

Registered number: 4116412
Charity number: 1086320

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2026**

Trustees	P Walker, Chair J Oakley, Vice Chair O Balogun M Fussell C Kaguramamba (appointed 8 July 2026) R Malhan S Patrick J Rowe J Sargeant M Shenton G Stonyer P Tomlinson (resigned 9 September 2026) C Tigere (resigned 8 July 2026) A Walsh
Company registered number	4116412
Charity registered number	1086320
Registered office	Tramway Drive Wolverhampton West Midlands WV2 1BJ
Company secretary	S Bavington
Chief executive officer	S Bavington
Independent auditors	WR Partners Chartered Accountants & Statutory Auditors Belmont House Shrewsbury Business Park Shrewsbury Shropshire SY2 6LG
Bankers	Unity Trust Bank PLC Four Brindley Place Birmingham B1 2JB

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Solicitors (Human Resources)	Irwin Mitchell (HR Solicitors) 31 Temple Street Birmingham B3 2ES Anthony Collins Solicitors 134 Edmund Street Birmingham B3 2ES
Chief Officer Team	Chief Executive Officer - Steve Bavington Chief Finance Officer- Steve Lee Chief Operations Officer (Places) - Sally Cowan Chief Operations Officer (Programmes) - Joanne Goldie Chief Operations Officer (Childcare) - Helen Brown- resigned 3 September 2026
Registered Provider of Social Housing Number	L4550

YMCA BLACK COUNTRY GROUP
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**CHAIR'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2026**

On behalf of the Board of Trustees, I am pleased to introduce the Annual Report and Accounts for YMCA Black Country Group for the year ended 31 March 2026. This has been a significant year as we have begun to embed our new strategy, The SHAPE of Communities 2025–2030, and to translate its priorities into practical action across our housing, early years, youth, family and community services.

The year has brought both opportunity and challenge, but throughout it all the Group has continued to demonstrate resilience, care and a clear commitment to serving children, young people, families and communities across the Black Country and South Staffordshire.

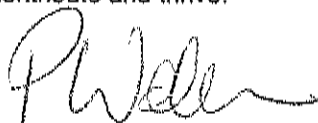
As Trustees, we remain deeply conscious that our Christian foundation is not simply part of our history, but a living influence that shapes how we govern, lead and serve. During the year, our Christian ethos has continued to underpin our work by calling us to act with compassion, integrity and hope, and by reminding us of the dignity and worth of every person who comes into contact with YMCABCG. It has been encouraging to see this ethos expressed not only through chaplaincy, spiritual life and Christian mission, but also through the everyday practice of staff and volunteers who offer welcome, support and practical care to people of all faiths and none.

The Board is grateful for the progress made during the year, including the integration of Living Springs, the continued development of supported housing and community programmes, the strength of our early years provision, and the ongoing investment in governance, compliance, people and organisational resilience. We are also mindful of the pressures faced across the charitable, housing and childcare sectors, including rising costs, workforce challenges and increasing levels of need within local communities. In this context, careful stewardship of resources, robust governance and a focus on long-term sustainability remain essential.

YMCA Black Country Group was delighted to be awarded Platinum accreditation by Investors in People, the highest level of recognition within the We invest in people framework. This outstanding achievement is a testament to the commitment, professionalism and dedication of colleagues across the charity, and reflects the sustained investment made in developing our people, strengthening leadership, embedding our values and creating a culture where staff are supported to flourish. The award recognises the progress made in shaping a high-performing, inclusive and resilient organisation, and the Trustees wish to record their sincere thanks to all staff, volunteers, leaders and those who supported the assessment process for their contribution to this significant milestone. This recognition provides strong external validation of our continued commitment to being an employer of choice and to ensuring that our people are equipped and inspired to deliver the greatest possible impact for the communities we serve.

I would like to thank my fellow Trustees, Governance Members, staff, volunteers, partners and supporters for their commitment, skill and faithfulness during the year. Their collective contribution enables YMCABCG to remain rooted in its Christian mission while being inclusive, responsive and ambitious for the communities it serves.

As we look ahead, the Board remains confident that YMCA Black Country Group is well placed to continue shaping safe, healthy, aspirational, protected and engaged communities where young people can belong, contribute and thrive.



Philip Walker (Chair)

Date: 16TH SEPTEMBER 2026

YMCA BLACK COUNTRY GROUP
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TRUSTEES' REPORT (incorporating strategic report)
FOR THE YEAR ENDED 31 MARCH 2026

The Trustees present their annual report together with the audited financial statements of the YMCA Black Country Group for the year 1 April 2025 to 31 March 2026. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law.

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

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

Comment from the Chief Executive Officer

2025-26 has been the first full year of delivering our new 2025-2030 strategy, The SHAPE of Communities, and it has been a year of steady progress, thoughtful change and encouraging momentum across YMCA Black Country Group. As we have moved from vision into delivery, I have been struck by the commitment of our staff, trustees and partners in turning strategic priorities into practical action across our services, our culture and our future planning.

What has encouraged us most this year is not simply that we have kept moving forward, but that we have done so with purpose. Across the Group, we have strengthened core services whilst also investing in the foundations for future growth. In housing, that has included the integration of Living Springs from 1 April 2025, bringing into the Group a distinctive supported housing service for parents with young children. We have also continued to progress major development work, most notably at the Dixon Building in Wolverhampton, alongside plans for additional housing units across the Group. These are important steps, not only because they increase capacity, but because they expand the opportunities we can offer to people seeking stability, independence and a fresh start.

In our childcare and early years work, I have again seen extraordinary commitment from colleagues across the Group. This remains one of our great strengths, even in the face of continued sector-wide pressures around recruitment, affordability and changing funding arrangements. It has been encouraging to see occupancy grow across many settings and to see teams continue to deliver quality with resilience, care and professionalism. Our apprenticeship pathway also remains an important investment in the future, helping us to grow talent from within and build a more sustainable staffing model over time.

I have also been encouraged by the progress and creativity across our programmes and wider community-based work. The continued success of the Sandwell Youth Hub has strengthened our reputation with partners and commissioners, while progress towards a Dudley Youth Hub points to further opportunity ahead. Across our youth, family and community activity, we have remained rooted in local need whilst staying open to new possibilities, whether through health and wellbeing programmes, targeted youth support, fundraising, social enterprise, or stronger engagement with businesses, churches and civic stakeholders.

This year has also underlined the importance of building a strong organisation behind our frontline work. We have continued to invest in systems, governance and organisational resilience, including improvements in IT, business continuity planning, compliance capacity and financial oversight. We have taken practical steps to strengthen recruitment, staff support and internal processes, whilst also beginning to shape a clearer environmental approach through our emerging Green Plan. These things may sit less visibly in the background, but they are essential if we are to remain healthy, effective and sustainable for the long term.

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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Throughout all of this, our Christian foundation remains central. We have been particularly encouraged by the continued development of chaplaincy, spiritual life and Christian mission across the Group, and by the way this continues to sit naturally alongside our commitment to being inclusive and welcoming to all. Whether through staff gatherings, volunteer chaplaincy development, national YMCA contribution, or the everyday culture of our settings, we continue to seek to serve in a way that reflects the love, hope and compassion of Christ.

The external environment remains challenging, particularly in relation to rising costs, workforce pressures and uncertainty across public services. Even so, we believe YMCA Black Country Group has shown resilience, clarity and confidence during the year. We remain deeply grateful to our staff, volunteers, trustees, partners and supporters for the skill, care and faithfulness they bring. Together, we are not only responding to current need, but helping to shape communities in which children, young people and families can belong, contribute and thrive.

