides that investments should be shown as fixed assets at their market value. To comply with FRS102 investment gains and losses have to be shown on the face of the Statement of Comprehensive Income.

Investments in subsidiary companies are stated at cost less accumulated impairment.

Investment income is accounted for on a receivable basis.

**1.11 | Operating leases**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

**1.12 | Pensions**

YMCA England and Wales 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 England & Wales.

As described in note 13, YMCA England & Wales has a contractual obligation to make annual pension deficit payments of £1.03m over the period to April 2029 (2022: £1.0m pa over period to April 2029) , accordingly this is shown as a liability in these accounts.

**National Council of Young Men's Christian Associations (Incorporated) | Accounting policies | Year ended 31 March 2023**

In addition, YMCA England & Wales is required to contribute £244k (2022: £224k) pa to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

As described in note 13 a defined contribution scheme has been set up which all staff are eligible to join.

**1.13 | Liabilities**

Liabilities are recognised when YMCA England & Wales has an absolute obligation to make payment to a third party.

**1.14 | Cash at bank and in hand**

This includes amounts held on accounts with access within thirty days. Amounts held on longer term notice are shown as short-term deposits.

Liquid resources for the purposes of the cashflow statement comprise bank and cash balances

**1.15 | Foreign currencies**

Items paid in foreign currencies are translated at the exchange rate incurred for that transaction.

**1.16 | Judgements in applying accounting policies and key sources of estimation uncertainty**

In preparing these financial statements, the key judgements have been made in respect of the following:

- ▶ Whether there are indicators of impairment

of the group's assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset;

- ▶ Depreciation of tangible assets is based on their estimated useful lives;
- ▶ Provision is made for future leasehold property dilapidation costs at the best estimate of the likely future liability based on the nature and condition of the property;
- ▶ Donated stock has no value until it is sold. The value of items held at the year end is therefore based on the average sales in the first two weeks of April;
- ▶ The discount factor used for pension deficit contributions in future years;
- ▶ The underlying assumptions in relation to the estimate of the pension plan obligations such as return on assets, increases in pensions in payment and mortality. Variations in these assumptions have the ability to significantly influence the value of the pension liability and the annual contributions required.

**National Council of Young Men's Christian Associations (Incorporated) | Analysis of total income | Year ended 31 March 2023**

	Grants and Contracts for services £'000	Other Income £'000	TOTAL 2023 £'000	Grants and Contracts for services £'000	Other Income £'000	TOTAL 2022 £'000
<b>2.1 DONATIONS AND LEGACIES</b>						
Individuals	-	2,435	2,435	-	2,332	2,332
Legacies	-	1,225	1,225	-	559	559
Corporate and Trusts	-	129	129	-	152	152
	<u>-</u>	<u>3,789</u>	<u>3,789</u>	<u>-</u>	<u>3,043</u>	<u>3,043</u>
<b>2.2 AFFILIATION FEES</b>	<u>-</u>	<u>1,053</u>	<u>1,053</u>	<u>-</u>	<u>1,039</u>	<u>1,039</u>
<b>2.3 INCOME FROM CHARITABLE ACTIVITIES</b>						
Movement Services	-	51	51	-	55	55
Programme Development	578	-	578	674	-	674
Communications, Policy & Research	7	43	50	1	8	9
International	-	-	-	-	10	10
Central Services	6	30	36	1	36	37
	<u>591</u>	<u>124</u>	<u>715</u>	<u>676</u>	<u>109</u>	<u>785</u>
<b>2.4 INCOME FROM TRADING ACTIVITIES</b>						
Income generated by charity shops	1,146	14,709	15,855	344	12,150	12,494
Trading companies (note 8)	-	74	74	-	50	50
	<u>1,146</u>	<u>14,783</u>	<u>15,929</u>	<u>344</u>	<u>12,200</u>	<u>12,544</u>
<b>2.5 INVESTMENTS, INTEREST AND RENTAL INCOME</b>						
Investment income	-	170	170	-	167	167
Interest receivable	-	73	73	-	35	35
	<u>-</u>	<u>243</u>	<u>243</u>	<u>-</u>	<u>202</u>	<u>202</u>
<b>2.6 PROFIT ON SALE OF FIXED ASSETS</b>						
Profit (loss) on sale of assets	-	13	13	-	(21)	(21)
	<u>-</u>	<u>13</u>	<u>13</u>	<u>-</u>	<u>(21)</u>	<u>(21)</u>
<b>TOTAL INCOME</b>	<u>1,737</u>	<u>20,005</u>	<u>21,742</u>	<u>1,020</u>	<u>16,572</u>	<u>17,592</u>

**National Council of Young Men's Christian Associations (Incorporated) | Analysis of total income | Year ended 31 March 2023**

The figures shown above for 'Grants and contracts for services' include amounts raised by fundraising staff for specific purposes.

YMCA England & Wales benefits greatly from the involvement of its many volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these accounts.

The above income includes the following statutory items:

Grants and contracts for services from Government sources:

	<b>Grants and Contracts for services £'000</b>	<b>Other Income £'000</b>	<b>TOTAL 2023 £'000</b>	<b>Grants and Contracts for services £'000</b>	<b>Other Income £'000</b>	<b>TOTAL 2022 £'000</b>
- Furlough income	-	-	-	77	-	77
- Retail grants	1,129	-	1,129	209	-	209
- Kickstart	30	-	30	59	-	59
Dept for Culture, Media and Sport re Y's Girls Project	578	-	578	653	-	653
Gift aid receivable	-	695	695	-	675	675
	<b>1,737</b>	<b>695</b>	<b>2,432</b>	<b>998</b>	<b>675</b>	<b>1,673</b>

**National Council of Young Men's Christian Associations (Incorporated) | Analysis of total expenditure | Year ended 31 March 2023**

	<b>Staff Costs (Note 3.5) £'000</b>	<b>Other Costs £'000</b>	<b>Grants payable £'000</b>	<b>Support Costs £'000</b>	<b>TOTAL 2023 £'000</b>	<b>Staff Costs (Note 3.5) £'000</b>	<b>Other Costs £'000</b>	<b>Grants payable £'000</b>	<b>Support Costs £'000</b>	<b>TOTAL 2022 £'000</b>
<b>3.1 COSTS OF RAISING FUNDS</b>										
Individuals	437	543	-	210	1,190	385	504	-	165	1,054
Legacies	62	72	-	42	176	51	23	-	33	107
Corporate and Trusts	146	22	-	84	252	129	1	-	66	196
	<b>645</b>	<b>637</b>	<b>-</b>	<b>336</b>	<b>1,618</b>	<b>565</b>	<b>528</b>	<b>-</b>	<b>264</b>	<b>1,357</b>
<b>3.2 CHARITABLE ACTIVITIES</b>										
Movement Services	197	302	-	509	1,008	217	230	-	356	803
Funding support	175	179	-	84	438	176	180	-	66	422
Programme Development	112	256	361	73	802	113	170	469	50	802
Communications, Policy & Research	533	284	-	252	1,069	528	294	-	210	1,032
Legal Support and Trust & Association Funds	-	2	-	32	34	-	24	5	26	55
Payments to YMCAs	-	-	1,472	-	1,472	-	-	1,117	-	1,117
International Work	-	204	-	32	236	-	195	30	26	251
Dunford House	-	20	60	-	80	-	(14)	30	-	16
Defined benefit pension scheme operating expenditure	224	-	-	-	224	238	-	-	-	238
Central Services (note 3.4)	1,261	1,169	20	(2,382)	68	1,134	857	-	(1,955)	36
	<b>2,502</b>	<b>2,416</b>	<b>1,913</b>	<b>(1,400)</b>	<b>5,431</b>	<b>2,406</b>	<b>1,936</b>	<b>1,651</b>	<b>(1,221)</b>	<b>4,772</b>
<b>3.3 OPERATING COSTS OF TRADING ACTIVITIES</b>										
Operating costs of charity shops	6,634	5,941	-	1,064	13,639	5,154	4,792	-	957	10,903
Trading companies (note 8)	-	33	-	-	33	-	28	-	-	28
	<b>6,634</b>	<b>5,974</b>	<b>-</b>	<b>1,064</b>	<b>13,672</b>	<b>5,154</b>	<b>4,820</b>	<b>-</b>	<b>957</b>	<b>10,931</b>
<b>TOTAL EXPENDITURE</b>	<b>9,781</b>	<b>9,027</b>	<b>1,913</b>	<b>-</b>	<b>20,721</b>	<b>8,125</b>	<b>7,284</b>	<b>1,651</b>	<b>-</b>	<b>17,060</b>

The grants payable are made to local YMCAs.

Other costs within "operating costs of charity shops" in note 3.3 includes dilapidation provisions of £96k (2022: £99k), which is the estimated value of dilapidation obligations arising on the retail units based on floor area.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 3.4 Central Services

Central service costs less the associated income (as shown in note 2.3) are allocated across activities on the following basis:

Basis of allocation		Fundraising Activities £'000	Retail activities £'000	Influencing Activities £'000	Business Development £'000	Movement Support £'000	TOTAL 2023 £'000
Office Services	London staff numbers	170	157	104	28	-	459
Central Overheads	Estimated time	31	31	80	12	462	616
Personnel and payroll	Average number of employees	128	360	79	21	30	618
Finance	Estimated time	62	425	35	7	17	546
IT	Number of PCs	29	91	18	5	-	143
<b>TOTAL 2023</b>		<b>420</b>	<b>1,064</b>	<b>316</b>	<b>73</b>	<b>509</b>	<b>2,382</b>

Basis of allocation		Fundraising Activities £'000	Retail activities £'000	Influencing Activities £'000	Business Development £'000	Movement Support £'000	TOTAL 2022 £'000
Office Services	London staff numbers	143	171	96	-	-	410
Central Overheads	Estimated time	21	21	56	9	322	429
Personnel and payroll	Average number of employees	78	298	52	26	19	473
Finance	Estimated time	61	372	40	6	15	494
IT	Number of PCs	27	95	18	9	-	149
<b>TOTAL 2022</b>		<b>330</b>	<b>957</b>	<b>262</b>	<b>50</b>	<b>356</b>	<b>1,955</b>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 3.5 EMPLOYEE COSTS (including subsidiaries)

	TOTAL 2023 £'000	TOTAL 2022 £'000
Staff costs comprise:		
Wages & salaries	8,564	7,095
Social security costs	698	551
Employer's contribution towards pension scheme operating expenditure	224	238
Other pension costs	295	241
	<b>9,781</b>	<b>8,125</b>

The average number of employees during the year, including part time and seasonal staff, analysed by function was:

	Average Number	Full-time Equivalent	Average Number	Full-time Equivalent
UK - charitable activities	15	15	16	16
UK - fundraising	20	19	18	18
UK - charity shops	362	290	316	254
UK - other activities	22	22	21	20
<b>TOTAL</b>	<b>419</b>	<b>346</b>	<b>371</b>	<b>308</b>

The number of employees whose emoluments exceeded £60,000 (including pension contributions) per annum during the year was as follows:

	Number	Number
£60,001 to £70,000	5	4
£70,001 to £80,000	2	3
£80,001 to £90,000	1	-
£100,001 to £110,000	-	1
£110,001 to £120,000	2	2
£120,001 to £130,000	1	-
£130,001 to £140,000	-	1
£140,001 to £150,000	1	-
	<b>12</b>	<b>11</b>

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023**

YMCA England & Wales operates a salary sacrifice scheme for pension contributions.

All staff are eligible to join the defined contribution pension scheme. The Chief Executive is an ordinary member of the YMCA Group Personal Pension Scheme.

Total redundancy costs of £10,209 arose from shop closures (2022: £22,427 from restructuring the staff team).

The following information is given in respect of those employees defined as "directors" by the Accounting Direction for Private Registered Providers of Social Housing 2019.

	2023		2022	
	Number	£'000	Number	£'000
Aggregate remuneration (excluding pension contributions)		420		395
Pension contributions		91		76
Aggregate remuneration (including pension contributions)	4	<u>511</u>	4	<u>471</u>
Highest paid (excluding pension contributions)		127		115
Pension contributions		22		20
Highest paid (including pension contributions)		<u>149</u>		<u>135</u>

**3.6 EXPENSES**

Board meetings continue to be held electronically except for the AGM, board expenses of £806 were reimbursed (2022: £229). No board members received any remuneration for their services during the year (2022: £nil).

Members of the Senior Leadership Team were reimbursed for the following items of expenditure:

	2023 £'000	2022 £'000
Travel costs	2	4
Subsistence	2	2
Others	1	3
	<u>5</u>	<u>9</u>

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023****4. NET EXPENDITURE FOR THE YEAR**

The reported net income (expenditure) for the year is after charging:

	2023 £'000	2022 £'000
Operating lease rentals payable:		
Property rentals	1,565	1,406
Motor vehicles	93	86
Equipment	<u>15</u>	<u>13</u>
	<u>1,673</u>	<u>1,505</u>
Auditors remuneration:		
Total (parent company £32,100 (2022: £26,500))	<u>33</u>	<u>27</u>
and after crediting:		
Income from UK listed investments	<u>170</u>	<u>167</u>
Interest receivable:		
- Interest on bank deposits	45	4
- Loan interest	<u>28</u>	<u>30</u>
	<u>73</u>	<u>35</u>

**5. REGISTERED SOCIAL LANDLORD ACTIVITIES**

All of the supported housing accommodation has been sold to the management agents, accordingly there were no housing units held at March 2022 or 2023.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 6.1 TANGIBLE FIXED ASSETS

	Land & Buildings		Equipment & Vehicles	TOTAL
	Freehold £'000	Short Leasehold £'000		
Cost:				
At 1 April 2022	2	204	1,131	1,337
Additions	-	18	377	395
Disposals	-	(3)	(221)	(224)
At 31 March 2023	2	219	1,287	1,508
Depreciation:				
At 1 April 2022	1	159	636	796
Charge for the year	-	31	243	274
Disposals	-	(3)	(221)	(224)
At 31 March 2023	1	187	658	846
NET BOOK VALUE:				
31 March 2023	1	32	629	662
31 March 2022	1	45	495	541
The above analysis includes Items held on leases:				
31 March 2023	-	32	-	32
31 March 2022	-	45	-	45

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

	Land & Buildings		Equipment & Vehicles	TOTAL
	Freehold £'000	Short Leasehold £'000		
The net book value at 31 March 2023 represents fixed assets used for:				
Charitable Activities	1	-	-	1
Management & administration	-	-	44	44
Retail Operations	-	32	585	617
	1	32	629	662

The net book value at 31 March 2022 represents fixed assets used for:

Charitable Activities	1	-	-	1
Management & administration	-	9	41	50
Retail Operations	-	36	454	490
	1	45	495	541

The net book value of freehold land and buildings includes land at cost of £400 (2022: £400) which is not depreciated.

- 6.2 The majority of properties operated by the YMCA Movement throughout the country are owned by autonomous member YMCAs. Where the YMCA is unable to hold the title deeds itself these are held by the National Council as trustee for the YMCA. As these are not the equitable property of the National Council they are omitted from the above totals.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 7. INVESTMENTS

7.1 The unrestricted investments comprise investments in listed funds held in:

## March 2023:

	At Cost			At Market Value	
	March 2022 £'000	Additions £'000	March 2023 £'000	March 2023 £'000	Unrealised gains during the year £'000
COIF Charities Ethical Investment Fund	5,000	-	5,000	5,576	(290)
UBS Managed Funds	5,000	-	5,000	6,524	(41)
	10,000	-	10,000	12,100	(331)

## March 2022:

	At Cost			At Market Value	
	March 2021 £'000	Additions £'000	March 2022 £'000	March 2022 £'000	Unrealised gains during the year £'000
COIF Charities Ethical Investment Fund	5,000	-	5,000	5,866	459
UBS Managed Funds	5,000	-	5,000	6,565	630
	10,000	-	10,000	12,431	1,089

These funds are held to enable the charity to meet its future obligations to the pension scheme.

## Investment Analysis:

Cash and liquid assets £'000	Equities £'000	Bonds £'000	Property and other investments £'000
292	4,027	662	595
169	4,834	1,127	394
461	8,861	1,789	989

## Investment Analysis:

Cash and liquid assets £'000	Equities £'000	Bonds £'000	Property and other investments £'000
532	4,292	-	1,042
542	5,004	617	402
1,074	9,296	617	1,444

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

7.2 The restricted fixed asset funds at March 2022 and 2023 comprise funds held by Dunford Trust.

	Cost £'000	Market value £'000
Value at 31 March 2021	8	34
Unrealised gains (losses) during the year	-	4
Value at 31 March 2022	8	38
Unrealised gains (losses) during the year	-	-
Value at 31 March 2023	8	38

The fixed asset investments comprise investments in the following unit trusts:

	March 2023 £'000	March 2022 £'000
COIF Charity Investment Funds	38	38

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 8. INVESTMENT IN SUBSIDIARIES

During the year, the charity had a trading company (registered in England & Wales) which covenanted its profits to the charity:

Name:	Company number	Nature of business:	Type of Share:	Holding:
YMCA Retail Limited	02232462	Sponsorship and sales of new goods	Ordinary	100%

A summary of its trading results is shown below:

	31 March 2023	31 March 2022
	YMCA Retail Limited £000	YMCA Retail Limited £000
Turnover	74	50
Cost of sales	(41)	(28)
GROSS PROFIT	<u>33</u>	<u>22</u>
Administration costs	(1)	(1)
NET PROFIT	<u>32</u>	<u>21</u>
Amount Gift Aided to YMCA England and Wales Retained in subsidiary	<u>(32)</u>	<u>(21)</u>
Total Shareholders' Funds	<u>1</u>	<u>1</u>

During the year the charity had the following transactions with its subsidiary trading company:

	31 March 2023	31 March 2022
	£000	£000
Reimbursement of items paid	38	28
Gift aid of profits	<u>32</u>	<u>21</u>
	<u>70</u>	<u>49</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 9. STOCKS

	31 March 2023	31 March 2022
	GROUP £'000	PARENT £'000
Donated goods for resale	<u>295</u>	<u>235</u>

## 10. DEBTORS

	31 March 2023	31 March 2022
	GROUP £'000	PARENT £'000
Other debtors		
Due within one year	442	440
Due after one year (note 10.1)	897	897
Other taxes	317	317
Prepayments and accrued income	1,868	1,868
Due from Group Undertakings	-	67
	<u>3,524</u>	<u>3,589</u>

## 10.1 YMCA England &amp; Wales had outstanding loans to:

	31 March 2023			31 March 2022			
	Repayment			Repayment			
	Amount	within 12	After 12 months	Amount	within 12	After 12	Interest
	£'000	months	£'000	£'000	months	months	£'000
YMCA Thames Gateway	1,048	216	832	1,061	108	953	2.5%
YMCA Swansea	29	29	-	63	36	27	base +3%
European Alliance of YMCAs (for YMCA 175 event)	62	21	41	82	21	61	base +3%
YMCA Port Talbot	50	26	24	-	-	-	base +3%
	<u>1,189</u>	<u>292</u>	<u>897</u>	<u>1,206</u>	<u>165</u>	<u>1,041</u>	

During the year ended March 2015, YMCA England & Wales sold the freehold of the housing scheme at Dartford to the local association at open market value for social housing, the consideration being received by a 20 year interest bearing loan at 2.5%.

The loans to YMCA Swansea (£95k) and European Alliance of YMCAs (£120k) were made during the year ended March 2020 and YMCA Port Talbot (£50k) during the year ended March 2023. All are repayable by instalments.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 March 2023		31 March 2022	
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000
Pension scheme obligations due within one year (note 13.1)	1,030	1,030	1,000	1,000
Taxes & Social Security Costs	185	183	170	168
Other Creditors	2,098	2,098	1,717	1,717
Recycled social housing grant (note 11.1)	175	175	172	172
Due to Group Undertakings	-	-	-	13
Provisions for liabilities payable within 12 months (note 12.1)	304	304	252	252
Accruals and deferred income	1,128	1,123	2,121	2,120
	<u>4,920</u>	<u>4,913</u>	<u>5,432</u>	<u>5,442</u>

Deferred income consists of grants received in advance.

## 11.1 Recycled social housing grant

	£'000	£'000
Balance at 1 April 2022 and 31 March 2023	<u>175</u>	<u>172</u>
In May 2023 agreement was reached with Homes England for the recycled grant (plus interest) to be used by a local YMCA		

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

## 12.1 PROVISION FOR LIABILITIES

At the balance sheet date YMCA England & Wales had obligations to make future payments in respect of the following items where the amount or timing is uncertain:

	Balance at 1 April 2022 £'000	Additional Provisions £'000	Utilised in the year £'000	Balance at 31 March 2023 £'000	Balance at 1 April 2021 £'000	Additional Provisions £'000	Utilised in the year £'000	Balance at 31 March 2022 £'000
Lease dilapidations - retail (see note 3.3)	1,007	96	(183)	920	971	99	(63)	1,007
Lease dilapidations - non-retail	100	-	-	100	100	-	-	100
Allocate rent-free period over lease term	5	219	(105)	119	21	-	(16)	5
	<u>1,112</u>	<u>315</u>	<u>(288)</u>	<u>1,139</u>	<u>1,092</u>	<u>99</u>	<u>(79)</u>	<u>1,112</u>

	Payable					TOTAL 2023 £'000	TOTAL 2022 £'000
	Within one year £'000	One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000		
As at 31 March 2023	304	103	499	233	835	1,139	
As at 31 March 2022	252	100	459	301	860		1,112

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 13. PENSION COMMITMENT

13.1 YMCA England & Wales 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 England & Wales and at the yearend these were invested in the Mercer Dynamic De-risking Solution, 62% matching portfolio and 38% 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 discount rates before and after retirement of 2.59% and 1.09% respectively, the increase in pensions in payment of 2.99% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.0 years, female 24.4 years, and 23.7 years for a male pensioner, female 26.1 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £146.1m, which represented 79% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2020 for the YMCA Pension Plan as a whole showed that it had a deficit of £39 million. YMCA England and Wales has been advised that it will need to make monthly contributions of £86k from 1 May 2023. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. Agreed future deficit contributions have been discounted using a rate of 3% (2022: 3%). The current recovery period is 6 years commencing 1st May 2023.

In addition, YMCA England & Wales 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 England may be called upon to pay in the future.

	Repayable					TOTAL 2023 £'000	TOTAL 2022 £'000
	Within one year £'000	One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000		
As at 31 March 2023	1,030	1,030	3,092	1,031	5,153	6,183	
As at 31 March 2022	1,000	1,000	3,002	2,001	6,003		7,003

13.2 YMCA England & Wales has opened a defined contribution group personal pension plan for employees. YMCA England & Wales is making employer contributions of 6% of pensionable earnings provided that employees make a contribution of at least 3%.

YMCA England & Wales has also opened an auto-enrolment pension scheme for those employees who do not want to join the main scheme which has employer contributions of 3% of pensionable earnings provided that employees also make a contribution of 2%. The employee contributions increased to 5% from April 2019.

Total pension contributions for the years ended 31 March 2022 and 2023 are shown in note 3.5.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 14. RESTRICTED FUNDS

The income and expenditure of the National Council include items relating to restricted funds comprising the following unexpended balances of donations and trusts held which can only be applied for specified purposes.

	Balance at 1 April 2021 £'000	Year ended March 2022				Balance at 31 March 2022 £'000	Year ended March 2023				Balance at 31 March 2023 £'000
		Income £'000	Investment gains (losses) £'000	Expenditure £'000	Transfers £'000		Income £'000	Investment gains (losses) £'000	Expenditure £'000	Transfers £'000	
Restricted income funds:											
Amounts raised for local YMCAs	110	93	-	(87)	-	116	30	-	(19)	-	127
Emergency Response Fund	114	1	-	(21)	-	94	-	-	(2)	-	92
Ukraine Emergency Appeal	-	11	-	(30)	30	11	210	-	(202)	-	19
Amounts raised for YMCA England & Wales activities:											
- Ys Girls + Girls Move	100	674	-	(727)	-	47	578	-	(688)	63	-
- Changing Futures (including CAST)	293	151	-	(8)	-	436	6	-	-	(52)	390
- YMCA London CAN Youth Hub Project	-	-	-	-	-	-	107	-	(105)	-	2
- Homelessness	44	10	-	(33)	-	21	20	-	(21)	-	20
- Chaplaincy	-	-	-	-	-	-	20	-	(20)	-	-
- Programme Development	15	-	-	-	-	15	-	-	(15)	-	-
- Better Futures	11	-	-	-	-	11	-	-	-	(11)	-
- Risk training	5	-	-	(1)	-	4	-	-	-	-	4
Movement Trust Fund	-	2	-	(1)	-	1	1	-	(1)	-	1
Hartwoodside Award	45	-	-	-	-	45	1	-	-	-	46
Douglas Wood Charity	193	1	-	(6)	-	188	4	-	(1)	-	191
Other Trust & Association Funds	43	-	-	-	-	43	2	-	-	-	45
NW Region Trust Fund	92	1	-	-	-	93	1	-	-	-	94
Dunford House	1,009	-	4	(16)	(270)	727	19	(1)	(159)	-	586
<b>Total Restricted Funds</b>	<b>2,074</b>	<b>944</b>	<b>4</b>	<b>(930)</b>	<b>(240)</b>	<b>1,852</b>	<b>999</b>	<b>(1)</b>	<b>(1,233)</b>	<b>-</b>	<b>1,617</b>

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements |** Year ended 31 March 2023

YMCA England & Wales raises funds on behalf of member YMCAs and for YMCA England & Wales activities which can only be used for that specific purpose. The Emergency Response Fund was launched in response to the Covid pandemic to make grants to local YMCAs in co-ordination with the Movement Trust Fund, the Douglas Wood Charity and the regional trust funds.

The Ukraine Emergency Appeal was launched in March 2022 with a £30k donation from YMCA England & Wales. Responses from the international YMCA network are being co-ordinated by the European Alliance of YMCAs. Further income was received from local YMCAs and individual donors, a total of £232k has been sent to the European YMCA for relief work in Ukraine and surrounding areas.

The Sidley project was launched in the year in co-ordination with YMCA London Central and North to support their youth work project.

The Movement Trust Fund is established under the trusteeship of the National Council of YMCAs, with the purpose of assisting member YMCAs with grants and loans. Grants are also made by the Hartwoodside Award (which makes annual bursaries to young people in need, particularly disabled persons) and the Douglas Wood charity (which makes grants for the promotion of the education and training of young men in the science and practise on farming, horticulture or any similar profession or trade). The Trust & Association Funds represent mainly funds from defunct Associations. Income is either remitted to a specific activity or accumulated. The North West Region Trust Fund is administered on behalf of this regional trust fund.

The amount for Dunford House is the accumulated profits from the conference centre. In view of the disappointing performance, the Board decided to close this centre and activities ceased on 26 March 2018. The property was sold in August 2020, with the proceeds (net of costs) added to the restricted fund. The Board are considering options for the use of this fund which can only be used for "educational purposes of the National Council". As this activity has ceased it bought out of the YMCA Pension Plan during the previous year at a total cost of £270k. Funds have been allocated for youth focused activities in the local area.

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements |** Year ended 31 March 2023

## 15. UNRESTRICTED FUNDS

The balance sheet shows how the unrestricted reserves are held. Some of these reserves are held in the form of long-term loans or tied up in fixed assets and therefore not directly available to support other activities, the remainder of the reserves are available to support the activities of YMCA England & Wales and are described as 'free reserves'.

	31 March 2023 £'000	31 March 2022 £'000
Unrestricted funds	6,828	6,089
Less allocated to the following purposes:		
Fixed assets	(662)	(541)
Long-term loan to associations	(897)	(1,041)
'FREE RESERVES'	<u>5,269</u>	<u>4,507</u>

## 16. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

Fund Balances are represented by:

	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2023 £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2022 £'000
Tangible Fixed Assets:						
Other fixed assets	662	-	662	541	-	541
Investments	12,100	38	<u>12,138</u>	12,431	38	<u>12,469</u>
Total fixed assets			12,800			13,010
Net Current Assets	54	1,579	1,633	(20)	1,814	1,794
Long Term Liabilities	(5,988)	-	(5,988)	(6,863)	-	(6,863)
	<u>6,828</u>	<u>1,617</u>	<u>8,445</u>	<u>6,089</u>	<u>1,852</u>	<u>7,941</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 17. CHANGES IN RESOURCES AVAILABLE FOR CHARITY USE

	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2023 £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2022 £'000
Net movement in funds for the year	739	(235)	504	2,090	(222)	1,868
Net (increase) decrease in fixed assets	(121)	-	(121)	31	-	31
Net movement in funds available for future activities	<u>618</u>	<u>(235)</u>	<u>383</u>	<u>2,121</u>	<u>(222)</u>	<u>1,899</u>

## 18. LEASING COMMITMENTS

At the balance sheet date, YMCA England & Wales had the following total commitments under operating leases:

	31 March 2023		31 March 2022	
	Property leases £'000	Plant & machinery £'000	Property leases £'000	Plant & machinery £'000
Expiring:				
Within 12 months	1,155	173	1,193	44
1 to 2 years	875	173	940	23
2 to 5 years	740	230	1,118	10
After 5 years	161	-	215	-
	<u>2,931</u>	<u>576</u>	<u>3,466</u>	<u>77</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2023

## 19. GRANTS RECEIVED

The following grants were received during the year:

- £268,627 Dept for Culture, Media and Sport re Y's Girls Project
- £194,618 Sport England for Girls Move
- £100,000 Sidley Austin LLP re YMCA London CAN Youth Hub Project & Partnership
- £75,000 Joseph Wright re Y's Girls Project
- £35,000 Peacock Charitable Trust re. Y's Girls Project
- £20,000 Benefact Trust re. Chaplaincy Programme
- £5,000 Mary Homfray Trust re. Y's Girls Project

The following grants were received during the previous year:

- £653,841 Dept for Culture, Media and Sport re Y's Girls Project
- £20,250 Penny Appeal re Y's Girls Project
- £12,900 Centre for Acceleration of Social Technology re Changing Futures

## 20. CONTINGENT LIABILITIES

As in prior years YMCA England & Wales has full repairing interests in properties occupied by member YMCAs. There are potential contingent liabilities arising from these interests, but the time and cost to ascertain the potential liability is disproportionate to the benefits gained.

## 21. TRANSACTIONS WITH RELATED PARTIES

Several Board members are connected with local YMCAs that affiliate to YMCA England & Wales on the normal terms.

The YMCA Pension Plan operates from the offices of YMCA England & Wales which received payments of £26,518 inc VAT (2022: £25,224 inc VAT) for staff time and support services provided.

Donations of £25 were received from the trustees on normal terms (2022: £2,000).

Transactions with group undertakings are shown in note 8. There were no other transactions with related parties.

# ymca.org.uk



## YMCA ENGLAND & WALES

10-11 Charterhouse Square  
London EC1M 6EH

National Council  
of Young Men's Christian Associations  
(Incorporated)

Registered Charity no. 212810  
Registered Company no. 00073749  
Homes and Communities Agency no: LH2204



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

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

FAMILY & YOUTH WORK

HEALTH & WELLBEING

HOUSING

TRAINING & EDUCATION

SUPPORT & ADVICE

**NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)**

England & Wales - Charity number 212810

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# Accounts

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# YMCA England & Wales

## Annual report & accounts

Year ended 31 March 2022

**YMCA**

Here for young people  
Here for communities  
Here for you





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# Welcome to YMCA England & Wales Annual Report 2021/22

2021-22 has been the year in which YMCA's main focus has been how the federation emerges in the post pandemic world. Whereas 2020-21 had been dominated by how YMCAs reacted to and supported young people and communities during the eye of the Covid storm, 2021-22 has been about recovery and adjusting to the new realities. It is easy in this scenario to assume that in some way the worst was over, but whilst the immediate challenges have changed somewhat, the challenges that have now emerged for YMCA are as potentially impactful long term as those posed by the pandemic itself.

These challenges are not exclusive to YMCAs or the charity sector, but rather are a series of factors that have come together to create a 'perfect storm' affecting the whole national and global economy; the result of which is and has the capacity to impact significantly upon the lives of those that YMCAs work every day to support.

The term 'new normal' is a phrase often used in the media to describe the post pandemic world. It is one of those catch-all phrases used to sum up a concept that everyone recognises, but cannot fully define what it means or looks like in reality. The pandemic has undoubtedly changed how we lead our lives, but to what extent these are permanent, will change further, or are part of a temporary phase on the journey back to a pre-pandemic structure is not clear.

These changes impact upon every YMCA and the services that they deliver. YMCAs are continually adapting their own business models to meet these changes, and are being asked to do so in an unsettled environment where much of the external support given during the pandemic has long since gone, and against a backdrop of an economic outlook that makes these challenges even more difficult.

The economic outlook at present is bleak; the consequences of which are challenging YMCAs from many angles. Inflation at levels not seen for a generation are meaning higher costs, whilst increasing interest rates risk stifling investment programmes across the Federation. The recent rapid increases in energy costs are severely

affecting YMCAs with, for example, one of our larger YMCAs reporting that the increase in energy costs alone has added £1.2 million to their annual expenditure. Recruitment and retention remains a significant issue across the Federation with many YMCAs, alongside other organisations, reporting that recruiting the appropriately skilled staff in many service areas has become such a challenge that it has the potential to impact upon our very ability to fulfil that service.

However, despite all of these challenges, YMCAs have continued to show that they are resilient and are adapting and evolving to meet the demands of the emerging world. At the heart of this resilience is that desire and determination to continue to provide and deliver programmes and services for the young people and communities that we support.

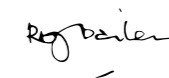
It is in this spirit that 2021-22 saw the development of the new Federation Strategy 2022-2030. Developed and endorsed by YMCAs, the strategy sets out an ambitious programme around the four key themes – Leadership & influence; Excellence and impact, Growth & reach; and Awareness & support – that working together YMCAs want to achieve. YMCAs were clear during the Federation Strategy process that the coming years are a 'time to do'; they are not emerging from the pandemic with a spirit of retrenchment, but rather with one of opportunity and how do we grow together to reach even more communities across England and Wales.

YMCA England & Wales has and continues to 'support, represent and develop' the Federation to enable YMCAs to achieve our collective ambition. Our key focus during 2021-22 was to ensure that YMCA England & Wales emerged from the pandemic financially stable, whilst continuing to give support to the Federation where required.

Central to that activity was ensuring that our retail operation, which has been so affected by the continual closures during national lockdowns, were able to fully re-open and trade as quickly as possible. It is a testament to our hardworking and dedicated retail team that not only was that achieved, but during 2021-22 have been able to deliver a £1.5 million surplus (compared to a £0.5 million deficit in the previous year) – surpassing even pre-pandemic financial results.

This, together with good fundraising results, a strong return on investments, and a continuous drive to bring down costs has meant that YMCA England & Wales delivered a £1.9 million surplus for 2021-22. As a result, this has meant that YMCA England & Wales has been able to distribute some £1.7 million to member YMCAs to help support their work in their communities. Increasing this in the years to come remains one of our key priorities and over the past year the ETV pension exercise was completed, bringing into sight the end in our work to reduce and eliminate the pension deficit. Achieving this in the next few years will be one of the key ways to ensuring that even more resource will be available to support YMCAs.

In last year's annual report 2020-21 was described as a year that had been 'exceptionally testing – emotionally, physically and spiritually'. The same is equally as true for 2021-22 and many of the challenges being faced will remain with us for some time to come. However, there is much to be confident about and once again YMCA has shown itself to be both resolute and determined in meeting today's challenges, whilst also looking to the future with a vision of how we would all like YMCA to be over the next generation. Together we will make that happen!



