

IMPACT REPORT

2026



LETTER FROM THE CEO

It is with thanks to God and with the greatest pleasure that I introduce this year’s Impact Report for YMCA Heart of England. This report captures just a snapshot of the incredible work delivered, enabled, and supported over the past 12 months by our dedicated staff and trustees teams, committed volunteers and valued partners.

Together, you have helped us to make a meaningful difference in changing lives and impacting communities across our region.

At the heart of our work are our core service areas: Housing, Family and Youth Work, Health and Wellbeing, Training and Education, Advice and Support and our Chaplaincy provision. Through these services, we provide safe spaces, practical support and opportunities that enable individuals to develop a sense of purpose, feel connected and thrive in all areas of life enabling them to impact the communities where they live.

We also want to recognise our central service areas: HR - **People & Culture, PR & Communications, Finance & ICT**, and our **Maintenance Delivery** co-ordination without which we could not ensure an effective internal support functions.

Over the past year, we have remained focused on delivering against our 5 year strategic plan, guided by our four key pillars: **Leadership and Influence, Excellence and Impact, Growth and Reach** and **Awareness and Support**. These pillars underpin our ambition and provide a clear framework for how we will continue to evolve as an organisation strengthening our operational excellence while continuously enhancing the quality and reach of our services.

As we enter the second year of this strategy, we are proud of the progress made and energised by the opportunities ahead. This is a moment to both reflect and look forward to build on our successes, deepen our partnerships and continue to respond to and involve individuals and communities in the shared outcomes that we strive to achieve ensuring innovation and purpose, all delivered through our shared values and our Christian ethos.

I would like to take this opportunity to extend my heartfelt thanks to everyone who has contributed to the impact we have achieved.

To our trustee’s, staff, volunteers and partners, your passion, commitment and leadership by example truly bring our values to life every day. It is through your dedication and by God’s grace that we will continue to change lives and impact communities for the better.



Pauline Tomlinson
Chief Executive Officer
YMCA Heart of England

HUMAN RESOURCES

We have launched our people & culture strategy and will begin to implement this in the coming months, some of our key areas of progress are:

New appointments

We have seen a number of new appointments, such as

- Lead Workers X 3 at Aston, Erdington, and Northfield
- Events, Comms & Fundraising Assistant
- Family Hub Coordinator
- ICT & Digital Lead
- Centre Manager
- Director of Enterprise, Community & Youth
- Coffee Shop Supervisor
- Coffee Shop Assistant
- Community & Youth Manager
- Reception & Conference Assistant
- Housing Hub Manager



Staff Turnover

Turnover is below the national and local average and sickness absence has also reduced.

Training & Development delivered			
GDPR Awareness	Risk Evolve	23/07/2025	All staff
GDPR Awareness	Risk Evolve	24/07/2025	All staff
Prevention of Sexual Harassment and third-party harassment	Beststart	09/09/2025	All staff
Prevention of Sexual Harassment and third-party harassment	Beststart	09/09/2025	All staff
Health and Safety Induction	Risk Evolve	04/11/2025	All staff
Health and Safety Induction	Risk Evolve	18/11/2025	All staff
The Employment Rights Act 2025: Urgent changes employers need to know for 2026 and beyond	HR	19/02/2026	Line managers
Psychologically Informed Environments	Tidal Training	21-22 April 2026	Housing and Youth staff
Paediatric First Aid	TutorCare	27/04/26	Events and Youth Team

HOUSING

We supported **465** people last financial year



The Housing Team invested in the growth and development of the staff team with Housing & Progression Managers and Assistant Housing & Progression Managers currently doing their Level 3 and Level 4 Housing and Property Management apprenticeships.

Successfully implemented the Housing Services realignment and introduced quality audits in relation to our support provision.



Successfully awarded the Gold Award under the Supported Exempt Accommodation Quality Standards (SEAQS) which is accredited by Birmingham City Council with regards to housing support that consistently exceed standards for delivery high quality services to our residents.

We had **75** successful move-ons



We have achieved on average **96.92%** occupancy rate in the last Financial across all schemes, maintaining the consistent levels of performance in the prior years. Stabilised the Housing & Support contract by Birmingham City Council for **60** units of accommodation and generating additional income in excess of **£200K** per annum

OPERATIONS

Completed **2,214** maintenance jobs

Maintained strong repairs performance with **100%** of emergency repairs, **95%** of urgent repairs and **99%** of nonurgent repairs completed within target timescales

Responded to rising operational pressures, including a significant increase in damp, mould and condensation (DMC) cases (95 reported in total) linked to new regulatory requirements

Achieved full compliance with Awaab's Law response requirements, embedding accelerated response times and tracking for DMC cases.