Objectives and activities

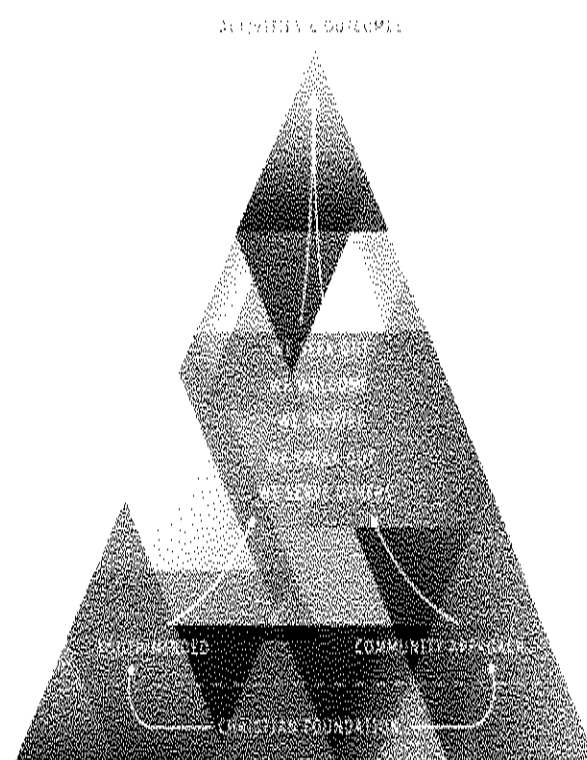
a. Mission, Ethos & Values

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

YMCA Black Country Group is an inclusive Christian charity committed to transforming communities so that young people can belong, contribute and thrive. Built on a Christian foundation and inclusive ethos, we are a youth-minded organisation with a community approach, helping people develop in mind, body and spirit.

We work across the Black Country and South Staffordshire with children, young people and families, providing support and advice, accommodation, family work, health and wellbeing, and training and education services.

This report highlights what we achieved in the 2025-26 financial year, alongside our ambition to grow services to better meet the needs of young people and their communities.



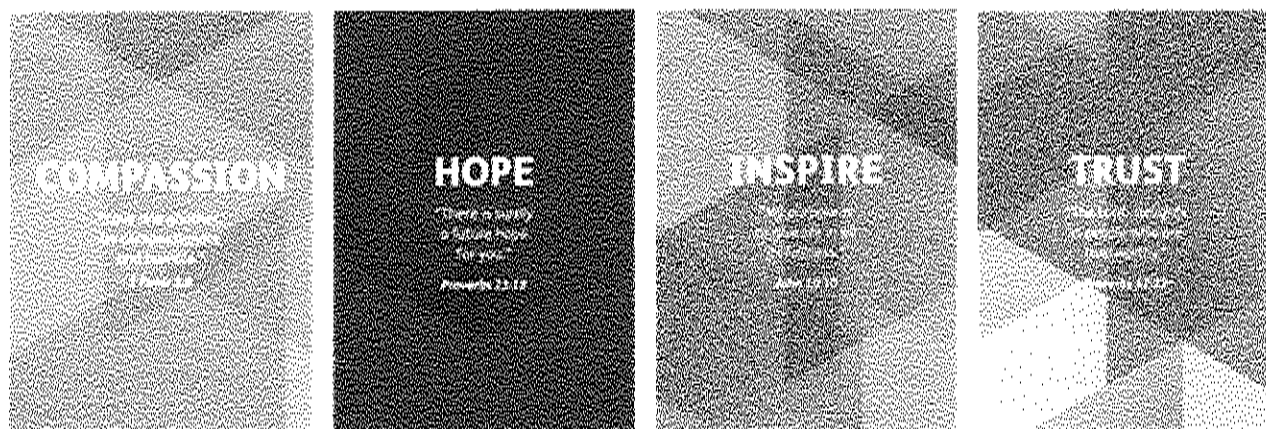
During the year, the principle activities of the consolidated group were young people's housing (54%) and community activities (46%)

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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Objectives and activities (continued)

Our Values underpin all our work:



The Paris Basis (1855) is the foundational statement for all YMCA work worldwide:

"The Young Men's Christian Associations seek to unite those young men 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 amongst young men.

Any differences of opinion on other subjects, however important in themselves, shall not interfere with the harmonious relations of the constituent members and associates of the World Alliance."

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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Objectives and activities (continued)

b. The SHAPE of Communities: Strategic Guide 2025-30

During 2025, YMCA Black Country Group launched its new five-year strategy, *The SHAPE of Communities 2025–2030*, setting out our vision for creating communities where people can belong, contribute and thrive. Developed through extensive consultation with young people, staff, trustees, partners and local communities, the strategy responds to the changing needs of the Black Country and provides a clear framework for our future development.

Building on the achievements of our previous Connected Communities strategy, SHAPE recognises the growing challenges facing individuals and families, including housing insecurity, poor mental health, social isolation, economic pressures and reduced access to opportunities.

In response, the strategy focuses our efforts around five interconnected priorities:

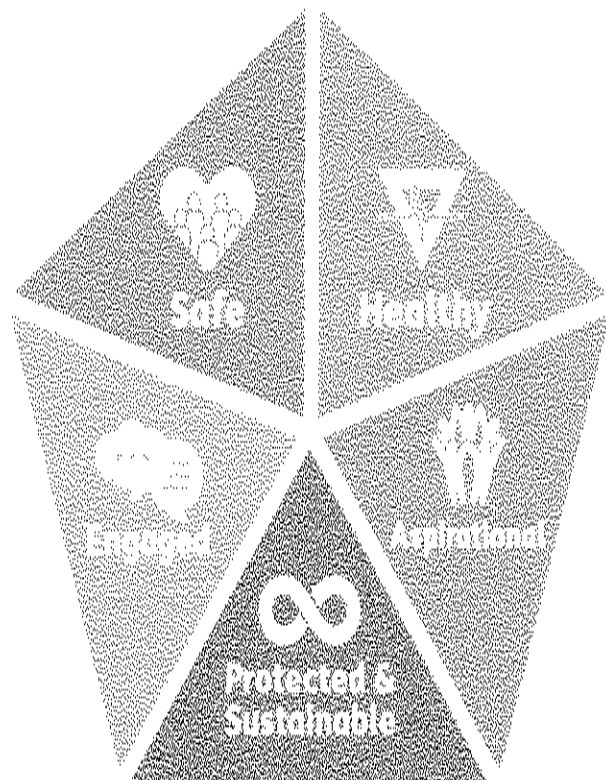
Safe Communities – ensuring people have access to secure housing, supportive relationships and environments where they can feel safe, valued and able to flourish.

Healthy Communities – promoting physical, mental, emotional and spiritual wellbeing through accessible services, prevention, early intervention and opportunities to live healthier lives.

Aspirational Communities – creating pathways for learning, employment, personal development and leadership so that people can realise their potential and build positive futures.

Protected and Sustainable Communities – strengthening organisational resilience, safeguarding, environmental responsibility and long-term sustainability to ensure our services continue to meet community needs.

Engaged Communities – encouraging participation, volunteering, collaboration and community leadership, enabling people to play an active role in shaping the place where they live.



The strategy is underpinned by four "Golden Threads" that run through every aspect of our work: our Christian ethos, inclusivity, investment in our staff team and collaboration with partners. These principles ensure that our services remain welcoming, compassionate and effective for people of all backgrounds.

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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Objectives and activities (continued)

Aligned with both YMCA's global Vision 2030 and our local mission, The SHAPE of Communities will guide YMCA Black Country Group's investment, service development and partnerships over the next five years. Through this strategy, we will continue working alongside individuals, families and communities to create lasting opportunities, strengthen resilience and enable people across the Black Country to belong, contribute and thrive.