**Reg Bailey CBE**  
Chair,  
YMCA England & Wales



**Denise Hatton**  
National Secretary and CEO,  
YMCA England & Wales

**YMCA is proud to be the oldest and largest youth charity in the world, with our foundations first rooted in England in 1844.**



**Over the years, YMCA has evolved into a significant global movement, passionately helping more than 58 million people across 120 different countries.**

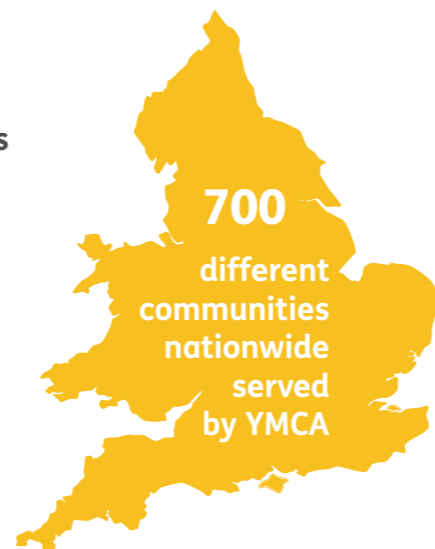


Here for young people  
Here for communities  
Here for you



83 YMCAs provide services throughout England and Wales

YMCA impacts upon the lives of more than **572,000** young people every year



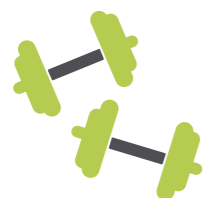
# What YMCA does



YMCA's housing services provide **8,800** beds and connects more than **20,000** young people with case workers helping them to live independently



YMCA works with **207,000** children, young people, parents and carers to provide the best possible start in life and support into teenage years and beyond



YMCA provides health and wellbeing across **225** sites in England and Wales, helping more than **132,000** people through healthy living activities



YMCA offers more than **28,000** young people practical skills and hands-on learning through training and education



YMCA has enabled **72,000** young people to have someone to talk to or a helping hand

# How YMCA influenced

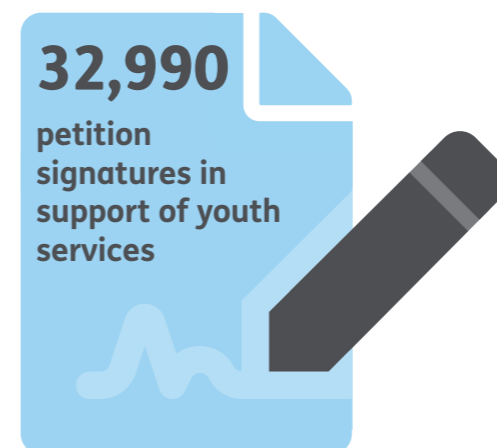


16 new Youth Ambassadors recruited and undertaking training



21 references to YMCA work in parliament

369M people reached by YMCA England & Wales coverage



32,990 petition signatures in support of youth services



1,045 young people involved in our policy and research work



1,659 press articles generated by YMCA England & Wales



3 research reports and 2 national campaigns undertaken

# Together YMCA

Helps ensure that everyone has a fair chance to discover who they are and what they can become



# YMCA aspires to

Achieve more and better together

# YMCA England & Wales

YMCA is proud to be the oldest and largest youth charity in the world, with our foundations first rooted in England in 1844. Over the years, YMCA has evolved into a significant global movement, passionately helping more than 58 million people across 120 different countries. YMCA England and Wales (YMCA England & Wales) also known as the National Council of the YMCA Federation, provides services that support, represent and develop on behalf of approximately 83 local YMCAs working in more than 700 different communities to intensively support 572,000 people every year so that they have an opportunity to truly belong, contribute and thrive in today's society. YMCAs share a common goal: we are an unstoppable movement intent on creating supportive, inclusive and energising communities, enabling young people to lead their very best lives.

YMCA England & Wales supports local YMCAs by promoting gold standards of working, sharing best practice and more recently in the adoption of common core standards in a membership agreement that define a YMCA. We also fundraise to support the work of both the national body and local associations through fundraising (national campaigns, corporates and donors) and through a retail operation – that as well as financial benefits brings many non-financial benefits in the form of local employment and signposting to services. We also partner with YMCAs to pilot new projects such as that in relation to Y-Girls, identify new opportunities and provide training / knowledge sharing opportunities for staff and volunteers. There is also on occasion the need for intervention, support and expert advice in order to address local issues – whether in the form of financial, human resources, press and communications management, or governance level support. We also act in the role of Principal Employer in relation to pensions, lead on other joint procurement initiatives and where requested undertake payroll for a number of YMCAs. YMCA England & Wales represents YMCAs by advocating the needs of the most vulnerable people in England and Wales through engaging government, key policy makers and national media. A number of developments have been built on during the

year, which take forward and expand the influence that YMCAs have in relation to shaping the future agenda. We have continued to focus on ensuring that young people have a home and have been campaigning in response to the reduction in youth services. Together YMCAs in England and Wales are continuing to drive the momentum and push for change around our national flagship campaigns whilst at the same time ensuring that our local YMCAs remain connected to our European and International movements. YMCA England & Wales develops YMCAs by encouraging collaborative working on joint opportunities that further the reach of YMCAs and so that we continue to adapt in the light of young people's priorities – looking to develop solutions to the issues faced in today's society, and working with our YMCAs to meet the needs of young people in communities. In this light we have been working on common tools of impact measurement that better demonstrate our collective value, whilst continuing to support work in relation to faith and heritage. Also during 2021-22 we have built on the collaborative opportunities developed in 2020-21 in relation to the local work of YMCAs including housing projects, homelessness, Y-Girls and mentoring as well as opportunities to consider joint fundraising so as to further activity. This spirit of collaboration has during the year been captured in the facilitation of a new Federation Strategy that sets out the collective ambition of YMCAs identifying those areas where together we can maximise impact in the interests of beneficiaries.

## Public Benefit

The Board has considered the general guidance on public benefit issued by the Charity Commission and has taken due regard of that guidance and is satisfied that the charity's activities do provide wider public benefit. The work of YMCA makes a difference to young lives and communities every day. An example of the work that we do and the public benefit that is delivered is shown in the tables below, spanning work areas including Support & Advice, Housing, Health & Wellbeing, Training & Education and Family & Youth Work. The support that we deliver is only made possible thanks to the dedication of staff and volunteers, and the generosity of our supporters. These are the foundations on which the work of YMCA has always been built, and will be even more important as society re-emerges from the pandemic and addresses some of the new challenges presented.

## The role of YMCA England & Wales in relation to support, represent and develop is delivered across the following service lines, and to the extent that the resources available provide for capacity:

- 
**Uphold membership standards**  
 To oversee and monitor the implementation of the Membership Agreement to deliver a common approach to standards across the YMCA Federation.
- 
**Assurance, risk and compliance**  
 To deliver a high level of confidence across the Federation in relation to agreed compliance levels being achieved and identifying potential areas of concern.
- 
**Intervention and support**  
 To ensure potential risks are mitigated through intervention and support.
- 
**Policy, research and advocacy**  
 To effect positive change on key policy areas impacting upon the work that matters most to the YMCA Federation and our beneficiaries.
- 
**Press, campaigns, brand and communications:**  
 To promote the work of YMCA, its positive impact upon the lives of our beneficiaries, and ensuring a high level recognition of YMCA's brand.

- 
**Faith**  
 To ensure the Federation has the resources, thinking and strategy to hold its Christian identity and apply that in the 21<sup>st</sup> century; enabling the Federation to deepen bonds of unity; and for faith to find its place in our local, regional, and national identity.
- 
**Heritage**  
 As the stewards of YMCA's heritage, to protect, enhance and enrich our history.
- 
**Strategy and growth**  
 To facilitate and promote strategies within the YMCA movement that provide for growth, innovation and collaboration across the Federation.
- 
**Impact measurement**  
 To establish a number of coherent key impact measurement indicators across the main work areas to show the overall impact of YMCA work throughout England and Wales.
- 
**International, democracy and engagement**  
 To represent YMCAs across England and Wales on the international stage, and to facilitate opportunities for all member YMCAs to engage and contribute to the future direction of the Federation.
- 
**Financial sustainability**  
 There are four components to financial sustainability covering pensions management; fundraising, including business development; retail; and value for money

# Strategic objectives

With 2020-21 being the last year of the Federation Strategy a process has been undertaken during 2021-22 to develop a new Federation Strategy which would apply from 2022 onwards. This work, the content of which is set out below, articulated a new collective ambition to inform the work taken forward by YMCAs in the period 2022-2030. With the new 2022-2030 Federation Strategy activity concluding in the middle of the 2022 calendar year, the period for which these accounts are written has therefore been within the context of the prior Federation Strategy.

In future years it is proposed that, with the future Federation Strategy now agreed, YMCA England & Wales will articulate the role it plays in the delivery of the collective ambition through a new YMCA England & Wales Strategy (as distinct from the Federation Strategy) and as now through annual Business Plans. For now however the below reports on progress against the 2017-21 Federation Strategy.

## 2017-21 Federation Strategy

YMCA England and Wales (YMCA England & Wales) has three aims that it shares with the Federation (set out in the YMCA Federation Strategy 2017 to 2021) and applied in the period covered by these financial statements. These are:

**1 | To be viable and sustainable by:**

- ▶ Maximising asset value and removing the pension burden;
- ▶ Generating greater economies of scale, scope and efficiencies through collaboration and partnership; and
- ▶ Changing the income mix and reduce reliance on statutory funding.

**2 | Extending our influence and impact by:**

- ▶ Effective evidence-based research. Local/national engagement with decision makers;
- ▶ Communicating and promoting the activities and impact of the Federation; and
- ▶ Demonstrating and measuring the impact of the Federation.

**3 | Working together better to deliver better by:**

- ▶ Modelling good governance and management;
- ▶ Building capacity and skills; and
- ▶ Delivering safely to consistently high quality and standards.

**All YMCAs are responsible for the successful delivery of the Federation Strategy. YMCA England & Wales however, in its role as the national body, has three further objectives which are focused on delivering services to our member YMCAs. These are:**

- 1. To secure our financial future by increasing our income and reducing costs to ensure our sustainability;**
- 2. To ensure a fit-for-purpose infrastructure; by creating a new, streamlined structure to deliver the Federation Strategy within our financial constraints; and**
- 3. To protect and enhance the YMCA by acting as guardian for all that the YMCA stands for in England and Wales and contributing to its development at home and abroad.**

This report evaluates our performance against these objectives but also through the YMCA England & Wales 2021-22 Business Plan (which further cascades the Federation Strategy aims and objectives) specifically how we delivered against the plan objectives for the year.

As noted above, for future years this statement will report on the YMCA England & Wales Strategy that identifies how we contributed to the collective ambition in the Federation Strategy.



# Review of achievements

## Introduction

Whilst 2020-21 was very much influenced by both the pandemic and the pension (with a triennial valuation undertaken in that year), 2021-22 was very much concerned with emerging post pandemic. In this respect both YMCA England & Wales (and in particular our shops, given that other operations had continued, but where these had remained closed for much of the year) but also our YMCAs. In particular in the case of the latter, where for many the impact of the pandemic had been significant with gyms and leisure activities required to close, childcare closed, family and wellbeing services delivered in different ways, and other activities having to be delivered in different ways in order to sustain services and take account of Government requirements and the changed environment.

That noted, the need for housing for all, and focus on homelessness during the pandemic, has provided some opportunity and with YMCAs showing innovation we are aware that some YMCAs have yet managed to thrive and grow coming out of the pandemic. In this respect 2021-22 has continued to represent a mixed picture both building on the challenges of the past year but also providing the opportunity to rethink business models. However, it has allowed in almost all instances a return to the service delivery albeit with some lasting effects on both operating and financial performance to which 2021-22 has added the further challenge of recruitment and price inflation, driven largely by an uncertain world environment.

In this respect however, YMCAs have continued to show that they are resilient and have where needed adapted to the changed environment to provide essential services for young people and communities.

In relation to YMCA England & Wales, and our emergence from the pandemic (recognising that much of the core service delivery not only continued but increased during the pandemic), the key area effected has been our Retail activity – with 100+ shops that were required to remain closed until April 2021, and where there was much uncertainty in relation to demand.

In this respect we are delighted that, due to effective management our shops have not only reopened effectively but have done so in a way that surpasses pre-pandemic results. This has led the Board to consider whether there is an opportunity to increase the number of shops as a means of generating additional unrestricted income both to further the work for beneficiaries but also for distribution directly to YMCAs. As a result a new ‘growth’ in the shops portfolio is underway that will see shop numbers moderately increase over a five year trajectory.



# 2017-2021 Federation Strategy: Aims & objectives

The following reports on progress against the 2017-21 Federation Strategy aims and objectives:



# 1 | Be viable and sustainable

Maximise **asset** value and remove the **pension** burden:

- ▶ Integrated strategy for asset value maximisation across the Federation: A number of opportunities were identified where collaborative working would be beneficial to deliver greater value. This continues to be explored both with and through YMCA England & Wales, but also directly across YMCAs – for example a number of joint fundraising projects have been taken forward involving collaborative asset sharing in order to best pool resources, knowledge and skills.
- ▶ Integrated solution to reducing and buying out pension liabilities: Work continues with a sweep up of the ETV exercise (having concluded the earlier £12m transfer exercise) and on-going liaison with the Pension Trustees to provide for effective management of the scheme. Activity has begun to consider the ‘end-game’ as we get closer to the scheme being in balance following deficit repayments, with further work due in 2021-22 to prepare for the May 23 triennial valuation.

Greater **economies of scale, scope and efficiencies** through collaboration and partnership:

- ▶ Proactive exploration and development of collaboration opportunities: Some areas already utilise collective buying power e.g. in the areas of insurance, group life cover, VAT, pensions and in some service areas such as payroll and human resources. Progress continues in relation to a partnership approach to fundraising.

- ▶ Develop collaboration support and guidance: This was very much a focus during 2020-21 with support provided to YMCAs through the pandemic, and in 2021-22 continues with on-going encouragement of sharing support and guidance across the Federation.
- ▶ Develop and implement resource sharing approaches: This remains an area for further work to be taken forward in the context of the new Federation Strategy.

Change income mix and reliance on **statutory funding**:

- ▶ Develop and roll out a range of business models: YMCAs have continued to consider their business models, brought into sharp focus by the challenges post pandemic. This has resulted in some YMCAs having to reduce activity and refocus, whilst others have grown. This will continue to be a focus as YMCAs find the ‘new normal’ in relation to the changed environment, and services required by beneficiaries.
- ▶ Develop and implement an approach to coordinated fundraising and tendering: Work on a partnership approach to fundraising has progressed with partnership developed in relation to Room-sponsor, but also across a number of new initiatives including funded activity in relation to Y-Girls mentoring programmes, accommodation and the development of transitional housing guides. This joined up approach to tendering remains a significant opportunity for YMCAs, with opportunities continuing to be explored at a national and local level.

# 2 | Extend our influence and impact

Effective evidence-based, local/national **engagement** with decision makers:

- ▶ Equipping and supporting local engagement: YMCAs have continued to be represented at the highest level with evidence gathered of local issues framed so as to inform the national conversation. This work has continued in areas relating to the impact of youth cuts, the need for accommodation support, the mental health challenges facing young people and the need for societal change in communities. This has included representation on select committees, representing YMCAs in discussions with Government including Department for Culture Media and Sport, Department for Education and the Ministry for Housing and Local Government as well as interacting and supporting YMCAs with local engagement.
- ▶ Sector partnership development: YMCA England & Wales continue to work in partnership with stakeholders in the sector to identify common interests and where to target advocacy and lobbying in order to champion with partners the need for better outcomes for young people and communities.
- ▶ National campaigns: A number of research project and national awareness campaigns were undertaken so as to stimulate action. These have included issues in relation to housing, mental health, welfare, support, work and training – all work areas that the YMCA delivers on a daily basis. A national campaign, building on the earlier pilot activity across certain geographies remains an aspiration subject to resourcing appropriately and is reflected in the new Federation Strategy.

**Communicate** and promote the activities and impact of the federation:

- ▶ Shared performance measurement framework: Work has now concluded on a shared housing metric in 2020-21 and continues on developing an education metric.
- ▶ Develop and implement frameworks to capture and disseminate activities across the Federation: There has been much sharing of practices across YMCAs resulting from the pandemic and continuing into 2021-22. This basis of sharing will be further built on in the new Federation Strategy ensuring that there are appropriate structures to share and promote practice to assist drive the beneficiary focused priorities forward.

Demonstrate and measure **impact** of the Federation:

- ▶ YMCA evidenced research reports around key areas: A number of evidenced research reports produced in 2021-22. These research reports continue to tap into the key themes that impact on youth and communities and attract significant attention to inform the agenda.
- ▶ Consistent adoption and application of brand: The brand is now a requirement of the membership agreement. All YMCAs are expected to comply with the brand requirements by March 2023 and many have continued steps to ensure compliance by this date. YMCA England & Wales continues to offer support to YMCAs to enable them to adopt the brand.
- ▶ Internal and external communications strategies/frameworks: A range of internal and external communication strategies and frameworks have been adopted including local advice to member YMCAs on difficult public relations issues. Much use continues to be made of virtual communication channels including virtual network events, Chair and CEO events and sharing of practice.

## 3 | Work together better, to deliver better

### Model good governance and management:

- ▶ Agree and nurture most appropriate association/federation structure. This work has not been a focus during 2020-21 and overtaken by other priorities, although earlier work on the Commission assisted to inform future thinking.
  - ▶ Clarify governance standards and requirements: All YMCAs signed a membership agreement by March 2021 as required (other than one which left the movement). A new health check was issued in 2021 with returns analysed and shared as comparative benchmarking information with YMCAs. The 2022 return has been issued and will build on this progress.
  - ▶ Clarify and adopt rights and responsibilities: This has been completed and adopted in the membership agreement.
- ▶ Review and simplify governance mechanisms: The Membership Agreement sets out a number of core governance standards.
  - ▶ Clarify crisis/intervention mechanisms: The work on the YMCA England & Wales Business Model clarified the role desired by the Federation from YMCA England & Wales. The pandemic increased the need for specialist support to YMCAs whether in relation to business models, viability, human resources, public relations and other challenges in their work with young people. There has been less of this required (direct financial) activity in 2021-22 although assistance has continue to be provided on governance, human resources and other expert support where not available within the local YMCA, or a need for a 'outside' the organisation perspective.

### To build capacity and skills:

- ▶ Coordinated approach to developing capacity and skills in key practice areas: There has been much activity in this area across the Federation to share skills and knowledge. This remains a core theme in the new Federation Strategy.
- ▶ Develop and implement a culture and behavioural framework: Work on ethos and culture has very much come to the fore post pandemic as the need to respond to place our people and the way in which we work at the centre of our thinking has to the fore (with YMCAs sharing how they look after the well-being of but also the way in which we embody our values in our day to day work. Work continues into 2021-22 to conclude and embed these cultural aspirations in our work.
- ▶ Develop and implement a volunteer strategy: Volunteers are an integral part of the YMCA England & Wales Retail function and with the Retail operation being closed for most of 2020-21 the opportunities for volunteers had been limited. However with shops reopening we are now hopeful of continuing with this important aspect of our work, both assisting the workforce but also generating opportunity and in this respect have added additional resources to assist (noting some lower take up of volunteering opportunities post pandemic).
- ▶ Leadership development programme: An initial programme was developed by the George Williams College following pump prime funding from YMCA England & Wales. Alongside this a new CEO's programme has been developed that will ensure that all new appointments will have access to an internal programme that embraces them into the work of YMCA.

- ▶ Create and nurture internal networks: Internal networks across the Federation operate effectively to ensure the voice of the Federation is heard and drives the agenda. This has included Chair, Chief Executives and senior leader networks with support / facilitation by YMCA England & Wales as well as more formal aspects of the democracy process such as the Annual General Meeting. Throughout the pandemic these networks have continued to meet with both an in person Youth Matters Awards held in December 2022 to celebrate young people and local YMCA achievements and a national conference held in April 2021.

### Deliver safely to consistently high quality and standards:

- ▶ Articulate and roll out quality service standards: Quality standards developed and set out in the Membership Agreement with the majority of YMCAs signing by the deadline of 31 March 2021.
- ▶ Roll out and monitor safeguarding standards: Safeguarding is a priority across YMCA and within YMCA England & Wales has included a new safeguarding policy, tightening up of the approach to DBS checks and appropriate recruitment checks, as well as mandatory roll out of training with 100% compliance. This has included the recent purchase of the reporting and management tool My Concern. Across the Federation, YMCA England & Wales continues to provide guidance on best practice and engages in the Federation Safeguarding Working Group to share and disseminate best practice.

# YMCA England & Wales: Aims & objectives

As noted above  
YMCA England & Wales has  
further objectives in relation  
to its own operations.

An assessment of progress  
against these are  
below:

► To secure our financial future; by increasing our income and reducing costs to ensure our sustainability: Unrestricted funds show a surplus of (£0.56m) made up of an unrestricted surplus of £0.54m and a restricted surplus of £0.02m Including the return on investments of £1.09m and movement of the pension this provides for a net movement in funds of £1.89m. As a result the YMCA England & Wales balance sheet remains strong with loans all repaid and funds invested to assist with the significant pension contributions.

► To ensure a fit-for-purpose infrastructure; by creating a new, streamlined structure to deliver the Federation Strategy within our financial constraints: A number of changes have been made to the way in which YMCA spend including less reliance on external support and expertise, but also to inject some necessary capacity where needed in order to take forward priorities. This has been achieved alongside increasing the level of distributions to YMCAs, securing our own financial future but also as required introducing new systems and processes that enable activity, within limited resources, to be focused on the priorities that align with overarching objectives and which will improve future performance.

► To protect and enhance the YMCA; by acting as guardian for all the YMCA stands for in England and Wales and contributing to its development at home and abroad: YMCA England & Wales has continued to represent the Federation at home and abroad, ensuring that the YMCA voice is heard across the World whether in activities with the World Alliance, YMCA Europe or other national movements across the globe. More recently this has included activity in relation to co-ordinating support to Ukraine to ensure that our support, with others, provides for much needed resources with a fundraising effort generating over £200k for distribution to the cause.



# 2021/22 YMCA England & Wales Business Plan

**As well as having specific YMCA England & Wales Federation Strategy objectives, the YMCA England & Wales Annual Business Plan sets out a number of specific objectives that further the priorities set out in the Federation Strategy.**

**The Business Plan priorities in 2021-22 built on those in 2020-21 and included:**

Identify collective aspiration to serve young people and communities over the next four years through the development of a refreshed Federation strategy which will be presented at the 2021 AGM.

#### Strategy:

- ▶ Engage the Federation in developing a delivery plan to take forward aspirations set out in the Federation Strategy: completed with presentation at national conference in April 2022

#### Faith:

- ▶ Develop an action plan to support the YMCA Federation's resources, thinking and strategy to hold its identity and apply that into a post-modern 21st century Christian culture: work has begun in this area and continues into 2022.

#### Heritage:

- ▶ As the founding movement to develop an updated plan to preserve explore and capitalise on the heritage of the YMCA in the context of our work: This work has continued into 2022.

#### International Democracy & Engagement:

Reinvigorating democracy is an important aspect of the YMCA federation. This work has included:

- ▶ On-going facilitation of virtual conferences with Chairs, Trustees, CEOs and strategic leaders.
- ▶ Delivering the Youth Matters Awards 2021 and a National Conference in 2022.

- ▶ Scoping a proposal in relation to developing young Trustees from diverse backgrounds and taking this forward into 2022.
- ▶ Representing YMCAs on the World stage, including World Council 2022, the process for new WAY Executive Committee members, as well as engagement across a number of areas (strategy, working groups).

#### Upholding Membership Standards: where we have:

- ▶ Now facilitated the role of the Quality and Assurance Development Group to plan future work to ensure beneficiaries receive high-quality services.
- ▶ Continued with the roll out of Trusted Charity Status providing engagement and support to YMCAs to ensure standards are met.
- ▶ Supported where appropriate YMCAs to achieve the CHAS (Health and Safety) standard across the Federation.

#### Assurance Risk and Compliance:

Where we have reissued the Health Check to now include the requirements of the Membership Agreement and having received return developed ratio analysis to enable Boards to both consider comparative data but also that enables risks to be managed.

#### Intervention and Support:

- ▶ Emerging from the pandemic, assess the financial sustainability and emerging themes from YMCAs, and identify areas for support. On-going assistance has been provided to YMCAs during 2021-22 with a key theme emerging through the new Federation Strategy being the need to assess the current viability and risk challenges across the movement. This is to be furthered in 2022.
- ▶ Undertake a research report on the impact of collaboration recognising this as a key theme that YMCAs have highlighted throughout the pandemic: whilst work was readied for this to happen, given the burden of further activity on already busy YMCAs this was deferred.
- ▶ Support the Health and Wellbeing of staff and volunteers coming out of the pandemic by enabling the Federation to share best practice: much work undertaken whether in relation to sharing well-being techniques and tools adopted, clarifying culture and sharing activity / knowledge in relation to reward and key people hygiene and motivation factors has been undertaken during 2021-21.

### Impact measurement

- ▶ In order to ensure models of service delivery for beneficiaries achieve positive outcomes, to conclude and launch the housing impact measurement tool and make significant progress in two other service areas: housing tool now concluded with work progressing in relation to an education based measure.

### Policy, Research, Campaigns & Advocacy:

- ▶ In order to emphasise key issues affecting beneficiaries and YMCAs, deliver at least three research projects during 2021-22 with emphasis on COVID-19 recovery and the impact upon local YMCAs, and a number of research projects delivered in 2021-22.

### Press Brand and Communications: Actions have included:

- ▶ Ensure YMCA's National Brand continues to support member YMCAs' needs, implement the outcomes of the brand review, and publish updated brand guidance. YMCAs continue to implement the brand increasing compliance levels across the board, with those unable yet to do so largely due to the availability of resources. New brand guidelines have been published.
- ▶ Ensure beneficiaries understand what YMCA do and complete the purpose conversation: Purpose work now concluded statement clarify the YMCAs position in relation to communities and young people.
- ▶ To improve how we communicate and engage as a Federation. The internal communications review has progressed during 2021-22 with work commissioned.

### Financial sustainability:

Actions in this area span a number of activities but have included:

- ▶ Extend our reach to beneficiaries and local communities by developing partnership opportunities particularly for: Accommodation; Health & Wellbeing; and Training & Education: a number of partnership opportunities have either been furthered or developed in 2021-22.
- ▶ Deliver partnership working through Retail to benefit local YMCAs: As noted shops have returned positively post pandemic with an ambitious growth agenda that will deliver increased income for the work whether nationally or locally.
- ▶ Deliver partnership working through Fundraising opportunities, particularly Room-sponsor and Legacy: partnership working continued through 2021-22 noting some of the challenges of the new model of working, with a commissioned independent review of the Room-sponsor programme providing a useful set of recommendations to take forward.
- ▶ Maximise national collaborative opportunities to secure responses to support young people and local communities: a number of partnership have continued in 2021-22 including Y-Girls mentoring project, Shine, the Sidley Partnership to name but a few.
- ▶ Ensure we continue to manage the risk of the pension liability and identify next steps: work has continued with the Pension Trustees to manage the liability with the pension position now returning to pre-pandemic levels.



The aforementioned objectives deliver on the role of YMCA England & Wales in relation to the Federation, which in turn furthers the objectives identified in the Federation Strategy.

In addition to the work that recognises our role in either the delivering of the collective aspiration of the strategy, or our foundational role in relation to support, represent and develop we also have a role in relation to the operation of YMCA England & Wales as a charity of its own accord. In this respect the following represent the 2021-22 Business Plan targets that relate to this:

### Fit-for-purpose infrastructure

Actions to deliver a fit for purpose infrastructure have included:

- ▶ Develop and embed faith in the culture of YMCA England & Wales in a way that is consistent with the outcomes of the Federation-wide Faith Group: an Ethos and Culture group has been established that has during 2021-22 developed a statement of how faith should be represented in the way in which we work, with the Board discussing this at their strategic away day.
- ▶ Equal opportunities are embedded in the Paris basis, therefore as an employer passionate about equality, diversity and inclusion, we will develop an action plan that removes barriers to achieving this: An equalities, diversity and inclusion action plan has been developed with a number of actions delivered in 2021-22.
- ▶ Develop a YMCA England & Wales strategy that aligns with the new Federation strategy. Work has begun in this area with Board level conversations and debate both to inform a near and far environmental assessment but also to assess YMCA England & Wales strengths, weakness, opportunities and threats. With work concluding on the Federation Strategy (later than planned) this now presents the opportunity to determine the YMCA England & Wales strategy in this context.

- ▶ Develop a digital strategy to aid engagement with beneficiaries and the services we provide to the Federation through digital platforms. This has been considered within the context of the internal communications review.
- ▶ Ensure high-quality governance to implement a Board development programme based on the assessment of evidence against the Governance Code. The Board have considered the Governance Code and identified where action is needed.
- ▶ We believe in supporting our staff and volunteers through body mind and spirit. We will continue to identify solutions to support the health and wellbeing of staff and volunteers. A well-being action plan was developed during the pandemic and has continued into 2021-22 through the work of the culture and ethos group.
- ▶ In order to retain and attract high-quality staff, we will undertake a pay and performance framework review to ensure we remain competitive within the sector. Pay review completed to ensure that staff are paid at the median for the sector with further work planned to review pay frameworks and progression in the light of aspiration and affordability.
- ▶ Consider our longer-term needs for accommodation, alongside scope for increased flexible working and value for money. Negotiations concluded with the landlord that provided for reduced cost, whilst also continuing to evolve an agile working model that is in the interests of the organisation and staff.
- ▶ Ensure we achieve the standards in the Membership Agreement. Work continued on Trusted Charity status and other governance aspects required in this context.

- ▶ Improve how we communicate and engage across YMCA England & Wales, and implement the internal communications review: Internal communications reviews underway that will inform future direction in 2022-23.
- ▶ Utilise our retail network in communities to maximise the reach of campaigns: to be further explored in 2022-23 although retail network used in instance to assist promote messaging e.g. more recently in relation to Ukraine.
- ▶ Ensure transparency and report on a series of value for money and impact measurements at the AGM (including financial, retail and fundraising performance): Information on value for money and impact reported to the AGM.

### Secure financial future

Actions against this objective have included:

- ▶ To ensure a financially secure national body we will deliver the agreed budget by the National Board. As evidenced in the financial statement a strong financial outturn for the year, although noting that much of the positive variance was due to one -off changes e.g. for pension contributions, investments.

- ▶ Deliver against agreed Retail and Fundraising targets. Retail targets exceeded due to exceptional post pandemic performance although issues with pipeline for legacy notifications at the Probate Office impacted on outturn.
- ▶ Following the increasing distribution of funds to local YMCAs, develop existing or alternative ways to generate unrestricted income to specifically support YMCA England & Wales so that it can continue to deliver services to YMCAs: as noted, expansion of Retail will secure increased unrestricted distribution.
- ▶ Maintain the level of funds in investments to meet the pension burden: funds increased in 2021-22 due to market performance.

A 2022-23 Business Plan has been agreed by the Board that set out the priorities for the year. This has been set within the context of both building on the priorities in 2021-22 but also the emerging goals and strategies emerging from the 2022-2030 Federation Strategy.

## 2022 – 2030 Federation Strategy

In addition to the report on achievements against the above, with work now concluding on a new Federation Strategy this report also provides an update on the outcome of this work and articulates the ambition set out following further work for future years.

The 2022-2030 Federation Strategy defines four overarching goals and the work needed to accomplish them, encompassing the Federation’s aspirations. The strategy focuses on collaborative and combined work that will make the most of our national capacity and increase our impact across England and Wales to the benefit of all YMCAs and the people in our communities. The goals and strategies identified are shown below.

### Goal: Leadership & Influence

Lead change that brings about a more just, inclusive, and equitable future.

#### Strategies

1. Take clear, strong, public positions to influence the direction of public opinion and governments in both Westminster and Cardiff in support of YMCA priorities and the reduction of inequality.
2. Define, adopt, and embed an overarching and inclusive YMCA ethos that puts the people we serve first and can be put into action in all our operations.

### Goal: Excellence & Impact

Transform lives with programmes that are second to none in quality.

#### Strategies

1. Develop a common basis for core programmes and services, defining a shared approach to quality improvement, outcomes, and measurement that can be used by any YMCA.
2. Embed systems that will strengthen our ability to be an inclusive learning organisation.

### Goal: Growth & Reach

Provide more support in more places, to more people, where there is unmet need.

#### Strategies

1. Scale up delivery of our strongest and most suitable programmes for national impact, adding value to work that is already happening, and developing new work where there is an opportunity to do so.
2. Make it easier for different YMCAs to collaborate as allies with openness and confidence for the benefit of all YMCAs of whatever size and in whatever location. organisation.

### Goal: Awareness & Support

Achieve high levels of public understanding of the issues people and communities face, driving urgency, support, and empathy for others so that the public shares and supports our goals.

#### Strategies

1. Build a compelling, highly visible, and relevant presence for YMCA that establishes for the public what we do, why it matters, and how they can join us in changing outcomes.
2. Increase recognition of and trust in YMCA’s reputation among decision-makers and influencers, including governmental, civic, business and partner entities.
3. Collaborate to increase opportunities for donations, grant funding and partnerships for large-scale impact.

The Federation Strategy was created using a facilitated, collaborative process, and is designed to be flexible in the face of an external environment that is changeable and an internal environment that has to remain agile as recovery from the economic effects of Covid continues.

Through multiple rounds of in-person discussion and input in individual interviews and in groups, online surveys and review, the final document was created with the participation to varying degrees of 85% of member YMCAs. The final document was approved by the National Board of the YMCAs of England & Wales. The implementation is now commencing with the creation of a Federation Strategy Delivery Group, an operational group made up of volunteer CEOs, Board Chairs, and the National Secretary.

## 2022-2030 National Council (YMCA England & Wales) Strategy

With the business model defined, the role of YMCA England & Wales clarified and having worked towards increasing the security of our future, 2022-23 offers the opportunity to align all of this activity to the new goals identified in the 2022-2030 Federation Strategy. In this light, we will look to develop a YMCA England & Wales Strategy that identifies how we will contribute, with our local YMCAs (but conscious of our different roles) to the ambition that is set out. This will very much focus our work programme as we move into the 2023-24 business planning round.

Alongside the role that YMCA England & Wales will be required to play in helping to deliver the collective ambition, there is also the foundational role that exists in relation to support. This role, which is articulated in the role under which the business plan priorities are identified, continues to be taken forward albeit recognising the significant overlap between much of the work already underway and that in the new federation strategy. That noted, we are very much aware that the pandemic has left a lasting challenge for YMCAs to respond the changing environment.

In this respect we are not only focused on the ambition of the Federation Strategy, but also firmly rooted in the ‘here and now’ and ensuring that YMCAs continue to feel the benefits of being a national movement and are able to benefit from the day to day activities whether policy and advocacy, intervention and support, risk management, the protection of heritage or international democracy and engagement. Finally 2022-23 offers the opportunity to continue to build on our own capability and capacity to be able to best deliver against both the Federation Strategy and foundational role. This will include further work on both driving improved financial security through our retail expansion, but in a measured, managed way but also by ensuring that YMCA England & Wales is able to recruit, retain and reward the very best staff, that our information technology supports communication needs and that our governance is best in class.

The year has started positively as we look to build on the progress, and ensure that we together with YMCAs are well placed to deliver on the ambition identified and are able to ensure that YMCA remains are the forefront of transforming young people's lives and communities, enabling them to belong, contribute and thrive. These components make up our role, whether in relation to our contribution to the Federation Strategy, our foundational role or ensuring that we are best placed to deliver against the above which will make up our new strategy which is to be agreed by Board (following discussions on strategic direction) later in 2022.

### Performance to date and cost of living

Performance in the financial year has built on the progress made in 2021-22, although very much aware that the prior year performance was due in part to exceptional items. For 2022-23 the Board agreed a balanced operational budget for the current year improving in later years across the five year term, again recognising the cash impact of the pension but also cognisant of the ambitious retail growth plan. At the time of writing the performance into 2022-23 has continued the upward trend seen in 2021-22 with improving retail performance recognising the growth plan agreed by the Board, fundraising improving in particular in relation to restricted fund projects but now with legacies showing some signs of return to prior levels. Offsetting this there has been some fall in the value of investments in the light of World events.

In addition, and as for many in the UK, YMCA England & Wales is impacted by the factors that are driving current UK inflation levels – with both pressure on pay, with consequences for staffing, and also utility costs (specifically in relation to our retail shops). In relation to the former at the turn of 2022-23 the Board awarded a 3% annual pay increase for Charterhouse staff and a 5.7% average increase in our shops in the light of the changes to the living wage with consequent increases across the shops staffing model to retain parities. The Board also agreed a one-off increase of 2.25% from 2021-22 that would aid with the cost of living, and the additional national insurance costs now met by employees. Alongside these two measures, during 2022-23 we have also reviewed all staff salaries to ensure that all members of staff are at least on the median for their role and have reduced the travel burden placed on staff with the introduction of agile working.

The pressures faced by staff remains under review by the Board in order to enable our staff to be best placed to manage with the cost of living increases that are impacting on real terms pay but whilst also being aware of the affordability challenge both now and in future years. This affordability challenge is furthered by rising utility costs which will impact on the bottom line of our retail operation. Whilst some account of rising prices had been taken into account in setting the budget for future utility costs, the latest suggested increase has exceeded our expectations with prices rising by nearly 300% before Government support. Whilst manageable in 2022-23 (although impacting significantly on expected forecast outturn) and with steps taken to mitigate the impact as much as possible, we continue to monitor the situation closely to ensure that our future plans take into account this risk.



# Risk management and internal controls

**YMCA England and Wales operates a comprehensive corporate risk management process in order to manage and mitigate risk. The Board of Trustees has overall responsibility for ensuring that we operate an appropriate system of controls, financial and otherwise, to provide assurance that:**

- ▶ Our resources are used in a way that maximise impact for our beneficiaries and the Federation
- ▶ We are operating efficiently and effectively within a climate of value for money
- ▶ Our assets are safeguarded against unauthorised use
- ▶ Proper records are maintained and financial information used within YMCA England & Wales and for publication is reliable and accurate
- ▶ We comply with relevant laws and regulations.

The systems of internal control are designed to provide assurance against material misstatement or loss. These include:

- ▶ A Business Plan and budget approved by the Board following a thorough business planning process that allocates resources to priorities

- ▶ Ensuring that the Board, Committees and Senior Leadership Team are appraised of financial results, variances from budgets and non-financial performance indicators
- ▶ A Committee structure that ensures an appropriate skills mix to be able to have informed challenge
- ▶ Effective management information systems, which continue to develop with the provision of monthly management accounts to a range of audiences including: Trustees, Committee members, Leadership Team and Budget Holders
- ▶ Delegation of authority and appropriate segregation of duties ensuring controls on expenditures
- ▶ Appropriate financial policies, processes and systems as detailed in a Finance Manual
- ▶ Identification and management of financial and other risks by the Board and Senior Leadership Team including frequent review of the Risk Register by the Board and Finance and Audit Committee
- ▶ Processes to ensure that conflicts of interest are identified and recorded
- ▶ Regular checks and review through internal, joined up budget/outturn conversations
- ▶ Updates from investment managers and provision of information to Committees
- ▶ Accountability to members through an Annual General Meeting.