Strategic report

Achievements and performance

a. Key financial performance

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

Consolidated turnover before exceptional items grew by 74% to £12,684,242 (2025: £7,291,897). The surplus before exceptional items in the Charity alone was £797,000 (2025: £13,904) with a consolidated surplus before exceptional items across the Group of £626,851 (£2025: £494,639). However, our consolidated EBITDA was £1,210,306. It should be noted that the surpluses include the recognition of capital grants as income in accordance with FRS102.

b. Review of activities

Housing Department

During 2025-26, YMCA Black Country Group (YMCABCG) continued to provide safe, secure and supportive accommodation across the Black Country and Staffordshire border areas. Housing remains a central part of our charitable purpose and a key expression of our commitment to creating Safe Communities, offering both practical stability and relational support for young people, vulnerable adults and families as they take their next steps towards independence.

Across the year, the Group provided 413 safe homes and delivered 132,156 nights of accommodation. In total, 632 individuals called YMCABCG home during the year. This included supported housing for young people and vulnerable adults, supported lodgings for young people needing a family environment, Y-Living accommodation for economically active young people, and Living Springs, which joined the Group from 1 April 2025 to provide supported housing for parents with young children. In addition, YMCABCG provided 2,057 nights of emergency accommodation through Open Door and the E-bed provision in Rugeley.

The department supported residents to move on positively and in a planned way wherever possible. During the year, 289 young people moved on from housing services, of whom 273, or 94%, did so positively. This reflects the focus of housing teams on preparation for independence, practical life skills, financial resilience and partnership working with local authorities and other agencies.

Resident feedback remained an important measure of service quality. Based on 141 resident responses, 86% were satisfied with the overall services provided, 92% were satisfied that YMCABCG provides a well-maintained home, 93% were satisfied that their home is safe, and 91% felt they were treated fairly and with respect. The Group also continued to listen and respond to concerns, receiving 27 service requests or complaints across housing services during the year, representing 4.2% of residents.

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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Strategic report (continued)

Achievements and performance (continued)

Keeping residents safe and maintaining quality homes continued to be a priority. The housing and premises teams responded to 2,483 housing-related repair requests, with 94% completed on time.

Statutory compliance across key areas including electrical, gas, fire and water safety stood at 98% at the year end. The department also supported 60 individuals who needed additional safeguarding support, including help to access mental wellbeing services, specialist agencies, welfare checks and tailored safety strategies.

A strong emphasis was placed on helping residents to thrive. Fourteen residents completed the George Williams Award, building practical skills and confidence for independent living. The Thrive into Work initiative supported 17 residents with rent subsidies totalling £17,670, enabling them to remain in work while managing the transition towards more affordable accommodation. The Moving Forward Fund also supported 35 residents with grants totalling £8,788 for essential items linked to move-on, employment and independent living.

The department also strengthened its operational foundations. A new Head of Housing was appointed during the year, a dedicated Compliance Manager post was created to add capacity in response to increasing regulatory requirements, and the concierge service was retendered. The team also reviewed and updated key housing policies, introducing two-page policy overviews to make them more accessible for staff and service users. Assured Shorthold Tenancies are being reviewed in light of the Renters' Rights Act to ensure continuing legal compliance.

Financially, housing performed well, generating an operating surplus of £370,018 for the year and losing just over 0.5% of rent charged through unpaid rent debts, below sector averages. As a charity, surpluses are reinvested into services and buildings to support residents to belong, contribute and thrive.

Looking ahead, housing will continue to support the delivery of The SHAPE of Communities strategy by expanding appropriate accommodation, strengthening resident voice, investing in buildings and sustainability, and ensuring that YMCABCG homes remain safe, welcoming and purposeful places where people can rebuild confidence, develop independence and shape a positive future.

Early Years Department

During 2025–26, YMCA Black Country Group's Early Years provision continued to deliver high quality childcare and early education across our nursery settings, supporting children and families across the Black Country. This work remains a core strength of the organisation, contributing significantly to the development of Healthy, Safe and Aspirational Communities.

Across the Group, eight nursery settings continue to deliver consistently strong Ofsted outcomes, with all settings graded 'Good'. Internal quality assurance processes further support this, with the majority of settings achieving 'Green' ratings for both quality and operational compliance, reflecting well-established practice, strong safeguarding and positive learning environments. The overall picture is of a stable and high-performing service, underpinned by committed and skilled staff teams.

Quality of provision remains a key focus. Internal audits highlight warm and nurturing environments, strong relationships between staff and children, and good understanding of individual needs and development. Children are engaged in purposeful activities, with planning and assessment systems well embedded. Areas for further development include strengthening consistency in curriculum delivery, deepening staff confidence in articulating curriculum intent, and enhancing high-quality interactions such as sustained shared thinking. These priorities form part of an ongoing commitment to continuous improvement.

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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Strategic report (continued)

Achievements and performance (continued)

The Early Years provision serves a diverse cohort of children, including those requiring additional support. Approximately 14% of children are in receipt of Early Years Pupil Premium, in line with the national average, with several settings exceeding this benchmark. Funding has been used in a targeted way to support social and emotional wellbeing, particularly in response to increasing challenges around self-regulation, as well as to provide specialist resources and staff development.

SEND support continues to be an important area of focus. While no children currently have an Education and Health Care Plan, there is a growing need for early intervention support, particularly in speech and language development and emotional regulation. Interventions such as WELLCOMM are being used across settings, alongside additional staffing, training and tailored approaches where required.

Safeguarding remains robust across all settings. During the year, a number of families were supported through Early Help, Team Around the Family and Child in Need processes. The most common safeguarding concerns relate to domestic abuse and neglect, with some settings experiencing higher levels of need. Strong partnerships with external agencies and a proactive safeguarding culture ensure that children and families receive timely and appropriate support.

Workforce development and staff wellbeing have been prioritised throughout the year. Investment in training and professional development has continued at all levels, including leadership qualifications, SENDCO training and ongoing CPD. A strong culture of support is in place, supported by chaplaincy provision, counselling pathways, wellbeing initiatives and regular staff engagement opportunities. This is complemented by structured induction, mentoring and a developing pipeline of talent through apprenticeships and internal progression routes.

Parental engagement also remains a strength of the service. Communication is supported through digital platforms, regular observations and structured feedback, alongside parent meetings, workshops and accessible guidance on areas such as behaviour, school readiness and online safety. This supports strong partnerships with families and contributes to positive outcomes for children.

Overall, the Early Years Department continues to demonstrate resilience, quality and impact in a challenging sector environment. Looking ahead, the focus will be on maintaining high standards, strengthening consistency across settings, developing leadership capacity and responding to emerging needs around SEND, safeguarding and workforce sustainability. Through this, YMCA Black Country Group will continue to provide high quality early years provision that supports children to develop, families to thrive and communities to flourish.

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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Strategic report (continued)

Achievements and performance (continued)

Programmes Department

During 2025–26, YMCA Black Country Group's Programmes Department continued to deliver a diverse range of youth, family and community-based services, supporting individuals and communities across the Black Country. This work plays a central role in delivering Engaged, Healthy and Aspirational Communities, creating opportunities for participation, wellbeing and personal development.

Across the year, programmes activity remained strong and responsive to local need, with delivery spanning youth work, health and wellbeing initiatives, family support, employment pathways and wider community engagement. The continued success of the Sandwell Youth Hub has strengthened the Group's reputation with partners and commissioners, demonstrating effective collaborative working and positive outcomes for young people. Progress towards establishing a Dudley Youth Hub further reflects the ambition to extend this model and deepen impact across the region.

The department has also continued to play a key role in building community connections. Through the use of YMCABCG facilities, including community branches, the Group has enabled delivery by a range of partners, charities and social enterprises, ensuring services remain accessible and locally rooted. This collaborative approach has supported wider determinants of health and wellbeing, while enhancing YMCABCG's visibility and influence across the Black Country.