**The Finance and Audit Committee monitors the effectiveness of audit and reviews our risk management processes. The Committee has provided the following statement:**

*The Finance and Audit Committee has reviewed the reports from the senior management, auditors and other reports on areas of operation. It is through regular review, scrutiny and challenge from experts that the environment for continuous improvement is created, providing a basis for the assessment of whether internal controls and risk management have operated effectively during the year. The Committee confirm that the above systems have been applied and are therefore confident that systems of internal control and risk management are working effectively (albeit noting that there is always scope for improvement).*

In relation to risk, the Board operates a formal risk management process to assess risk and implement mitigating strategies. This involves identifying the types of risks faced, prioritising them in terms of potential impact and likelihood of occurrence, and identifying a means of management. This has also informed the Reserves Policy that is set by the Board.

As part of this process the Board receives regular reports detailing major risks, approves plans for the implementation or enhancement of procedures and policies where these are required, and otherwise ensures that appropriate steps are being taken to manage the key risks. Approved actions are implemented by senior managers who are accountable to the Board.

A number of risks have been managed in 2021-22 and indeed whilst increasing during the pandemic have since reduced. Whilst at this stage last year there were 13 significant risks of which 9 related to either the pandemic or pension, there are now only 5 significant risks recognising the positive response to the post pandemic environment. The highlights from the YMCA England & Wales Risk Register are listed below:



Risk	Latest Action
1   Key Person Dependency -including Payroll, Legacy, Supporter Services	High level review undertaken of key dependencies for FAC with some actions identified - IT review completed allowing fall back arrangements to be put in place and any risk mitigated. IT Review now with SLT.
2   Increase in pension deficit obligations with implications for solvency and liquidity	Next review due in 2023 although current indications suggest that funding levels returned to pre-pandemic funding basis and as such now in front-off the original trajectory to achieve self-sufficiency.
3   Covid-19 - Financial Implications for YMCA Federation (with impact for YMCA England & Wales)	A number of activities undertaken to support YMCAs including specifically direct financial support in 2020-21 and into 2021-22. Polling in 2021 suggested a mixed economy across YMCAs but generally much improved from the initial Covid assessment. However, whilst YMCAs have noted over the past year that the financial implications have been managed, some previously optimistic have faced a challenging 2021-22 with 2022-23 being subsequently concerned with consolidation.
4   Reputational impact for YMCA Federation due to local YMCA issue	Continue to work on a number of cases across YMCAs in order to manage reputation risk. Potential to reduce in due course
5   Impact of inflation and rising energy prices	Early assessment of increased utility costs with impact on retail net position. To be managed through a range of measures and cost reduction

The full risk register is considered by the Finance, Audit and Risk Committee at every meeting. The Board review the key (red) risks that have been highlighted through appraisal of cause / consequence.

The Trustees believe that the system of internal controls has been adequate to provide assurance against material misstatement or loss.



# Fundraising

## Approach to fundraising activity

Our fundraising activity falls under two broad headings:

### Individual Giving

- ▶ Our Acquisition activity seeks to recruit donors to make a cash gift or to commit to a programme of regular giving. We recruit donors through online marketing via social media and digital adverts, through offline marketing by the insertion of recruitment flyers in magazines and newspapers, and through telephone marketing – using the services of a professional telemarketing agency.
- ▶ Our Appeals programme is focussed on individuals who have previously made charitable gifts to YMCA England & Wales and is delivered via direct mail and email. In addition, the services of a professional telephone marketing agency may be used to ask donors to reinstate lapsed regular giving or to increase the value of their regular gifts.
- ▶ Our Legacy programme seeks to encourage already engaged donors to consider leaving a gift in their Will. Our partnership with National Free Wills Network has also enabled us to engage with a cold audience via social media.

### Strategic Partnerships

- ▶ High Net Worth individuals are approached on a personal basis to encourage their continued support, by post, telephone and email.
- ▶ Approaches to and relationships with Charitable Trusts are conducted via post, email and telephone.
- ▶ Approaches to and relationships with Corporate donors and prospective-donors are conducted via email and telephone.
- ▶ Participants in challenge events, such as the London Marathon, are recruited via focused social media advertising.

## Compliance with Fundraising and Data Protection standards

In all our fundraising, we adhere fully to the Fundraising Code of Practice, in respect of both the legal rules that apply to fundraising and the standards designed to ensure that fundraising is open, honest and respectful.

- ▶ We are registered with and regulated by the Fundraising Regulator (Membership Number: 000206)
- ▶ We are members of and adhere to the standards of the Institute of Fundraising (Membership Number: Z2043125).
- ▶ We require others acting on our behalf to adhere to the same standards and will take appropriate action promptly if we find any failure to do so.

Our full compliance with GDPR legislation ensures the protection of personal details and the privacy of our fundraising audience. Our capturing, management and application of communication consents is robust and subject to strict vigilance.

Neither YMCA England & Wales nor any person acting on behalf of YMCA England & Wales was subject to an undertaking to be bound by any voluntary scheme for regulating fund-raising, or any voluntary standard of fund-raising, in respect of activities on behalf of the charity.

## Monitoring of fundraising activities

Telephone marketing was carried by a professional telemarketing agency on behalf of YMCA England & Wales for the purpose of fund-raising. The audience was individuals who have an existing financial relationship with YMCA England & Wales, who had provided their telephone number and have consented to being contacted by telephone for fundraising purposes. All the agency staff involved in this activity received training directly from YMCA on our brand and our compliance policies. This is in addition to the training that our partnering professional fundraising agency provides on data protection, compliance and maintaining call quality. We listened to randomly selected calls (approximately 5% of all calls) to ensure the highest of standards, and that we are complying with all relevant regulations and legislation. We also regularly undertake supplier tenders to ensure value for money.



## Protecting vulnerable people

The telephone marketing agency who acted as our agent, has a comprehensive policy in respect of Safeguarding Vulnerable People, which is taken seriously and owned at all levels within their organisation. All their employees are required to undergo vulnerable persons training upon joining the organisation, utilising an adapted version of the 'Caring for the Vulnerable' training as compiled by the Direct Marketing Association, and the 'Treating Donors Fairly' training as compiled by the Institute of Fundraising. All their employees must agree to abide by this Policy.

In compliance with Institute of Fundraising guidance on protecting supporters, YMCA England & Wales will:

- ▶ Never pressure someone into making a donation.
- ▶ Be alert to signs that someone may be confused or vulnerable and need additional support.
- ▶ Take care not to take advantage of mistakes by donors or to exploit their lack of knowledge or need for care.
- ▶ Not accept a donation from an individual if we believe he/she lacks the capacity to make the decision to donate.

We actively look for indicators that a donor might be vulnerable, such as:

- ▶ Making repeated telephone calls to make a donation or check a donation
- ▶ Sending weekly donations in post
- ▶ Mention of low income or relying on benefits
- ▶ Communication covering unrelated topics e.g. aliens, blue moon, death, self-harming
- ▶ Communication indicating that a person is deeply affected by a mailing sent e.g. legacy mailing triggering deep concerns about death.
- ▶ People who inform they have health issue e.g. Dementia, Alzheimer's, mental health issues, and cancer.

Each individual is dealt with, respectfully, on a case by case basis and we are careful when recording sensitive information. For example, if a person informs us they have Dementia in its early stages but is still capable of making rational decisions/ donations, we will continue to send mailings but will log on their record that they need Special Consideration and take note that the supporter has dementia. If we start to see a different behaviour pattern, we will upgrade our action and consider reducing mailings or remove the supporter from our mailing lists.

## Complaints

We closely monitor any complaints that we receive. During the reported year we received just six complaints:

- ▶ Four people complained that they had received requests for monetary gifts in addition to their regular monthly Direct Debit gifts. Of these, one further complained that an appeal deadline date had been suggested. We have recorded their preferences so that they will not receive any further cash appeals.
- ▶ One person complained that they had been given a key-ring as part of their welcome pack as they felt this was a waste of money.
- ▶ One person complained that they had found a Webpage donation link misleading – they had intended to make a donation to YMCA Milton Keynes and had inadvertently made a donation to YMCA England & Wales. Consequently, we transferred the gift to YMCA Milton Keynes.



# Trustees Report

## Financial Review

### Format of accounts

As a Registered Social Landlord, YMCA England & Wales is governed by the regulations of the Statement of Recommended Practice issued by the National Federation of Housing Associations (the Housing SORP) and the Accounting Direction for Private Registered Providers of Social Housing from January 2019 (the Accounting Direction). The holding of this status is currently being considered by the Board of Trustees, recognising that housing sold has now been sold but also in the light of other national funding contract opportunities.

As a leading UK charity, our Board of Trustees has chosen to follow the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2015) issued by the Charity Commission (the Charities SORP), so long as it does not conflict with the Housing SORP.

As a company limited by guarantee, we must follow the Companies Act 2006 and applicable accounting standards. To meet the terms of this Act, we have prepared a separate income and expenditure account. To comply with the Housing SORP and the Accounting Requirements of Private Registered Providers of Social Housing, this has been configured to separate the performance of housing and non-housing activities.

## Consolidation

In these accounts we have brought together the results of YMCA England & Wales with:

### 1. Our three connected subsidiary charities

- ▶ Dunford House Trust, which previously owned Dunford House but with the proceeds held as a restricted fund subject to the Dunford covenant
- ▶ Douglas Wood Charity, which provides funding for agricultural training activities. The majority of the funds of this subsidiary were used in the year to support organisations inside and outside of the YMCA
- ▶ The YMCA Trust Fund (known as The Movement Trust Fund), which provides grants and loans to YMCAs (noting that this fund has now been used in accordance with its aims).

### 2. Our subsidiary trading company (described in note 8 to the accounts)

In order to prevent a tax charge arising in the charity, the subsidiary trading company Gift Aid its surplus to YMCA England & Wales. The performance of YMCA Retail Limited was considered to be satisfactory, given the current operating environment.

### 3. Restricted funds under the control of YMCA England & Wales

Over the passage of time several trusts and funds have come under the stewardship of YMCA England & Wales. Usually these were for buildings or were trusts with particular objectives, and most were not significant and have subsequently ceased to exist.

However, there are three groups of trusts that we continue to look after:

- ▶ Trusts that share our aims and objectives, which are added to the YMCA England & Wales figures on the financial statements and include the subsidiary charities listed above;
- ▶ Instances where YMCA England & Wales has been appointed to act as sole Trustee of a charity and we look after its assets (these are included in the financial statements as part of the restricted Trust and Association funds in note 14); and
- ▶ Instances where we have been appointed to act as Trustee but we have no financial relationship. This is usually because a YMCA cannot hold title deeds itself and YMCA England & Wales holds them as trustee. As these are not the equitable property of YMCA England & Wales, we do not include them in these financial statements.

## Funds and reserves

Total reserves at 31 March 2022 were £8m (2021: £6m), the increase arising from:

- ▶ An operating surplus of £0.53m (2021: operating deficit (£0.25m))
- ▶ A gain on investments of £1.1m (2021: gains of £1.9m)
- ▶ A decrease in pension scheme future commitments of £0.24m (2021: increase of £2.25m).

Of these, the restricted funds of £1.85m (2021: £2.1m) are held for specific purposes and can only be used for these purposes. The remaining reserves of £6.1m (2021: £4.0m) are known as “unrestricted” funds.

## Unrestricted funds

The 2022 accounts show net income on unrestricted funds of £0.52m (2021: net expenditure of £0.15m), before the adjustments for revaluation and pension scheme deficit obligations.

## Free Reserves

These are funds that the Board is free to use to support our charitable work, available at short notice and are known as the “free reserves”.

YMCA England & Wales Board of Trustees aims to hold sufficient free reserves to provide financial stability when considering the key areas of risk. The Free Reserves at March 2022 were £4.5m (2021: £2.2m) against the target level of £3.4m (see note 15 for a breakdown of free reserves). The increase arising from the three factors noted above. The Trustees are therefore comfortable that the Reserves position is appropriate given the increase largely arises from the performance of investments (which increase/decrease with market conditions) and the pension (which may change in the future depending on the outcome of next triennial valuation).

## Restricted funds

While still meeting our wider charitable objectives, there is some funding that has restrictions on how it can be spent. The principle restricted funds are listed below:

- ▶ Dunford House, which has its own Trust – Dunford House has now been sold with balances retained for the purposes of the original covenant
- ▶ YMCA England & Wales activities – monies given to us to support specific activities either at local YMCAs or within YMCA England & Wales
- ▶ The Movement Trust Fund, the Hartwoodside Award and the Douglas Wood Charity – these funds provide grants and loans for YMCA work
- ▶ Other Trust and Association Funds – these are funds we hold on behalf of YMCAs that have closed or when we hold assets on behalf of a specific Trust (not already listed above).

## Movement in restricted funds during the year

Restricted funds have decreased as restricted funds are spent plus Dunford House leaving the YMCA Pension Plan.

## Going concern

In line with current best practice, the Board has reviewed the financial impact of those risks identified as part of YMCA England & Wales’s on-going risk management process and its going concern status. As part of this review, the following have been considered:

- ▶ Forecasts and cash-flows for future years’ income
- ▶ Forecasts and cash-flows for future years’ expenditure
- ▶ Future needs, opportunities, contingencies and/or risks

As noted in the financial statements the performance for the year has improved on that in prior years, and whilst this is in part due to one-offs in the form of investments and pensions, it is also due to both improved income from our retail shops (albeit noting a reduction in fundraising due to issues with the legacy pipeline) but also improved cost control with expenditure reductions made in a number of areas.

As well as the improvement in operating performance, the increase in investment values have seen the General Reserve position increase during the year from £12.5m (as at March 2021) to £13.1m (as at March 2022).

Once again, a balanced budget pre pension and investments has been set for the forthcoming year, with the first quarter results showing income generating activities holding up across all areas. However investment values have been volatile due to international circumstances. The Board remain of the view that YMCA England & Wales has sufficient assets to enable future obligations to be met, and therefore continues to operate as a going concern.

Further details in relation to the income and expenditure of YMCA for the year are set out in detail in the Statement of Financial Activities (SoFA) on page 66.

## Review of 2021-22 Financial Performance

The annual accounts report a £1.9m surplus for the year compared to a (£0.6m) net deficit for the prior year. This figure includes investment gains and the outcome from changes to contributions due to changes in the pension liability.

The operational performance was a surplus of £0.53m (2021: operating deficit of £0.25m). The prior year included the sale of Dunford House which realised £1.3m after costs of disposal and restricted funds distributed to YMCAs through the Emergency Response of £1.6m. Excluding these restricted fund items the operational position for March 2021 would have been a surplus of £0.05m. However, the operational performance excludes the adjustments for pensions and investments, and therefore represents both significant growth in retail income (albeit recognising the prior year was disrupted due to the pandemic) but also cost control (in part offsetting the increased costs of generating additional retail income).

The position reported above includes distributions to the Federation of £1.7m (2021: £2.2m noting that the prior year included £1.6m of emergency funding for YMCAs).

Overall the shops reopened following removal of restrictions in April 2021 and have performed well, generating a surplus of £1.6m which is shared with local YMCAs (2021: deficit of £0.5m). We remain very grateful for the commitment, hard work and contribution of all our staff and volunteers. In relation to unrestricted fundraising, whilst holding up in difficult circumstances this reported a decline on net return from the prior year (2021: £1.6m) to £1.4m.

## Income

Total income was £17.6m (2021: £14.4m of which £1.3m arose from gains on the sale of Dunford House). The increase reflects the reopening of the retail shops. Also the prior year had a three month affiliation fee holiday as part of the package of assistance provided to local YMCAs, hence affiliation fees increased to £1m (2021: £0.7m) before contributions to World Alliance and YMCA Europe on behalf of YMCAs.

## Expenditure

Total expenditure was £17.1m (2021: £14.6m). Again this increase largely arising from the Retail operations of £10.9m (2021: £8.5m). Fundraising activity and support / representation and development spend for member YMCAs accounted for the majority of the remaining expenditure. As noted above, within the expenditure figures are payments to YMCAs of £1.7m in relation to either projects, retail profit share or Roomsponsor. If added back, as funds are remaining within the movement, albeit outside of YMCA England & Wales, this would have further increased the operating surplus to £2.25m.

## Looking ahead

Whilst the economic environment remains uncertain, YMCA England & Wales continues to retain sufficient Reserves to enable these challenges to be overcome. We remain optimistic that the solid financial foundations will enable YMCA England & Wales to generate sufficient income to subsidise the work that YMCA England & Wales undertakes for its members and therefore continuing the alignment of increasing necessary capacity to deliver against the Federation strategy, increasing distributions to YMCAs but also remaining on solid financial foundations. That noted, and recognising that much of the financial success in 2021-22 has been due to one-offs, YMCA England & Wales does not remain complacent in the need to both manage cost and risk.

## Investment policy and performance

Net funds released from the sale of the housing schemes have all been invested with investment managers and continue to benefit from increases in market value of £1.1m (2021: £1.9m more than recovering the losses sustained in 2020). These are now more than sufficient to meet the pension liability in the balance sheet, and provide the Board and Pension Trustees with reassurance that as the holder of the largest share of the liability in the scheme YMCA England & Wales remains aware of its responsibilities and is well equipped to meet them.

## Value for money

YMCA England & Wales has limited resources and it is important that we derive the maximum benefit from these. Value for Money (“VfM”) is concerned with not only reduced costs, but rather maximising the benefit from the resources at our disposal to achieve our desired outcomes. In this respect we are conscious of the principles of economy, efficiency and effectiveness and strive to ensure that these underpin the decisions that we make when using resources to maximise impact for our beneficiaries. The full annual Value for Money statement which is available on our website [www.ymca.org.uk/value-for-money-2022](http://www.ymca.org.uk/value-for-money-2022).

## Grant making policy

The Movement Trust Fund administers three funds from which grants are made:

- ▶ The YMCA Trust fund provides grants to YMCAs in England or Wales to start new projects. This was utilised to provide the emergency Covid relief during the prior.
- ▶ The Hartwoodside Award gives grants to YMCAs to help disabled staff or volunteers to take part in activities such as training courses or conferences.
- ▶ The Douglas Wood Charity gives grants to young people to train in agriculture, horticulture, farming, environmental protection or other similar activities.

## Our Approach to Value for Money

Value for Money is led by the Board and overseen by our Finance and Audit Committee. Value for money is viewed as the key to financial sustainability as we optimise cost relative to outcomes, and seek to maximise impact with scarce resources. The Board is responsible for setting and monitoring the value for money through oversight of the annual plan and receives performance updates at each of their meetings, and reports on the consumption of resources. The Board holds an annual strategy session at their November residential meeting, which informs the development of the plans and budget for the following year. The following provide a brief overview of some of the measures that are used to inform the Boards assessment. The five key components of our value for money strategy are:

- ▶ **Governance** – to develop a Board led value for money culture within YMCA England & Wales with all staff encouraged to accept ownership and accountability for achieving it
- ▶ **Customer focus** – to ensure that the services we provide are shaped around the needs of our members
- ▶ **Performance** – to ensure that staff understand their objectives and the right things are measured
- ▶ **Financial stewardship** – setting budgets understanding our cost base and sources of income and to report performance against these budgets.
- ▶ **Procurement** – buying goods at the optimum price/quality mix.

The above measures relate to the direct work within the remit / control of YMCA England & Wales. However, there are wider opportunities for driving value for money across the Federation – some of which have been implemented where considered appropriate e.g. insurance, group life, VAT advice, payroll and human resources.

There remains however significant scope to further maximise value for money across the Federation and through the work on the YMCA England & Wales business model a number of opportunities were identified. It is hoped that further progress can be made on collaborative opportunities moving forward.

## Overall Measures

### Measures for return from our staff

The following measures relate to the performance of staff:

	2022	2021	2020
<b>Human capital cost (total staff cost per FTE)</b>			
	£26,380	£26,970	£26,502
<b>Gross revenue per employee:</b>			
▶ Retail	£49,190	£37,070	£44,940
▶ Non-Retail	£95,240	£101,440	£112,020
<b>Staff turnover</b>			
	52%	28%	56%
▶ Retail	60%	31%	58%
▶ Non-Retail	26%	12%	45%

The decrease in total staff costs per FTE reflects the mix of staff with expansion of our Retail operations where salaries are linked to the living wage. Retail gross revenue per employee in 2021 reflects the closure of the shops for much of that year. Staff turnover remains a challenge, in particular in retail although much work has been done to improve this area including work in relation to staff terms, welfare and environment but this also reflects the economic conditions – noting that in 2021 this fell significantly largely due to the uncertainty of the pandemic and that shops were closed for much of the year.

### Measures for use of assets

The following measures relate to the use of assets:

	2022	2021	2020
<b>Operational surplus as % of turnover (excluding sale of assets)</b>	3.02%	(1.92)%	(2.30)%
<b>Staff costs as % of total expenditure</b>	48%	49%	46%
<b>Expenditure as % of budgeted costs</b>	101%	81%	99%
<b>Unrestricted bank and investment balances</b>	£14.7m	£13.1m	£10.0m

The improving performance has seen an operating surplus. This coupled with the increase in market value of investments has resulted in the increased cash reserves.

### Measures for return from our Retail and Fundraising operations

The following measures relate to performance of our retail and fundraising activities, which make up a significant proportion of the activity of YMCA England & Wales:

	2022	2021	2020
<b>RETAIL OPERATIONS</b>			
<b>Average number of shops</b>	94	91	90
<b>Average weekly income</b>	£2,556	£2,487	£2,045
<b>Average number of staff</b>	316	275	274
<b>Full-time equivalent</b>	254	215	213
<b>FUNDRAISING OPERATIONS</b>			
<b>Gift Aid penetration in fundraising</b>	66%	69%	73%
<b>Return on Investment in fundraising</b>	2.24x	2.47x	2.38x

### Retail operations

There has been a deliberate strategy of reducing loss making shops, and only increasing shop numbers where there is a profit making shop that can be taken on the appropriate lease terms. The average weekly income for 2021 is based on the 20 weeks when all shops were open but as shown reported a significant increase which has continued into 2022. The increased staff numbers arises from the additional shops but also the filling of vacancies with permanent staff rather than, as previously, covering vacancies with overtime.

### Fundraising

Fundraising has been difficult, in particular legacy income with both the end of 2020-21 and subsequently carried forward into 2021-22 suffering from delays at the Probate Office.

### Measures for our housing operations

During the year ended March 2020 YMCA England & Wales sold its last housing scheme so no longer has any housing stock.

# Corporate governance statement

## Structure, governance and staff

### YMCA England & Wales

The first YMCA was founded by George Williams in London in 1844. YMCA England was established in 1882, registered as a charity on 24 September 1962 and took over responsibility for YMCAs in Wales on 3rd December 2015. YMCA England & Wales is a company limited by guarantee (incorporated in 1902), a registered social landlord and a registered charity governed by its Memorandum and Articles of Association.

### A worldwide movement of YMCAs

Each YMCA in England and Wales is an individual, self-governing charity that affiliates to YMCA England & Wales. Through this affiliation, YMCAs become part of the YMCA Movement in England and Wales, and part of the World Alliance of YMCAs.

## Governance

The Board of Trustees guides YMCA England & Wales in its work and development. It provides strategic leadership to the Senior Leadership Team which is responsible for decisions on operational issues. The Board comprises no more than 12 Trustees elected by members and 3 co-options i.e. not more than 15 in total. Trustees serve for a three-year term and may be re-elected for two further three year terms. Once a Trustee has served his or her full term, they must wait one year before they can stand for re-election. We hold elections to fill vacancies annually as necessary. Applications for Board membership are invited from across the YMCA Movement and by external advertisement and are considered by the Nominations Committee based on relevant skills, competencies and experience.

YMCA England & Wales continually seeks to improve and strengthen its governance duties to ensure these are fit for purpose. YMCA England & Wales has adopted the Charity Governance Code.

The Board confirms that YMCA England & Wales fully complies with the Regulator of Social Housing Governance and Financial Viability Standard.

During 2020-21, one new Trustee appointment was made to the Board. A full listing can be seen on page 58. YMCA England & Wales has purchased Trustee indemnity insurance.



## Committee structure

During the year the Board of Trustees had two Committees. These were:

1. The Finance, Audit and Risk Committee which oversees the management and direction of the finances of YMCA England & Wales, monitors the effectiveness of internal and external audit and reviews our risk management processes. Key financial decisions are submitted to the Finance, Audit and Risk Committee for consideration
2. The Governance Committee provides advice on the governance of the National Council and on governance issues for the YMCA Federation in England and Wales.

These committees comprise members from the Board of Trustees, members from local YMCAs plus independent persons with specialist expertise. All the above have terms of reference and meet regularly.

## Board member's induction and development

Induction training is offered to all trustees. In addition, each new Board member receives background information on the operations of YMCA England & Wales. Where appropriate, Board members are encouraged to visit the work of YMCA England & Wales and that of the Federation in order to develop understanding.

## Code of Governance

A self-assessment review has been undertaken against the Code of Governance to identify and inform areas for improvement. This has included as assessment of all aspects of the charities governance and will inform future developments.

## Organisation structure

YMCA England & Wales has premises in all parts of the country in order to deliver our retail operations. The members of staff based in London operate from the central London office in Charterhouse Square. During the year our operations were organised into divisions, each headed by a Director:

### ► Chief Executive's Office supports the Board and coordinates the activity of YMCA England & Wales.

#### Corporate Resources covering:

- Company Secretary providing support to the Board and member YMCAs on all aspects of charity governance;
- Finance provides internal services to ensure that YMCA England & Wales operates efficiently and meets regulatory requirements;
- Human Resources is responsible for implementing strategies and policies relating to the management of individuals throughout YMCA England & Wales;
- IT supports the infrastructure used by YMCA England & Wales
- Administration supporting the staff of YMCA England & Wales
- Health and safety: review the health and safety aspects of YMCA England & Wales operations and reporting to the Board and senior management
- Movement Services provides support, advice and guidance to YMCAs in areas such as HR and governance.

### ► Income Generation covering:

- Fundraising raises funds for YMCA England & Wales and the YMCA Federation as well as providing fundraising advice and support to member YMCAs.
- Retail operates the YMCA England & Wales charity shops, raising funds to support the work of YMCA England & Wales and member YMCAs via the profit sharing arrangement.
- Business Development explores, coordinates and manages business and funding opportunities to benefit the Federation.

### ► Policy, Research, Communications and International covering:

- Policy and Research raises the public profile of YMCA through work with national and local government and works to influence key decision makers.
- Communications and Brand manages the YMCA national brand and develops communications for both member YMCAs and YMCA England & Wales. The team manages the YMCA England & Wales website, supports member YMCAs to develop their own websites and manages social media channels for YMCA England & Wales. It also has responsibility for national media and PR and provides advice and support to member YMCAs on media relations and crisis communications.
- International represents the YMCAs in England and Wales at the European and World Alliance of YMCAs.

## Staff and volunteers

YMCA England & Wales relies on the skills and dedication of its staff throughout England and Wales and across all of our activities. The Chief Executive holds a monthly consultation for staff on topical issues and regular updates for staff are provided via our intranet site.

The average number of staff we employed during 2021-22 was 371 (2020-21: 327). The increase is due expansion of our retail operations. Note 3.5 gives more detail on employee costs and staff numbers whilst note 3.6 gives details of the expenses reimbursed to trustees and senior staff.

YMCA England & Wales need to employ staff with the right skills for their role. Salaries offered are usually significantly lower than those available for comparable roles in the commercial or public sectors, and at the lower quartile of roles in the charity sector. This differential becomes more marked at senior levels although a deliberate effort of moving staff close to the medium of the charity sector has been a strategy in recent years, in order to ensure that YMCA England & Wales recruit and retain the very best. The Chief Executive earned £115k pa plus pension contributions of £20k for the year (2021: £108k plus pension contributions of £19k). The majority of our staff (over 80% based on headcount) work part-time in the Retail operation where salaries are set based on the minimum wage. We have implemented the National Living Wage, and intend to increase this further as financial results allow, continuing to follow Government guidelines in this area. For the remaining staff the average salary is £40,204, giving a remuneration ratio of 2.9 to the Chief Executive (2021: average salary was £39,858 with a remuneration ratio of 2.7).

We owe a huge debt of gratitude to the efforts of our volunteers, whose energy and commitment is vital to our work. The majority, 1,200 (2021: 967) are based in our Retail operations, contributing over 25,000 hours per month. Others are involved in fundraising, raising awareness of our work at public events and contributing to our governance on the Board, committees, panels and advisory groups.

## How we engage with our employees

Throughout the year the Board, through the Chief Executive and Leadership Team have ensured an active dialogue with employees to ensure that staff have been equipped with information in relation to day to day performance and future plans (as well as financial and operational information that provides context to decision making). During the year there has been both frequent written and oral communication. This has included staff meetings, team meetings, opportunities for staff to come together to talk about concerns as well as more social opportunities. These have all helped with the management of staff morale and welfare during the last year – ensuring that staff are appraised of the position, and that their views are taken into account when leadership are making decisions.

## Equality, diversity and inclusion

Inclusiveness is fundamental to the ethos of the YMCA Movement. We have a wholehearted commitment to welcome people of other faiths and those of none, linked to a confident identity as a Christian faith-based organisation. This includes ensuring that diversity is reflected strongly within our structures and that the services and activities managed by YMCA England & Wales are designed to provide equal opportunities – with the Board and leadership team undertaking unconscious bias training. A great deal of work has been undertaken to improve equality, diversity and inclusion. This has included the development of a strategy that ensures ownership to the agenda, raises awareness and implements a number of targeted actions.

Salaries are based on the role regardless of the gender of the person performing the duties. YMCA England & Wales operates a staff grading system for all roles, where points are allocated based on the skills and responsibility of each role which determines the salary level for that role. Salary levels for each grade are set by benchmarking against other voluntary sector organisations. As we have more than 250 staff we are required to give our gender pay analysis in the statutory format, as at 5 April 2022:

Pay level	Male employees	Female employees
<b>Number of employees</b>	133	265
<b>Quartile 1 (highest)</b>	39%	61%
<b>Quartile 2</b>	34%	66%
<b>Quartile 3</b>	29%	71%
<b>Quartile 4 (lowest)</b>	31%	69%
<b>Average hourly rate</b>	£13.41	£11.38
<b>Median hourly rate</b>	£9.44	£9.19

As is shown in the table above, two thirds of the staff working for YMCA England & Wales at April 2022 were female. In addition, over 80% of the staff employed by YMCA England & Wales work in Retail (many of whom welcome the ability to work part-time) and consequently means that a more significant percentage of staff fall within the lower quartile bands. As a consequence, the above analysis is distorted and it is more meaningful to separate out the results of Retail staff from non-Retail staff which provides for the following analysis:

Pay level	Retail		Non-Retail	
	Male employees	Female employees	Male employees	Female employees
<b>Quartile 1 (highest)</b>	17%	26%	22%	34%
<b>Quartile 2</b>	33%	67%	1%	-
<b>Quartile 3</b>	29%	71%	-	-
<b>Quartile 4 (lowest)</b>	31%	66%	-	-
<b>Average hourly rate</b>	£10.60	£9.82	£26.85	£21.19
<b>Median hourly rate</b>	£9.19	£9.19	£24.30	£18.56

The above analysis is further explained below.

- ▶ Two thirds of the staff working for YMCA England & Wales are female;
- ▶ In every pay quartile YMCA England & Wales employs more women than men (which is common throughout the voluntary sector). This is partly due to the range of family friendly and flexible working policies available to staff. The pay disparity shown in the table is largely due to the relatively low number of male employees;
- ▶ As at April 2022, there were 4 people on the Senior Leadership Team of which 2 are female and 2 male; and
- ▶ Over 80% of our staff work in the retail operation. Hourly rates for the Retail staff have been increased and the lowest level is above the rates required by the National Living Wage.

Every role within YMCA England & Wales is benchmarked and considered against the market, and a recent benchmarking exercise has been undertaken using the market tool Cendex to further inform salary levels. YMCA England & Wales ensures its assessment of salaries is undertaken against a robust job evaluation process and consistent with our range of policies that ensure fair recruitment. We continue to review the implications of our gender pay gap statement and specifically the gender balance of staffing across the organisation – in particular at the higher quartiles – and have undertaken a review of our pay and grading framework.

In view of the financial situation caused by Covid-19 there were no increases at April 2020 (or April 2021) but as the position clarified, the Board awarded a one-off non-consolidated award of 2% of gross salary in March 2021 and a 2% consolidated award in 2021-22. In March 2022 a further 2.25% non-consolidated award was applied (in the light of inflationary cost pressures and now affordability) with a 3% award (consolidated) from April 2022.

## Employment of disabled persons

We operate an equal opportunities employment policy. In particular, we give full and fair consideration to applications for employment and volunteering made by people who are disabled having regard to their particular aptitudes and abilities. Where possible, we continue the employment of, and arrange appropriate training for, employees who have become disabled during the period they were employed. People who are disabled are treated in the same way as other employees and volunteers when training, career development and promotion opportunities are being considered. Full details of these and our other policies are available on request from our registered office.

## Safeguarding

As an organisation that works in communities and with young people the YMCA England & Wales Board recognises its responsibilities in relation to safeguarding, and promoting a climate in which individuals are able to report their concerns in confidence and have these dealt with appropriately. The Board have an appointed individual with responsibility for safeguarding and safeguarding is a standing item at all Board meetings, with the Board being informed on not only current status but also progress against the actions that make up the Safeguarding Strategy.

Transparency and individual understanding of the practices and procedures to be followed are key in ensuring that all individuals feel safe in any engagement with YMCA England & Wales (whether an employee, volunteer or user of services). We have continued work in relation to our Safeguarding Strategy ensuring continuous improvement in our policies, practices and procedures to ensure that these remain appropriate. Actions taken have included improvements to our recruitment procedures, ensuring that all members of staff receive safeguarding training, additional steps to encourage and enable staff to report any safeguarding concerns (especially during the time over which our shops have been closed during the pandemic and staff working virtually) as well as more detailed training for all line managers on safeguarding, in particular on how to encourage reporting and their role in subsequent action given their position in the organisation.

Whilst highlighting these improvements, the Board are not complacent in their responsibilities, recognising that there is always more to do with a need to continue to learn and adapt to changes in the environment. Work is therefore continuing to be taken forward, including monitoring of safeguarding concerns across our federated structure (with safeguarding given a focus in our Federation Membership Agreement) including implementation of software packages that aid transparency and management, as well as tools and techniques that be shared – with a Federation Safeguarding Group meeting to drive forward action.

## Statement of Trustees' responsibilities

The Trustees are responsible for preparing the strategic report, the Trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company and social housing regulations require the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the surplus or deficit of the group for the year. In preparing those financial statements the Trustees are required to:

- ▶ Select suitable accounting policies and then apply them consistently
- ▶ Make judgements and accounting estimates that are reasonable and prudent
- ▶ State whether applicable UK Accounting Standards have been followed and the Statement of Recommended Practice: Accounting by registered providers of social housing 2014, subject to any material departures disclosed and explained in the financial statements
- ▶ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group and parent's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable us to ensure that the financial statements comply 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 January 2019. They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for ensuring that the report of the board is prepared in accordance with the Statement of Recommended Practice: Accounting by registered social housing providers 2014.

Financial statements are published on YMCA England & Wales's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of this website is the responsibility of the board. The Board's responsibility also extends to the ongoing integrity of the financial statements contained therein.

## Members of the Board of Trustees

The members of the Board of Trustees who served during the year, including the Chairman, Vice Chair and the Senior Leadership Team are listed on pages 58 and 59.

## Appointment of auditors

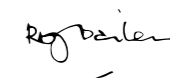
The Finance, Audit and Risk Committee agree the audit strategy each year during which they assess the independence of external auditors.

External audit services are placed out to tender every five years and were last reviewed in 2020.

## Disclosure of information to auditors

Each of the Board members (who are also Trustees and directors of YMCA England & Wales) has confirmed that so far as they are aware, there is no relevant audit information of which the auditors are unaware, and that they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Strategic and Trustee reports were approved by the Board of Trustees on 21 September 2022 and signed on its behalf by



**Reg Bailey CBE**  
Chair,  
YMCA England & Wales

## Trustees and Advisors

President: Dr John Sentamu, Archbishop of York

Vice-presidents: Tim Waldron  
Val Wallis MBE<sup>3</sup>  
Peter Posner OBE

### Board members

- ▶ Reg Bailey CBE<sup>2</sup> Chair
- ▶ Graham Bratby<sup>1</sup>  
(resigned December 2021)
- ▶ Peter Calderbank<sup>1</sup> (Co-opted) Chair of Finance, Audit and Risk Committee
- ▶ Maxine Green (Co-opted)
- ▶ Ross Hendry
- ▶ Paul Laffey
- ▶ Jemima Lovett (Co-opted)
- ▶ Jonathan Rowe
- ▶ Hanna Sebright
- ▶ Gillian Sewell
- ▶ Chris Stern
- ▶ Dawn Ward CBE
- ▶ Emma White (Osmundsen) Vice-Chair

### Membership of divisional boards, committees, panels and advisory groups during the year ended March 2022:

<sup>1</sup> Finance, Audit and Risk Committee (2 Board members plus 6 independent members) Dawn Ward was appointed to the Committee from September 2022

<sup>2</sup> Constitution Committee (Chair of the Board plus 5 independent members)

<sup>3</sup> Archives Group (a Vice-President plus 4 independent members)

All members of the Board and its committees and groups give their time voluntarily and receive no benefits from YMCA England & Wales. Any expenses reclaimed are set out in note 3.6 to the accounts.

## Advisors

**Auditors:**  
Crowe U.K. LLP  
55 Ludgate Hill  
London EC4M 7JW

**Bankers:**  
Lloyds Bank plc  
Fourth Floor,  
25 Gresham Street,  
London, EC2V 7HN

Barclays Bank plc  
Charities Team, Level 27  
1 Churchill Place  
London E14 5HP

**Solicitors:**  
Bates, Wells & Braithwaite LLP  
10 Queen Street Place,  
London EC4R 1BE

EDC Lord & Co  
One the Square  
Southall Lane, Southall  
Middlesex, Heathrow UB2 5NH

## Senior staff

### Chief Executive and National Secretary of the Council of YMCAs in England and Wales:

- ▶ Denise Hatton

### Senior Leadership Team:

- ▶ Jo Chettleburgh, Director of Income Generation
- ▶ Jamie Hutchinson, Director of Resources
- ▶ Jason Stacey, Director of Policy, Research, Communications and International

**Company Secretary:**  
Duncan Berry

**Registered Office:**  
3rd Floor  
10–11 Charterhouse Square  
London EC1M 6EH

**Registered charity number:** 212810  
**Registered company number:** 73749  
**Homes England agency number:** LH2204

# Independent Auditor's Report

To the members of the National Council of Young Men's Christian Associations (incorporated)

## Opinion

We have audited the financial statements of National Council for Young Men's Christian Associations (Incorporated) ('the charitable company) and its subsidiaries (the "group) for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity, the Consolidated and Parent Balance Sheets, the Consolidated and Parent 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 2022 and of its profit 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, the 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 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 group's or 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.

## 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 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 the light of the knowledge and understanding of the group and the charitable company and their 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 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- ▶ adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- ▶ the 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 statement of Trustees' Responsibilities on page 57, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable 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. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008, together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within charitable company for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Regulator of Social Housing, GDPR, taxation legislation, health & safety legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, legal counsel and the Finance, Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## 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.

Tim Redwood  
Senior Statutory Auditor  
For and on behalf of

Crowe U.K. LLP  
Statutory Auditor  
London

Date: 30 September 2022

# FINANCIAL STATEMENTS



**National Council of Young Men's Christian Associations (Incorporated) | Consolidated statement of financial activities | Year ended 31 March 2022**

	Note	2022			2021		
		UNRESTRICTED £'000	RESTRICTED £'000	TOTAL £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL £'000
<b>INCOME FROM</b>							
Donations and legacies	2.1	2,777	266	3,043	3,045	474	3,519
Affiliation fees	2.2	1,039	-	1,039	736	-	736
Income from charitable activities	2.3	111	674	785	199	348	547
Income from trading activities	2.4	12,544	-	12,544	7,994	-	7,994
Investments, interest and rental income	2.5	177	25	202	228	18	246
(Loss) profit on disposal of fixed assets	2.6	-	(21)	(21)	-	1,325	1,325
<b>TOTAL INCOME</b>		<b>16,648</b>	<b>944</b>	<b>17,592</b>	<b>12,202</b>	<b>2,165</b>	<b>14,367</b>
<b>EXPENDITURE FROM</b>							
Costs of raising funds	3.1	1,357	-	1,357	1,427	-	1,427
Expenditure on charitable activities	3.2	3,842	930	4,772	2,417	2,271	4,688
Operating costs of trading activities	3.3	10,931	-	10,931	8,503	-	8,503
<b>TOTAL EXPENDITURE</b>		<b>16,130</b>	<b>930</b>	<b>17,060</b>	<b>12,347</b>	<b>2,271</b>	<b>14,618</b>
<b>NET INCOME (EXPENDITURE) FOR THE YEAR</b>		<b>518</b>	<b>14</b>	<b>532</b>	<b>(145)</b>	<b>(106)</b>	<b>(251)</b>
Net gains on investments	7.	1,089	4	1,093	1,843	62	1,905
Transfers between funds	14.	240	(240)	-	-	-	-
Other recognised gains and losses:							
Gains (losses) on defined benefit pension schemes		243	-	243	(2,254)	-	(2,254)
<b>NET MOVEMENT IN FUNDS</b>		<b>2,090</b>	<b>(222)</b>	<b>1,868</b>	<b>(556)</b>	<b>(44)</b>	<b>(600)</b>
Reconciliation of funds							
Fund balances at 1 April		3,999	2,074	6,073	4,555	2,118	6,673
<b>FUND BALANCES AT 31 MARCH</b>		<b>6,089</b>	<b>1,852</b>	<b>7,941</b>	<b>3,999</b>	<b>2,074</b>	<b>6,073</b>

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 72 to 95 form part of these accounts.

**National Council of Young Men's Christian Associations (Incorporated) | Consolidated statement of financial activities | Year ended 31 March 2022****Commentary**

The increased income largely arises as the shops were open throughout the year (prior year included closure due to Covid restrictions). Affiliation fees have increased as YMCA England & Wales gave a three month affiliation fee holiday in the prior year. Income from charitable activities includes a full year of the Y's Girls grant income.

Expenditure on charitable activities includes over £1m payments to local YMCAs for Roomsonor and Retail profit shares plus £0.5m on programme activities. The prior year included grants of over £1.6m paid to local YMCAs to assist with the impact of Covid.

YMCA England & Wales is reporting an operating surplus on general funds of over £0.5m for the year which included £0.3m on non-recurring government grants (2021: operating deficit £0.15m). This is increased by investment gains of £1.1m (2021: £1.8m) and a reduction of £0.24m in future pension contributions (2021: increase £2.25m) to give the net movement in funds total of £2.1m (2021: deficit £0.56m).

## National Council of Young Men's Christian Associations (Incorporated) | Statements of comprehensive income | Year ended 31 March 2022

Company number: 00073749

Note	Non-housing operations		GROUP TOTAL £'000	PARENT £'000	Non-housing operations		GROUP TOTAL £'000	PARENT £'000	
	£'000	Discontinued £'000			£'000	Discontinued £'000			
Income	5.1	17,390	21	17,411	17,361	12,792	4	12,796	12,772
Operating Costs	5.1	(17,044)	(16)	(17,060)	(17,032)	(14,562)	(56)	(14,618)	(14,598)
<b>Operating (deficit) surplus</b>		<b>346</b>	<b>5</b>	<b>351</b>	<b>329</b>	<b>(1,770)</b>	<b>(52)</b>	<b>(1,822)</b>	<b>(1,826)</b>
Investment income	4.	167	-	167	167	181	-	181	181
Interest and rents receivable	4.	35	-	35	35	65	-	65	65
Profit on sale of assets		-	(21)	(21)	(21)	-	1,325	1,325	1,325
Net gains on investment assets		1,089	4	1,093	1,093	1,898	7	1,905	1,905
<b>SURPLUS FOR THE YEAR</b>		<b>1,637</b>	<b>(12)</b>	<b>1,625</b>	<b>1,603</b>	<b>374</b>	<b>1,280</b>	<b>1,654</b>	<b>1,650</b>
Gains (losses) on defined benefit pension schemes				243	243			(2,254)	(2,254)
<b>TOTAL COMPREHENSIVE INCOME FOR YEAR</b>				<b>1,868</b>	<b>1,846</b>			<b>(600)</b>	<b>(604)</b>

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2021

	General £'000	Pension £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL £'000
Net income (expenditure) for the year	(899)	754	(145)	(106)	(251)
Net gains (losses) on investments	1,843	-	1,843	62	1,905
Other recognised gains and losses	-	(2,254)	(2,254)	-	(2,254)
<b>Surplus (deficit) at 31 March 2021</b>	<b>12,534</b>	<b>(8,535)</b>	<b>3,999</b>	<b>2,074</b>	<b>6,073</b>

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2022

	General £'000	Pension £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL £'000
Net income (expenditure) for the year	(771)	1,289	518	14	532
Net gains on investments	1,089	-	1,089	4	1,093
Transfers between funds	240	-	240	(240)	-
Other recognised gains and losses	-	243	243	-	243
<b>Surplus (deficit) at 31 March 2022</b>	<b>13,092</b>	<b>(7,003)</b>	<b>6,089</b>	<b>1,852</b>	<b>7,941</b>

This page shows the results for YMCA England & Wales in the format required by the Companies Act 2006. Discontinued activities comprise the sale of Dunford House.

The notes on pages 72 to 95 form part of these accounts.

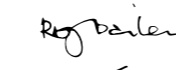
## National Council of Young Men's Christian Associations (Incorporated) | Balance sheets | Year ended 31 March 2022

Note	Unrestricted Funds		GROUP TOTAL £'000	PARENT £'000	Unrestricted Funds		GROUP TOTAL £'000	PARENT £'000
	£'000	£'000			£'000	£'000		
<b>FIXED ASSETS</b>								
Tangible Assets:								
Other tangible assets	6.	541	-	541	541	572	-	572
Fixed asset investments	7.	12,431	38	12,469	12,469	11,342	34	11,376
Investments in subsidiaries	8.	-	-	-	-	-	-	1
		<b>12,972</b>	<b>38</b>	<b>13,010</b>	<b>13,011</b>	<b>11,914</b>	<b>34</b>	<b>11,948</b>
<b>CURRENT ASSETS</b>								
Stocks	9.	235	-	235	235	167	-	167
Debtors	10.							
Due within one year		1,788	9	1,797	1,832	1,817	6	1,823
Due after one year		1,041	-	1,041	1,041	1,184	-	1,184
Short-term deposits		71	408	479	479	71	424	495
Cash and cash equivalents		2,204	1,470	3,674	3,648	1,708	1,724	3,432
		<b>5,339</b>	<b>1,887</b>	<b>7,226</b>	<b>7,235</b>	<b>4,947</b>	<b>2,154</b>	<b>7,101</b>
CREDITORS: Amounts falling due within one year	11.	(5,359)	(73)	(5,432)	(5,442)	(4,930)	(114)	(5,044)
<b>NET CURRENT ASSETS</b>		<b>(20)</b>	<b>1,814</b>	<b>1,794</b>	<b>1,793</b>	<b>17</b>	<b>2,040</b>	<b>2,056</b>
TOTAL ASSETS LESS CURRENT LIABILITIES		12,952	1,852	14,804	14,804	11,931	2,074	14,005
CREDITORS: Amounts falling due after one year:								
Provisions for liabilities	12.	(860)	-	(860)	(860)	(684)	-	(684)
Pension scheme obligations	13.1	(6,003)	-	(6,003)	(6,003)	(7,248)	-	(7,248)
<b>NET ASSETS</b>		<b>6,089</b>	<b>1,852</b>	<b>7,941</b>	<b>7,941</b>	<b>3,999</b>	<b>2,074</b>	<b>6,073</b>
The funds of the charity:								
Restricted Funds	14.	-	1,852	1,852	1,852	-	2,074	2,074
Unrestricted Funds:	15.							
- General reserve		13,092	-	13,092	13,092	12,534	-	12,534
- Pension reserve		(7,003)	-	(7,003)	(7,003)	(8,535)	-	(8,535)
		<b>6,089</b>	<b>1,852</b>	<b>7,941</b>	<b>7,941</b>	<b>3,999</b>	<b>2,074</b>	<b>6,073</b>

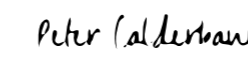
Investments are held to meet future pension obligations and have shown strong performance during the year.

The pension reserve has decreased due to the rebasing of contributions arising from the triennial valuation plus the payments made during the year.

These accounts were approved and authorised for issue by the Board on 21 September 2022.



Reg Bailey CBE  
Chair



Peter Calderbank  
Treasurer

The notes on pages 72 to 95 form part of these accounts.

## National Council of Young Men's Christian Associations (Incorporated) | Statement of cash flows | Year ended 31 March 2022

	31 March 2022		31 March 2021	
	Group £'000	Parent £'000	Group £'000	Parent £'000
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>				
Net income (expenditure) for the year	532	532	(251)	(251)
Loss (profit) on disposal of fixed assets	21	21	(1,438)	(1,438)
Depreciation charge	359	359	323	323
Return on investments and servicing of finance	(202)	(202)	(246)	(246)
(Increase) in stocks	(68)	(68)	-	-
Decrease in debtors	169	141	485	532
Increase in creditors and deferred income	1,089	1,098	1,369	1,362
<b>NET CASHFLOW GENERATED FROM OPERATING ACTIVITIES</b>	<b>1,900</b>	<b>1,881</b>	<b>242</b>	<b>282</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>				
Unrestricted fund investments:				
Funds placed into investments	-	-	(3,000)	(3,000)
Restricted fund investments:				
Proceeds from sale of investments	-	-	1,845	1,845
Trust & Association and Movement Trust Fund investments:				
Decrease (increase) in funds on short term deposit	16	16	(223)	(223)
Investment income	167	167	181	181
Interest received	35	35	65	65
	218	218	(1,132)	(1,132)
Cash inflow from sale of fixed assets	-	-	1,600	1,600
Cash (outflow) from purchase of other fixed assets	(349)	(349)	(230)	(230)
<b>NET CASHFLOW FROM INVESTING ACTIVITIES</b>	<b>(131)</b>	<b>(131)</b>	<b>238</b>	<b>238</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of fixed asset loans	-	-	(6)	(6)
Pension deficit payments	(1,527)	(1,527)	(1,005)	(1,005)
<b>NET CASHFLOW FROM FINANCING ACTIVITIES</b>	<b>(1,527)</b>	<b>(1,527)</b>	<b>(1,011)</b>	<b>(1,011)</b>

## National Council of Young Men's Christian Associations (Incorporated) | Statement of cash flows | Year ended 31 March 2022

Continued

	31 March 2022		31 March 2021	
	Group £'000	Parent £'000	Group £'000	Parent £'000
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>242</b>	<b>223</b>	<b>(531)</b>	<b>(491)</b>
Cash at bank and in hand at 1 April	3,432	3,425	3,963	3,916
<b>Cash at bank and in hand 31 March</b>	<b>3,674</b>	<b>3,648</b>	<b>3,432</b>	<b>3,425</b>

## ANALYSIS OF CHANGES IN GROUP NET DEBT

	At 31 March 2022		At 31 March 2021
	£'000	Operational £'000	£'000
Cash and cash equivalents	3,674	242	3,432
Short-term deposits	479	(16)	495
	4,153	226	3,927

## ANALYSIS OF CHANGES IN PARENT NET DEBT

	At 31 March 2022		At 31 March 2021
	£'000	Operational £'000	£'000
Cash and cash equivalents	3,648	223	3,425
Short-term deposits	479	(16)	495
	4,127	207	3,920

The notes on pages 72 to 95 form part of these accounts.

**National Council of Young Men’s Christian Associations (Incorporated) | Accounting policies | Year ended 31 March 2022**

**1 | Accounting Policies**

The financial statements have been prepared in accordance with applicable accounting standards for a public benefit entity. The most important accounting policies are:

**1.1 | Basis of accounting**

These financial statements are prepared under the historical cost convention, except for the valuation of investments and social housing properties, and comply with the Accounting Direction for Private Registered Providers of Social Housing from April 2015, the Statement of Recommended Practice issued by the National Federation of Housing Associations (the Housing SORP) and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102)" issued by the Charity Commission (the Charities SORP (FRS 102)), where this does not conflict with the Housing SORP, the Charities Act 2011 and the Companies Act 2006.

As disclosed on page 57, the trustees are responsible for preparing the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue on this basis. The trustees have undertaken an assessment in relation to going concern and has considered such matters as the level of reserves, together with the Plan’s forecasted future results.

The trustees have determined that there is not a material uncertainty as to the ability of the charity to continue as a going concern for the foreseeable future and the trustees therefore believe it remains appropriate to prepare the financial statements on a going concern basis.

**1.2 | Basis of consolidation**

The National Council of YMCAs is required to prepare consolidated financial statements on a line-by-line basis including the results of the company’s trading subsidiary (YMCA Retail Limited), and the operations of Dunford Trust, Douglas Wood Charity and the YMCA Trust Fund. Prior to the gift aid payment from the subsidiaries, the gross income of the parent company was £17.5m (2021: £14.3m) and the net movement in funds reported for the year includes a surplus of £1.8m (2021: deficit of £0.6m) which is dealt with in the financial statements of the parent company.

**1.3 | General**

The Statement of Financial Activities records the activities of the National Council of YMCAs and its subsidiary, both as an affiliating body and of operating projects on a national basis and the balance sheet sets out its assets and liabilities. In addition to its own assets, properties and investments are registered in the name of YMCA England & Wales as formal trustee for Associations. These assets are excluded from these financial statements. Restricted funds are raised for specific purposes and may only be used for the specified purpose.

The movement on these funds are separated from movements in unrestricted funds on the Statement of Financial Activities and the amount at the balance sheet date is shown in note 14. Where funds are in deficit they are charged against the General Fund.

**1.4 | Dunford House**

This property was held by YMCA England & Wales as trustee, and under the terms of the Trust Deed the surpluses from operations can only be applied for specified purposes accordingly this is shown as a movement on restricted funds.

**1.5 | Turnover**

The total income represents the amounts receivable exclusive of VAT in respect of operational activities, grants receivable and fundraising activities. All income arose in the United Kingdom. All income from operations, grants and fundraising is recognised in the Statement of Financial Activities when any conditions relating to the income have been satisfied, and any amounts in respect of future periods are carried forward as deferred income.

Goods donated for sale in the charity shops are included at their sales value. Gifts received in kind are included in income at their market value with a corresponding charge included within expenditure.

Grants of a revenue nature are credited to the Statement of Comprehensive Income in the period to which they relate.

**National Council of Young Men’s Christian Associations (Incorporated) | Accounting policies | Year ended 31 March 2022**

**1.6 | Legacies**

Legacies are recognised within income and debtors when probate is granted unless there are specific conditions preventing receipt, eg a life tenant. At the year end there were 2 legacies notified but not recognised as probate had not been granted and 7 legacies subject to life tenants with an estimated value of £69k (2021: 7 legacies with estimated value of £69k) which are held in property and investments.

**1.7 | Capital expenditure and depreciation**

Fixed assets are items costing in excess of £1,000 with a useful life of more than one year and are stated at cost less depreciation. The depreciation charge is calculated to write off the cost less estimated residual value of each asset over its expected useful life as follows:

Freehold buildings	— 50 years
Leasehold land and buildings	— Period of the lease or earlier break
Shop leases and shop fittings	— Period of the lease or five years whichever is less
Computers, equipment and motor vehicles	— 3 years straight line

Estimated provisions are made for significant leasehold property dilapidation liabilities.

**1.8 | Stocks and work in progress**

Stocks and work in progress are stated at the lower

of cost and net realisable value. Goods donated for sale in the charity shops are included at their fair value.

**1.9 | Expenditure**

Expenditure is accounted for on an accruals basis. Direct expenses are allocated to the department incurring the expenditure. Expenditure is stated inclusive of irrecoverable VAT. During the year ended 31 March 2022 YMCA England incurred VAT of £37,890 (2021: £33,340) which it was unable to recover.

Costs of generating funds includes all fundraising departments and operating costs for the trading subsidiaries.

Charitable activities comprises expenses attributable to the operating departments as detailed in note 3.2. Central services are allocated to activities/departments based on the estimated usage of the services on the following basis:

<b>Function</b>	<b>Allocation basis</b>
Office Services	Average number of employees
Central overheads	Average number of employees
Personnel and payroll	Average number of employees
Finance	Non-staff expenditure
IT	Number of PCs

**1.10 | Investments**

FRS102 provides that investments should be shown as fixed assets at their market value. To comply with FRS102 investment gains and losses have to be shown on the face of the Statement of Comprehensive Income.

Investments in subsidiary companies are stated at cost less accumulated impairment.

Investment income is accounted for on a receivable basis.

**1.11 | Operating leases**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

**1.12 | Pensions**

YMCA England and Wales 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 England & Wales.

As described in note 13, YMCA England & Wales has a contractual obligation to make annual pension deficit payments of £1.0m over the period to April 2029 (2020: £1.04m pa over period to April 2029) , accordingly this is shown as a liability in these accounts.

**National Council of Young Men's Christian Associations (Incorporated) | Accounting policies | Year ended 31 March 2022**

In addition, YMCA England & Wales is required to contribute £224k (2021: £245k) pa to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

As described in note 13 a defined contribution scheme has been set up which all staff are eligible to join.

**1.13 | Liabilities**

Liabilities are recognised when YMCA England & Wales has an absolute obligation to make payment to a third party.

**1.14 | Cash at bank and in hand**

This includes amounts held on accounts with access within thirty days. Amounts held on longer term notice are shown as short-term deposits.

Liquid resources for the purposes of the cashflow statement comprise bank and cash balances.

**1.15 | Foreign currencies**

Items paid in foreign currencies are translated at the exchange rate incurred for that transaction.

**1.16 | Judgements in applying accounting policies and key sources of estimation uncertainty**

In preparing these financial statements, the key judgements have been made in respect of the following:

- ▶ Until there is clarity on the State Aid limitations in force for the Retail, Leisure and Hospitality grants received during the prior year, these continue to be shown within creditors due within one year in case repayment is required;
- ▶ Whether there are indicators of impairment of the group's assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset;
- ▶ Depreciation of tangible assets is based on their estimated useful lives;
- ▶ Provision is made for future leasehold property dilapidation costs at the best estimate of the likely future liability based on the nature and condition of the property;
- ▶ Donated stock has no value until it is sold. The value of items held at the year end is therefore based on the average sales in the first two weeks of April;
- ▶ The discount factor used for pension deficit contributions in future years;
- ▶ The underlying assumptions in relation to the estimate of the pension plan obligations such as return on assets, increases in pensions in payment and mortality. Variations in these assumptions have the ability to significantly influence the value of the pension liability and the annual contributions required.

**National Council of Young Men's Christian Associations (Incorporated) | Analysis of total income | Year ended 31 March 2022**

	Grants and Contracts for services £'000	Other Income £'000	TOTAL 2022 £'000	Grants and Contracts for services £'000	Other Income £'000	TOTAL 2021 £'000
<b>2.1 DONATIONS AND LEGACIES</b>						
Individuals	-	2,332	2,332	-	2,519	2,519
Legacies	-	559	559	-	858	858
Corporate and Trusts	-	152	152	-	142	142
	<u>-</u>	<u>3,043</u>	<u>3,043</u>	<u>-</u>	<u>3,519</u>	<u>3,519</u>
<b>2.2 AFFILIATION FEES</b>	<u>-</u>	<u>1,039</u>	<u>1,039</u>	<u>-</u>	<u>736</u>	<u>736</u>
<b>2.3 INCOME FROM CHARITABLE ACTIVITIES</b>						
Movement Services	-	55	55	-	43	43
Programme Development	674	-	674	348	-	348
Communications, Policy & Research	1	8	9	-	-	-
International	-	10	10	-	-	-
Central Services	1	36	37	74	82	156
	<u>676</u>	<u>109</u>	<u>785</u>	<u>422</u>	<u>125</u>	<u>547</u>
<b>2.4 INCOME FROM TRADING ACTIVITIES</b>						
Income generated by charity shops	344	12,150	12,494	3,444	4,526	7,970
Trading companies (note 8)	-	50	50	-	24	24
	<u>344</u>	<u>12,200</u>	<u>12,544</u>	<u>3,444</u>	<u>4,550</u>	<u>7,994</u>
<b>2.5 INVESTMENTS, INTEREST AND RENTAL INCOME</b>						
Investment income	-	167	167	-	181	181
Interest receivable	-	35	35	-	64	64
Rental Income	-	-	-	-	1	1
	<u>-</u>	<u>202</u>	<u>202</u>	<u>-</u>	<u>246</u>	<u>246</u>
<b>2.6 PROFIT ON SALE OF FIXED ASSETS</b>						
(Loss) profit on sale of assets	<u>-</u>	<u>(21)</u>	<u>(21)</u>	<u>-</u>	<u>1,325</u>	<u>1,325</u>
	<u>-</u>	<u>(21)</u>	<u>(21)</u>	<u>-</u>	<u>1,325</u>	<u>1,325</u>
<b>TOTAL INCOME</b>	<u>1,020</u>	<u>16,572</u>	<u>17,592</u>	<u>3,866</u>	<u>10,501</u>	<u>14,367</u>

**National Council of Young Men's Christian Associations (Incorporated) | Analysis of total income |** Year ended 31 March 2022

The figures shown above for 'Grants and contracts for services' include amounts raised by fundraising staff for specific purposes.

YMCA England & Wales benefits greatly from the involvement of its many volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these accounts.

The above income includes the following statutory items:

Grants and contracts for services from Government sources:

	<b>Grants and Contracts for services</b>	<b>Other Income</b>	<b>TOTAL 2022</b>	<b>Grants and Contracts for services</b>	<b>Other Income</b>	<b>TOTAL 2021</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
- Furlough income	77	-	77	1,667	-	1,667
- Retail grants	209	-	209	1,851	-	1,851
- Kickstart	59	-	59	-	-	-
Gift aid receivable	-	675	675	-	546	546
	<b>345</b>	<b>675</b>	<b>1,020</b>	<b>3,518</b>	<b>546</b>	<b>4,064</b>

**National Council of Young Men's Christian Associations (Incorporated) | Analysis of total expenditure |** Year ended 31 March 2022

	<b>Staff Costs (Note 3.5) £'000</b>	<b>Other Costs £'000</b>	<b>Grants payable £'000</b>	<b>Support Costs £'000</b>	<b>TOTAL 2022 £'000</b>	<b>Staff Costs (Note 3.5) £'000</b>	<b>Other Costs £'000</b>	<b>Grants payable £'000</b>	<b>Support Costs £'000</b>	<b>TOTAL 2021 £'000</b>
<b>3.1 COSTS OF RAISING FUNDS</b>										
Individuals	385	504	-	165	1,054	511	439	-	172	1,122
Legacies	51	23	-	33	107	48	92	-	34	174
Corporate and Trusts	129	1	-	66	196	51	11	-	69	131
	<b>565</b>	<b>528</b>	<b>-</b>	<b>264</b>	<b>1,357</b>	<b>610</b>	<b>542</b>	<b>-</b>	<b>275</b>	<b>1,427</b>
<b>3.2 CHARITABLE ACTIVITIES</b>										
Housing Management	-	-	-	-	-	-	1	-	-	1
Movement Services	217	230	-	356	803	238	(64)	-	327	501
Funding support	176	180	-	66	422	76	77	-	69	222
Programme Development	113	170	469	50	802	71	134	85	51	341
Communications, Policy & Research	528	294	-	210	1,032	467	178	-	212	857
Legal Support and Trust & Association Funds	-	24	5	26	55	-	14	1,626	27	1,667
Payments to YMCAs	-	-	1,117	-	1,117	-	-	425	-	425
International Work	-	195	30	26	251	35	191	-	26	252
Dunford House	-	(14)	30	-	16	3	23	30	-	56
Defined benefit pension scheme operating expenditure	238	-	-	-	238	213	-	-	-	213
Central Services (note 3.4)	1,134	857	-	(1,955)	36	1,048	927	-	(1,822)	153
	<b>2,406</b>	<b>1,936</b>	<b>1,651</b>	<b>(1,221)</b>	<b>4,772</b>	<b>2,151</b>	<b>1,481</b>	<b>2,166</b>	<b>(1,110)</b>	<b>4,688</b>
<b>3.3 OPERATING COSTS OF TRADING ACTIVITIES</b>										
Operating costs of charity shops	5,154	4,792	-	957	10,903	4,386	3,262	-	835	8,483
Trading companies (note 8)	-	28	-	-	28	-	20	-	-	20
	<b>5,154</b>	<b>4,820</b>	<b>-</b>	<b>957</b>	<b>10,931</b>	<b>4,386</b>	<b>3,282</b>	<b>-</b>	<b>835</b>	<b>8,503</b>
<b>TOTAL EXPENDITURE</b>	<b>8,125</b>	<b>7,284</b>	<b>1,651</b>	<b>-</b>	<b>17,060</b>	<b>7,147</b>	<b>5,305</b>	<b>2,166</b>	<b>-</b>	<b>14,618</b>

The grants payable are made to local YMCAs.

Other costs within "operating costs of charity shops" in note 3.3 includes dilapidation provisions of £99K (2021: £119K), which is the estimated value of dilapidation obligations arising on the retail units based on floor area.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

## 3.4 Central Services

Central service costs less the associated income (as shown in note 2.3) are allocated across activities on the following basis:

	Basis of allocation	Fundraising Activities £'000	Retail activities £'000	Influencing Activities £'000	Business Development £'000	Movement Support £'000	TOTAL 2022 £'000
Office Services	London staff numbers	143	171	96	-	-	410
Central Overheads	Estimated time	21	21	56	9	322	429
Personnel and payroll	Average number of employees	78	298	52	26	19	473
Finance	Estimated time	61	372	40	6	15	494
IT	Number of PCs	27	95	18	9	-	149
<b>TOTAL 2022</b>		<b>330</b>	<b>957</b>	<b>262</b>	<b>50</b>	<b>356</b>	<b>1,955</b>

	Basis of allocation	Fundraising Activities £'000	Retail activities £'000	Influencing Activities £'000	Business Development £'000	Movement Support £'000	TOTAL 2021 £'000
Office Services	London staff numbers	156	172	104	-	-	432
Central Overheads	Estimated time	19	19	50	8	287	383
Personnel and payroll	Average number of employees	91	233	61	30	26	441
Finance	Estimated time	56	323	36	6	14	435
IT	Number of PCs	22	88	14	7	-	131
<b>TOTAL 2021</b>		<b>344</b>	<b>835</b>	<b>265</b>	<b>51</b>	<b>327</b>	<b>1,822</b>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

## 3.5 EMPLOYEE COSTS (including subsidiaries)

	TOTAL 2022 £'000	TOTAL 2021 £'000
Staff costs comprise:		
Wages & salaries	7,095	6,237
Social security costs	551	475
Employer's contribution towards pension scheme operating expenditure	238	213
Other pension costs	241	222
	<b>8,125</b>	<b>7,147</b>

The average number of employees during the year, including part time and seasonal staff, analysed by function was:

	Average Number	Full-time Equivalent	Average Number	Full-time Equivalent
UK - charitable activities	16	16	15	14
UK - fundraising	18	18	17	17
UK - charity shops	316	254	275	215
UK - other activities	21	20	20	19
<b>TOTAL</b>	<b>371</b>	<b>308</b>	<b>327</b>	<b>265</b>

The number of employees whose emoluments exceeded £60,000 (including pension contributions) per annum during the year was as follows:

	Number	Number
£60,001 to £70,000	4	3
£70,001 to £80,000	3	1
£80,001 to £90,000	-	-
£90,001 to £100,000	-	-
£100,001 to £110,000	1	2
£110,001 to £120,000	2	1
£120,001 to £130,000	-	1
£130,001 to £140,000	1	-
	<b>11</b>	<b>8</b>

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022**

YMCA England & Wales operates a salary sacrifice scheme for pension contributions.

All staff are eligible to join the defined contribution pension scheme. The Chief Executive is an ordinary member of the YMCA Group Personal Pension Scheme.

Total redundancy costs of £22,427 arose from shop closures (2021: £20,379 from restructuring the staff team).

The following information is given in respect of those employees defined as "directors" by the Accounting Direction for Private Registered Providers of Housing 2019.

	2022		2021	
	Number	£'000	Number	£'000
Aggregate remuneration (excluding pension contributions)		395		382
Pension contributions		76		67
Aggregate remuneration (including pension contributions)	<u>4</u>	<u>471</u>	<u>4</u>	<u>449</u>
Highest paid (excluding pension contributions)		115		108
Pension contributions		20		19
Highest paid (including pension contributions)		<u>135</u>		<u>127</u>

**3.6 EXPENSES**

Due to Covid Board meetings were held electronically except for the AGM, board expenses of £229 were reimbursed (2021: £nil). No board members received any remuneration for their services during the year (2021: £nil).

Members of the Senior Leadership Team were reimbursed for the following items of expenditure:

	2022 £'000	2021 £'000
Travel costs	4	3
Subsistence	2	-
Others	3	4
	<u>9</u>	<u>7</u>

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022****4. NET EXPENDITURE FOR THE YEAR**

The reported net expenditure for the year is after charging:

	2022 £'000	2021 £'000
Operating lease rentals payable:		
Property rentals	1,406	1,440
Motor vehicles	86	60
Equipment	13	13
	<u>1,505</u>	<u>1,513</u>
Auditors remuneration:		
Total (parent company £26,500 (2021: £26,100))	<u>27</u>	<u>26</u>
and after crediting:		
Income from UK listed investments	<u>167</u>	<u>181</u>
Rental income:		
- External	<u>-</u>	<u>1</u>
Interest receivable:		
- Interest on bank deposits	4	2
- Loan interest	30	62
	<u>35</u>	<u>64</u>

**5. REGISTERED SOCIAL LANDLORD ACTIVITIES**

All of the supported housing accommodation has been sold to the management agents, accordingly there were no housing units held at March 2021 or 2022.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

## 6.1 TANGIBLE FIXED ASSETS

	Land & Buildings		Equipment & Vehicles £'000	TOTAL £'000
	Freehold £'000	Short Leasehold £'000		
Cost:				
At 1 April 2021	2	487	2,064	2,553
Additions	-	17	332	349
Disposals	-	(300)	(1,265)	(1,565)
At 31 March 2022	<u>2</u>	<u>204</u>	<u>1,131</u>	<u>1,337</u>
Depreciation:				
At 1 April 2021	1	400	1,580	1,981
Charge for the year	-	52	307	359
Disposals	-	(293)	(1,251)	(1,544)
At 31 March 2022	<u>1</u>	<u>159</u>	<u>636</u>	<u>796</u>
NET BOOK VALUE:				
31 March 2022	<u>1</u>	<u>45</u>	<u>495</u>	<u>541</u>
31 March 2021	<u>1</u>	<u>87</u>	<u>484</u>	<u>572</u>
The above analysis includes Items held on leases:				
31 March 2022	-	45	-	45
31 March 2021	-	87	-	87

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

	Land & Buildings		Equipment & Vehicles £'000	TOTAL £'000
	Freehold £'000	Short Leasehold £'000		
The net book value at 31 March 2022 represents fixed assets used for:				
Charitable Activities	1	-	-	1
Management & administration	-	9	41	50
Retail Operations	-	36	454	490
	<u>1</u>	<u>45</u>	<u>495</u>	<u>541</u>

The net book value at 31 March 2021 represents fixed assets used for:

Charitable Activities	1	-	-	1
Management & administration	-	31	35	66
Retail Operations	-	56	449	505
	<u>1</u>	<u>87</u>	<u>484</u>	<u>572</u>

The net book value of freehold land and buildings includes land at cost of £400 (2021: £400) which is not depreciated.

- 6.2 The majority of properties operated by the YMCA Movement throughout the country are owned by autonomous member YMCAs. Where the YMCA is unable to hold the title deeds itself these are held by the National Council as trustee for the YMCA. As these are not the equitable property of the National Council they are omitted from the above totals.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

## 7. INVESTMENTS

7.1 The unrestricted investments comprise investments in listed funds held in:  
**March 2022:**

	At Cost			At Market Value	
	March 2021 £'000	Additions £'000	March 2022 £'000	March 2022 £'000	Unrealised gains during the year £'000
COIF Charities Ethical Investment Fund	5,000	-	5,000	5,866	459
UBS Managed Funds	5,000	-	5,000	6,565	630
	10,000	-	10,000	12,431	1,089
	At Cost			At Market Value	
	March 2020 £'000	Additions £'000	March 2021 £'000	March 2021 £'000	Unrealised gains during the year £'000
COIF Charities Ethical Investment Fund	5,000	-	5,000	5,407	907
UBS Managed Funds	2,000	3,000	5,000	5,935	936
	7,000	3,000	10,000	11,342	1,843

These funds are held to enable the charity to meet its future obligations to the pension scheme.

## Investment Analysis:

Cash and liquid assets £'000	Equities £'000	Bonds £'000	Property and other investments £'000
532	4,292	-	1,042
542	5,004	617	402
1,074	9,296	617	1,444

## Investment Analysis:

Cash and liquid assets £'000	Equities £'000	Bonds £'000	Property and other investments £'000
266	4,174	-	967
18	4,860	710	346
284	9,034	710	1,313

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

## 7.2

The restricted fixed asset funds at March 2021 and 2022 comprise funds held by Dunford Trust. The other restricted fund investments at March 2020 were sold to finance the emergency response fund to assist local YMCAs as a response to Covid.