A core strength of the department is its commitment to ethos, values and Christian mission. During the year, a new Chaplaincy Coordinator was appointed, working alongside the Head of Christian Mission to expand volunteer chaplaincy provision across settings. This has strengthened pastoral support for both staff and service users and supported the integration of spiritual life within day-to-day delivery. YMCABCG has also contributed to wider YMCA mission activity, including national and international events, networks and governance forums.

Programme delivery continues to reflect YMCABCG's distinctive approach, integrating Mind, Body and Spirit and Belong, Contribute and Thrive across services. This is particularly evident in areas such as youth engagement, health and wellbeing programmes and community-based activities, where participants are supported not only to access services but also to develop confidence, resilience and a sense of belonging.

Investment in people remains a key priority. Despite ongoing financial pressures, the department has continued to support staff development, training and progression, including leadership development and apprenticeship pathways. This contributes to building a skilled, motivated workforce capable of delivering high quality services in a challenging external environment. The organisation has also maintained a strong culture of support and recognition, valuing the contribution of staff and volunteers across all areas of programme delivery.

The external environment continues to present challenges, including funding pressures, increasing demand for services and wider social and economic uncertainty. In response, the Programmes Department has remained flexible and innovative, exploring new opportunities for funding, partnership and service development, including social enterprise and strengthened engagement with businesses, churches and civic stakeholders.

Overall, the Programmes Department has demonstrated creativity, resilience and impact during the year, delivering a broad range of services that respond to local needs while contributing to YMCA Black Country Group's wider strategic priorities. Looking ahead, the focus will be on expanding successful models such as Youth Hubs, strengthening partnerships, increasing community participation and ensuring programmes continue to enable individuals and communities to belong, contribute and thrive.

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TRUSTEES' REPORT (Incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Strategic report (continued)

Achievements and performance (continued)

HR & Ethos Department

During 2025–26, YMCA Black Country Group's Human Resources and Ethos function continued to play a central role in supporting organisational effectiveness, staff wellbeing and the outworking of YMCA's Christian identity. This work underpins the delivery of Protected and Sustainable Communities, ensuring the organisation remains well governed, well-resourced and able to sustain high quality services across all areas.

A key priority throughout the year has been strengthening workforce stability and addressing ongoing recruitment challenges. The external recruitment environment has remained difficult, particularly within certain roles and sectors, with challenges in attracting and retaining suitable candidates. In response, the organisation has continued to explore new approaches, including strengthening its employer offer and engaging with external partners to better understand what attracts candidates to YMCABCG roles.

Alongside recruitment, employee retention and engagement have remained areas of focus. Staff turnover and employee relations activity continue to be monitored through a developing set of HR Key Performance Indicators, designed to provide trend-based insight and enable targeted management intervention. These measures support the organisation in identifying patterns, responding early to emerging issues and strengthening overall workforce stability.

Supporting staff wellbeing is a core contribution to Healthy Communities internally. The organisation has continued to develop its Health and Wellbeing approach, including work towards a formal Health and Wellbeing Strategy, informed by staff engagement and partnership working. Alongside this, HR processes such as trigger meetings, return-to-work support and access to occupational health services have continued to provide structured support for staff experiencing health-related challenges.

Sickness absence remains an area of ongoing management focus. While overall trends indicate stability or improvement in some areas, variability across service areas continues to present operational challenges. In particular, short-term intermittent absence requires active management to ensure service continuity, with HR continuing to support managers in applying consistent processes and interventions.

Investment in staff reward, recognition and employment offer has also been progressed during the year, contributing to both recruitment and retention and supporting Protected and Sustainable Communities. This has included the approval of improvements to annual leave entitlement and ongoing consideration of pay structures, cost of living uplifts and wider benefits. These decisions reflect a continued commitment to being a fair and supportive employer within a challenging financial environment.

Training and development remain important priorities, contributing to Aspirational Communities through investment in people. The organisation has continued to develop leadership capacity, support professional qualifications and strengthen manager capability, particularly in areas such as employee relations and absence management. This approach ensures that managers are better equipped to lead teams effectively and respond to workforce challenges.

The HR and Ethos function also plays a critical role in embedding YMCABCG's Christian ethos across the organisation, acting as a key "golden thread" within the SHAPE strategy. There has been continued encouragement of engagement with Christian mission, values and culture across the workforce, alongside ensuring that policies, recruitment practices and organisational behaviours remain aligned to YMCABCG's ethos and values.

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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Strategic report (continued)

Achievements and performance (continued)

Equality, Diversity and Inclusion continues to be recognised as an important area of development. The organisation has continued to review its current position and consider steps to strengthen diversity, representation and inclusive practice across the workforce, ensuring that YMCABCG remains welcoming and accessible to people of all backgrounds.

Overall, the Human Resources and Ethos function has demonstrated a proactive and responsive approach during the year, supporting staff, strengthening systems and contributing to organisational resilience. Looking ahead, the focus will remain on improving recruitment and retention, embedding the Health and Wellbeing Strategy, strengthening leadership capability and continuing to align workforce development with YMCA Black Country Group's SHAPE priorities, ensuring the organisation remains sustainable, values-led and equipped to serve its communities effectively.

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

c. Capital commitments

The refurbishment of the Dixons Building in Wolverhampton continues. This project is Phase 3 of the redevelopment of the land around the Royal Hospital, which includes the YMCABCG Headquarters on Cleveland Road, which was part of Phase 1. The contract sum is £5.018m and includes Homes England grant funding of £3.69m, £0.9m from the West Midlands Combined Authority and a YMCABCG contribution of £0.428m. There will also be additional YMCABCG client costs of £0.754m. The development will be funded by way of reserves, currently estimated at £1.182m. April 2026 saw the £160k payment for the land as the golden bath was achieved.

Eight additional units are being developed across the group at an estimated cost of £1.27m. Two units will be at Living Springs, partially funded by reserves that came across into the group when the charity was merged with YMCABCG. Two units will be at Green Lane Walsall and four units at 235 Hamstead Road. The Board have currently committed to £78,972 at risk to obtain stage 4 in order to establish the specification for the build to then go out to tender. The remaining costs are potentially being funded by Homes England and reserves.

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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Strategic report (continued)

Financial review

a. Going concern

The Trustees, supported by the Finance Audit and Risk Committee, have undertaken a detailed going concern review of current and future operations of the Charity and the Group as whole and, after making appropriate enquiries, very thorough consideration of draft budgets and cash flow up to March 2027 and beyond. Having taken key strategic decisions, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Trustees have no doubt that the Charity can pay its debts when they fall due, certainly for in excess of one year from the date the annual accounts were approved. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

The Group generated an "EBITDA" surplus (before exceptional items, depreciation and loan interest) of £1,048,089 and a cash inflow of £788,482. At the time of approval of these accounts, and in the three months to June 2026, the Group had returned a consolidated surplus of £238k, well above budget of £143k and an "EBITDA" cash surplus of £396k.

b. YMCA Pension Provision

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

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

c. Reserves Policy

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

The Board have agreed a policy of retaining a minimum £1,001k consolidated cash reserve (excluding designated reserves) as sufficient to support the cash management of the Group, considering the development of future projects, and in order to achieve the growth aspirations of the Group's 2025-2030 Strategic Guide. This reserve provides immediate cash for working capital, including the fluctuating demands of development. Additionally, for the charity alone, the cash reserve policy is to be maintained at a minimum of the average monthly outgoings, which for 2025/26 was £648k. At 31st March 2026 the actual consolidated cash reserve (excluding designated reserves) was £2.6m, and for the Charity alone was £1.0m, both achieving the policy requirements.

In considering medium term risks the Board have agreed that unrestricted funds (including property but net of social housing grant and borrowing) should be a minimum of 6 months operating cost which at 31st March 2026 was £3.89m. Actual unrestricted funds equalled £13.4m providing strong reassurance of financial stability.