	Cost £'000	Market value £'000
Value at 31 March 2020	1,086	1,818
Disposals during the year	(1,078)	(1,846)
Realised gains (losses) during the year	-	55
Unrealised gains (losses) during the year	-	7
Value at 31 March 2021	8	34
Unrealised gains (losses) during the year	-	4
Value at 31 March 2022	8	38

The fixed asset investments comprise investments in the following unit trusts:

	March 2022 £'000	March 2021 £'000
COIF Charity Investment Funds	38	34

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

## 8. INVESTMENT IN SUBSIDIARIES

During the year, the charity had a trading company (registered in England & Wales) which covenanted its profits to the charity:

Name:	Company number	Nature of business:	Type of Share:	Holding:
YMCA Retail Limited	02232462	Sponsorship and sales of new goods	Ordinary	100%

A summary of its trading results is shown below:

	31 March 2022 YMCA Retail Limited £000	31 March 2021 YMCA Retail Limited £000
Turnover	50	24
Cost of sales	(28)	(19)
GROSS PROFIT	22	5
Administration costs	(1)	(1)
NET PROFIT	21	4
Amount Gift Aided to YMCA England and Wales	(21)	(4)
Retained in subsidiary	-	-
Total Shareholders' Funds	1	1

During the year the charity had the following transactions with its subsidiary trading company:

	31 March 2022 £000	31 March 2021 £000
Reimbursement of items paid	28	19
Gift aid of profits	21	4
	49	23

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

	31 March 2022		31 March 2021	
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000
9. STOCKS				
Donated goods for resale	235	235	167	167

	31 March 2022		31 March 2021	
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000
10. DEBTORS				
Other debtors				
Due within one year	329	329	757	757
Due after one year (note 10.1)	1,041	1,041	1,184	1,184
Other taxes	272	271	135	130
Prepayments and accrued income	1,196	1,196	931	931
Due from Group Undertakings	-	36	-	12
	2,838	2,873	3,007	3,014

10.1 YMCA England & Wales had outstanding loans to:

	31 March 2022			31 March 2021			
	Repayment			Repayment			
	Amount	within 12	After 12 months	Amount	within 12	After 12	Interest
	£'000	months	£'000	£'000	months	months	
YMCA Thames Gateway	1,061	108	953	1,259	215	1,044	2.5%
YMCA Swansea	63	36	27	96	36	60	base +3%
European Alliance of YMCAs (for YMCA 175 event)	82	21	61	102	22	80	base +3%
	1,206	165	1,041	1,457	273	1,184	

During the year ended March 2015, YMCA England & Wales sold the freehold of the housing scheme at Dartford to the local association at open market value for social housing, the consideration being received by a 20 year interest bearing loan at 2.5%. The loans to YMCA Swansea (£95k) and European Alliance of YMCAs (£120k) were made during the year ended March 2020 and are repayable by instalments.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

## 11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 March 2022		31 March 2021	
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000
Pension scheme obligations due within one year (note 13.1)	1,000	1,000	1,287	1,287
Taxes & Social Security Costs	170	168	123	123
Other Creditors	1,717	1,717	1,244	1,244
Recycled social housing grant (note 11.1)	172	172	172	172
Due to Group Undertakings	-	13	-	2
Provisions for liabilities payable within 12 months (note 12.1)	252	252	408	408
Accruals and deferred income	2,121	2,120	1,810	1,809
	<u>5,432</u>	<u>5,442</u>	<u>5,044</u>	<u>5,045</u>

Deferred income consists of grants received in advance.

11.1 Recycled social housing grant  
Balance at 1 April 2021  
and 31 March 2022

	£'000	£'000
	<u>172</u>	<u>172</u>

This amount is over 3 years old and negotiations are progressing with Homes England for use by a local YMCA

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

12. CREDITORS: AMOUNTS FALLING DUE  
AFTER MORE THAN ONE YEAR

## 12.1 PROVISION FOR LIABILITIES

At the balance sheet date YMCA England & Wales had obligations to make future payments in respect of the following items where the amount or timing is uncertain:

	Balance at 1 April 2021 £'000	Additional Provisions £'000	Utilised in the year £'000	Balance at 31 March 2022 £'000	Balance at 1 April 2020 £'000	Additional Provisions £'000	Utilised in the year £'000	Balance at 31 March 2021 £'000
Lease dilapidations - retail (see note 3.3)	971	99	(63)	1,007	983	119	(131)	971
Lease dilapidations - non-retail	100	-	-	100	100	-	-	100
Allocate rent-free period over lease term	21	-	(16)	5	43	-	(22)	21
	<u>1,092</u>	<u>99</u>	<u>(79)</u>	<u>1,112</u>	<u>1,126</u>	<u>119</u>	<u>(153)</u>	<u>1,092</u>

	Payable					TOTAL 2022 £'000	TOTAL 2021 £'000
	Within one year £'000	One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000		
As at 31 March 2022	252	100	459	301	860	1,112	
As at 31 March 2021	408	18	268	398	684		1,092

**National Council of Young Men’s Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022**

13. PENSION COMMITMENT

13.1 YMCA England & Wales 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 England & Wales and at the yearend these were invested in the Mercer Dynamic De-risking Solution, 63% matching portfolio and 37% 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 discount rates before and after retirement of 2.59% and 1.09% respectively, the increase in pensions in payment of 2.99% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.0 years, female 24.4 years, and 23.7 years for a male pensioner, female 26.1 years, retiring in 20 years’ time. The result of the valuation showed that the actuarial value of the assets was £146.1m, which represented 79% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2020 for the YMCA Pension Plan as a whole showed that it had a deficit of £39 million. YMCA England and Wales has been advised that it will need to make monthly contributions of £83k from 1 May 2022. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the Pension Plan. Agreed future deficit contributions have been discounted using a rate of 3% (2021: 3%). The current recovery period is 7 years commencing 1st May 2022.

In addition, YMCA England & Wales 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 England may be called upon to pay in the future.

	Repayable					TOTAL 2022 £'000	TOTAL 2021 £'000
	Within one year £'000	One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000		
As at 31 March 2022	1,000	1,000	3,002	2,001	6,003	7,003	
As at 31 March 2021	1,287	1,035	3,106	3,107	7,248		8,535

In response to the Covid pandemic, the Trustee of the YMCA Pension Plan allowed participating employers to defer three months’ of the 2020-21 contributions until 31 December 2021. Accordingly the contributions due within one year at March 2021 are increased.

13.2 YMCA England & Wales has opened a defined contribution group personal pension plan for employees. YMCA England & Wales is making employer contributions of 6% of pensionable earnings provided that employees make a contribution of at least 3%.

YMCA England & Wales has also opened an auto-enrolment pension scheme for those employees who do not want to join the main scheme which has employer contributions of 3% of pensionable earnings provided that employees also make a contribution of 2%. The employee contributions increased to 5% from April 2019.

Total pension contributions for the years ended 31 March 2021 and 2022 are shown in note 3.5.

**National Council of Young Men’s Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021**

14. RESTRICTED FUNDS

The income and expenditure of the National Council include items relating to restricted funds comprising the following unexpended balances of donations and trusts held which can only be applied for specified purposes.

	Balance at 1 April 2020 £'000	Year ended March 2021				Balance at 31 March 2021 £'000	Year ended March 2022				Balance at 31 March 2022 £'000
		Income £'000	Movement in funds: Investment gains (losses) £'000	Expenditure £'000	Transfers £'000		Income £'000	Movement in funds: Investment gains (losses) £'000	Expenditure £'000	Transfers £'000	
Restricted income funds:											
Amounts raised for local YMCAs	136	24	-	(50)	-	110	93	-	(87)	-	116
Emergency Response Fund	-	350	-	(236)	-	114	1	-	(21)	-	94
Ukraine Emergency Appeal	-	-	-	-	-	-	11	-	(30)	30	11
Amounts raised for YMCA England & Wales activities:											
- Ys Girls + Girls Move	-	158	-	(58)	-	100	674	-	(727)	-	47
- Changing Futures (including CAST)	212	90	-	(43)	34	293	151	-	(8)	-	436
- Homelessness	30	200	-	(152)	(34)	44	10	-	(33)	-	21
- HLF Project (YMCA 175)	9	-	-	(9)	-	-	-	-	-	-	-
- Programme Development	15	-	-	-	-	15	-	-	-	-	15
- Better Futures	11	-	-	-	-	11	-	-	-	-	11
- Risk training	5	-	-	-	-	5	-	-	(1)	-	4
- Diabetes prevention	10	-	-	(10)	-	-	-	-	-	-	-
Movement Trust Fund	784	1	(12)	(773)	-	-	2	-	(1)	-	1
Hartwoodside Award	40	1	4	-	-	45	-	-	-	-	45
Douglas Wood Charity	1,000	9	52	(868)	-	193	1	-	(6)	-	188
Other Trust & Association Funds	43	-	-	-	-	43	-	-	-	-	43
Birchwood YMCA	16	-	-	(16)	-	-	-	-	-	-	-
NW Region Trust Fund	78	3	11	-	-	92	1	-	-	-	93
Dunford House	(271)	1,329	7	(56)	-	1,009	-	4	(16)	(270)	727
<b>Total Restricted Funds</b>	<b>2,118</b>	<b>2,165</b>	<b>62</b>	<b>(2,271)</b>	<b>-</b>	<b>2,074</b>	<b>944</b>	<b>4</b>	<b>(930)</b>	<b>(240)</b>	<b>1,852</b>

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements |** Year ended 31 March 2022

YMCA England & Wales raises funds on behalf of member YMCAs and for YMCA England & Wales activities which can only be used for that specific purpose. The Emergency Response Fund was launched in response to the Covid pandemic to make grants to local YMCAs in co-ordination with the Movement Trust Fund, the Douglas Wood Charity and the regional trust funds. Grants of £1.6m were made to local YMCAs during the year ended March 2021 to ensure their survival whilst activities were forced to close. Further grants were made by the regional trust funds.

The Ukraine Emergency Appeal was launched in March 2022 with a £30k donation from YMCA England & Wales. Responses from the international YMCA network are being co-ordinated by the European Alliance of YMCAs. Further income was received from local YMCAs and individual donors and £121k was sent to the European YMCA in May 2022.

The Movement Trust Fund is established under the trusteeship of the National Council of YMCAs, with the purpose of assisting member YMCAs with grants and loans. Grants are also made by the Hartwoodside Award (which makes annual bursaries to young people in need, particularly disabled persons) and the Douglas Wood charity (which makes grants for the promotion of the education and training of young men in the science and practise on farming, horticulture or any similar profession or trade). The Trust & Association Funds represent mainly funds from defunct Associations. Income is either remitted to a specific activity or accumulated. The North West Region Trust Fund is administered on behalf of this regional trust fund.

The amount for Dunford House is the accumulated profits from the conference centre. In view of the disappointing performance, the Board decided to close this centre and activities ceased on 26 March 2018. The property was sold in August 2020, with the proceeds (net of costs) added to the restricted fund. The Board are considering options for the use of this fund which can only be used for "educational purposes of the National Council". As this activity has ceased it bought out of the YMCA Pension Plan at a total cost of £270k.

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements |** Year ended 31 March 2022

## 15. UNRESTRICTED FUNDS

The balance sheet shows how the unrestricted reserves are held. Some of these reserves are held in the form of long-term loans or tied up in fixed assets and therefore not directly available to support other activities, the remainder of the reserves are available to support the activities of YMCA England & Wales and are described as 'free reserves'.

	31 March 2022 £'000	31 March 2021 £'000
Unrestricted funds	6,089	3,999
Less allocated to the following purposes:		
Fixed assets	(541)	(572)
Long-term loan to associations	(1,041)	(1,184)
'FREE RESERVES'	<u>4,507</u>	<u>2,243</u>

## 16. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

Fund Balances are represented by:

	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2022 £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2021 £'000
Tangible Fixed Assets:						
Other fixed assets	541	-	541	572	-	572
Investments	12,431	38	<u>12,469</u>	11,342	34	<u>11,376</u>
Total fixed assets			13,010			11,948
Net Current Assets	(20)	1,814	1,794	17	2,040	2,057
Long Term Liabilities	<u>(6,863)</u>	-	<u>(6,863)</u>	<u>(7,932)</u>	-	<u>(7,932)</u>
	<u>6,089</u>	<u>1,852</u>	<u>7,941</u>	<u>3,999</u>	<u>2,074</u>	<u>6,073</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

## 17. CHANGES IN RESOURCES AVAILABLE FOR CHARITY USE

	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2022 £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2021 £'000
Net movement in funds for the year	2,090	(222)	1,868	(556)	(44)	(600)
Net decrease (increase) in fixed assets	31	-	31	114	141	255
Net movement in funds available for future activities	<u>2,121</u>	<u>(222)</u>	<u>1,899</u>	<u>(442)</u>	<u>97</u>	<u>(345)</u>

## 18. LEASING COMMITMENTS

At the balance sheet date, YMCA England & Wales had the following total commitments under operating leases:

	31 March 2022		31 March 2021	
Expiring:	Property leases £'000	Plant & machinery £'000	Property leases £'000	Plant & machinery £'000
Within 12 months	1,193	44	1,279	104
1 to 2 years	940	23	1,120	44
2 to 5 years	1,118	10	1,082	43
After 5 years	215	-	343	91
	<u>3,466</u>	<u>77</u>	<u>3,824</u>	<u>282</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2022

## 19. GRANTS RECEIVED

The following grants were received during the year:

- £653,841 Dept for Culture, Media and Sport re Y's Girls Project
- £20,250 Penny Appeal re Y's Girls Project
- £12,900 Centre for Acceleration of Social Technology re Changing Futures

The following grants were received during the previous year:

- £186,208 Big Lottery Fund re Rough Sleepers Project
- £95,000 Garfield Weston Foundation re Y's Girls Project
- £62,988 Dept for Culture, Media and Sport re Y's Girls Project
- £4,350 London Homlessness Fund re work on homelessness

In addition, we received £20,000 from Amazon and £14,941 from the Catalyst and the National Lottery Community Fund Covid-19 Response towards the Covid emergency appeal.

All projects are run in conjunction with member YMCAs.

## 20. CONTINGENT LIABILITIES

As in prior years YMCA England & Wales has full repairing interests in properties occupied by member YMCAs. There are potential contingent liabilities arising from these interests, but the time and cost to ascertain the potential liability is disproportionate to the benefits gained.

## 21. TRANSACTIONS WITH RELATED PARTIES

Several Board members are connected with local YMCAs that affiliate to YMCA England & Wales on the normal terms.

The YMCA Pension Plan operates from the offices of YMCA England & Wales which received payments of £25,224 inc VAT (2021: £24,482 inc VAT) for staff time and support services provided.

Donations of £2,000 were received from the trustees on normal terms (2021: £2,550).

Transactions with group undertakings are shown in note 8. There were no other transactions with related parties.

# ymca.org.uk



## YMCA ENGLAND & WALES

10-11 Charterhouse Square  
London EC1M 6EH

National Council  
of Young Men's Christian Associations  
(Incorporated)

Registered Charity no. 212810  
Registered Company no. 00073749  
Homes and Communities Agency no: LH2204



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

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

FAMILY & YOUTH WORK

HEALTH & WELLBEING

HOUSING

TRAINING & EDUCATION

SUPPORT & ADVICE

**NATIONAL COUNCIL OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS (INCORPORATED)**

England & Wales - Charity number 212810

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# Accounts

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# YMCA

# England & Wales

## Annual report & accounts

Year ended 31 March 2021





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# Welcome to YMCA England & Wales Annual Report 2020/21

It is safe to say that 2020/21 will go down in YMCA's long history as one of our most challenging periods we have ever faced. In the weeks just before the start of the financial year we saw COVID-19 arrive and spread across the UK and from the 23 March 2020 we went into the first national lockdown. At this stage we knew we were moving into the unknown and at that stage little did we know that we would finish the financial year in national lockdown as we had started it.

Operationally for YMCA England & Wales (YMCA EW), as lockdown came in so our retail stores closed immediately, and our office doors were shut with no return date known. Staff who had always injected the energy and vibrancy into our activities left to work at home, whilst our retail staff spent most of the coming year closing and reopening our stores on multiple occasions.

Juggling family life, caring responsibilities, and a fear of what was happening on the outside while balancing laptops on beds, sharing the kitchen table with family members and Wi-Fi bandwidth battles became the new norm. Despite all of this change, our staff responded and adapted to their new working environment and we are enormously proud of the resilience and 'can-do' attitude with what our staff embarked on these new challenges.

Across our towns and cities, YMCA during the pandemic showed that it is the community organisation. We are engrained in the lives of the people we serve, our unwavering dependability long in the memory of those who have sought us out in times gone by. We have been around for over 175 years, not by chance, but by design. We have continuously adapted and evolved to whatever young people and the community needed us to be. If there were a charity people would look at to step up in times of crisis, then all eyes would be on YMCA.

And over the past twelve months and more – we did not falter from this gauntlet.

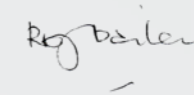
When many charities and organisations closed shop, YMCA filled that void. When keyworkers found their private nurseries would not be open in the morning, YMCA welcomed their children with open arms. When our most vulnerable, in the most deprived parts of our towns and cities were lacking food and supplies, it was YMCA doubling our foodbank efforts that came to their rescue. And when our young people were missing friends, education, and a rising mental health crisis our response went digital. With staff providing hours of educational content, games, activities, cooking classes, mental health support and much, much more.

While our stature within the community has grown immensely in response to our efforts to mitigate the deep lasting impact of the pandemic. This past year has not been without pain and sacrifice. Across our federation, we have lost brothers and sisters. Collectively our hearts go out to all those who have died this past year and their memories will live on in our work and our prayers.

The closure of cafés, fitness provisions, conference centres and commercial operations will naturally have impacted member YMCA's finances. While government funding went some way to alleviating this challenge, YMCA EW also sought to strengthen the federation's base by providing additional financial support through fundraising, grants and reducing costs.

As a charity of our collective size, moving swiftly can often appear more difficult than it actually is. COVID-19 presented an opportunity to explore the benefits of more modern working practices and embracing new technology. While physically more remote, our engagement with the YMCA Federation – and the engagement of members within it with each other – increased during lockdown. The frequency within which we needed to meet also accelerated and the opportunity to overcome barriers together became more paramount.

This past year has been exceptionally testing. Emotionally, physically, and spiritually. And while our default maybe to focus on the difficult aspects. YMCA has once more shown our resolve and determination. We emerge from the pandemic with the ability to be stronger and nimbler. Our individual adaptability sitting alongside our collective collaboration have once more been shown to be our greatest strengths. No doubt the next few years will see more challenges and the long-lasting impact of COVID-19 has not yet been fully revealed, however, the YMCA Federation could not be in a greater position to support our young people and communities for whatever the future may hold.



**Reg Bailey CBE**  
Chair,  
YMCA England & Wales



**Denise Hatton**  
National Secretary and CEO,  
YMCA England & Wales

**YMCA is proud to be the oldest and largest youth charity in the world, with our foundations first rooted in England in 1844.**



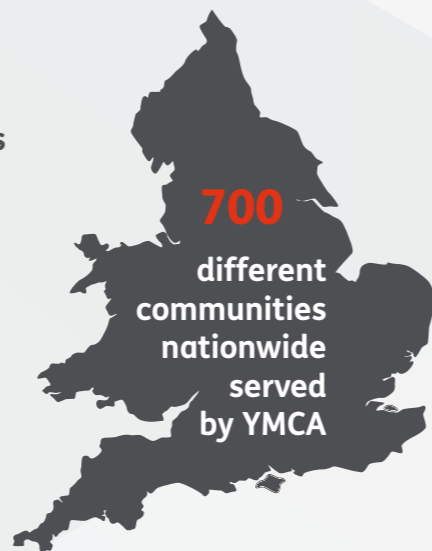
**Over the years, YMCA has evolved into a significant global movement, passionately helping more than 58 million people across 119 different countries.**



100+

YMCAs provide services throughout England and Wales

YMCA impacts upon the lives of more than **572,000** young people every year



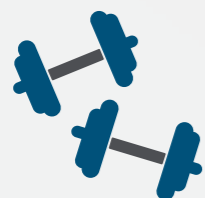
# What YMCA does



YMCA's accommodation services provide **8,800** beds and connects more than **20,000** young people with case workers helping them to live independently



YMCA works with **207,000** children, young people, parents and carers to provide the best possible start in life and support into teenage years and beyond



YMCA provides health and wellbeing across opportunities across **225** sites in England and Wales, helping more than **132,000** people through healthy living activities

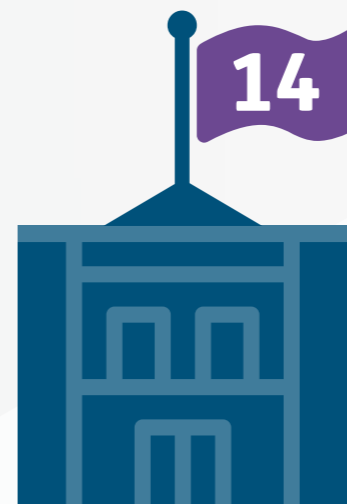


YMCA offers more than **28,000** young people practical skills and hands-on learning through training and education



YMCA has enabled **72,000** young people to have someone to talk to or a helping hand

# How YMCA influenced



14

Youth Ambassadors recruited and undertaking training

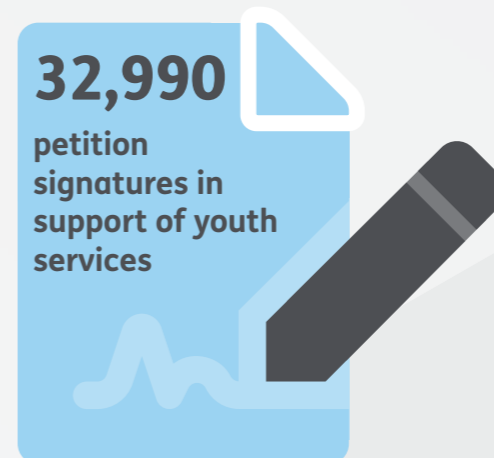
12

references to YMCA work in parliament



19.1M

people reached by YMCA's national campaign



32,990

petition signatures in support of youth services



1,535

young people involved in our policy and research work

1,198

press articles generated by YMCA England & Wales reaching a total audience of 230M



4

research reports and 3 national campaigns undertaken

# Together YMCA

Stood resilient in the face of the pandemic to continue to serve communities across all service areas



# YMCA aspires to

Achieve more and better together

# YMCA England & Wales

YMCA England & Wales (YMCA EW), also known as the National Council of the YMCA Federation, provides services that support, represent and develop on behalf of approximately 90 local YMCAs working in almost 740 different communities to intensively support 630,000 people every year so that they have an opportunity to truly belong, contribute and thrive in today's society. YMCAs share a common goal: we are an unstoppable movement intent on creating supportive, inclusive and energising communities, enabling young people to lead their very best lives.

YMCA EW **supports** local YMCAs by promoting gold standards of working, sharing best practice and more recently in the adoption of common core standards that define a YMCA. We also fundraise on behalf of local associations both through fundraising (national campaigns, corporates and donors) and through a retail operation – that as well as financial benefits brings many non-financial benefits in the form of local employment and signposting to services. We also partner with YMCAs to pilot new projects, identify new opportunities and provide training / knowledge sharing opportunities for staff and volunteers. There is also on occasion the need for intervention, support and expert advice in order to address local issues – whether in the form of financial, human resources, communications or governance level support. We also act in the role of Principal Employer in relation to pensions, lead on other joint procurement initiatives and where requested undertake payroll for a number of YMCAs.

YMCA EW **represents** YMCAs by advocating the needs of the most vulnerable people in England and Wales through engaging government, key policy makers and national media. A number of developments have been built on during the year,

which take forward and expand the influence that YMCAs have in relation to shaping the future agenda. We have continued to focus on ensuring that young people have a home and have been campaigning in response to the reduction in youth services, including for the first time piloting a national campaign. Together YMCAs in England and Wales are continuing to drive the momentum and push for change around our national flagship campaigns: Be Real and #IAMWHOLE but also more recently in relation to the provision of solutions to address the mental health challenges of young people (our Changing Futures work), rough sleepers and transition accommodation. YMCA EW ensures our local YMCAs remain connected to our European and International movements.

YMCA EW **develops** YMCAs by encouraging collaborative working on joint opportunities that further the reach of YMCAs and so that we continue to adapt in the light of young people's priorities – looking to develop solutions to the issues faced in today's society, and working with our YMCAs to meet the needs of young people in communities. During 2020/21 a number of new opportunities have arisen that have connected the work of YMCAs including accommodation projects, rough sleepers, Y's Girls and mentoring as well as opportunities to consider joint fundraising so as to further the work of local YMCAs. This spirit of collaboration is opening new opportunity for YMCAs, despite the challenges that have been presented by the pandemic.

## Public Benefit

The Board has considered the general guidance on public benefit issued by the Charity Commission and has taken due regard of that guidance and is satisfied that the charity's activities do provide wider public benefit. The work of YMCA makes a difference to young lives and communities every day. An example of the work that we do and the public benefit that is delivered is shown in the tables below, spanning work areas including Support and Advice, Accommodation, Health & Wellbeing, Training and Education and Family Work. The support that we deliver is only made possible thanks to the dedication of staff and volunteers, and the generosity of our supporters. These are the foundations on which the work of YMCA has always been built, and will be even more important as society re-emerges from the pandemic and addresses some of the new challenges presented.

## The role of YMCA England & Wales in relation to support, represent and develop is delivered across the following service lines, and to the extent that the resources available provide for capacity:

### Uphold membership standards



To oversee and monitor the implementation of the Membership Agreement to deliver a common approach to standards across the YMCA Federation.

### Assurance, risk and compliance



To deliver a high level of confidence across the Federation in relation to agreed compliance levels being achieved and identifying potential areas of concern.

### Intervention and support



To ensure potential risks are mitigated through intervention and support.

### Policy, research and advocacy



To effect positive change on key policy areas impacting upon the work that matters most to the YMCA Federation and our beneficiaries.

### Press, campaigns, brand and communications:



To promote the work of YMCA, its positive impact upon the lives of our beneficiaries, and ensuring a high level recognition of YMCA's brand.

### Faith



To ensure the Federation has the resources, thinking and strategy to hold its Christian identity and apply that in the 21<sup>st</sup> century; enabling the Federation to deepen bonds of unity; and for faith to find its place in our local, regional, and national identity.

### Heritage



As the stewards of YMCA's heritage, to protect, enhance and enrich our history.

### Strategy and growth



To facilitate and promote strategies within the YMCA movement that provide for growth, innovation and collaboration across the Federation.

### Impact measurement



To establish a number of coherent key impact measurement indicators across the main work areas to show the overall impact of YMCA work throughout England and Wales.

### International, democracy and engagement



To represent YMCAs across England and Wales on the international stage, and to facilitate opportunities for all member YMCAs to engage and contribute to the future direction of the Federation.

### Financial sustainability



There are four components to financial sustainability covering pensions management; fundraising, including business development; retail; and value for money

# Strategic objectives

YMCA EW has three aims that it shares with the Federation (set out in the YMCA Federation Strategy 2017 to 2021). This is the last year of the current Federation Strategy and these aims are in the process of being reviewed, in order to set a new strategic direction from 2022 onwards. The current strategic objectives are:

## 1 | To be viable and sustainable by:

- ▶ Maximising asset value and removing the pension burden;
- ▶ Generating greater economies of scale, scope and efficiencies through collaboration and partnership; and
- ▶ Changing the income mix and reduce reliance on statutory funding.

## 2 | Extending our influence and impact by:

- ▶ Effective evidence-based research. Local/national engagement with decision makers;
- ▶ Communicating and promoting the activities and impact of the Federation; and
- ▶ Demonstrating and measuring the impact of the Federation.

## 3 | Working together better to deliver better by:

- ▶ Modelling good governance and management;
- ▶ Building capacity and skills; and
- ▶ Delivering safely to consistently high quality and standards.

All YMCAs are responsible for the successful delivery of the Federation Strategy. YMCA EW however, in its role as the national body, has three further objectives. These are:

1. To secure our financial future by increasing our income and reducing costs to ensure our sustainability;
2. To ensure a fit-for-purpose infrastructure; by creating a new, streamlined structure to deliver the Federation Strategy within our financial constraints; and
3. To protect and enhance YMCA by acting as guardian for all that YMCA stands for in England and Wales and contributing to its development at home and abroad.

This report evaluates our performance against these objectives but also through the YMCA EW 2020/21 Business Plan (which further cascades the Federation Strategy aims and objectives) specifically how we delivered against the plan objectives for the year.



# Review of achievements

It is difficult to make any assessment of progress in 2020/21 without first referencing the impact of the pandemic which has impacted on all aspects of the YMCAs work with young people and communities. Like many, some of the original aims and objectives set for the year were overtaken by events. However, as always YMCAs have learned to live with, and adapt to, the changed environment to provide essential services for young people and communities.

## COVID-19 Update

The events that unfolded in late March 2020, and continued for the year (as well as into 2021/22), have provided a significant challenge for YMCAs not only in relation to the ability to continue to deliver of services for beneficiaries, but also in responding to the operational and financial challenges presented. For the YMCA Federation the impact has been mixed dependent on the nature of the activities and the extent to which the restrictions imposed have prevented service delivery. The YMCA movement is a Federated structure (i.e. made up of independent YMCAs) with a total income of approx. £220m. In relation to the accommodation services of YMCAs these have continued to meet the needs of communities, with YMCAs responding directly to the Governments support for accommodation to assist solve the issue of rough sleepers. This has enabled some YMCAs to not only sustain activities, but in some instances to grow. However, in some areas the effects of the pandemic have been more pronounced e.g. where gyms and leisure have been closed, the impact on childcare, education, wellbeing, family and other community facing services. Whilst YMCAs have innovated and used digital platforms to aid the delivery of services, this has had a financial impact on many. As such, whilst at this stage all have survived the pandemic and are looking forward to meeting the challenges emerging as lockdown restrictions are eased from 21 June 2021, this has had an impact on income and expenditure accounts and reserve levels. Despite these challenges YMCA has once again demonstrated it can play a major role in helping society return to normality and ensure

that young people and communities continue to feel supported.

During this time Government support both, in the form of the furlough scheme and other more focused grants, have been a welcome lifeline. Where possible YMCAs have taken the opportunity to reduce costs but for many there have still been fixed costs that have had to be met. As a consequence, this has required some YMCAs to undertake significant restructuring. We are aware that for some YMCAs, whilst there now appears to be a suggestion of life returning to some 'normality' in 2021/22, there yet remains financial challenges to be worked through and as such YMCA EW will likely continue to find an increased need for intervention and support across the Federation to ensure that YMCA movement remains able to meet beneficiaries needs.

In response to the above, the role that YMCA EW undertakes in relation to providing intervention and support to the Federation has been very much at the forefront of our activity during 2020/21 and moving into 2021/22. This has included continued appraisal of YMCAs to understand how they are managing during the pandemic, to understand the risks to the organisation and to provide appropriate support where this has been necessary. This support has included:

- ▶ Direct financial support in the form of an Emergency Response Fund (totalling over £1.6m) to address immediate cash-flow issues through both trust fund support and an emergency relief appeal.
- ▶ Indirect financial support, in the ability to access grants and other funding sources, of over £0.72m;
- ▶ An affiliation fee holiday for three months for all YMCAs saving £0.22m; and working with the Pension Scheme trustees to provide a three-month deferral on the deficit contributions of £0.55m assisting with cash-flow.

Alongside financial assistance, YMCA EW has continued to provide indirect support and guidance to YMCAs, with some direct intervention where necessary to assist the Federation to rise to the challenge. This support has ranged from advice on business models, governance, finance, human resources and public relations support as well as exploring new partnerships that provide joint income for activities. This work has continued to be an area of focus into 2021/22.

In relation to YMCA EW many of the day-to-day activities have continued, with the main implication being the closure of the Retail function (which is an income generator for YMCA EW and the Federation) and the national office (in the form of Charterhouse Square). Across the year this has resulted in a significant direct fall in income, with shops being closed for more nearly seven months of the year. This has seen a fall in income from shops from £9.6m in 2019/20 to £4.5m in 2020/21. The impact of this however has been mitigated through Government support – in particular furlough grants, the Retail Hospitality Leisure Grant and Local Restrictions Grant. Alongside this, other income generation activity has performed well in the environment and with some cutting of costs and re-prioritisation of resources this has enabled YMCA EW to largely manage the financial implications of the pandemic. Indeed, one area of significant positivity for the future has been in the performance of investments which, whilst having declined in value at the end of 2019/20, have returned positively not only reversing the decline from last year but adding over £1.8m onto the values invested.

In accordance with Government guidance, and having now become adept at opening and closing shops, YMCA EW began the process of reopening shops on a phased basis from the middle of April 2021. Now open, shops are performing above budgeted levels at the start of 2021/22.

With the vaccination programme rolling out, YMCAs are now beginning the process of re-emerging from the pandemic and are optimistic about the future, but recognise challenges yet remain. In particular, the longer-term implications of COVID-19 will need to be worked through with some YMCAs already highlighting that from a financial perspective they expect 2021/22 to be as difficult as 2020/21. In turn, this is likely to further the requests for intervention based support to YMCAs that has become a key feature of 2020/21. However, as well as getting back on track with the delivery of services, the strategic agenda will continue to be taken forward with activity in relation to defining Purpose and ensuring that this remains appropriate for the 21st century, developing a refreshed Federation Strategy but also building on the previous strategy and work in relation to collaboration and how this might assist deliver more and better work across the Federation. YMCA EW therefore remains poised both to continue to promote and facilitate the proactive conversations that will enable the Federation to build on the development in past years, but also react to local circumstances and support YMCAs where needed.



# Federation Strategy: Aims & objectives

The following provides an assessment of performance against the aims and objectives in the Federation Strategy.



# 1 | Be viable and sustainable

Maximise **asset** value and remove the **pension** burden:

- ▶ Integrated strategy for asset value maximisation across the Federation: A number of opportunities have been identified where collaborative working would be beneficial and deliver greater value. This remains an area of focus for 2021/22, with work exploring the range of collaboration that could be taken forward and the benefits that this delivers.
- ▶ Integrated solution to reducing and buying out pension liabilities: Having concluded the enhanced transfer value exercise (with approx. £12m of liability transferred out of the scheme) work continues on the next phase of the journey. Whilst the triennial valuation in May 20, showed an increase gap between scheme assets and liabilities, scheme performance since this date has improved.

Greater **economies of scale, scope and efficiencies** through collaboration and partnership:

- ▶ Proactive exploration and development of collaboration opportunities: Some areas already utilise collective buying power e.g. in the areas of insurance, group life cover, VAT, pensions and in some service areas such as payroll and human resources. Progress has also been made in relation to a partnership approach to fundraising.

- ▶ Develop collaboration support and guidance: A mergers tool-kit is available and other support and guidance. There is increased guidance and sharing of practice both in relation to the pandemic but also to assist with the work with beneficiaries, including a mental health toolkit and guidance in relation to accommodation. During 2021/22 work will be taken forward to share best practice given the range of collaborations undertaken by YMCAs.
- ▶ Develop and implement resource sharing approaches: This remains an area for further work but some new opportunities have been taken forward. During 2020/21 there has been much local sharing of resources, and this will be given greater prominence during 2021/22.

Change income mix and reliance on **statutory funding**:

- ▶ Develop and roll out a range of business models: YMCAs have continued to consider their business models, brought into sharp focus by the challenges of the pandemic. This has resulted in some YMCAs having to reduce activity and refocus, whilst others have grown. This will continue into 2021/22 as YMCAs find the 'new normal' in relation to the changed environment, and the impact on their finances.
- ▶ Develop and implement an approach to coordinated fundraising and tendering: Work on a partnership approach to fundraising has progressed with partnership developed in relation to Roomsponsor, but also across a number of new initiatives including funded activity in relation to Y's Girls mentoring programmes, accommodation and the development of transitional housing guides. This joined up approach to tendering remains a significant opportunity for YMCAs, with opportunities continuing to be explored at a national and local level.

# 2 | Extend our influence and impact

Effective evidence-based, local/national **engagement** with decision makers:

- ▶ Equipping and supporting local engagement: Whilst physical events have been curtailed due to the pandemic, we have continued to gather evidence of local issues within a national perspective, and to aid and inform policy development. This has included specific activity to evidence the impact of youth cuts, the need for accommodation support alongside day to day role of supporting local engagement, and representing YMCAs in discussions with Government including Department for Culture Media and Sport, Department for Education and the Ministry for Housing and Local Government.
- ▶ Sector partnership development: YMCA EW continue to work in partnership with stakeholders in the sector to identify common interests. This has included specifically work across body image, mental health, housing and the cuts in youth services, in order to develop a response to the challenges faced by young people. YMCA continues to champion with partners the need for better outcomes for young people.
- ▶ National campaigns: A number of national campaigns were undertaken on behalf of YMCAs during 2020/21 focusing on the issues faced by young people – raising awareness and stimulating action. These have included issues in relation to housing, mental health, welfare, support, work and training – all work areas that YMCA delivers on a daily basis.

**Communicate** and promote the activities and impact of the federation:

- ▶ Shared performance measurement framework: Work has progressed further to develop a shared housing metric in 2020/21 and work continues on metrics on impact in two other YMCA work areas.
- ▶ Develop and implement frameworks to capture and disseminate activities across the Federation: There has been much sharing of practices across YMCAs resulting from the pandemic. Whilst this has been reactive, this has provided a solid basis of sharing practices with other areas identified for further sharing.

Demonstrate and measure **impact** of the Federation:

- ▶ YMCA evidenced research reports around key areas: A number of evidenced research reports produced in 2020/21. These have included reports into equality and diversity, the impact of cuts in youth funding and move on accommodation. These research reports continue to tap into the key themes that are impact on youth and communities and attract significant attention to inform the agenda.
- ▶ Consistent adoption and application of brand: The brand is now a requirement of the membership agreement. All YMCAs are expected to comply with the brand requirements by March 2023. YMCA EW continues to offer support to YMCAs to enable them to adopt the brand.
- ▶ Internal and external communications strategies/frameworks: A range of internal and external communication strategies and frameworks have been adopted including local advice to member YMCAs on difficult public relations issues. Much use has been made in 2020/21 of virtual communication channels including virtual network events, Chair and CEO events and sharing of practice.

### 3 | Work together better, to deliver better

#### Model good governance and management:

- ▶ Agree and nurture most appropriate association/federation structure. This work, in the light of the pandemic, has not been a focus during 2020/21.
- ▶ Clarify governance standards and requirements: Work concluded on agreeing a Membership Agreement and during 2020/21 this continued to be rolled out. The large majority of YMCAs had signed the membership agreement by March 2021, with the few remaining awaiting Board meetings. A new health check was trialled in 2020/21, and will be updated in 2021/22. This will better enable risk to be managed and clear accountability.
- ▶ Clarify and adopt rights and responsibilities: This has been completed and adopted in the membership agreement.

- ▶ Review and simplify governance mechanisms: The Membership Agreement sets out a number of core governance standards.
- ▶ Clarify crisis/intervention mechanisms: The work on the YMCA EW Business Model clarified the role desired by the Federation from YMCA EW. In the light of the pandemic there has been an increased need for specialist support to YMCAs whether in relation to business models, viability, human resources, public relations and other challenges in their work with young people. This included both the provision of direct financial, indirect financial and other assistance. This resource has supported Federation Chairs, Trustees and Chief Executives to manage the challenges of the pandemic and remain strong. It can be expected that there will be further call for intervention and support into 2021/22.

#### To build capacity and skills:

- ▶ Coordinated approach to developing capacity and skills in key practice areas: There has been much activity in this area across the Federation to share skills and knowledge. Whilst there have been some shared capacity initiatives, this remains work in practice – with the aim being to capture practice, and share benefits in 2021/22.
- ▶ Develop and implement a culture and behavioural framework: This work remains a focus for future activity, recognising that YMCAs are independent Trusts within a Federated structure. YMCA EW has developed a culture that provides a framework for the behaviours of staff which has been rolled out ensuring that staff focus activities on how their work contributes to beneficiaries. Work into 2021/22 will continue to embed these cultural aspirations.
- ▶ Develop and implement a volunteer strategy: Volunteers are an integral part of the YMCA EW Retail function and make an enormous contribution to the work of YMCA. With the Retail operation being closed for most of 2020/21 the opportunities for volunteers have been limited. We hope that, with shops reopening, our volunteers will return and build on the progress made ensuring volunteers remain a cornerstone of our Retail strategy moving forward.
- ▶ Leadership development programme: An initial programme was developed by the George Williams College following pump prime funding from YMCA EW. With the College undergoing a managed wind-down, consideration has been given to a future direction for leadership development.

- ▶ Create and nurture internal networks: Internal networks across the Federation operate effectively to ensure the voice of the Federation is heard and drives the agenda. This has included Chair, Chief Executives and senior leader networks with support / facilitation by YMCA EW as well as more formal aspects of the democracy process such as the Annual General Meeting. Throughout the pandemic these networks have continued to meet, although proposals for a national conference and Youth Matters Award needed to be deferred.

#### Deliver safely to consistently high

- ▶ Articulate and roll out quality service standards: Quality standards developed and set out in the Membership Agreement with the majority of YMCAs signing by the deadline of 31 March 2021.
- ▶ Roll out and monitor safeguarding standards: Safeguarding is a priority across YMCA and within YMCA EW has included a new safeguarding policy, tightening up of the approach to DBS checks and appropriate recruitment checks, as well as mandatory roll out of training with 100% compliance. Across the Federation, YMCA EW continues to provide guidance on best practice and with YMCA St Paul's Group have recently re-established the Federation Safeguarding Working Group to share and disseminate best practice.

# YMCA England & Wales: Aims & objectives

As noted above YMCA EW has further objectives in relation to its own operations. An assessment of progress against these are assessed here:

► To secure our financial future; by increasing our income and reducing costs to ensure our sustainability: Unrestricted funds showed a small operational loss in 2020/21 of (£0.25m). This position however includes the surplus from the sale of Dunford House (£1.3m) and distribution to the Federation of restricted funds by way of the Emergency Response Fund (£1.6m). Excluding these two items the net operating position would have been a surplus of £0.05m. Elsewhere there has an increase on investments which has been offset by the movement on the pension liability (£2.25m) arising due to triennial valuation. The YMCA EW balance sheet therefore remains in a strong position with all loans now repaid, monies invested in order to generate an income to assist with the significant pension contributions and a healthy Reserves position. As such the future remains secure.

► To ensure a fit-for-purpose infrastructure; by creating a new, streamlined structure to deliver the Federation Strategy within our financial constraints: A number of changes have been made to the infrastructure that has enabled a streamlined infrastructure in YMCA EW which have continued into 2021/22. This has included staffing changes, but also the introduction of new systems and processes that enable activity, within limited resources, to be focused on the priorities that align with overarching objectives and specifically meeting the needs of young people (including virtual working).

► To protect and enhance YMCA; by acting as guardian for all YMCA stands for in England and Wales and contributing to its development at home and abroad: YMCA EW has continued to represent the Federation at home and abroad, ensuring that YMCA's voice is heard across the World. Again, given the pandemic much of this activity has had to be through a virtual means, with YMCA EW assisting to help shape the World and European YMCA agendas on behalf of our members.

# 2020/21 YMCA England & Wales Business Plan

**As well as having specific YMCA EW Federation Strategy objectives, the YMCA EW Annual Business Plan sets out a number of specific objectives that further the priorities set out in the Federation Strategy.**

- ▶ Ensure the Quality and Assurance Development Group is in place: membership of the Group has now been agreed and will meet in 2021/22
- ▶ Ensure YMCAs are able to access the Trusted Charity and CHAS standards: access provided with support, and continued support into 2021/22
- ▶ Ensure YMCAs are being supported in the signing and implementation of the Membership Agreement: support provided to enable YMCAs to sign the membership agreement
- ▶ Undertake and publish the annual YMCA Health Check: Health-check published. To be revisited for 2021/22.
- ▶ Facilitate the necessary internal/external expertise to provide support (and report on associated costs and impact) to those YMCAs who request it: Support provided in response to YMCA needs (increased during 2020/21 in the light of the pandemic)
- ▶ Pilot and test the advantages of a national campaign on a key topic agreed: national campaign piloted
- ▶ Facilitate and support member YMCAs on the implementation and development of the National Brand: The brand is now embedded in day to day provision
- ▶ Facilitate a brand review: Implemented. To be carried forward into 2021/22 in the form of a Purpose conversation
- ▶ To initiate an internal communications review: deferred into 2021/22

- ▶ Establish a Federation wide group to develop a plan to better integrate the Faith aspect of our work: Working Group in the process of being established to develop an action plan to take forward activity
- ▶ Establish a working group to support the heritage work and develop an update heritage strategy: Carried forward into 2021/22
- ▶ Undertake a Federation Strategy review to assess progress: review of progress undertaken to inform forward strategy with launch readied for early 2021/22
- ▶ Begin the process of facilitating a 'new' Federation Strategy for the period 2022 to 2027: subject to prior work in relation to clarifying purpose. Arrangements established to begin activity in 2021/22
- ▶ Develop a process to decide on signature programmes in each work area: these will emerge from the development of a new Federation Strategy
- ▶ Engage the Federation once strategic aspiration and priorities are identified from the purpose/Federation strategy process: some themes have been identified through the Purpose work although aspiration and priorities will be identified through the new Federation Strategy process
- ▶ Identify key relationships that will enable aspirations in the work areas: carried forward into 2021/22 alongside the work on a new Federation Strategy
- ▶ Implement and publish the first collective national impact measurement tool for one of the five delivery themes: work concluded on a housing tool, with work beginning on two further work areas
- ▶ Introduce a new annual 'national gathering' outside of the AGM to enable the Federation to come together to debate and discuss: postponed due to the pandemic
- ▶ Enable the development of common strategies through Federation conversation and collaboration through the facilitation of national, regional and service based networks to identify and inform shared priorities: Virtual meetings have continued the strategic conversation in 2020/21
- ▶ To represent YMCAs in England and Wales on the global stage: A range of activities including preparing representation at World Council 2022, process for new WAY Executive Committee members as well as engagement across a number of areas (strategy, working groups)
- ▶ Complete the pension liability reduction work and with the Federation identify the next opportunity to reduce the level of pension: ETV exercise concluded subject to sweep up and triennial valuation outcomes communicated. Further work to identify next steps
- ▶ Deliver partnership working through Retail, Roomsponsor and a Legacy opportunity: A range of partnership opportunities implemented across YMCAs.
- ▶ Work with local YMCAs to identify and deliver work stream business development opportunities e.g. Changing Futures, Accommodation: Development opportunities identified with further plans for 2021/22

Whilst the above are largely external in focus, i.e. to enable the YMCA Federation to deliver on the aspiration of more and better work, YMCA EW also recognises the need to ensure that we remain fit for purpose (in line with the Federation Strategy aim) and in this light set ourselves the following internal objectives:

- ▶ Deliver an operational surplus budget before Pensions: delivered if restricted fund allocations (to YMCAs) are excluded
- ▶ Deliver against agreed Retail and Fundraising targets: Retail income targets impacted on by the pandemic. Fundraising in line with budget
- ▶ Maintain level of funds in investments to meet the pension burden: Exceeded recognising the significant increase in value of investments
- ▶ Dispose of Dunford House at best possible value: completed, with residual work in 2021/22 and plans for reinvestment of funds to be considered
- ▶ Undertake a review of pay and performance frameworks: deferred to 2021/22
- ▶ Consider accommodation needs alongside scope for increased flexible working: early work undertaken informed by flexible working model and discussions with landlord
- ▶ Achieve Trusted Charity Status: much work undertaken on improving governance with formal assessment to be completed in 2021/22
- ▶ Reporting on a series of value for money and impact measurements at each AGM (including financial resilience, retail and fundraising performance): reported at AGM

A 2021/22 Business Plan has been agreed by the Board that set out the priorities for the year.



# Looking ahead

The roll out of the vaccination programme in 2021/22 is enabling the Government to progress with the easing of restrictions. This has enabled YMCAs to begin the process of, where closed, now reopening and once again focusing on how best to move forward and meet community needs. The pandemic has provided much learning for YMCAs and, if anything, has quickened the appetite for change – whether reacting to the consequences of the pandemic or with many taking advantage of the opportunities that are now presented to continue to innovate and meet community and youth needs. This opportunity applies equally to YMCA EW as we conclude work on defining purpose and embark on the development of a new Federation Strategy that will provide a focus until 2025. The YMCA EW Business Plan for 2021/22 sets out an ambitious set of objectives that build on the progress in the Federation Strategy (2017–2021). Alongside the important work on a new Federation Strategy work will also be taken forward in relation to standards, impact measurement, compliance and risk management as well as the continued activity that extends the YMCAs reach in society.



# Risk management and internal controls

**YMCA EW operates a comprehensive corporate risk management process in order to manage and mitigate risk. The Board of Trustees has overall responsibility for ensuring that we operate an appropriate system of controls, financial and otherwise, to provide assurance that:**

- ▶ Our resources are used in a way that maximise impact for our beneficiaries and the Federation
- ▶ We are operating efficiently and effectively within a climate of value for money
- ▶ Our assets are safeguarded against unauthorised use
- ▶ Proper records are maintained and financial information used within YMCA EW and for publication is reliable and accurate
- ▶ We comply with relevant laws and regulations.

The systems of internal control are designed to provide assurance against material misstatement or loss. These include:

- ▶ A Business Plan and budget approved by the Board following a thorough business planning process that allocates resources to priorities
- ▶ Ensuring that the Board, Committees and Senior Leadership Team are appraised of financial results, variances from budgets and non-financial performance indicators

- ▶ A Committee structure that ensures an appropriate skills mix to be able to have informed challenge
- ▶ Effective management information systems, which continue to develop with the provision of monthly management accounts to a range of audiences including: Trustees, Committee members, Leadership Team and Budget Holders
- ▶ Delegation of authority and appropriate segregation of duties ensuring controls on expenditures
- ▶ Appropriate financial policies, processes and systems as detailed in a Finance Manual
- ▶ Identification and management of financial and other risks by the Board and Senior Leadership Team including frequent review of the Risk Register by the Board and Finance and Audit Committee
- ▶ Processes to ensure that conflicts of interest are identified and recorded
- ▶ Regular checks and review through internal, joined up budget/outturn conversations
- ▶ Updates from investment managers and provision of information to Committees
- ▶ Accountability to members through an Annual General Meeting

**The Finance and Audit Committee monitors the effectiveness of audit and reviews our risk management processes. The Committee has provided the following statement:**

*The Finance and Audit Committee has reviewed the reports from the senior management, auditors and other reports on areas of operation. It is through regular review, scrutiny and challenge from experts that the environment for continuous improvement is created, providing a basis for the assessment of whether internal controls and risk management have operated effectively during the year. Future developments, which have been deferred from 2020/21, include internal review of key areas of risk (whether commissioned internal audit reviews or peer review) and a coordinated Finance Improvement Plan, providing a single programme for ongoing improvement of performance.*

In relation to risk, the Board operates a formal risk management process to assess risk and implement mitigating strategies. This involves identifying the types of risks faced, prioritising them in terms of potential impact and likelihood of occurrence, and identifying a means of management. This has also informed the Reserves Policy that is set by the Board. As part of this process the Board receives regular reports detailing major risks, approves plans for the implementation or enhancement of procedures and policies where these are required, and otherwise ensures that appropriate steps are being taken to manage the key risks. Approved actions are implemented by senior managers who are accountable to the Board.

A number of risks have been managed in 2020/21 but overall the number of risks have increased given the impact of the pandemic. Prior to the pandemic the overall risk environment had reduced given the actions taken. In the light of the current 13 significant risks there are nine that relate to either the pandemic or pension implications. Of these six have reduced in the latest assessment of the risk register as the country emerges from the pandemic and restrictions are eased. The highlights from the YMCA EW Risk Register are listed below:

Risk	Latest Action
1   Increase in pension deficit obligations with implications for solvency and liquidity	Triennial valuation concluded and will lead to an extension of the repayment term by two years. This will not impact cash, as contribution levels will remain, but will have a balance sheet and income / expenditure impact. Indications suggest at this stage that pension movement has been favourable, bringing the scheme back in line with the original funding plan
2   Income is below expected levels across retail and fundraising. Investment in Fundraising does not achieve its objectives	Current environmental challenges of COVID-19 remain but delivered in excess of targets for 2020/21. Fundraising income in line with forecast although some slower pipeline on legacies.
3   Key Person Dependency – including Payroll, Legacy, Supporter Services	An increased risk due to remote working but with fall back plans in place should this be necessary. Some areas to be subject to a more detailed review.
4   Reputational impact for YMCA Federation due to local YMCA issue	Continue to work on a number of cases across YMCAs in order to manage reputational risk.
5   YMCAs not signing the Membership Agreement making links to the Commission / affiliation fee	Only one YMCA has indicated that they will not be signing and disaffiliate but not linked to the membership agreement. Health-checks have continued to be submitted.
6   COVID-19 – Financial Implications for YMCA EW	YMCA EW retail closed until April 2021. Financial impact assessed and mitigated by cost savings and Government grants. Fundraising performance on track although some deferral in the timing of the receipt of legacies but offset elsewhere. Financial forecasts suggest that although an impact on the financial position across the two years this remains manageable with performance in 2020/21 representing an improvement against budget on all metrics other than post exceptional items.

Risk	Latest Action
7   COVID-19 – Pensions Implications for YMCA EW and Federation	Triennial valuation concluded and will lead to an extension of the repayment term by two years. This will not impact cash, as contribution levels will remain, but will have a balance sheet and income and expenditure impact. Indications post the triennial valuation suggest that the funding position of the scheme has improved markedly since the triennial valuation assessment.
8   COVID-19 – Investment Implications for YMCA EW and Federation	Significant improvement in investment performance in 2020/21, both returning values on losses at the end of 2019/20 and additional return. This will assist manage the overall position offsetting the pension costs in 2020/21
9   COVID-19 – Financial Implications for YMCA Federation (with impact for YMCA EW)	A number of activities undertaken to support YMCAs including direct financial support. Recent polling suggests mixed economy across YMCAs but generally much improved from the initial COVID-19 assessment - and indeed with a number of YMCAs growing out of the pandemic. It is recognised that for many 2021/22 will be as difficult as 2020/21 as the financial implications of the pandemic are realised. Further polling / assessments continue to be undertaken in 2021 to assess implications for YMCAs.
10   In the short term the income levels at shops do not return in line with forecasts	Initial weekly performance positive although perhaps buoyed by a desire for the public to return to more normal behaviours. Expected that income levels will level out but weekly forecasting undertaken, with strategy to manage in the event that income levels do not return in line with forecast.
11   In the long term the income levels at shops do not return in line with forecasts	Initial weekly performance positive although perhaps buoyed by a desire for public to return to more normal behaviours. Expected that income levels will level out but weekly forecasting undertaken, with strategy to manage in the event that income levels do not return in line with forecast.

**Risk**

**Latest Action**

<p><b>12</b>   Impact of a second national lockdown</p>	<p>Ongoing monitoring of the external environment. Further modelling planned of lockdown scenarios and impact on shops (now overtaken with wider national lockdown).</p>
<p><b>13</b>   Forecast Government levels of support for closed business (RHLG and local restrictions) is not received or is considered to be subject to state aid thresholds (albeit interpretation post-Brexit, WTO agreement replacing the previous position on subsidies and communication from the CRA suggests thresholds not applicable).</p>	<p>Revised forecast assumed grants to be received in final quarter of 2020/21, and applications in the process of being submitted. Charity Retail Association and Charity Finance Group called for clarity on the treatment of grants, with Government responding to increase the threshold that applies – subject to meeting revenue loss / fixed costs criteria.</p>
<p><b>14</b>   Pensions implications for YMCAs</p>	<p>Triennial valuation recently concluded. Communication of outcomes to YMCAs generally received as better news than otherwise expected. Deficit Repair Contributions to remain at current trajectory (and as budgeted) for the 2020/21 financial year with a review of DRCs (at individual YMCA level) to be undertaken in 2021.</p>

The full risk register is considered by the Finance, Audit and Risk Committee at every meeting, and by the Board annually. At other meetings the Board review the key (red) risks that have been highlighted through appraisal of cause / consequence.

The Trustees believe that the system of internal controls has been adequate to provide assurance against material misstatement or loss.



# Fundraising

## Approach to fundraising activity

Our fundraising activity falls under two broad headings.

### Individual giving

- ▶ Our Acquisition activity seeks to recruit donors to make a cash gift or to commit to a programme of regular giving. We recruit donors through online marketing via social media, through offline marketing by the insertion of recruitment flyers in magazines and newspapers, and through telephone marketing – using the services of a professional telemarketing agency.
- ▶ Our Appeals programme is focussed on individuals who have previously made charitable gifts to YMCA EW and is delivered via direct mail and email. In addition, the services of a professional telephone marketing agency may be used to ask donors to reinstate lapsed regular giving or to increase the value of their regular gifts.
- ▶ Our Legacy programme seeks to encourage already engaged donors to consider leaving a gift in their Will. Our partnership with National Free Wills Network has also enabled us to engage with a cold audience via social media.

### Strategic partnerships

- ▶ High Net Worth individuals are approached on a personal basis to encourage their continued support, by post, telephone and email.
- ▶ Approaches to and relationships with Charitable Trusts are conducted via post, email and telephone.
- ▶ Approaches to and relationships with Corporate donors and prospective donors and conducted via email and telephone.
- ▶ Participants in challenge events, such as the London Marathon, are recruited via focused social media advertising.

## Compliance with fundraising and data protection standards

In all our fundraising, we adhere fully to the Fundraising Code of Practice, in respect of both the legal rules that apply to fundraising and the standards designed to ensure that fundraising is open, honest and respectful.

- ▶ We are registered with and regulated by the Fundraising Regulator (Membership Number: 000206)
- ▶ We are members of and adhere to the standards of the Institute of Fundraising (Membership Number: Z2043125).
- ▶ We require others acting on our behalf to adhere to the same standards and will take appropriate action promptly if we find any failure to do so.

Our full compliance with GDPR legislation ensures the protection of personal details and the privacy of our fundraising audience. Our capturing, management and application of communication consents is robust and subject to strict vigilance. Neither YMCA EW nor any person acting on behalf of YMCA EW was subject to an undertaking to be bound by any voluntary scheme for regulating fundraising, or any voluntary standard of fundraising, in respect of activities on behalf of the charity.

## Monitoring of fundraising activities

Telephone marketing was carried by a professional telemarketing agency on behalf of YMCA EW for the purpose of fundraising. The audience was individuals who had added their name to a petition in support of a campaign run by YMCA focussed on cuts to Youth Services, had given their telephone number and consented to being contacted by telephone for fundraising purposes. All the agency staff involved in this activity received training directly from YMCA on our brand and our compliance policies. This is in addition to the training that our partnering professional fundraising agency provides on data protection, compliance and maintaining call quality. We listened to randomly selected calls (approximately 5% of all calls) to ensure the highest of standards, and that we are complying with all relevant regulations and legislation.



## Protecting vulnerable people

The telephone marketing agency who acted as our agent, has a comprehensive policy in respect of Safeguarding Vulnerable People, which is taken seriously and owned at all levels within their organisation. All their employees are required to undergo vulnerable persons training upon joining the organisation, utilising an adapted version of the 'Caring for the Vulnerable' training as compiled by the Direct Marketing Association, and the 'Treating Donors Fairly' training as compiled by the Institute of Fundraising. All their employees must agree to abide by this Policy.

In compliance with Institute of Fundraising guidance on protecting supporters, YMCA EW will:

- ▶ Never pressure someone into making a donation.
- ▶ Be alert to signs that someone may be confused or vulnerable and need additional support.
- ▶ Take care not to take advantage of mistakes by donors or to exploit their lack of knowledge or need for care.
- ▶ Not accept a donation from an individual if we believe he/she lacks the capacity to make the decision to donate.

We actively look for indicators that a donor might be vulnerable, such as:

- ▶ Making repeated telephone calls to make a donation or check a donation
- ▶ Sending weekly donations in post
- ▶ Mention of low income or relying on benefits
- ▶ Communication covering unrelated topics e.g. aliens, blue moon, death, self-harming
- ▶ Communication indicating that a person is deeply affected by a mailing sent e.g. legacy mailing triggering deep concerns about death.
- ▶ People who inform they have health issue e.g. Dementia/ Alzheimer's/mental health issues/ cancer

Each individual is dealt with, respectfully, on a case by case basis and we are careful when recording sensitive information. For example, if a person informs us they have Dementia in its early stages but is still capable of making rational decisions/ donations, we will continue to send mailings but will log on their record that they need Special Consideration and take note that the supporter has dementia. If we start to see a different behaviour pattern, we will upgrade our action and consider reducing mailings or remove the supporter from our mailing lists.

## Complaints

We closely monitor any complaints that we receive. During the reported year we received just nine complaints:

- ▶ One person complained that they felt an email fundraising communication related to our campaigning activity had made them feel that they were 'just a number in your database of warm contacts.'
- ▶ One Person complained that they felt our newsletter demonstrated an alignment with the Black Lives Matter movement.
- ▶ Four people complained that they had received requests for monetary gifts in addition to their regular monthly Direct Debit gifts. Of these, two complained that the suggested gift amount of £50 was too high.
- ▶ Two people complained that they had previously asked to be excluded from our mailing list but had nonetheless received further mail from us.
- ▶ One person complained that they had received an appeal reminder mailing, having already made a donation in response to the original appeal. In addition, this person complained about the length of time taken to bank her cheque.

Each of these complainants received a personal response to offer clarification, to apologise, and to ensure that their communication preferences were updated in accordance with their wishes



# Trustees Report

## Financial Review

### Format of accounts

As a Registered Social Landlord, YMCA EW is governed by the regulations of the Statement of Recommended Practice issued by the National Federation of Housing Associations (the Housing SORP) and the Accounting Direction for Private Registered Providers of Social Housing from January 2019 (the Accounting Direction).

As a leading UK charity, our Board of Trustees has chosen to follow the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2015) issued by the Charity Commission (the Charities SORP), so long as it does not conflict with the Housing SORP.

As a company limited by guarantee, we must follow the Companies Act 2006 and applicable accounting standards. To meet the terms of this Act, we have prepared a separate income and expenditure account. To comply with the Housing SORP and the Accounting Requirements of Private Registered Providers of Social Housing, this has been configured to separate the performance of housing and non-housing activities.

## Consolidation

In these accounts we have brought together the results of YMCA EW with:

### 1. Our three connected subsidiary charities

- ▶ Dunford House Trust, which previously owned Dunford House but with the proceeds held as a restricted fund subject to the Dunford covenant
- ▶ Douglas Wood Charity, which provides funding for agricultural training activities. The majority of the funds of this subsidiary were used in the year to support organisations inside and outside of YMCA
- ▶ The YMCA Trust Fund (known as The Movement Trust Fund), which provides grants and loans to YMCAs. All of the funds of the Trust were used in year to support YMCAs

### 2. Our subsidiary trading company (described in note 8 to the accounts)

In order to prevent a tax charge arising in the charity, the subsidiary trading company Gift Aid its surplus to YMCA EW. The performance of YMCA Retail Limited was considered to be satisfactory, given the current operating environment.

### 3. Restricted funds under the control of YMCA EW

Over the passage of time several trusts and funds have come under the stewardship of YMCA EW. Usually these were for buildings or were trusts with particular objectives, and most were not significant and have subsequently ceased to exist.

However, there are three groups of trusts that we continue to look after:

- ▶ Trusts that share our aims and objectives, which are added to the YMCA EW figures on the financial statements and include the subsidiary charities listed above;
- ▶ Instances where YMCA EW has been appointed to act as sole Trustee of a charity and we look after its assets (these are included in the financial statements as part of the restricted Trust and Association funds in note 14); and
- ▶ Instances where we have been appointed to act as Trustee but we have no financial relationship. This is usually because a YMCA cannot hold title deeds itself and YMCA EW holds them as trustee. As these are not the equitable property of YMCA EW, we do not include them in these financial statements.

## Funds and reserves

Total reserves at 31 March 2021 were £6.0m (2020: £6.7m) this reduction arises solely from the pension triennial valuation, which coincided with the start of the pandemic, and is due to actuarial assumptions. If this 'notional' adjustment was excluded fund balances would have increased to £8.3m given the increase in investments. Of these, the restricted funds of £2.1m (2020: £2.1m) are held for specific purposes and can only be used for these purposes. The remaining reserves of £4.0m (2020: £4.6m) are known as "unrestricted" funds.

## Unrestricted funds

The 2021 accounts show net expenditure on unrestricted funds of (£0.15m) (2020: net expenditure £0.24m), before the adjustments for revaluation and pension scheme deficit obligations.

## Free Reserves

These are funds that the Board is free to use to support our charitable work, available at short notice and are known as the "free reserves".

YMCA EW Board of Trustees aims to hold sufficient free reserves to provide financial stability when considering the key areas of risk. The Free Reserves at March 2021 were £2.2m (2020: £2.5m) against the target level of £3.4m (see note 15 for a breakdown of free reserves). Given the significant increase in investment values during 2020/21 offsetting the decrease from 2019/20, this reduced figure is solely due to the impact of the pension triennial valuation increasing estimated liability by £2.25m. Since the time of the valuation there has been an improvement in the funding position of the scheme, reversing out the now accounted for impact of the triennial valuation. The Trustees are therefore comfortable that the Reserves position is appropriate given the reduction due to the pension, and may yet change depending on the outcome of next triennial valuation).

## Restricted funds

While still meeting our wider charitable objectives, there is some funding that has restrictions on how it can be spent. The principle restricted funds are listed below:

- ▶ Dunford House, which has its own Trust – all surpluses generated by the work of Dunford House were previously added to the Trust. Dunford House has now been sold with balances retained for the purposes of the original covenant
- ▶ YMCA EW activities – monies given to us to support specific activities either at local YMCAs or within YMCA EW
- ▶ The Movement Trust Fund, the Hartwoodside Award and the Douglas Wood Charity – these funds provide grants and loans for YMCA work
- ▶ Other Trust and Association Funds – these are funds we hold on behalf of YMCAs that have closed or when we hold assets on behalf of a specific Trust (not already listed above).

## Movement in restricted funds during the year

Restricted funds remained at the prior year level with funds distributed from the Douglas Wood Fund and Movement Trust Fund offset by the increase in value of the Dunford House fund following disposal.

## Going concern

In line with current best practice, the Board has reviewed the financial impact of those risks identified as part of YMCA EW's ongoing risk management process and its going concern status. As part of this review, the following have been considered:

- ▶ Forecasts and cash-flows for future years' income
- ▶ Forecasts and cash-flows for future years' expenditure
- ▶ Future needs, opportunities, contingencies and/or risks

Whilst the impact of COVID-19 has been significant, the ongoing financial management of YMCA EW has enabled the challenges of the pandemic to be managed without adverse impact on the financial position of YMCA EW. In year this has involved a number of actions both in terms of frequent re-forecasting in the light of the changing environment but also close monitoring, with Retail shops closed for a significant portion of the year and actions taken to mitigate the impact of this lost income. This frequent re-forecasting enabled the Leadership Team, as instructed by the Board, to find savings in-year which, with the availability of Government support enabled much of the impact to be offset. This operating position enabled the Board to continue to pay our Retail staff, many of whom were unable to work for over seven months of the year, continued salaries at 100% despite the tapering of Government support. The Board are of the view that this position adopted in relation to staff will be rewarded, and indeed with the reopening of the economy is already proving to be the case with income targets for Retail being exceeded on a weekly basis.

As well as an operating performance that improved on that in 2019/20 (which was also impacted on by the start of the pandemic), the return of investment values has seen the General Reserve position increase during the year from £11.6m (2019/20) to £12.5m (2020/21). As such, whilst the outcome of the pandemic has been a challenge and remains uncertain the early signs are of a promising return. That noted, the key impact which influenced an otherwise positive outcome in 2020/21 was the triennial review of the closed pension scheme, which the valuation being undertaken at the time of greatest uncertainty in relation to the implications of the pandemic. This valuation has led to an extension of the period over which deficit payments are due by an extra two years, requiring YMCA EW to take a further pension adjustment through the SOFA of £2.25m. Excluding this item the position reported, with the return of investments, would have delivered significant surplus for the year. The Board liaise closely with the Pension Trustee, and whilst the need for this adjustment in 2020/21 was disappointing, we understand that scheme performance has improved significantly since the time of the valuation, offsetting the financial impact and returning the scheme to its original funding trajectory.

In relation to 2021/22, the setting of a Budget (and for forward years) was deferred until as late as possible in the prior financial year to be able to take account of the latest changing environment (given Government announcements in relation to the reopening of the economy and return to the office). This budgeting process involved consideration of a number of possible scenarios, as well as opportunities to consider the way in which YMCA EW delivers its services in the light of the changed environment. Once again, a balanced budget pre pension and investments has been set for the forthcoming year, with the first quarter results supporting decisions in relation to Retail and with other income generating activities holding up across all areas (with some deferral in legacies due to changes at the Courts and Tribunals Service Centre) and indeed with further return on investments held. In the light of all of the above factors, which the Board review not only during the business planning process but at each and every meeting, the Board remain of the view that YMCA EW has sufficient assets to enable future obligations to be met, and therefore continues to operate as a going concern.

Further details in relation to the income and expenditure of YMCA for the year are set out in detail in the Statement of Financial Activities (SoFA) on page 62.

## Review of 2020/21 Financial Performance

The annual accounts report a (£0.60m) net deficit for the year (2020: net deficit of £1.3m). This position however includes the outcome from the pension triennial valuation which added a further (£2.25m) liability to the balance sheet in the light of actuarial assumptions. Excluding this item, the position would have been for a surplus of £1.7m although this includes a significant increase in asset value of £1.8m (returning losses from the prior year. In terms of operational performance this reports a deficit of (£0.25m) (2020: deficit of (£0.39m). This includes the restricted income generated from the sale of Dunford House which realised £1.3m after costs of disposal and restricted funds distributed to YMCAs through the Emergency Response of (£1.6m). Excluding these restricted fund items, the operational position would have been a surplus of £0.05m.

The above reported position again includes distributions to the Federation of (£0.5m) i.e. which otherwise would have included the reported operating position to over a £0.5m surplus. Whilst representing a strong operating performance it should be noted that for much of the year the YMCA EW Retail operation has been closed, and as such the position presented is also due to the Government support that has been made available. When open, however, the shops have performed well – both during the period when allowed to open in 2020/21, but also following the further relaxing of restrictions in April 2021. We remain very grateful for the commitment, hard work and contribution of all our staff and volunteers.

## Income

Total income was £14.4m (2020: £14.4m) of which £1.3m arose from gains on the sale of Dunford House). This reduction reflects the closure of the YMCA EW Retail operation for over seven months of the year – mitigated by Government support. The reduction also reflects a three-month affiliation fee holiday with affiliation fee income falling to £0.7m (before contributions to World Alliance and YMCA Europe on behalf of YMCAs (2020: £0.9m).

## Expenditure

Total expenditure was £14.6m (2020: £14.8m). This reduction is due to the reduced costs of Retail, cost savings achieved but also significantly includes the £1.6m of expenditure that was distributed to YMCAs through the Emergency Response Fund. Expenditure of £8.5m (2020: £9.5m) arose from costs of the charity shops, including provisions for future dilapidation costs. This included the Board decision to retain staff salaries at 100% during the closure period, but also the fact that many of the costs associated with Retail are fixed (in particular in relation to property). Fundraising activity and support / representation for member YMCAs accounted for most of the remaining expenditure.

In addition to the £1.6m Emergency Response Fund, we distributed £0.5m (2020: £0.5m) to member YMCAs during the year to support their work with and for young people. This figure continues to be supplemented by the broad range of additional services provided to member YMCAs by YMCA EW departments as well as support in relation to local fundraising activities where funds are remitted directly.

## Looking ahead

Whilst the impact of COVID-19 has been significant the intervention support that has been provided by Government in the form of both furlough and retail focused grants has been enormously beneficial in mitigating the financial consequences. Further to this, and whilst the pension triennial valuation outcome has had a significant impact on the financial position, the significant increase in investment values has assisted to alleviate this further adverse financial impact – and indeed if the triennial valuation had not had such an impact would have delivered a surplus for the year. With the pension scheme now returning back to prior levels, and whilst still uncertain outcomes subject to changes in the economic environment, YMCA EW continues to retain Reserves that will enable any further challenges to be overcome. With the more recent relaxation of social distancing measures, and reopening of shops, we remain optimistic that the solid financial foundations will be built upon in the coming year returning to the original trajectory of profitability and in generating an income that both subsidises the work that YMCA EW undertakes for its members, which is likely to require further increased support in the light of the outcomes from the pandemic and for the Federation.

## Grant making policy

The Movement Trust Fund administers three funds from which grants are made:

- ▶ The YMCA Trust fund provides grants to YMCAs in England or Wales to start new projects
- ▶ The Hartwoodside Award gives grants to YMCAs to help disabled staff or volunteers to take part in activities such as training courses or conferences
- ▶ The Douglas Wood Charity gives grants to young people to train in agriculture, horticulture, farming, environmental protection or other similar activities.

## Investment policy and performance

Net funds released from the sale of the housing schemes have all been invested with Investment Managers (£10m) (2020: £7m). Whilst at the end of 2019/20 the impact of COVID-19 resulted in a significant fall in market values, 2020/21 has seen a significant increase bringing those investments to £11.3m. The majority of our restricted funds were held in a portfolio of common investment funds (as detailed in note 7), which were sold during the year to finance the Emergency Response Fund payments to YMCAs.

## Value for money

YMCA England has limited resources and it is important that we derive the maximum benefit from these. Value for Money is concerned with not only reduced costs, but rather maximising the benefit from the resources at our disposal to achieve our desired outcomes. In this respect we are conscious of the principles of economy, efficiency and effectiveness and strive to ensure that these underpin the decisions that we make when using resources to maximise impact for our beneficiaries. The full annual Value for Money statement which is available on our website: [ymca.org.uk/value-for-money-2021](https://ymca.org.uk/value-for-money-2021)

## Our approach to value for money

Value for Money is led by the Board and overseen by our Finance and Audit Committee. Value for money is viewed as the key to financial sustainability as we optimise cost relative to outcomes, and seek to maximise impact with scarce resources. The Board is responsible for setting and monitoring the value for money through oversight of the annual plan and receives performance updates at each of their meetings, and reports on the consumption of resources. The Board holds an annual strategy session at their November residential meeting, which informs the development of the plans and budget for the following year. The following provide a brief overview of some of the measures that are used to inform the Boards assessment. The five key components of our value for money strategy are:

- ▶ **Governance** – to develop a Board led value for money culture within YMCA EW with all staff encouraged to accept ownership and accountability for achieving it
- ▶ **Customer focus** – to ensure that the services we provide are shaped around the needs of our members
- ▶ **Performance** – to ensure that staff understand their objectives and the right things are measured
- ▶ **Financial stewardship** – setting budgets understanding our cost base and sources of income and to report performance against these budgets. To optimise the use of assets
- ▶ **Procurement** – buying goods at the optimum price/quality mix.

The above measures relate to the direct work within the remit / control of YMCA EW. However, there are wider opportunities for driving value for money across the Federation – some of which have been implemented where considered appropriate e.g. insurance, group life, VAT advice, payroll and human resources. There remains however significant scope to further maximise value for money across the Federation and through the work on the YMCA EW business model a number of opportunities were identified. It is hoped that further progress can be made on collaborative opportunities moving forward.