The Board also tracks a measure of Income Security, requiring the proportion of budgeted income considered secure to be >80% of the overall budget. Based on recent performance, budgeted accommodation and contract income are considered secure. The Income Security Measure for 2025/26 is 92%.

d. Designated reserves policy

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

Sinking Fund:	£112k as a sinking fund reserve for major capital improvements in the years ahead.
Ten Percent Fund	£237k towards small scale projects which fulfil YMCABCG's objects, and meet the following criteria: • Activities which support Christian Mission • Building improvements for specific projects • Positive activities which divert away from anti social behaviour • Family activities which support good parenting • Emergency respite childcare
"Welfare" Fund:	£7,672 designated to provide financial assistance to our residents suffering from fuel poverty. During the year £2,269 was provided and the remaining balance is £5,403.
"Thrive into Work" Fund:	£30k designated by the Board in February 2023 to support our residents with the cost of living crisis enabling them to move into their own accommodation. These funds have been designated for a maximum a period of two years. During the year, £18,631 of financial support was provided.

As at 31 March 2026, unspent donations received totalled £41,153 for our "Moving Forward Fund" which have been treated as deferred income for future periods of expenditure. During the year an amount of £8,789 financial support was provided to our residents and service users moving to independent living.

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

e. Material investments policy

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

f. Principal risks and uncertainties

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

The FAR completed its annual scrutiny of the Corporate Risk Register at its June 2026 meeting and the Board approved the register in July 2026.

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

g. Financial risk management objectives and policies

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

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

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

h. Principal funding

The Trustees wish to record their sincere appreciation to the various public bodies for making grants totalling £3,015,099 across the consolidated Group.

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

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

Source	Project / Area of Work
Walsall MBC	Glebe, Making Connections, Housing Support Fund, Small Street Community Grant, Walsall Connected Grant, Supported Lodgings and YMCA Walsall
National Lottery Community Fund	Glebe Inspire Wrens Nest Navigators
National Lottery Awards for All	Y's Youth
YMCA E&W	Cadent- Sandwell Room hire and room sponsorship
Central YMCA	Sandwell room hire
West Midlands Combined Authority	Digital Divide
City of Wolverhampton Council	Holiday Activity & Food (HAF) and Supported Lodgings
Sandwell Council	DWP Room hire/ Supported Lodgings
Legal & General	Thrive project- Sandwell
Dudley MBC	Youth Trailblazers and Supporting People
Better Youth Spaces	Hub 3 Capital refurb
DWP	Sandwell Youth Hub
Common Ground Award	St James Capital refurb
Western Gateway	Gym, Coffee at the clock, Conference bookings, office rental
City Gateway	Room hire
Small Street	Office rental, conference bookings and YMCA Walsall
Accommodation Rent	Including Housing Benefit and Self Rent
Homes England	Dixons development (via Morro developers)
CHADD (Lead Contractor)	Transitional support / accommodation for young people
Donations	Including Walsall Almshouses and the Moving Forward Fund
Nursery Fees	YMCA Wolverhampton
Staffordshire County Council	YMCA Wolverhampton

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Structure, governance and management

a. Constitution

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

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

The Objects of the Charity are:

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

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

TRUSTEES' REPORT (Incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

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

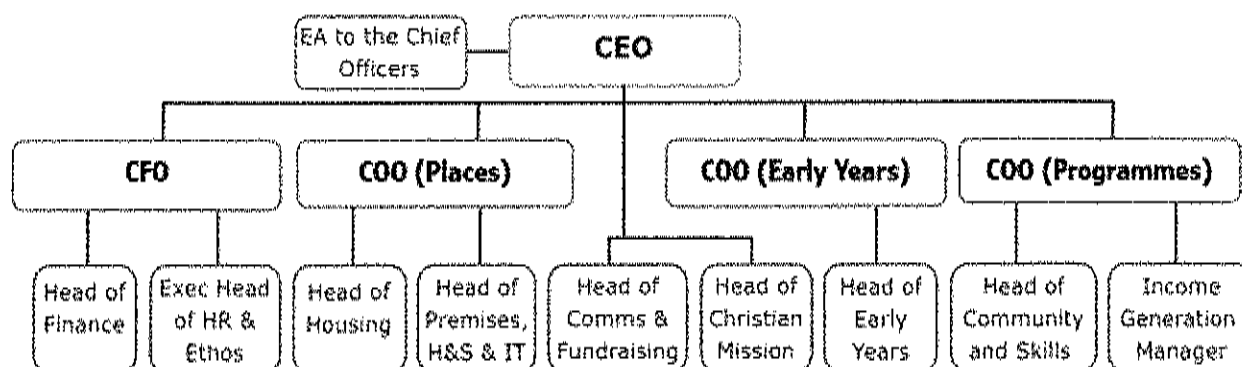
The Board place on record their thanks to John Welsby and Grace England who retired as Trustees in November 2024. Trustees are appointed by election at AGM or co-option, in accordance with the Articles.

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

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

c. Organisational structure and decision-making policies

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



YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Structure, governance and management (continued)

d. Group Subsidiaries

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

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

Trustees are also Directors of an associate company West Bromwich & District YMCA Community Enterprises and subsidiary company YMCA Black Country Social Enterprises Limited, both of which are now dormant following the Group restructure effective from 1 April 2019. We closed the West Bromwich & District YMCA Community Enterprises during the year and have plans to re-open the dormant YMCA Black Country Social Enterprises Limited as a maintenance and repair business for the local community, staff and businesses.

e. Risk management

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

f. Governance Members

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

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

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

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Structure, governance and management (continued)

g. Committee Structure

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

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

h. Chief Officer Remuneration

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

YMCA BLACK COUNTRY GROUP
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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Structure, governance and management (continued)

i. Equity, Diversity and Inclusion

YMCA Black Country Group continues to prioritise Equity, Diversity and Inclusion (EDI) as a core part of its organisational culture, governance and service delivery. Building on work developed over recent years, the organisation has maintained a clear and intentional focus on strengthening inclusive practice, ensuring that it remains welcoming, representative and accessible to people of all backgrounds.

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

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

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

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

	Number	Age	Sex	Ethnicity			
Senior Managers	15	16-35	2	Female	11	Ethnic Minority	1
		36-45	5	Male	4		14
		46-55	4				
		56+	4				
Managers/ Supervisors	37	16-5	11	Female	30	Ethnic Minority	9
		36-45	8	Male	7		28
		46-55	8				
		56+	10				
Other staff Relief / Volunteers	201	16-35	105	Female	163	Ethnic Minority	107
		36-45	35	Male	30		94
		46-55	22	Undisclosed	8		
		56+	39				

YMCA BLACK COUNTRY GROUP
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TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

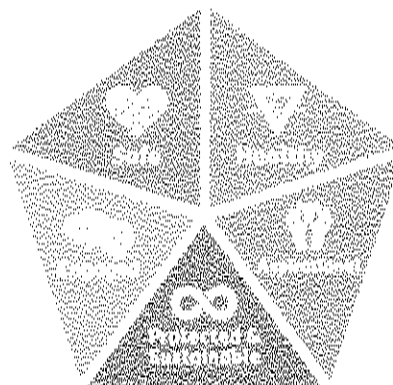
Structure, governance and management (continued)

Plans for future periods

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

Specific initiatives in the coming year will include the following:

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



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

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

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

Regulatory Bodies and Statutory Controls

a. Charity Commission and Regulator of Social Housing

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

A self-assessment review of the Economic and Consumer Standards set by the Regulator of Social Housing took place in the last quarter of 2024/2025, undertaken by Chief Officers and nominated Trustees, with housing expertise. The self-assessment was also reviewed by an external consultant who provided training to the Trustees on their responsibilities for governance of a Registered Provider[SB4.1][SL4.2]. This has been internally reviewed in 2025/26.

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

b. Code of Governance

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

c. Fundraising Statement

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

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

d. Value for Money

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

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

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

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

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

e. Safeguarding

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

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

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

TRUSTEES' REPORT (incorporating strategic report) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

Disclosure of information to auditors

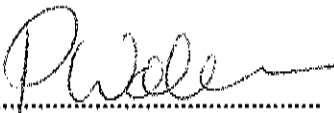
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

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

Auditors

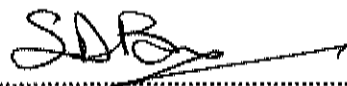
The auditors, WR Partners, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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



Trustee: Philip Walker

Date: 16TH SEPTEMBER 2026



Chief Executive: Steve Bavington

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

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

Opinion

We have audited the financial statements of YMCA Black Country Group (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2026 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2026 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the accounting direction for Private Registered Providers of Social Housing 2015.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

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

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

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

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

Use of our report

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



Andrew Malpass BA FCA (Senior statutory auditor)
for and on behalf of

WR Partners

Chartered Accountants & Statutory Auditors
Belmont House
Shrewsbury Business Park
Shrewsbury
Shropshire
SY2 6LG

Date:

18th September 2026

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

COMPANY STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2026

	Note	2026 £	2025 £
Turnover	3	10,367,920	7,291,897
Operating Expenditure	5	<u>(7,700,557)</u>	<u>(6,893,416)</u>
Operating Surplus/(Deficit)		2,667,363	398,481
Finance Income		32,396	550
Finance Payable		<u>(326,778)</u>	<u>(385,127)</u>
Surplus/(Deficit) for the year		2,372,981	13,904
Total comprehensive income for the year		<u>2,372,981</u>	<u>13,904</u>

The turnover reported in the statement of comprehensive income, includes £1,575,792 of exceptional income, being the transfer into the Group of the Living Springs assets and liabilities (note 24).

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
AS AT 31 MARCH 2026

	Note	2026 £	2025 £
Turnover	3	12,684,242	10,011,805
Operating Expenditure	5	(10,249,192)	(9,139,989)
Operating Surplus/(Deficit)		2,435,050	871,816
Finance Income		94,371	7,950
Finance Payable		(326,778)	(385,127)
Surplus/(Deficit) for the year		2,202,643	494,639
Total comprehensive income for the year		<u>2,202,643</u>	<u>494,639</u>

The turnover reported in the statement of comprehensive income, includes £1,575,792 of exceptional income, being the transfer into the Group of the Living Springs assets and liabilities (note 24).

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

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2026

	Note	2026 £	2025 £
Fixed assets			
Housing properties	11	18,942,295	16,756,941
Tangible assets	12	1,124,344	1,108,839
		<u>20,066,639</u>	<u>17,865,780</u>
Current assets			
Stocks	13	238	238
Debtors	14	519,263	507,697
Cash at bank and in hand		3,569,854	2,781,372
		<u>4,089,355</u>	<u>3,289,307</u>
Current liabilities			
Creditors: amounts falling due within one year	15	(1,849,169)	(1,405,133)
Net current assets		<u>2,240,186</u>	<u>1,884,174</u>
Total assets less current liabilities		<u>22,306,825</u>	<u>19,749,954</u>
Creditors: amounts falling due after more than one year	16	(5,256,231)	(5,249,142)
Net assets excluding pension liability		<u>17,050,594</u>	<u>14,500,812</u>
Defined benefit pension scheme liability	22	(51,000)	(40,300)
Total net assets		<u><u>16,999,594</u></u>	<u><u>14,460,512</u></u>

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

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2026

	Note	2026 £	2025 £
Charity funds			
Restricted funds		404,468	434,439
Unrestricted funds		16,595,126	14,026,073
Total funds		<u>16,999,594</u>	<u>14,460,512</u>

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

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



Trustee: Philip Walker

Date: 16th SEPTEMBER 2026.



Chief Executive: Steve Bavington

The notes on pages 38 to 58 form part of these financial statements.

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

COMPANY BALANCE SHEET
AS AT 31 MARCH 2026

	Note	2026 £	2025 £
Fixed assets			
Housing properties	11	18,942,295	16,756,941
Tangible assets	12	340,787	318,234
		<u>19,283,082</u>	<u>17,075,175</u>
Current assets			
Debtors	14	573,202	300,821
Cash at bank and in hand		1,001,564	1,362,430
		<u>1,574,766</u>	<u>1,663,251</u>
Current liabilities			
Creditors: amounts falling due within one year	15	(1,230,761)	(1,838,548)
Net current assets / liabilities		<u>344,005</u>	<u>(175,297)</u>
Total assets less current liabilities		<u>19,627,087</u>	<u>16,899,878</u>
Creditors: amounts falling due after more than one year	16	(5,256,231)	(5,249,142)
Net assets		<u>14,370,856</u>	<u>11,650,736</u>
Defined benefit pension scheme liability	22	(51,000)	(40,300)
Total net assets		<u><u>14,319,856</u></u>	<u><u>11,610,436</u></u>

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

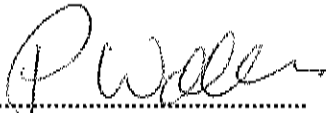
COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2026

	Note	2026 £	2025 £
Charity funds			
Restricted funds		10,500	10,500
Unrestricted funds		14,309,356	11,599,936
Total funds		<u>14,319,856</u>	<u>11,610,436</u>

The company's net movement in funds for the year was £2,709,420 (2025 - £13,904).

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

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


.....
Trustee: Philip Walker

16th SEPTEMBER 2026


.....
Chief Executive: Steve Bavington

The notes on pages 38 to 58 form part of these financial statements.

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

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2026

Group Statement of Changes in Equity

	Revenue Reserves £	Designated Reserves £	Revaluation Reserves £	Restricted Reserves £	2026 £	2025 £
At 1 April	10,236,751	958,640	2,830,681	434,439	14,460,512	13,965,873
Surplus/(deficit) for the year	2,219,633	-	-	(16,990)	2,202,643	494,639
Revaluations			336,439		336,439	
Transfers	(224,317)	237,298	-	(12,981)	-	-
	12,232,067	1,195,938	3,167,120	404,468	16,999,594	14,460,512

Company Statement of Changes in Equity

	Revenue Reserves £	Designated Reserves £	Revaluation Reserves £	Restricted Reserves £	2026 £	2025 £
At 1 April	8,539,591	229,663	2,830,681	10,500	11,610,436	11,596,532
Surplus/(deficit) for the year	2,372,981	-	-	-	2,372,981	13,904
Revaluations			336,439		336,439	
Transfers	(237,298)	237,298	-	-	-	-
	10,675,274	466,961	3,167,120	10,500	14,319,856	11,610,436

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	Note	2026 £	2025 £
Cash flows from operating activities			
Net cash used in operating activities	17	3,009,914	738,318
Cash flows from investing activities			
Dividends, interests and rents from investments		94,371	7,127
Purchase of tangible fixed assets		(204,336)	(123,710)
Purchase of housing properties		(2,011,132)	(77,550)
Net cash used in investing activities		(2,121,097)	(194,133)
Cash flows from financing activities			
Repayments of borrowing		(100,335)	(110,570)
Net cash used in financing activities		(100,335)	(110,570)
Change in cash and cash equivalents in the year		788,482	433,615
Cash and cash equivalents at the beginning of the year		2,781,372	2,347,757
Cash and cash equivalents at the end of the year	18	3,569,854	2,781,372

The notes on pages 38 to 58 form part of these financial statements

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

1. General information

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

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

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

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

2.2 Turnover

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

2.3 Basis of consolidation

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

2.4 Expenditure

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

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

2. Accounting policies (continued)

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

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

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

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

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

2.7 Revaluation of tangible fixed assets

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

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

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

2.8 Interest receivable

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

2. Accounting policies (continued)

2.9 Operating leases

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

2.10 Stocks

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

2.11 Debtors

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

2.12 Cash at bank and in hand

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

2.13 Liabilities

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

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

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

2.14 Financial instruments

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

2. Accounting policies (continued)

2.15 Social Housing grants (SHG) and other grants

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

2.16 Pensions

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

As described in note 19, YMCA Black Country Group has a contractual obligation to make pension deficit payments of £21,215 pa over the period to April 2027 (2025: £21,215 pa to April 2027) accordingly, this is shown as a liability in these accounts. In addition, YMCA Black Country Group is required to contribute £6,731 pa (2025: £6,761 pa) to the operating expenses of the Pension Plan and these costs are charged in the Statement of Comprehensive Income as made.