## Overall Measures

### Measures for return from our staff

The following measures relate to the performance of staff:

	2021	2020	2019
<b>Human capital cost (total staff cost per FTE)</b>	£26,970	£26,502	£25,868
<b>Gross revenue per employee:</b>			
▶ Retail	£37,070	£44,940	£47,700
▶ Non-Retail	£101,440	£112,020	£169,410
<b>Staff turnover</b>	28%	56%	50%
▶ Retail	31%	58%	56%
▶ Non-Retail	12%	45%	24%

The increase in total staff costs per FTE reflects the cost of living rises, particularly in retail where salaries are linked to the living wage. The fall in retail gross revenue per employee is due to closure of the shops for much of the year. Staff turnover remains a challenge, in particular in retail although much work has been done to improve this area including work in relation to staff terms, welfare and environment but also given the environment we have seen this reduce significantly – both Retail and Non-Retail.

### Measures for use of assets

The following measures relate to the use of assets:

	2021	2020	2019
<b>Operational surplus as % of turnover (excluding sale of assets)</b>	(1.90)%	(2.30)%	6.77%
<b>Staff costs as % of total expenditure</b>	49%	46%	39%
<b>Expenditure as % of budgeted costs</b>	81%	99%	104%
<b>Unrestricted bank and investment balances</b>	£13.1m	£10.0m	£11.5m

As would be expected with the Retail operation closed for seven months of the year. YMCA EW is reporting an operational deficit for the year – albeit if movements on restricted funds were excluded (Dunford / Emergency Response Fund) this would have reported a surplus. This deficit includes the government grants for the year, which alleviated much of the impact of the pandemic. The removal of housing activity reducing the cost base, has resulted in the increased staff costs as a percentage of total expenditure alongside some necessary cost of living increases in retail.

### Measures for return from our Retail and Fundraising operations

The following measures relate to performance of our retail and fundraising activities, which make up a significant proportion of the activity of YMCA EW:

	2021	2020	2019
<b>Retail operations</b>			
<b>Average number of shops</b>	91	90	88
<b>Average weekly income</b>	£2,487	£2,045	£1,854
<b>Average number of staff</b>	275	274	234
<b>Full-time equivalent</b>	215	213	184
<b>Fundraising operations</b>			
<b>Gift Aid penetration in fundraising</b>	69%	73%	60%
<b>Return on Investment in fundraising</b>	2.47x	2.38x	3.22x

## Retail operations

There has been a deliberate strategy of reducing loss making shops, and only increasing shop numbers where there is a profit making shop that can be taken on the appropriate lease terms. The average weekly income for 2021 is based on the 20 weeks when all shops were open but as shown reported a significant increase. This increase has continued into the early part of 2021/22. The increased staff numbers from 2019 reflect the filling of vacancies with permanent staff rather than, as previously, covering vacancies with overtime.

## Fundraising

The 2019 fundraising figures showed a one-off improvement due to two donated properties and increased legacy income with 2020 and 2021 returning to prior levels.

## Measures for our housing operations

During the year ended March 2020 YMCA EW sold its last housing scheme so no longer has any housing stock.

# Corporate governance statement

## Governance

The Board of Trustees guides YMCA EW in its work and development. It provides strategic leadership to the Senior Leadership Team which is responsible for decisions on operational issues. The Board comprises no more than 12 Trustees elected by members and three co-options i.e. not more than 15 in total. Trustees serve for a three-year term and may be re-elected for two further three year terms. Once a Trustee has served his or her full term, they must wait one year before they can stand for re-election. We hold elections to fill vacancies annually as necessary. Applications for Board membership are invited from across the YMCA Movement and by external advertisement and are considered by the Nominations Committee based on relevant skills, competencies and experience.

YMCA EW continually seeks to improve and strengthen its governance duties to ensure these are fit for purpose. YMCA EW has adopted the Charity Governance Code.

The Board confirms that YMCA EW fully complies with the Regulator of Social Housing Governance and Financial Viability Standard.

During 2020/21, one new Trustee appointment was made to the Board. A full listing can be seen on page 54. YMCA EW has purchased Trustee indemnity insurance.

## Structure, governance and staff

### YMCA EW

The first YMCA was founded by George Williams in London in 1844. YMCA England was established in 1882, registered as a charity on 24 September 1962 and took over responsibility for YMCAs in Wales on 3 December 2015. YMCA EW is a company limited by guarantee (incorporated in 1902), a registered social landlord and a registered charity governed by its Memorandum and Articles of Association.

### A worldwide movement of YMCAs

Each YMCA in England and Wales is an individual, self-governing charity that affiliates to YMCA EW. Through this affiliation, YMCAs become part of the YMCA Movement in England and Wales, and part of the World Alliance of YMCAs.

## Committee structure

During the year the Board of Trustees had two Committees. These were:

1. The Finance, Audit and Risk Committee which oversees the management and direction of the finances of YMCA EW, monitors the effectiveness of internal and external audit and reviews our risk management processes. Key financial decisions are submitted to the Finance, Audit and Risk Committee for consideration.
2. The Governance Committee provides advice on the governance of the National Council and on governance issues for the YMCA Federation in England and Wales.

These committees comprise members from the Board of Trustees, members from local YMCAs plus independent persons with specialist expertise. All the above have terms of reference and meet regularly.

## Board member's induction and development

Induction training is offered to all trustees. In addition, each new Board member receives background information on the operations of YMCA EW. Where appropriate, Board members are encouraged to visit the work of YMCA EW and that of the Federation in order to develop understanding.

## Code of Governance

A self-assessment review has been undertaken against the Code of Governance to identify and inform areas for improvement. This has included as assessment of all aspects of the charities governance and will inform future developments.

## Organisation structure

YMCA EW has premises in all parts of the country in order to deliver our retail operations. The members of staff based in London operate from the central London office which moved to Charterhouse Square in August 2016. During the year our operations were organised into divisions, each headed by a Director:

- ▶ **Chief Executive's Office supports the Board and coordinates the activity of YMCA EW.**
- ▶ **Corporate Resources**
  - Company Secretary providing support to the Board and member YMCAs on all aspects of charity governance;
  - Finance provides internal services to ensure that YMCA EW operates efficiently and meets regulatory requirements;
  - Human Resources is responsible for implementing strategies and policies relating to the management of individuals throughout YMCA EW;
  - IT supports the infrastructure used by YMCA EW
  - Administration supporting the staff of YMCA EW
  - Health and safety: review the health and safety aspects of YMCA EW operations and reporting to the Board and senior management
  - Movement Services provides support, advice and guidance to YMCAs in areas such as HR and governance.

## ▶ Income Generation

- Fundraising raises funds for YMCA EW and the YMCA Federation as well as providing fundraising advice and support to member YMCAs.
- Retail operates the YMCA EW charity shops, raising funds to support the work of YMCA EW and member YMCAs via the profit sharing arrangement.
- Business Development explores, coordinates and manages business and funding opportunities to benefit the Federation.

## ▶ Policy, Research, Communications and International

- Policy and Research raises the public profile of YMCA through work with national and local government and works to influence key decision makers.
- Communications and Brand manages the YMCA national brand and develops communications for both member YMCAs and YMCA EW. The team manages the YMCA EW website, supports member YMCAs to develop their own websites and manages social media channels for YMCA EW. It also has responsibility for national media and PR and provides advice and support to member YMCAs on media relations and crisis communications.
- International represents YMCAs in England and Wales at the European and World Alliance of YMCAs.

## Staff and volunteers

YMCA EW relies on the skills and dedication of its staff throughout England and Wales and across all of our activities. The Chief Executive holds a monthly consultation for staff on topical issues and regular updates for staff are provided via our intranet site.

The average number of staff we employed during 2020/21 was 327 (2019/20: 320). The increase is due to the expansion of the support services to local YMCAs with funded activities generating the need for additional staffing to facilitate and run activities e.g. in relation accommodation best practice, a national girls mentoring programme. Note 3.5 gives more detail on employee costs and staff numbers whilst note 3.6 gives details of the expenses reimbursed to trustees and senior staff.

YMCA EW need to employ staff with the right skills for their role. Salaries offered are usually significantly lower than those available for comparable roles in the commercial or public sectors, and at the lower quartile of roles in the charity sector. This differential becomes more marked at senior levels although a deliberate effort of moving staff close to the medium of the charity sector has been a strategy in recent years, in order to ensure that YMCA EW recruit and retain the very best. The Chief Executive earned £108k pa plus pension contributions of £19k for the year (unchanged from previous year). The majority of our staff (over 80% based on headcount) work part-time in the Retail operation where salaries are set based on the minimum wage. We have implemented the National Living Wage, and intend to increase this further as financial results allow, continuing to follow Government guidelines in this area. For the remaining staff the average salary is £39,858, giving a remuneration ratio of 2.7 to the Chief Executive (2020: average salary was £40,434 with a remuneration ratio of 2.7).

Inevitably COVID-19, and the temporary closure of the retail operation has posed a number of challenges for YMCA EW. Throughout decision making the impact on staff welfare has been a key concern and we have been delighted that to date we have not only manage to retain staff salaries (in particular ensuring those within our retail operation and furloughed have been able to continue to be paid 100%) but also to avoid redundancies. We continue to be mindful of the impact of COVID-19 on our staff and will endeavour to ensure decisions are made that balance the need to ensure a viable YMCA EW going forward alongside the welfare of our staff.

Finally, we owe a huge debt of gratitude to the efforts of our volunteers, whose energy and commitment is vital to our work. Inevitably with the closure of the Retail operation the opportunity for volunteer involvement has been much reduced with the majority, 967 (2020: 854) during the year, on average contributing over 25,000 hours per month when open. Others are involved in fundraising, raising awareness of our work at public events and contributing to our governance on the Board, committees, panels and advisory groups.

### How we engage with our employees

Throughout the year the Board, through the Chief Executive and Leadership Team have ensured an active dialogue with employees to ensure that staff have been equipped with information whether in relation to day to day performance, the pandemic, the implications for them of the pandemic and future plans (as well as financial and operational information that provides context to decision making). During the year there has been both frequent written and oral communication at a range of points – and in particular at key points when there has been a need to clarify and communicate the implications of the Government’s response to the pandemic. This included staff meetings, team meetings, opportunities for staff to come together to talk about concerns as well as more social opportunities. These have all helped with the management of staff morale and welfare during the last year – ensuring that staff are appraised of the position, and that their views are taken into account when leadership are making decisions.

## Equality, diversity and inclusion

Inclusiveness is fundamental to the ethos of the YMCA Movement. We have a wholehearted commitment to welcome people of other faiths and those of none, linked to a confident identity as a Christian faith-based organisation. This includes ensuring that diversity is reflected strongly within our structures and that the services and activities managed by YMCA EW are designed to provide equal opportunities – with the Board and leadership team undertaking unconscious bias training. A great deal of work has been taken forward in 2020/21 to improve equality, diversity and inclusion. This has included the development of a strategy that ensures ownership to the agenda, raises awareness and implements a number of targeted actions.

Salaries are based on the role regardless of the gender of the person performing the duties. YMCA EW operates a staff grading system for all roles, where points are allocated based on the skills and responsibility of each role which determines the salary level for that role. Salary levels for each grade are set by benchmarking against other voluntary sector organisations. As we have more than 250 staff we are required to give our gender pay analysis in the statutory format, as at 5 April 2021:

Pay level	Male employees	Female employees
<b>Number of employees</b>	107	216
<b>Quartile 1 (highest)</b>	39%	61%
<b>Quartile 2</b>	32%	68%
<b>Quartile 3</b>	25%	75%
<b>Quartile 4 (lowest)</b>	36%	64%
<b>Average hourly rate</b>	£13.94	£11.38
<b>Median hourly rate</b>	£9.25	£9.25

As is shown in the table above, two thirds of the staff working for YMCA EW at April 2021 were female. In addition, over 80% of the staff employed by YMCA EW work in Retail (many of whom welcome the ability to work part-time) and consequently means that a more significant percentage of staff fall within the lower quartile bands. As a consequence, the above analysis is distorted and it is more meaningful to separate out the results of Retail staff from non-Retail staff which provides for the following analysis:

Pay level	Retail		Non-Retail	
	Male employees	Female employees	Male employees	Female employees
<b>Quartile 1 (highest)</b>	11%	23%	28%	38%
<b>Quartile 2</b>	30%	67%	2%	1%
<b>Quartile 3</b>	25%	75%	-	-
<b>Quartile 4 (lowest)</b>	36%	64%	-	-
<b>Average hourly rate</b>	£10.31	£9.72	£25.84	£20.96
<b>Median hourly rate</b>	£9.00	£9.00	£23.86	£19.49

The above analysis is further explained below.

- ▶ Two-thirds of the staff working for YMCA EW are female.
- ▶ In every pay quartile YMCA EW employs more women than men (which is common throughout the voluntary sector). This is partly due to the range of family friendly and flexible working policies available to staff. The pay disparity shown in the table is largely due to the relatively low number of male employees.
- ▶ As at April 2021, there were 4 people on the Senior Leadership Team of which two are female and two were male.
- ▶ Over 80% of our staff work in the retail operation. Hourly rates for the Retail staff have been increased and from March 2020 the lowest level is above the rates required by the National Living Wage.

Every role within YMCA EW is benchmarked and considered against the market. YMCA EW ensures its assessment of salaries is undertaken against a robust job evaluation process and consistent with our range of policies that ensure fair recruitment. We continue to review the implications of our gender pay gap statement and specifically the gender balance of staffing across the organisation – in particular at the higher quartiles – and have an objective to review our pay and grading framework during 2021/22.

YMCA EW has awarded cost of living increases in previous years of 2% (2019/20), 2% (2018/19), 2% (2017/18) and nil (2016/17). In view of the financial situation caused by COVID-19 there were no increases at April 2020 (or April 2021) but as the position clarified, and so as to not impact on 2021/22, the Board awarded a one-off award of 2% of gross salary in March 2021.

## Employment of disabled persons

We operate an equal opportunities employment policy. In particular, we give full and fair consideration to applications for employment and volunteering made by people who are disabled having regard to their particular aptitudes and abilities. Where possible, we continue the employment of, and arrange appropriate training for, employees who have become disabled during the period they were employed. People who are disabled are treated in the same way as other employees and volunteers when training, career development and promotion opportunities are being considered. Full details of these and our other policies are available on request from our registered office.

## Safeguarding

As an organisation that works in communities and with young people the YMCA EW Board recognises its responsibilities in relation to safeguarding, and promoting a climate in which individuals are able to report their concerns in confidence and have these dealt with appropriately. The Board have an appointed individual with responsibility for safeguarding and safeguarding is a standing item at all Board meetings, with the Board being informed on not only current status but also progress against the actions that make up the Safeguarding Strategy.

Transparency and individual understanding of the practices and procedures to be followed are key in ensuring that all individuals feel safe in any engagement with YMCA EW (whether an employee, volunteer or user of services). During 2020/21 we have continued work in relation to our Safeguarding Strategy ensuring continuous improvement in our policies, practices and procedures to ensure that these remain appropriate. Actions taken have included improvements to our recruitment procedures, ensuring that all members of staff receive safeguarding training, additional steps to encourage and enable staff to report any safeguarding concerns (especially during the time over which our shops have been closed during the pandemic and staff working virtually) as well as more detailed training for all line managers on safeguarding, in particular on how to encourage reporting and their role in subsequent action given their position in the organisation.

Whilst highlighting these improvements, the Board are not complacent in their responsibilities, recognising that there is always more to do with a need to continue to learn and adapt to changes in the environment. Work is therefore continuing to be taken forward in 2021/22, including looking at how safeguarding practices can be promoted across our federated structure (with safeguarding given a focus in our Federation Membership Agreement) including software packages that aid transparency and management, as well as tools and techniques that can be shared – with a Federation Safeguarding Group meeting to drive forward action.

## Statement of Trustees' responsibilities

The Trustees are responsible for preparing the strategic report, the Trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company and social housing regulations require the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent charity and of the surplus or deficit of the group for the year. In preparing those financial statements the Trustees are required to:

- ▶ Select suitable accounting policies and then apply them consistently
- ▶ Make judgements and accounting estimates that are reasonable and prudent
- ▶ State whether applicable UK Accounting Standards have been followed and the Statement of Recommended Practice: Accounting by registered providers of social housing 2014, subject to any material departures disclosed and explained in the financial statements
- ▶ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group and parent's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable us to ensure that the financial statements comply 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 January 2019. They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for ensuring that the report of the board is prepared in accordance with the Statement of Recommended Practice: Accounting by registered social housing providers 2014.

Financial statements are published on YMCA EW's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of this website is the responsibility of the board. The Board's responsibility also extends to the ongoing integrity of the financial statements contained therein.

## Members of the Board of Trustees

The members of the Board of Trustees who served during the year, including the Chairman, Vice Chair and the Senior Leadership Team are listed on pages 54 and 55.

## Appointment of auditors

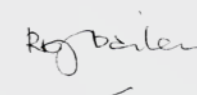
The Finance, Audit and Risk Committee agree the audit strategy each year during which they assess the independence of external auditors.

Crowe UK LLP were reappointed as auditors during the year. External audit services are placed out to tender every five years and were last reviewed in 2020.

## Disclosure of information to auditors

Each of the Board members (who are also Trustees and directors of YMCA EW) has confirmed that so far as they are aware, there is no relevant audit information of which the auditors are unaware, and that they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Strategic and Trustee reports were approved by the Board of Trustees on 22 September 2021 and signed on its behalf by



**Reg Bailey CBE**  
Chair,  
YMCA England & Wales

## Trustees and Advisors

President: Dr John Sentamu, Archbishop of York

Vice-presidents: Tim Waldron  
Val Wallis MBE<sup>3</sup>  
Peter Posner OBE

### Board members

- |  |  |
|--|--|
| ▶ Reg Bailey CBE <sup>2</sup>              | Chair                                      |
| ▶ Graham Bratby <sup>1</sup>               |  |
| ▶ Peter Calderbank <sup>1</sup> (Co-opted) | Chair of Finance, Audit and Risk Committee |
|  |  |
| ▶ Maxine Green                             |  |
| ▶ Ross Hendry                              |  |
| ▶ Paul Laffey                              |  |
| ▶ Jemima Lovett (Co-opted)                 |  |
| ▶ Jonathan Rowe                            |  |
| ▶ Hanna Sebright                           |  |
| ▶ Gillian Sewell                           |  |
| ▶ Chris Stern (appointed December 2020)    |  |
| ▶ Dawn Ward CBE                            |  |
| ▶ Emma White (Osmundsen) Vice-Chair        |  |

### Membership of divisional boards, committees, panels and advisory groups during the year ended March 2021:

- <sup>1</sup> Finance, Audit and Risk Committee (two Board members plus seven independent members)
- <sup>2</sup> Constitution Committee (Chair of the Board plus five independent members)
- <sup>3</sup> Archives Group (a Vice-President plus four independent members)

All members of the Board and its committees and groups give their time voluntarily and receive no benefits from YMCA EW. Any expenses reclaimed are set out in note 3.6 to the accounts.

## Advisors

**Auditors:**  
Crowe U.K. LLP  
55 Ludgate Hill  
London EC4M 7JW

**Bankers:**  
Lloyds Bank plc  
Fourth Floor,  
25 Gresham Street,  
London, EC2V 7HN

Barclays Bank plc  
Charities Team, Level 27  
1 Churchill Place  
London E14 5HP

**Solicitors:**  
Bates, Wells & Braithwaite LLP  
10 Queen Street Place,  
London EC4R 1BE

EDC Lord & Co  
One the Square  
Southall Lane, Southall  
Middlesex, Heathrow UB2 5NH

## Senior staff

### Chief Executive and National Secretary of the Council of YMCAs in England and Wales:

- ▶ Denise Hatton

### Senior Leadership Team:

- ▶ Jo Chettleburgh, Director of Income Generation
- ▶ Jamie Hutchinson, Director of Resources
- ▶ Jason Stacey, Director of Policy, Research, Communications and International

**Company Secretary:**  
Duncan Berry

**Registered Office:**  
Third Floor  
10-11 Charterhouse Square  
London EC1M 6EH

**Registered charity number:** 212810  
**Registered company number:** 73749  
**Homes England agency number:** LH2204

# Independent Auditor's Report

To the members of  
the National Council  
of Young Men's  
Christian Associations  
(incorporated)

## Opinion

We have audited the financial statements of National Council for Young Men's Christian Associations (Incorporated) ('the charitable company) and its subsidiaries (the "group) for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity, the Consolidated and Parent Balance Sheets, the Consolidated and Parent 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 2021 and of its profit 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, the 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 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 group's or 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.

## 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 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 the light of the knowledge and understanding of the group and the charitable company and their 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 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- ▶ adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- ▶ the 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 statement of Trustees' Responsibilities on page 53, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable 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. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008, together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within charitable company for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Regulator of Social Housing, GDPR, taxation legislation, health & safety legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, legal counsel and the Finance, Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## 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.

Tim Redwood  
Senior Statutory Auditor  
For and on behalf of

Crowe U.K. LLP  
Statutory Auditor  
London

Date: 30 September 2021

# FINANCIAL STATEMENTS



## National Council of Young Men's Christian Associations (Incorporated) | Consolidated statement of financial activities | Year ended 31 March 2021

	Note	2021			2020		
		UNRESTRICTED £'000	RESTRICTED £'000	TOTAL £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL £'000
<b>INCOME FROM</b>							
Donations and legacies	2.1	3,045	474	3,519	3,095	125	3,220
Affiliation fees	2.2	736	-	736	900	-	900
Income from charitable activities	2.3	199	348	547	358	103	461
Income from trading activities	2.4	7,994	-	7,994	9,644	-	9,644
Investments, interest and rental income	2.5	228	18	246	132	64	196
Profit (loss) on disposal of fixed assets	2.6	-	1,325	1,325	(2)	-	(2)
<b>TOTAL INCOME</b>		<b>12,202</b>	<b>2,165</b>	<b>14,367</b>	<b>14,127</b>	<b>292</b>	<b>14,419</b>
<b>EXPENDITURE FROM</b>							
Costs of raising funds	3.1	1,427	-	1,427	1,389	-	1,389
Expenditure on charitable activities	3.2	2,417	2,271	4,688	3,399	436	3,835
Operating costs of trading activities	3.3	8,503	-	8,503	9,583	-	9,583
<b>TOTAL EXPENDITURE</b>		<b>12,347</b>	<b>2,271</b>	<b>14,618</b>	<b>14,371</b>	<b>436</b>	<b>14,807</b>
<b>NET (EXPENDITURE) FOR THE YEAR</b>		<b>(145)</b>	<b>(106)</b>	<b>(251)</b>	<b>(244)</b>	<b>(144)</b>	<b>(388)</b>
Net gains (losses) on investments	7.	1,843	62	1,905	(501)	(189)	(690)
Other recognised gains and losses: (Losses) on defined benefit pension schemes		(2,254)	-	(2,254)	(203)	-	(203)
<b>NET MOVEMENT IN FUNDS</b>		<b>(556)</b>	<b>(44)</b>	<b>(600)</b>	<b>(948)</b>	<b>(333)</b>	<b>(1,281)</b>
Reconciliation of funds							
Fund balances at 1 April		4,555	2,118	6,673	5,503	2,451	7,954
<b>FUND BALANCES AT 31 MARCH</b>		<b>3,999</b>	<b>2,074</b>	<b>6,073</b>	<b>4,555</b>	<b>2,118</b>	<b>6,673</b>

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 68 to 91 form part of these accounts.

**National Council of Young Men's Christian Associations (Incorporated) | Consolidated statement of financial activities | Year ended 31 March 2021****Commentary**

Fundraising income includes the emergency appeal to assist the YMCA Federation survive the loss of income from Covid. In addition YMCA England & Wales gave a three month affiliation fee holiday (resulting in a reduced income of £0.25m). The reduction in income from charitable activities largely arises from cessation of housing work part way through the prior year.

Covid resulted in the forced closure of our charity shops for large parts of the year, the impact of which has been softened by the government grants available.

Expenditure on charitable activities includes grants of over £1.6m paid to local YMCAs to assist with the impact of Covid plus distribution of programme funds, resulting in total payments of over £2m to local YMCAs in the year.

YMCA England & Wales is reporting an operating deficit on general funds of £0.15m for the year (2020: operating deficit £0.24m). This would have been a surplus but for the affiliation fee holiday. However, it is recognised that YMCA England & Wales needs to ensure that our annual income regularly exceeds annual expenditure and this is being addressed by changes to our operating model to ensure that we continue to meet the changing needs of our member YMCAs.

## National Council of Young Men's Christian Associations (Incorporated) | Statements of comprehensive income | Year ended 31 March 2021

	Note	Non-housing		GROUP TOTAL £'000	PARENT £'000	31 March 2020				GROUP TOTAL £'000	PARENT £'000
		operations £'000	Discontinued £'000			Housing operations Continuing £'000	Discontinued operations £'000	Non-housing operations £'000	Discontinued £'000		
Income	5.1	12,792	4	12,796	12,772	-	173	14,047	5	14,225	14,153
Operating Costs	5.1	(14,562)	(56)	(14,618)	(14,598)	-	(179)	(14,498)	(108)	(14,785)	(14,742)
<b>Operating (deficit) surplus</b>		<b>(1,770)</b>	<b>(52)</b>	<b>(1,822)</b>	<b>(1,826)</b>	<b>-</b>	<b>(6)</b>	<b>(451)</b>	<b>(103)</b>	<b>(560)</b>	<b>(589)</b>
Investment income	4.	181	-	181	181	-	-	91	-	91	91
Interest and rents receivable	4.	65	-	65	65	49	-	56	-	105	105
Interest payable	4.	-	-	-	-	-	-	(22)	-	(22)	(22)
Profit on sale of assets		-	1,325	1,325	1,325	-	(2)	-	-	(2)	(2)
Net gains (losses) on investment assets		1,898	7	1,905	1,905	-	-	(690)	-	(690)	(690)
<b>SURPLUS (DEFICIT) FOR THE YEAR</b>		<b>374</b>	<b>1,280</b>	<b>1,654</b>	<b>1,650</b>	<b>49</b>	<b>(8)</b>	<b>(1,016)</b>	<b>(103)</b>	<b>(1,078)</b>	<b>(1,107)</b>
(Losses) on defined benefit pension schemes				(2,254)	(2,254)					(203)	(203)
<b>TOTAL COMPREHENSIVE INCOME FOR YEAR</b>				<b>(600)</b>	<b>(604)</b>					<b>(1,281)</b>	<b>(1,310)</b>

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2020

	General £'000	Revaluation £'000	Pension £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL £'000
Surplus (deficit) at 31 March 2019	12,241	1,069	(7,807)	5,503	2,451	7,954
Net income (expenditure) for the year	(150)	(1,069)	975	(244)	(144)	(388)
Net gains (losses) on investments	(501)	-	-	(501)	(189)	(690)
Other recognised gains and losses	-	-	(203)	(203)	-	(203)
<b>Surplus (deficit) at 31 March 2020</b>	<b>11,590</b>	<b>-</b>	<b>(7,035)</b>	<b>4,555</b>	<b>2,118</b>	<b>6,673</b>

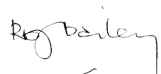
## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2021

	General £'000	Revaluation £'000	Pension £'000	Unrestricted Funds £'000	Restricted Funds £'000	TOTAL £'000
Surplus (deficit) at 31 March 2020	11,590	-	(7,035)	4,555	2,118	6,673
Net income (expenditure) for the year	(899)	-	754	(145)	(106)	(251)
Net gains on investments	1,843	-	-	1,843	62	1,905
Transfers between funds	-	-	-	-	-	-
Other recognised gains and losses	-	-	(2,254)	(2,254)	-	(2,254)
<b>Surplus (deficit) at 31 March 2021</b>	<b>12,534</b>	<b>-</b>	<b>(8,535)</b>	<b>3,999</b>	<b>2,074</b>	<b>6,073</b>

The notes on pages 68 to 91 form part of these accounts.

## National Council of Young Men's Christian Associations (Incorporated) | Balance sheets | Year ended 31 March 2021

	Note	31 March 2021				31 March 2020			
		Unrestricted Funds £'000	Restricted Funds £'000	GROUP TOTAL £'000	PARENT £'000	Unrestricted Funds £'000	Restricted Funds £'000	GROUP TOTAL £'000	PARENT £'000
FIXED ASSETS									
Tangible Assets:									
Other tangible assets	6.	572	-	<b>572</b>	572	686	141	<b>827</b>	827
Fixed asset investments	7.	11,342	34	<b>11,376</b>	11,376	6,499	1,818	<b>8,317</b>	8,317
Investments in subsidiaries	8.	-	-	-	1	-	-	-	1
		<u>11,914</u>	<u>34</u>	<u><b>11,948</b></u>	<u>11,949</u>	<u>7,185</u>	<u>1,959</u>	<u><b>9,144</b></u>	<u>9,145</u>
CURRENT ASSETS									
Stocks	9.	167	-	<b>167</b>	167	167	-	<b>167</b>	167
Debtors	10.								
Due within one year		1,817	6	<b>1,823</b>	1,830	2,070	69	<b>2,139</b>	2,193
Due after one year		1,184	-	<b>1,184</b>	1,184	1,353	-	<b>1,353</b>	1,353
Short-term deposits		71	424	<b>495</b>	495	71	201	<b>272</b>	272
Cash and cash equivalents		<u>1,708</u>	<u>1,724</u>	<u><b>3,432</b></u>	<u>3,425</u>	<u>3,491</u>	<u>472</u>	<u><b>3,963</b></u>	<u>3,916</u>
		<u>4,947</u>	<u>2,154</u>	<u><b>7,101</b></u>	<u>7,101</u>	<u>7,152</u>	<u>742</u>	<u><b>7,894</b></u>	<u>7,901</u>
CREDITORS: Amounts falling due within one year	11.	(4,930)	(114)	<b>(5,044)</b>	(5,045)	(2,888)	(583)	<b>(3,471)</b>	(3,479)
NET CURRENT ASSETS		<u>17</u>	<u>2,040</u>	<u><b>2,057</b></u>	<u>2,056</u>	<u>4,264</u>	<u>159</u>	<u><b>4,423</b></u>	<u>4,422</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		11,931	2,074	<b>14,005</b>	14,005	11,449	2,118	<b>13,567</b>	13,567
CREDITORS: Amounts falling due after one year:									
Provisions for liabilities	12.	(684)	-	<b>(684)</b>	(684)	(613)	-	<b>(613)</b>	(613)
Pension scheme obligations	13.1	(7,248)	-	<b>(7,248)</b>	(7,248)	(6,281)	-	<b>(6,281)</b>	(6,281)
NET ASSETS		<u>3,999</u>	<u>2,074</u>	<u><b>6,073</b></u>	<u>6,073</u>	<u>4,555</u>	<u>2,118</u>	<u><b>6,673</b></u>	<u>6,673</u>
The funds of the charity:									
Restricted Funds	14.	-	2,074	<b>2,074</b>	2,074	-	2,118	<b>2,118</b>	2,118
Unrestricted Funds:	15.								
- General reserve		12,534	-	<b>12,534</b>	12,534	11,590	-	<b>11,590</b>	11,590
- Pension reserve		(8,535)	-	<b>(8,535)</b>	(8,535)	(7,035)	-	<b>(7,035)</b>	(7,035)
		<u>3,999</u>	<u>2,074</u>	<u><b>6,073</b></u>	<u>6,073</u>	<u>4,555</u>	<u>2,118</u>	<u><b>6,673</b></u>	<u>6,673</u>



**Reg Bailey CBE**  
Chair



**Peter Calderbank**  
Treasurer

The notes on pages 68 to 91 form part of these accounts.

These accounts were approved and authorised for issue by the Board on 22 September 2021.

## National Council of Young Men's Christian Associations (Incorporated) | Statement of cash flows | Year ended 31 March 2021

	31 March 2021		31 March 2020	
	Group £'000	Parent £'000	Group £'000	Parent £'000
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>				
Net (expenditure) for the year	(251)	(251)	(388)	(388)
(Profit) loss on disposal of fixed assets	(1,438)	(1,438)	39	39
Depreciation charge	323	323	310	310
Return on investments and servicing of finance	(246)	(246)	(174)	(174)
(Increase) in stocks	-	-	(28)	(31)
Decrease in donated properties	-	-	410	410
Decrease (increase) in debtors	485	532	(477)	(457)
Increase (decrease) in creditors and deferred creditors	1,369	1,362	(503)	(482)
<b>NET CASHFLOW GENERATED FROM OPERATING ACTIVITIES</b>	<b>242</b>	<b>282</b>	<b>(811)</b>	<b>(773)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>				
Unrestricted fund investments:				
Funds placed into investments	(3,000)	(3,000)	(7,000)	(7,000)
Restricted fund investments:				
Proceeds from sale of investments	1,845	1,845	-	-
Trust & Association and Movement Trust Fund investments:				
Decrease (increase) in funds on short term deposit	(223)	(223)	125	125
Investment income	181	181	91	91
Interest received	65	65	105	105
	(1,132)	(1,132)	(6,679)	(6,679)
Cash inflow from sale of fixed assets	1,600	1,600	1,100	1,100
Cash (outflow) from purchase of other fixed assets	(230)	(230)	(523)	(523)
<b>NET CASHFLOW FROM INVESTING ACTIVITIES</b>	<b>238</b>	<b>238</b>	<b>(6,102)</b>	<b>(6,102)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of fixed asset loans	(6)	(6)	(34)	(34)
Interest paid	-	-	(22)	(22)
Pension deficit payments	(1,005)	(1,005)	(975)	(975)
Funds removed from (placed on) short term deposit	-	-	10,015	10,015
<b>NET CASHFLOW FROM FINANCING ACTIVITIES</b>	<b>(1,011)</b>	<b>(1,011)</b>	<b>8,984</b>	<b>8,984</b>

## National Council of Young Men's Christian Associations (Incorporated) | Statement of cash flows | Year ended 31 March 2021

<b>(DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS</b>	(531)	(491)	2,071	2,109
Cash at bank and in hand at 1 April	3,963	3,916	1,892	1,807
<b>Cash at bank and in hand 31 March</b>	<b>3,432</b>	<b>3,425</b>	<b>3,963</b>	<b>3,916</b>

**ANALYSIS OF CHANGES IN GROUP NET DEBT**

	Cashflows arising from				At 31 March 2020 £'000
	At 31 March 2021 £'000	Operational	Loan / lease repayments	Asset sales	
Cash and cash equivalents	3,432	(2,125)	(6)	1,600	3,963
Short-term deposits	495	223	-	-	272
Finance lease obligations (note 12.1)	-	-	6	-	(6)
	<b>3,927</b>	<b>(1,902)</b>	<b>-</b>	<b>1,600</b>	<b>4,229</b>

**ANALYSIS OF CHANGES IN PARENT NET DEBT**

	Cashflows arising from				At 31 March 2020 £'000
	At 31 March 2021 £'000	Operational	Loan / lease repayments	Asset sales	
Cash and cash equivalents	3,425	(2,085)	(6)	1,600	3,916
Short-term deposits	495	223	-	-	272
Finance lease obligations (note 12.1)	-	-	6	-	(6)
	<b>3,920</b>	<b>(1,862)</b>	<b>-</b>	<b>1,600</b>	<b>4,182</b>

The notes on pages 68 to 91 form part of these accounts.

**National Council of Young Men's Christian Associations (Incorporated) | Accounting policies | Year ended 31 March 2021****1 | Accounting Policies**

The financial statements have been prepared in accordance with applicable accounting standards for a public benefit entity. The most important accounting policies are:

**1.1 | Basis of accounting**

These financial statements are prepared under the historical cost convention, except for the valuation of investments and social housing properties, and comply with the Accounting Direction for Private Registered Providers of Social Housing from April 2015, the Statement of Recommended Practice issued by the National Federation of Housing Associations (the Housing SORP) and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102)" issued by the Charity Commission (the Charities SORP (FRS 102)), where this does not conflict with the Housing SORP, the Charities Act 2011 and the Companies Act 2006.

As disclosed on page 53, the trustees are responsible for preparing the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue on this basis. The trustees have undertaken an assessment in relation to going concern and has considered such matters as the level of reserves, together with the Plan's forecasted future results. The trustees have determined that there is not a material uncertainty as to the ability of the charity to

continue as a going concern for the foreseeable future and the trustees therefore believe it remains appropriate to prepare the financial statements on a going concern basis.

**1.2 | Basis of consolidation**

The National Council of YMCAs is required to prepare consolidated financial statements on a line-by-line basis including the results of the company's trading subsidiary (YMCA Retail Limited), and the operations of Dunford Trust, Douglas Wood Charity and the YMCA Trust Fund. Prior to the gift aid payment from the subsidiaries, the gross income of the parent company was £14.3m (2020: £14.3m) and the net movement in funds reported for the year includes a deficit of £0.6m (2020: deficit of £1.3m) which is dealt with in the financial statements of the parent company.

**1.3 | General**

The Statement of Financial Activities records the activities of the National Council of YMCAs and its subsidiaries, both as an affiliating body and of operating projects on a national basis and the balance sheet sets out its assets and liabilities. In addition to its own assets, properties and investments are registered in the name of YMCA England & Wales as formal trustee for Associations. These assets are excluded from these financial statements.

Restricted funds are raised for specific purposes and may only be used for the specified purpose. The movement on these funds are separated from

movements in unrestricted funds on the Statement of Financial Activities and the amount at the balance sheet date is shown in note 14. Where funds are in deficit they are charged against the General Fund.