2.17 Fund accounting

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

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

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

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

2.18 Gift Aid payments

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

2. Accounting policies (continued)

2.19 Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

3. Turnover, Operating Costs and Operating Surplus

Group	2026 Turnover £	2026 Operating Expenses £	2026 Operating Surplus £	2025 Turnover £	2025 Operating Expenses £	2025 Operating Deficit £
Income & Expenditure from lettings						
Accommodation	3,868,676	(5,487,371)	(1,618,695)	7,244,293	(5,197,338)	2,046,955
Other Income & Expenditure						
Community Activities	3,133,128	(4,761,821)	(1,628,693)	2,403,094	(3,942,651)	(1,539,557)
Donations	2,387,799	-	2,387,799	27,446	-	27,446
Other Income	3,294,639	-	3,294,639	336,972	-	336,972
Finance income	94,371	-	94,371	7,950	-	7,950
Finance payable	-	(326,778)	326,778	-	(385,127)	(385,127)
Total	12,778,613	(10,575,970)	2,202,643	10,019,755	(9,525,116)	494,639

Company	2026 Turnover £	2026 Operating Expenses £	2026 Operating Surplus £	2025 Turnover £	2025 Operating Expenses £	2025 Operating Deficit £
Income & Expenditure from lettings						
Accommodation	4,038,388	(4,085,269)	(46,881)	3,751,450	(2,943,297)	808,153
Other Income & Expenditure						
Community Activities	678,494	(3,615,287)	(2,936,793)	648,335	(3,950,119)	(3,686,911)
Donations	2,384,989	-	2,384,989	25,130	-	25,130
Other Income	3,266,048	-	3,266,048	2,866,982	-	2,866,982
Finance income	32,396	-	32,396	550	-	550
Finance payable	-	(326,778)	(326,778)	-	(385,127)	-
Total	10,400,315	(8,027,334)	2,372,981	7,292,447	(7,278,543)	13,904

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

4. Turnover from lettings

	Group £ 2026	Group £ 2025	Company £ 2026	Company £ 2025
Income from lettings				
Rent receivable	<u>5,486,223</u>	5,250,993	<u>3,960,388</u>	3,654,788
Net Rent Receivable				
Supporting people - grant	40,000	36,667	-	-
Supported lodgings	<u>78,000</u>	95,662	-	95,662
Total income from lettings	<u>5,604,223</u>	5,383,322	<u>3,960,388</u>	3,750,450
 Rent Losses from voids	 <u>543,615</u>	 1,465,748	 <u>322,635</u>	 1,186,470

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

5. Expenditure

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
People Related	477,889	84,885	215,497	37,213
Premises Related	867,343	1,016,090	1,086,220	970,539
Office Costs	114,206	78,175	72,401	53,451
Direct Activity Costs	458,056	449,085	281,661	285,205
Other Direct Expenses	62,922	34,736	17,671	18,357
Other Operating Overhead	206,698	55,659	105,677	40,153
Recharges	-	-	1,629,335	1,413,776
Bad Debts	42,579	11,784	26,693	16,624
Bank Charges	-	7,000	-	-
Travel Costs	1,979	2,494	-	-
Programme Delivery	386,542	324,059	-	-
Salaries	2,686,175	2,782,054	550,070	550,069
NIC	272,253	188,422	44,325	43,325
Pension	64,964	75,715	15,240	15,240
Depreciation	176,332	87,180	40,480	10,116
Total Expenditure from Lettings	5,817,938	5,197,338	4,085,270	3,454,068
Other expenditure	4,758,032	4,327,778	3,942,065	3,823,474
Total expenditure	10,575,970	9,525,116	8,027,335	7,277,542

6. Finance income

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Bank Interest	90,583	7,127	32,396	205
	<u>90,583</u>	<u>7,127</u>	<u>32,396</u>	<u>205</u>

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

7. Interest payable

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Loan Interest payable	326,778	296,631	326,778	296,631
	<u>326,778</u>	<u>296,631</u>	<u>326,778</u>	<u>296,631</u>

No interest was capitalised in the year (2025: £Nil).

8. Net Income/(Expenditure)

This is stated after charging:

	2026 £	2025 £
Depreciation of tangible fixed assets	201,573	89,790
Depreciation of housing properties	188,074	166,503
Auditors remuneration	27,500	27,500
Operating lease rentals	<u>287,421</u>	<u>287,421</u>

During the year, no Trustees received any remuneration or benefits in kind (2025: £Nil).
During the year, expenses totalling £nil were reimbursed to trustees (2025: £131 to 1 Trustee).

9. Staff costs

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Wages and salaries	4,767,980	4,417,659	2,458,566	2,185,672
Social security costs	498,659	330,485	279,653	186,389
Contribution to defined contribution pension schemes	118,439	104,148	70,873	57,675
	<u>5,385,078</u>	<u>4,852,292</u>	<u>2,809,092</u>	<u>2,429,736</u>

Included in the above, are £10,197 (2025: £nil) redundancy payments paid out to employees.

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

9. Staff costs (continued)

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

	Group 2026 No.	Group 2025 No.	Company 2026 No.	Company 2025 No.
Average staff numbers	219	220	101	102

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

	Group 2026 No.	Group 2025 No.
In the band £60,001 - £70,000	3	1
In the band £70,001 - £80,000	1	1
In the band £80,001 - £90,000	1	-

Directors' and Senior Executives Emoluments

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Emoluments	447,916	255,759	70,560	53,513
Pension contributions	19,586	30,215	1,763	13,229
	467,502	285,974	72,323	66,742

The chief executive is included in the YMCA Pension Scheme and is an ordinary member of the scheme. No enhanced or special terms apply. During the period the total amount contributed to the individual pension arrangement was £6,501 (2025: £6,806).

10. Taxation Status

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

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

YMCA BLACK COUNTRY GROUP
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

11. Housing properties

Group and Company

	Trademarks £
Cost	
At 1 April 2025	18,362,356
Additions	2,011,132
Revaluations	336,439
At 31 March 2026	<u>20,709,927</u>
Amortisation	
At 1 April 2025	1,605,415
Charge for the year	162,217
At 31 March 2026	<u>1,767,632</u>
Net book value	
At 31 March 2026	<u><u>18,942,295</u></u>
At 31 March 2025	<u><u>16,756,941</u></u>

YMCA BLACK COUNTRY GROUP
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NOTES TO THE FINANCIAL STATEMENTS
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12. Tangible fixed assets

Group

	Freehold property £	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Other fixed assets £	Total £
Cost or valuation							
At 1 April 2025	-	863,016	-	892,859	67,293	141,845	1,965,013
Additions	75,036	-	20,432	61,906	27,432	19,530	204,336
Disposals	-	-	-	-	(7,175)	-	(7,175)
At 31 March 2026	75,036	863,016	20,432	954,765	87,550	161,375	2,162,174
Depreciation							
At 1 April 2025	-	203,297	-	498,855	52,952	101,070	856,174
Charge for the year	-	35,442	681	129,008	19,978	3,722	188,831
On disposals	-	-	-	(3,904)	(3,271)	-	(7,175)
At 31 March 2026	-	238,739	681	623,959	69,659	104,792	1,037,830

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12. Tangible fixed assets (continued)

Group (continued)

	Freehold property £	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Other fixed assets £	Total £
Net book value							
At 31 March 2026	75,036	624,277	19,751	330,806	17,891	56,583	1,124,344
At 31 March 2025	-	659,719	-	394,004	14,341	40,775	1,108,839

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12. Tangible fixed assets (continued)

Company

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation					
At 1 April 2025	175,541	-	520,352	60,118	756,011
Additions	-	20,432	55,410	19,785	95,627
At 31 March 2026	175,541	20,432	575,762	79,903	851,638
Depreciation					
At 1 April 2025	28,162	-	363,838	45,777	437,777
Charge for the year	5,663	681	47,814	18,916	73,074
At 31 March 2026	33,825	681	411,652	64,693	510,851
Net book value					
At 31 March 2026	141,716	19,751	164,110	15,210	340,787
At 31 March 2025	147,379	-	156,514	14,341	318,234

13. Stocks

	Group 2026 £	Group 2025 £
Food for nurseries	238	238

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026**

14. Debtors

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Due within one year				
Trade debtors	252,364	227,483	153,641	118,344
Amounts owed by group undertakings	-	-	194,224	-
Other debtors	9,221	38,825	5,947	7,232
Prepayments and accrued income	257,678	241,389	219,390	175,245
	<u>519,263</u>	<u>507,697</u>	<u>573,202</u>	<u>300,821</u>

Provisions for bad and doubtful debts included above for the group are £126,412 (2025: £123,519).

Provisions for bad and doubtful debts included above for the company are £108,056 (2025: £103,345).

Rent arrears included within the above for the group are £329,366 (2025: £307,238) and for the company are £240,188 (2025: £202,918).

15. Creditors: Amounts falling due within one year

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Bank loans	163,937	271,361	163,937	271,361
Trade creditors	425,039	266,392	272,536	215,378
Amounts owed to group undertakings	-	-	-	810,100
Other taxation and social security	122,767	24,163	78,192	14,593
Other creditors	211,297	109,269	76,160	105,585
Accruals and deferred income	926,129	733,948	639,936	421,531
	<u>1,849,169</u>	<u>1,405,133</u>	<u>1,230,761</u>	<u>1,838,548</u>

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FOR THE YEAR ENDED 31 MARCH 2026**

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

	Group 2026 £	<i>Group 2025 £</i>	Company 2026 £	<i>Company 2025 £</i>
Bank loans	<u>5,256,231</u>	<u>5,249,142</u>	<u>5,256,231</u>	<u>5,249,142</u>

Included within the above are amounts falling due as follows:

	Group 2026 £	<i>Group 2025 £</i>	Company 2026 £	<i>Company 2025 £</i>
Between one and two years				
Bank loans	<u>172,283</u>	<u>278,488</u>	<u>172,283</u>	<u>278,488</u>
Between two and five years				
Bank loans	<u>584,645</u>	<u>425,536</u>	<u>584,645</u>	<u>425,536</u>
Over five years				
Bank loans	<u>4,499,303</u>	<u>4,545,118</u>	<u>4,499,303</u>	<u>4,545,118</u>

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

	Group 2026 £	<i>Group 2025 £</i>	Company 2026 £	<i>Company 2025 £</i>
Repayable by instalments				
Payable or repayable by instalments	<u>4,499,303</u>	<u>4,545,118</u>	<u>4,499,303</u>	<u>4,545,118</u>
	<u>4,499,303</u>	<u>4,545,118</u>	<u>4,499,303</u>	<u>4,545,118</u>

Bank loans totalling £5,256,231 (2025: £5,249,142) are secured by fixed charge over the freehold property and assets of the company.

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

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**NOTES TO THE FINANCIAL STATEMENTS
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17. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2026 £	Group 2025 £
Net income for the year (as per Statement of Financial Activities)	2,202,643	494,639
Adjustments for:		
Depreciation charges	351,048	389,647
Interest income	(94,371)	(7,127)
Decrease/(increase) in debtors	(11,566)	19,871
Increase/(decrease) in creditors	551,460	(170,131)
Decrease in provisions	10,700	11,419
Net cash provided by operating activities	3,009,914	738,318

18. Analysis of cash and cash equivalents

	Group 2026 £	Group 2025 £
Cash in hand	3,569,854	2,781,372
Total cash and cash equivalents	3,569,854	2,781,372

19. Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Cash at bank and in hand	2,781,372	788,482	3,569,854
Debt due within 1 year	(271,361)	107,424	(163,937)
Debt due after 1 year	(5,249,142)	(7,089)	(5,256,231)
	(2,739,131)	888,817	(1,850,314)

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20. Contingent liabilities

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

21. Capital commitments

	Group 2026 £	<i>Group 2025 £</i>	Company 2026 £	<i>Company 2025 £</i>
Contracted for but not provided in these financial statements				
Acquisition and redevelopment of Housing Properties	428,000	<i>428,000</i>	428,000	<i>428,000</i>

22. Pension commitments

Defined Contribution Scheme

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £118,439 (2025:£104,148)

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

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

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

The valuation prepared as at 1 May 2023 showed that the pension plan had a deficit of £9.1 million. YMCA Black Country Group has been advised that it will need to make monthly contributions of £1,767 from 1st of May 2024. This amount is based on the current actuarial assumptions (as outlined above) and may vary in the future as a result of actual performance of the pension plan. Agreed future deficit contributions have discounted rate of 0% (2025:0%) The current recovery period is three years, commencing 1 May 2024.

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**NOTES TO THE FINANCIAL STATEMENTS
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Reconciliation of opening and closing provision

	2026	2025
	£	£
Provision at the start of the year	40,300	28,881
Increase to provision	31,915	32,634
Deficit contribution paid	(21,215)	(21,215)
	<u>51,000</u>	<u>40,300</u>

23. Operating lease commitments

At 31 March 2026 the Group and the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Not later than 1 year	341,714	281,308	198,250	172,069
Later than 1 year and not later than 5 years	685,821	741,593	418,563	470,533
Later than 5 years	484,500	558,900	30,000	30,500
	<u>1,512,035</u>	<u>1,581,801</u>	<u>646,813</u>	<u>673,102</u>

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24. Living Springs merger

On 1 April 2025, the operations, assets and liabilities of Living Springs were transferred into YMCA Black Country Group.

The transfer has been accounted for as a donation. The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the Statement of Financial Activities.

	Unrestricted funds
	£
Housing properties	
Housing Properties	1,323,568
Tangible fixed assets	
Fixtures and fittings	9,064
Current assets	
Debtors	5,763
Cash in bank and in hand	245,003
Current liabilities	
Other creditors	-7,606
Net Assets	<u>1,575,792</u>

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NOTES TO THE FINANCIAL STATEMENTS
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25. Related party transactions

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

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

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

None are registered with the Regulator of Social Housing.

Transactions with Non-Regulated Subsidiaries

	2026	2025
	£	£
Rental Expenditure		
YMCA Wolverhampton		-
YMCA Walsall	55,543	43,198
Management Charge Income		
YMCA Wolverhampton	640,415	378,523
YMCA Walsall	113,278	96,641
Rental Income		
YMCA Wolverhampton	186,888	169,800
YMCA Walsall	75,000	65,000
Premises Related Income		
YMCA Wolverhampton	47,256	47,183
YMCA Walsall	11,390	2,400