**1.4 | Discounted activities**

In view of the disappointing performance of Dunford House, the Board decided to close this activity with effect from 26 March 2018 and the property was sold in August 2020. Therefore this activity is shown as a discontinued non-housing activity. This property was held by YMCA England & Wales as trustee, and under the terms of the Trust Deed the surpluses from operations can only be applied for specified purposes accordingly this is shown as a movement on restricted funds.

**1.5 | Turnover**

The total income represents the amounts receivable exclusive of VAT in respect of operational activities, grants receivable and fundraising activities. All income arose in the United Kingdom. All income from operations, grants and fundraising is recognised in the Statement of Financial Activities when any conditions relating to the income have been satisfied, and any amounts in respect of future periods are carried forward as deferred income.

Goods donated for sale in the charity shops are included at their sales value. Gifts received in kind are included in income at their market value with a

**National Council of Young Men's Christian Associations (Incorporated) | Accounting policies | Year ended 31 March 2021**

corresponding charge included within expenditure.

Grants of a revenue nature are credited to the Statement of Comprehensive Income in the period to which they relate.

**1.6 | Legacies**

Legacies are recognised within income and debtors when probate is granted unless there are specific conditions preventing receipt, e.g. a life tenant. At the year end there were 2 legacies notified but not recognised as probate had not been granted and 7 legacies subject to life tenants with an estimated value of £69k (2020: 5 legacies with estimated value of £66k) which are held in property and investments.

**1.7 | Capital expenditure and depreciation**

Fixed assets are items costing in excess of £1,000 with a useful life of more than one year and are stated at cost less depreciation. The depreciation charge is calculated to write off the cost less estimated residual value of each asset over its expected useful life as follows:

Freehold buildings	— 50 years
Leasehold land and buildings	— Period of the lease or earlier break
Shop leases and shop fittings	— Period of the lease or five years
Computers, equipment and motor vehicles	— 3 years straight line

Estimated provisions are made for significant leasehold property dilapidation liabilities.

**1.8 | Stocks and work in progress**

Stocks and work in progress are stated at the lower of cost and net realisable value. Goods donated for sale in the charity shops are included at their fair value.

**1.9 | Expenditure**

Expenditure is accounted for on an accruals basis. Direct expenses are allocated to the department incurring the expenditure. Expenditure is stated inclusive of irrecoverable VAT. During the year ended 31 March 2021 YMCA England incurred VAT of £33,340 (2020: £120,829) which it was unable to recover.

Costs of generating funds includes all fundraising departments and operating costs for the trading subsidiaries.

Charitable activities comprises expenses attributable to the operating departments as detailed in note 3.2. Central services are allocated to activities/departments based on the estimated usage of the services on the following basis:

**Function**

Office Services

Central overheads

Personnel and payroll

Finance

IT

**Allocation basis**

Average number of employees

Average number of employees

Average number of employees

Non-staff expenditure

Number of PCs

**1.10 | Investments**

FRS102 provides that investments should be shown as fixed assets at their market value. To comply with FRS102 investment gains and losses have to be shown on the face of the Statement of Comprehensive Income.

Investments in subsidiary companies are stated at cost less accumulated impairment.

Investment income is accounted for on a receivable basis.

**1.11 | Operating leases**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

**1.12 | Pensions**

YMCA England & Wales 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

**National Council of Young Men’s Christian Associations (Incorporated) | Accounting policies | Year ended 31 March 2021**

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 England & Wales.

As described in note 13, YMCA England & Wales has a contractual obligation to make annual pension deficit payments of £1.04m over the period to April 2029 (2020: £1m pa over period to April 2027) , accordingly this is shown as a liability in these accounts. In addition, YMCA England & Wales is required to contribute £245k (2020: £203k) pa to the operating expenses of the Pension Plan and these costs are charged to the Statement of Comprehensive Income as made.

As described in note 13 a defined contribution scheme has been set up which all staff are eligible to join.

**1.13 | Liabilities**

Liabilities are recognised when YMCA England & Wales has an absolute obligation to make payment to a third party.

**1.14 | Cash at bank and in hand**

This includes amounts held on accounts with access within thirty days. Amounts held on longer term notice are shown as short-term deposits.

Liquid resources for the purposes of the cashflow statement comprise bank and cash balances.

**1.15 | Foreign currencies**

Items paid in foreign currencies are translated at the exchange rate incurred for that transaction.

**1.16 | Judgements in applying accounting policies and key sources of estimation uncertainty**

In preparing these financial statements, the key judgements have been made in respect of the following:

- ▶ The State Aid limitations in force changed during the year and we are seeking clarity on the new regulations.
- ▶ Whether there are indicators of impairment of the group’s assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset.
- ▶ Depreciation of tangible assets is based on their estimated useful lives.
- ▶ Provision is made for future leasehold property dilapidation costs at the best estimate of the likely future liability based on the nature and condition of the property.
- ▶ The discount factor used for pension deficit contributions in future years.
- ▶ The critical underlying assumptions in relation to the estimate of the pension plan obligations such as return on assets, increases in pensions in payment and mortality. Variations in these assumptions have the ability to significantly

influence the value of the pension liability and the annual contributions required.

## National Council of Young Men's Christian Associations (Incorporated) | Analysis of total income | Year ended 31 March 2021

	Grants and Contracts for services £'000	Other Income £'000	TOTAL 2021 £'000	Grants and Contracts for services £'000	Other Income £'000	TOTAL 2020 £'000
<b>2.1 DONATIONS AND LEGACIES</b>						
Individuals	-	2,519	2,519	-	2,092	2,092
Legacies	-	858	858	-	1,010	1,010
Corporate and Trusts	-	142	142	-	118	118
	-	3,519	3,519	-	3,220	3,220
<b>2.2 AFFILIATION FEES</b>	-	736	736	-	900	900
<b>2.3 INCOME FROM CHARITABLE ACTIVITIES</b>						
Housing Management	-	-	-	-	166	166
Movement Services	-	43	43	-	78	78
Programme Development	348	-	348	113	25	138
Communications, Policy & Research	-	-	-	-	1	1
International	-	-	-	1	10	11
Central Services	74	82	156	-	67	67
	422	125	547	114	347	461
<b>2.4 INCOME FROM TRADING ACTIVITIES</b>						
Income generated by charity shops	3,444	4,526	7,970	-	9,572	9,572
Trading companies (note 8)	-	24	24	-	72	72
	3,444	4,550	7,994	-	9,644	9,644
<b>2.5 INVESTMENTS, INTEREST AND RENTAL INCOME</b>						
Investment income	-	181	181	-	91	91
Interest receivable	-	64	64	-	100	100
Rental Income	-	1	1	-	5	5
	-	246	246	-	196	196
<b>2.6 PROFIT ON SALE OF FIXED ASSETS</b>						
Profit (Loss) on sale of assets	-	1,325	1,325	-	(2)	(2)
	-	1,325	1,325	-	(2)	(2)
<b>TOTAL INCOME</b>	<b>3,866</b>	<b>10,501</b>	<b>14,367</b>	<b>114</b>	<b>14,305</b>	<b>14,419</b>

**National Council of Young Men’s Christian Associations (Incorporated) | Analysis of total income |** Year ended 31 March 2021

To assist local YMCAs respond to the Covid pandemic, YMCA England & Wales gave a three-month affiliation fee holiday.

The figures shown above for ‘Grants and contracts for services’ include amounts raised by fundraising staff for specific purposes.

YMCA England & Wales benefits greatly from the involvement of its many volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these accounts.

The above income includes the following statutory items:

Grants and contracts for services from Government sources:

- Furlough income
- Retail, leisure and hospitality grants
- Gift aid receivable

	<b>Grants and Contracts for services £'000</b>	<b>Other Income £'000</b>	<b>TOTAL 2021 £'000</b>	<b>Grants and Contracts for services £'000</b>	<b>Other Income £'000</b>	<b>TOTAL 2020 £'000</b>
	1,667	-	1,667	-	-	-
	1,851	-	1,851	-	-	-
	-	546	546	-	698	698
	<u>3,518</u>	<u>546</u>	<u>4,064</u>	<u>-</u>	<u>698</u>	<u>698</u>

## National Council of Young Men's Christian Associations (Incorporated) | Expenses | Year ended 31 March 2021

	Staff Costs (Note 3.5) £'000	Other Costs £'000	Grants payable £'000	Support Costs £'000	TOTAL 2021 £'000	Staff Costs (Note 3.5) £'000	Other Costs £'000	Grants payable £'000	Support Costs £'000	TOTAL 2020 £'000
<b>3.1 COSTS OF RAISING FUNDS</b>										
Individuals	511	439	-	172	1,122	365	510	-	214	1,089
Legacies	48	92	-	34	174	35	54	-	43	132
Corporate and Trusts	51	11	-	69	131	71	12	-	85	168
	<u>610</u>	<u>542</u>	<u>-</u>	<u>275</u>	<u>1,427</u>	<u>471</u>	<u>576</u>	<u>-</u>	<u>342</u>	<u>1,389</u>
<b>3.2 CHARITABLE ACTIVITIES</b>										
Housing Management	-	1	-	-	1	32	137	-	16	185
Movement Services	238	(64)	-	327	501	236	288	-	386	910
Funding support	76	77	-	69	222	120	28	-	85	233
Programme Development	71	134	85	51	341	50	132	-	34	216
Communications, Policy & Research	467	178	-	212	857	411	309	-	280	1,000
Legal Support and Trust & Association Funds	-	14	1,626	27	1,667	-	41	175	35	251
Payments to YMCAs	-	-	425	-	425	-	-	361	-	361
International Work	35	191	-	26	252	60	248	-	35	343
Dunford House	3	23	30	-	56	3	104	-	-	107
Defined benefit pension scheme operating expenditure	213	-	-	-	213	162	-	-	-	162
Central Services (note 3.4)	1,048	927	-	(1,822)	153	890	1,205	-	(2,028)	67
	<u>2,151</u>	<u>1,481</u>	<u>2,166</u>	<u>(1,110)</u>	<u>4,688</u>	<u>1,964</u>	<u>2,492</u>	<u>536</u>	<u>(1,157)</u>	<u>3,835</u>
<b>3.3 OPERATING COSTS OF TRADING ACTIVITIES</b>										
Operating costs of charity shops	4,386	3,262	-	835	8,483	4,376	4,349	-	815	9,540
Trading companies (note 8)	-	20	-	-	20	-	43	-	-	43
	<u>4,386</u>	<u>3,282</u>	<u>-</u>	<u>835</u>	<u>8,503</u>	<u>4,376</u>	<u>4,392</u>	<u>-</u>	<u>815</u>	<u>9,583</u>
<b>TOTAL EXPENDITURE</b>	<u>7,147</u>	<u>5,305</u>	<u>2,166</u>	<u>-</u>	<u>14,618</u>	<u>6,811</u>	<u>7,460</u>	<u>536</u>	<u>-</u>	<u>14,807</u>

Other costs within “operating costs of charity shops” in note 3.3 includes dilapidation provisions of £119k (2020: £151k), which is the estimated value of dilapidation obligations arising on the retail units based on floor area.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 3.4 Central Services

Central service costs less the associated income (as shown in note 2.3) are allocated across activities on the following basis:

	Basis of allocation	Fundraising Activities £'000	Retail activities £'000	Housing Services £'000	Influencing Activities £'000	Business Development £'000	Movement Support £'000	TOTAL 2021 £'000
Office Services	London staff numbers	156	172	-	104	-	-	432
Central Overheads	Estimated time	19	19	-	50	8	287	383
Personnel and payroll	Average number of employees	91	233	-	61	30	26	441
Finance	Estimated time	56	323	-	36	6	14	435
IT	Number of PCs	22	88	-	14	7	-	131
<b>TOTAL 2021</b>		<b>344</b>	<b>835</b>	<b>-</b>	<b>265</b>	<b>51</b>	<b>327</b>	<b>1,822</b>
	Basis of allocation	Fundraising Activities £'000	Retail activities £'000	Housing Services £'000	Influencing Activities £'000	Business Development £'000	Movement Support £'000	TOTAL 2020 £'000
Office Services	London staff numbers	189	173	-	126	-	-	488
Central Overheads	Estimated time	25	51	10	76	10	335	507
Personnel and payroll	Average number of employees	115	165	-	77	15	35	407
Finance	Estimated time	63	318	6	48	6	16	457
IT	Number of PCs	35	108	-	23	3	-	169
<b>TOTAL 2020</b>		<b>427</b>	<b>815</b>	<b>16</b>	<b>350</b>	<b>34</b>	<b>386</b>	<b>2,028</b>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 3.5 EMPLOYEE COSTS (including subsidiaries)

	<b>TOTAL 2021 £'000</b>	<b>TOTAL 2020 £'000</b>
Staff costs comprise:		
Wages & salaries	6,237	5,978
Social security costs	475	464
Employer's contribution towards pension scheme operating expenditure	213	162
Other pension costs	222	207
	<u>7,147</u>	<u>6,811</u>

The average number of employees during the year, including part time and seasonal staff, analysed by function was:

	Average Number	Full-time Equivalent	Average Number	Full-time Equivalent
UK - charitable activities	15	14	14	14
UK - fundraising	17	17	15	15
UK - charity shops	275	215	274	213
UK - other activities	20	19	17	15
TOTAL	<u>327</u>	<u>265</u>	<u>320</u>	<u>257</u>

The number of employees whose emoluments exceeded £60,000 (including pension contributions) per annum during the year was as follows:

	Number	Number
£60,001 to £70,000	3	3
£70,001 to £80,000	1	1
£80,001 to £90,000	-	-
£90,001 to £100,000	-	-
£100,001 to £110,000	2	2
£110,001 to £120,000	1	1
£120,001 to £130,000	1	1
	<u>8</u>	<u>8</u>

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021**

YMCA England & Wales operates a salary sacrifice scheme for pension contributions.

All staff are eligible to join the defined contribution pension scheme. The Chief Executive is an ordinary member of the YMCA Group Personal Pension Plan.

Total redundancy costs of £20,379 arose from restructuring the staff team (2020: £34,898).

The following information is given in respect of those employees defined as "directors" by the Accounting Direction for Private Registered Providers of Social Housing 2019.

	2021		2020	
	Number	£'000	Number	£'000
Aggregate remuneration (excluding pension contributions)		382		392
Pension contributions		<u>67</u>		<u>57</u>
Aggregate remuneration (including pension contributions)	<u>4</u>	<u>449</u>	<u>4</u>	<u>449</u>
Highest paid (excluding pension contributions)		108		108
Pension contributions		<u>19</u>		<u>19</u>
Highest paid (including pension contributions)		<u>127</u>		<u>127</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 3.6 EXPENSES

Due to Covid all Board meetings were held electronically so there were no board expenses to reimburse (2020: 9 members reimbursed £3,747 in respect of their travel expenses). No board members received any remuneration for their services during the year (2020: £nil).

Members of the Senior Leadership Team were reimbursed for the following items of expenditure:

	2021 £'000	2020 £'000
Travel costs	3	7
Subsistence	-	4
Others	4	3
	<u>7</u>	<u>14</u>

## 4. NET EXPENDITURE FOR THE YEAR

The reported net expenditure for the year is after charging:

	2021 £'000	2020 £'000
Operating lease rentals payable:		
Property rentals	1,440	1,614
Motor vehicles	60	51
Equipment	13	24
	<u>1,513</u>	<u>1,689</u>
Interest Payable:		
Finance leases	-	22
Auditors remuneration:		
Total (parent company £26,100 (2020: £25,500))	<u>26</u>	<u>26</u>
and after crediting:		
Income from UK listed investments	<u>181</u>	<u>91</u>
Rental income:		
- External	<u>1</u>	<u>5</u>
Interest receivable:		
- Interest on bank deposits	2	43
- Loan interest	62	57
	<u>64</u>	<u>100</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 5. REGISTERED SOCIAL LANDLORD ACTIVITIES

## 5.1 PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	31 March 2021			31 March 2020		
	Turnover £'000	Operating costs £'000	Operating surplus £'000	Turnover £'000	Operating costs £'000	Operating surplus £'000
Social housing lettings (note 5.2)	-	-	-	173	(127)	46
Other social housing activities:						
Admin	-	-	-	-	(52)	(52)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>173</u>	<u>(179)</u>	<u>(6)</u>

## 5.2 PARTICULARS OF INCOME &amp; EXPENDITURE FROM SOCIAL HOUSING LETTINGS

At March 2019 YMCA England & Wales had 66 units of supported housing accommodation (using management agents), which were sold to a local YMCA during the year ended March 2020. There were no units during the year ended March 2021.

	31 March 2021 Supported Housing £'000	31 March 2020 Supported Housing £'000
<b>Income</b>		
Rent receivable (net of identifiable service charges)	-	173
Service charge income	-	-
NET RENTAL INCOME	<u>-</u>	<u>173</u>
<b>Expenditure</b>		
Management	-	60
Service charge costs	-	-
Routine maintenance	-	29
Bad debts	-	7
Depreciation of housing properties	-	31
OPERATING COSTS ON SOCIAL HOUSING LETTINGS	<u>-</u>	<u>127</u>
OPERATING SURPLUS ON SOCIAL HOUSING LETTINGS	<u>-</u>	<u>46</u>

Rent losses from voids were £nil (2020: £11k). There were no capitalised repair costs in either year.

5.3 The housing schemes were operated by Associations as management agents for YMCA England & Wales. The gross income and expenditure are included in note 5.1 and 5.2 with amounts due (to)/from Associations at the year end date included within creditors/debtors as appropriate.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 6.1 TANGIBLE FIXED ASSETS

	Land & Buildings		Equipment & Vehicles	TOTAL
	Freehold £'000	Short Leasehold £'000		
Cost:				
At 1 April 2020	214	485	1,896	2,595
Additions	-	37	193	230
Disposals	(212)	(35)	(25)	(272)
At 31 March 2021	<u>2</u>	<u>487</u>	<u>2,064</u>	<u>2,553</u>
Depreciation:				
At 1 April 2020	72	362	1,334	1,768
Charge for the year	-	66	257	323
Disposals	(71)	(28)	(11)	(110)
At 31 March 2021	<u>1</u>	<u>400</u>	<u>1,580</u>	<u>1,981</u>
NET BOOK VALUE:				
31 March 2021	<u>1</u>	<u>87</u>	<u>484</u>	<u>572</u>
31 March 2020	<u>142</u>	<u>123</u>	<u>562</u>	<u>827</u>
The above analysis includes Items held on leases:				
31 March 2021	<u>-</u>	<u>87</u>	<u>-</u>	<u>87</u>
31 March 2020	<u>-</u>	<u>123</u>	<u>6</u>	<u>129</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

	Land & Buildings		Equipment & Vehicles	TOTAL
	Freehold £'000	Short Leasehold £'000	£'000	£'000
The net book value at 31 March 2021 represents fixed assets used for:				
Charitable Activities	1	-	-	1
Management & administration	-	31	35	66
Retail Operations	-	56	449	505
	<u>1</u>	<u>87</u>	<u>484</u>	<u>572</u>
The net book value at 31 March 2020 represents fixed assets used for:				
Charitable Activities	142	-	-	142
Management & administration	-	53	31	84
Retail Operations	-	70	531	601
	<u>142</u>	<u>123</u>	<u>562</u>	<u>827</u>

The net book value of freehold land and buildings includes land at cost of £400 (2020: £479) which is not depreciated.

The sale of the freehold property (Dunford House) was agreed during the previous year but only completed in August 2020. As this asset was held in a restricted fund the sale proceeds are subject to the terms of the trust.

The majority of properties operated by the YMCA Movement throughout the country are owned by autonomous member YMCAs. Where the YMCA is unable to hold the title deeds itself these are held by the National Council as trustee for the YMCA. As these are not the equitable property of the National Council they are omitted from the above totals.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 7. INVESTMENTS

7.1 The unrestricted investments comprise investments in listed funds held in:

**March 2021:**

	At Cost			At Market Value		Investment Analysis:		
	March 2020 £'000	Additions £'000	March 2021 £'000	March 2021 £'000	Unrealised gains during the year £'000	Cash and liquid assets £'000	Equities £'000	Other investments £'000
COIF Charities Ethical Investment Fund	5,000	-	5,000	5,407	907	266	4,174	967
UBS Managed Funds	2,000	3,000	5,000	5,935	936	18	4,860	1,056
	<u>7,000</u>	<u>3,000</u>	<u>10,000</u>	<u>11,342</u>	<u>1,843</u>	<u>284</u>	<u>9,034</u>	<u>2,023</u>
<b>March 2020:</b>	<b>At Cost</b>			<b>At Market Value</b>		<b>Investment Analysis:</b>		
	March 2019 £'000	Additions £'000	March 2020 £'000	March 2020 £'000	Unrealised (losses) during the year	Cash and liquid assets £'000	Equities £'000	Other investments £'000
COIF Charities Ethical Investment Fund	-	5,000	5,000	4,500	(500)	10	3,236	1,254
UBS Managed Funds	-	2,000	2,000	1,999	(1)	222	1,472	305
	<u>-</u>	<u>7,000</u>	<u>7,000</u>	<u>6,499</u>	<u>(501)</u>	<u>232</u>	<u>4,708</u>	<u>1,559</u>

These funds are held to enable the charity to meet its future obligations to the pension scheme.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

- 7.2 The restricted fixed asset funds comprise:
- Trust & Association Funds represented mainly by funds from defunct member YMCAs. Income is either remitted to a specific activity or accumulated;
  - The Movement Trust Fund is established under the trusteeship of the National Council of YMCAs, with the purpose of assisting member YMCAs with grants and loans.

	<b>Cost £'000</b>	<b>Market value £'000</b>
Value at 31 March 2019	1,086	2,007
Unrealised gains (losses) during the year	-	(189)
Value at 31 March 2020	1,086	1,818
Disposals during the year	(1,078)	(1,846)
Realised gains (losses) during the year	-	55
Unrealised gains (losses) during the year	-	7
Value at 31 March 2021	<u>8</u>	<u>34</u>

The fixed asset investments comprise investments in the following unit trusts:

	March 2021 £'000	March 2020 £'000
Blackrock Common Investment Fund	-	415
Schroder Institutional Overseas Equities	-	854
M&G Charifund	-	323
COIF Charity Funds - Property	-	199
COIF Charity Investment Funds	34	27
	<u>34</u>	<u>1,818</u>

The restricted fund investments were sold in the year to finance the emergency response fund to assist local YMCAs as a response to Covid.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 8. INVESTMENT IN SUBSIDIARIES

During the year, the charity had a trading company (registered in England & Wales) which covenanted its profits to the charity:

Name:	Company number	Nature of business:	Type of Share:	Holding:
YMCA Retail Limited	02232462	Sponsorship and sales of new goods	Ordinary	100%

A summary of its trading results is shown below:

	31 March 2021 YMCA Retail Limited £000	31 March 2020 YMCA Retail Limited £000
Turnover	24	72
Cost of sales	(19)	(42)
GROSS PROFIT	<u>5</u>	<u>30</u>
Interest receivable	-	1
Administration costs	(1)	(1)
NET PROFIT	<u>4</u>	<u>30</u>
Amount Gift Aided to YMCA England and Wales	(4)	(30)
Retained in subsidiary	<u>-</u>	<u>-</u>
Total Shareholders' Funds	<u><u>1</u></u>	<u><u>1</u></u>

	31 March 2021 £000	31 March 2020 £000
Reimbursement of items paid	19	32
Gift aid of profits	<u>4</u>	<u>30</u>
	<u><u>23</u></u>	<u><u>62</u></u>

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021**

	31 March 2021		31 March 2020	
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000
9. STOCKS				
Donated goods for resale	167	167	167	167

	31 March 2021		31 March 2020	
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000
10. DEBTORS				
Other debtors				
Due within one year	1,492	1,487	1,625	1,616
Due after one year (note 10.1)	1,184	1,184	1,353	1,353
Prepayments and accrued income	331	331	514	514
Due from Group Undertakings	-	12	-	63
	<u>3,007</u>	<u>3,014</u>	<u>3,492</u>	<u>3,546</u>

## 10.1 YMCA England &amp; Wales had outstanding loans to:

	31 March 2021			31 March 2020			Interest
	Repayment			Repayment			
	Amount	within	After 12	Amount	within 12	After 12	
	£'000	12 months	months	£'000	months	months	
		£'000	£'000		£'000	£'000	
YMCA Thames Gateway	1,259	215	1,044	1,317	114	1,203	2.5%
YMCA Swansea	96	36	60	94	32	62	base +3%
European Alliance of YMCAs (for YMCA 175 event)	102	22	80	123	35	88	base +3%
	<u>1,457</u>	<u>273</u>	<u>1,184</u>	<u>1,534</u>	<u>181</u>	<u>1,353</u>	

During the year ended March 2015, YMCA England & Wales sold the freehold of the housing scheme at Dartford to the local association at open market value for social housing, the consideration being received by a 20 year interest bearing loan at 2.5%, with repayments deferred for 5 years. Due to Covid it was agreed that the first repayment could be delayed until December 2020 with the second repayment made in April 2021. Future payments to be made annually in March. The loans to YMCA Swansea (£95k) and European Alliance of YMCAs (£120k) were made during the year ended March 2020 and are repayable by instalments.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 March 2021		31 March 2020	
	GROUP £'000	PARENT £'000	GROUP £'000	PARENT £'000
Finance lease obligations due within one year	-	-	6	6
Pension scheme obligations due within one year (note 13.1)	1,287	1,287	754	754
Taxes & Social Security Costs	123	123	129	125
Other Creditors	1,244	1,244	1,209	1,209
Recycled social housing grant (note 11.1)	172	172	172	172
Due to Group Undertakings	-	2	-	13
Provisions for liabilities payable within 12 months (note 12.1)	408	408	513	513
Accruals and deferred income	1,810	1,809	688	687
	<u>5,044</u>	<u>5,045</u>	<u>3,471</u>	<u>3,479</u>

Deferred income consists of grants received in advance.

11.1 Recycled social housing grant	£'000	£'000
Balance at 1 April 2020		
and 31 March 2021	<u>172</u>	<u>172</u>
This amount is over 3 years old and repayment to Homes England may be required.		

**National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021**
**12. CREDITORS: AMOUNTS FALLING DUE  
AFTER MORE THAN ONE YEAR**
**12.1 PROVISION FOR LIABILITIES**

At the balance sheet date YMCA England &amp; Wales had obligations to make future payments in respect of the following items where the amount or timing is uncertain:

	Balance at 1 April 2020 £'000	Additional Provisions £'000	Utilised in the year £'000	Balance at 31 March 2021 £'000	Balance at 1 April 2019 £'000	Additional Provisions £'000	Utilised in the year £'000	Balance at 31 March 2020 £'000
Lease dilapidations - retail (see note 3.3)	983	119	(131)	971	1,005	151	(173)	983
Lease dilapidations - non-retail	100	-	-	100	100	-	-	100
Allocate rent-free period over lease term	43	-	(22)	21	65	-	(22)	43
Reorganisation costs	-	-	-	-	53	(3)	(50)	-
	<u>1,126</u>	<u>119</u>	<u>(153)</u>	<u>1,092</u>	<u>1,223</u>	<u>148</u>	<u>(245)</u>	<u>1,126</u>

	Payable					TOTAL 2021 £'000	TOTAL 2020 £'000
	Within one year £'000	One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000		
As at 31 March 2021	408	18	268	398	684	<u>1,092</u>	
As at 31 March 2020	513	48	272	293	613		<u>1,126</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 13. PENSION COMMITMENT

- 13.1 YMCA England & Wales 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 England & Wales and at the yearend 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 discount rates before and after retirement of 2.59% and 1.09% respectively, the increase in pensions in payment of 2.99% (for RPI capped at 5% p.a.), and the average life expectancy from normal retirement age (of 65) for a current male pensioner of 22.0 years, female 24.4 years, and 23.7 years for a male pensioner, female 26.1 years, retiring in 20 years' time. The result of the valuation showed that the actuarial value of the assets was £146.1m, which represented 79% of the benefits that had accrued to members.

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

The valuation prepared as at 1 May 2020 for the YMCA Pension Plan as a whole showed that it had a deficit of £39 million. YMCA England and Wales has been advised that it will need to make monthly contributions of £107k 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. Agreed future deficit contributions have been discounted using a rate of 3% (2020: 3%). The current recovery period is 8 years commencing 1st May 2021.

In addition, YMCA England & Wales may have over time liabilities in the event of the non-payment by other participating YMCAs of their share of the YMCA Pension

	Repayable					TOTAL 2021 £'000	TOTAL 2020 £'000
	Within one year £'000	One to two years £'000	Two to five years £'000	After five years £'000	After more than one year £'000		
As at 31 March 2021	1,287	1,035	3,106	3,107	7,248	8,535	
As at 31 March 2020	754	1,256	3,015	2,010	6,281		7,035

In response to the Covid pandemic, the Trustee of the YMCA Pension Plan allowed participating employers to defer three months' of the 2020-21 contributions until 31 December 2021. Accordingly the contributions due within one year at March 2020 are reduced with a corresponding increase in the contributions due within one year at March 2021.

- 13.2 YMCA England & Wales has opened a defined contribution group personal pension plan for employees. YMCA England & Wales is making employer contributions of 6% of pensionable earnings provided that employees make a contribution of at least 3%.

YMCA England & Wales has also opened an auto-enrolment pension scheme for those employees who do not want to join the main scheme which has employer contributions of 3% of pensionable earnings provided that employees also make a contribution of 2%. The employee contributions increased to 5% from April 2019.

Total pension contributions for the year ended 31 March 2021 are shown in note 3.5.

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 14. RESTRICTED FUNDS

The income and expenditure of the National Council include items relating to restricted funds comprising the following unexpended balances of donations and trusts held which can only be applied for specified purposes.

	Balance at 1 April 2019 £'000	Year ended March 2020				Year ended March 2021				
		Movement in funds:			Balance at 31 March 2020 £'000	Movement in funds:			Balance at 31 March 2021 £'000	
		Income £'000	Investment gains (losses) £'000	Expenditure £'000		Income £'000	Investment gains (losses) £'000	Expenditure £'000		Transfers £'000
Restricted income funds:										
Amounts raised for local YMCAs	142	7	-	(13)	136	24	-	(50)	-	110
Emergency Response Fund	-	-	-	-	-	350	-	(236)	-	114
Amounts raised for YMCA England & Wales activities:										
- Ys Girls	-	-	-	-	-	158	-	(58)	-	100
- Changing Futures (including CAST)	149	113	-	(50)	212	90	-	(43)	34	293
- Homelessness	10	20	-	-	30	200	-	(152)	(34)	44
- HLF Project (YMCA 175)	-	83	-	(74)	9	-	-	(9)	-	-
- Programme Development	15	-	-	-	15	-	-	-	-	15
- Better Futures	11	-	-	-	11	-	-	-	-	11
- Risk training	5	-	-	-	5	-	-	-	-	5
- Diabetes prevention	10	-	-	-	10	-	-	(10)	-	-
Movement Trust Fund	922	30	(76)	(92)	784	1	(12)	(773)	-	-
Hartwoodside Award	42	1	(3)	-	40	1	4	-	-	45
Douglas Wood Charity	1,156	31	(103)	(84)	1,000	9	52	(868)	-	193
Other Trust & Association Funds	43	-	-	-	43	-	-	-	-	43
Birchwood YMCA	31	-	-	(15)	16	-	-	(16)	-	-
NW Region Trust Fund	83	2	(7)	-	78	3	11	-	-	92
Dunford House	(168)	5	-	(108)	(271)	1,329	7	(56)	-	1,009
<b>Total Restricted Funds</b>	<b>2,451</b>	<b>292</b>	<b>(189)</b>	<b>(436)</b>	<b>2,118</b>	<b>2,165</b>	<b>62</b>	<b>(2,271)</b>	<b>-</b>	<b>2,074</b>

YMCA England & Wales raises funds on behalf of member YMCAs and for YMCA England & Wales activities which can only be used for that specific purpose. The Emergency Response Fund was launched in response to the Covid pandemic to make grants to local YMCAs in co-ordination with the Movement Trust Fund, the Douglas Wood Charity and the regional trust funds. Grants of £1.6m were made to local YMCAs to ensure their survival whilst activities were forced to close. Further grants were made by the regional trust funds.

The Movement Trust Fund is established under the trusteeship of the National Council of YMCAs, with the purpose of assisting member YMCAs with grants and loans. Grants are also made by the Hartwoodside Award (which makes annual bursaries to young people in need, particularly disabled persons) and the Douglas Wood charity (which makes grants for the promotion of the education and training of young men in the science and practise on farming, horticulture or any similar profession or trade). The Trust & Association Funds represent mainly funds from defunct Associations. Income is either remitted to a specific activity or accumulated. The funds from Birchwood YMCA are used to pay its ongoing pension deficit. The North West Region Trust Fund is administered on behalf of this regional trust fund.

The amount for Dunford House is the accumulated profits from the conference centre. In view of the disappointing performance, the Board decided to close this centre and activities ceased on 26 March 2018. As described in note 6 the property was sold in August 2020, with the proceeds (net of costs) added to the restricted fund. The Board are considering options for the use of this fund which can only be used for "educational purposes of the National Council".

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 15. UNRESTRICTED FUNDS

The balance sheet shows how the unrestricted reserves are held. Some of these reserves are held in the form of long-term loans or tied up in fixed assets and therefore not directly available to support other activities, the remainder of the reserves are available to support the activities of YMCA England & Wales and are described as 'free reserves'.

	31 March 2021 £'000	31 March 2020 £'000
Unrestricted funds	3,999	4,555
Less allocated to the following purposes:		
Fixed assets	(572)	(686)
Long-term loan to associations	(1,184)	(1,353)
'FREE RESERVES'	<u>2,243</u>	<u>2,516</u>

## 16. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

Fund Balances are represented by:

	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2021 £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2020 £'000
Tangible Fixed Assets:						
Other fixed assets	572	-	572	686	141	827
Investments	11,342	34	<u>11,376</u>	6,499	1,818	<u>8,317</u>
Total fixed assets			11,948			9,144
Net Current Assets	17	2,040	2,057	4,264	159	4,423
Long Term Liabilities	(7,932)	-	(7,932)	(6,894)	-	(6,894)
	<u>3,999</u>	<u>2,074</u>	<u>6,073</u>	<u>4,555</u>	<u>2,118</u>	<u>6,673</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 17. CHANGES IN RESOURCES AVAILABLE FOR CHARITY USE

	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2021 £'000	UNRESTRICTED £'000	RESTRICTED £'000	TOTAL MARCH 2020 £'000
Net movement in funds for the year	(556)	(44)	(600)	(948)	(333)	(1,281)
Net decrease (increase) in fixed assets	114	141	255	922	4	926
Net movement in funds available for future activities	<u>(442)</u>	<u>97</u>	<u>(345)</u>	<u>(26)</u>	<u>(329)</u>	<u>(355)</u>

## 18. LEASING COMMITMENTS

At the balance sheet date, YMCA England & Wales had the following total commitments under operating leases:

	31 March 2021		31 March 2020	
	Property leases £'000	Plant & machinery £'000	Property leases £'000	Plant & machinery £'000
Expiring:				
Within 12 months	1,279	104	1,151	140
1 to 2 years	1,120	44	977	104
2 to 5 years	1,082	43	1,233	77
After 5 years	343	91	34	101
	<u>3,824</u>	<u>282</u>	<u>3,395</u>	<u>422</u>

## National Council of Young Men's Christian Associations (Incorporated) | Notes to the financial statements | Year ended 31 March 2021

## 19. GRANTS RECEIVED

The following grants were received during the year:

- £186,208 Big Lottery Fund re Rough Sleepers Project
- £95,000 Garfield Weston Foundation re Y's Girls Project
- £62,988 Dept for Culture, Media and Sport re Y's Girls Project
- £4,350 London Homelessness Fund re work on homelessness

In addition, we received £20,000 from Amazon and £14,941 from the Catalyst and the National Lottery Community Fund Covid-19 Response towards the Covid emergency appeal.

The following grants were received during the previous year for the YMCA175 anniversary celebrations:

- £77,940 Heritage Lottery Fund
- £20,000 Movement Trust Fund
- £5,000 YMCA Europe

and for the YMCAs work on homelessness:

- £9,515 from the London Homelessness Fund

All projects are run in conjunction with member YMCAs.

## 20. CONTINGENT LIABILITIES

As in prior years YMCA England & Wales has full repairing interests in properties occupied by member YMCAs. There are potential contingent liabilities arising from these interests, but the time and cost to ascertain the potential liability is disproportionate to the benefits gained.

## 21. TRANSACTIONS WITH RELATED PARTIES

Several Board members are connected with local YMCAs that affiliate to YMCA England & Wales on the normal terms.

The YMCA Pension Plan operates from the offices of YMCA England & Wales which received payments of £24,482 inc VAT (2020: £24,337 inc VAT) for staff time and support services provided.

Donations of £2,550 were received from the trustees on normal terms (2020: £40).

Transactions with group undertakings are shown in note 8. There were no other transactions with related parties.

**ymca.org.uk**



## **YMCA ENGLAND & WALES**

10-11 Charterhouse Square  
London EC1M 6EH

National Council  
of Young Men's Christian Associations  
(Incorporated)

Registered Charity no. 212810  
Registered Company no. 00073749  
Homes and Communities Agency no: LH2204



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

SUPPORT & ADVICE

ACCOMMODATION

FAMILY WORK

HEALTH & WELLBEING

TRAINING & EDUCATION