Completed **92** voids while maintaining strong turnaround performance of **8** days (minor) and **13** days (major voids)

Improved lettings performance significantly, reducing average days to let from **66.2** days to **18.38** days by year end.

Reduced total void stock to just **4** units at year end.

Delivered major improvement in arrears performance, reducing total arrears from **£650k** to **£371k**.

Stabilised Birmingham City Council Housing & Support contract delivery, reducing voids from **14** units to **3** units and achieving **95%+** occupancy across the contract.

Maintained strong overall occupancy at **97%** across all schemes, despite pressures in specific sites.

Managed increased operational cost pressures, including:

- **£23,708** invested in damp, mould and condensation works
- Increased cost pressures in responsive repairs and void works

Successfully maintained **100%** (full compliance) across all statutory servicing and certification programmes, with no significant overdue Health & Safety items.

Strengthened Health & Safety assurance through introduction of a threetier inspection model (weekly, monthly, quarterly audits).

Implemented improved operational oversight and reporting, supporting transition from recovery to sustained performance assurance across operations.

CHRISTIAN MISSION

The 2025–26 year has been a season of sustained presence, deepened relationships, and increased pastoral engagement for Christian Mission and Chaplaincy across YMCA Heart of England. Building on the strong foundations laid in the previous year, engagement remained consistent and responsive to the evolving needs of both staff and residents. Working within a richly diverse organisational context, Chaplaincy has remained committed to offering inclusive, voluntary, and compassionate support, creating safe spaces for listening, wellbeing, reflection, and hope.

Christian Mission Activities (2025–26)

Activities included:

- Weekly staff prayer meeting
- Monthly lunchtime fellowship (open to all staff)
- Seasonal services and reflective moments (Easter and Christmas)
- Weekly Word of Encouragement email to staff
- Monthly faith-based article for the Staff Newsletter
- Bible study and reflective sessions with residents
- 7 Staff and 1 volunteer attended YMCA UK Christian Mission Conference in Northamptonshire in October 2025
- 5 staff and 1 volunteer attended YMCA Europe Christian Mission Conference in Budapest in March 2026

Chaplaincy Provision

Chaplaincy in 2025–26 continued to be relational, visible, and embedded within the life of the organisation.

Ongoing provision included:

- Regular pastoral and emotional support for staff and residents across our organisation
- One-to-one face-to-face listening conversations
- Support during bereavement, illness, crisis, and transition
- Blessings of flats for residents
- Guidance and advice around life, religious, spiritual, and social care
- Informal wellbeing activities fostering connection and trust
- Engagement with families and children where appropriate



Galatians 6:9-10

Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up. Therefore, as we have opportunity, let us do good to all people.



Pastoral Support

Over **21,400** minutes of face-to-face support provided to staff.

Over **29,100** minutes of face-to-face support provided to residents.

Over **2,333** staff contacts recorded for support.

Over **2,500** resident contacts recorded for support.

Alongside one-to-one pastoral support, chaplaincy-led activities continued to foster relational connection and emotional wellbeing, *including*:

- Informal wellbeing drop-ins
- Community-building activities (e.g. refreshments, creative sessions)
- Themed wellbeing moments woven into weekly rhythms

Partnerships & Collaboration with external partners

- Ongoing partnership with HR, contributing to staff wellbeing and support frameworks
- Continued informal links with local churches and faith communities across Birmingham and Coventry
- Contribution to strengthening community relationships and inclusion

PR, COMMUNICATIONS & ENGAGEMENT

Over the past year, YMCA Heart of England has delivered a strong programme of communications, fundraising, and engagement activity, achieving consistent results across key performance indicators and expanding its reach both internally and externally.

Fundraising Initiatives

A range of fundraising initiatives were successfully delivered throughout the year, including major campaigns such as the Christmas Wishing Tree Campaign, and multiple raffles and partnership events.

- Monetary donations: Just under **£2,000**
- Non-monetary donations: Over **£9,000**, largely driven by seasonal donation campaigns, particularly the Christmas initiatives and being selected as a supported charity by several local Dunelm for their Delivering Joy initiative.

These efforts significantly contributed to supporting residents and strengthening community impact.



Campaigns & Digital Content

A comprehensive communications strategy delivered a consistent flow of campaigns and content across digital platforms:

- Total campaigns delivered: **18**
- Covering key themes such as Mental Health Awareness, Period Poverty, Youth Voice, Black History Month, and seasonal giving campaigns.
- Website articles published: **12**

Including highlights such as:

- YMCA of the Year recognition
- Youth advocacy at national and regional events
- Community partnerships and international engagement
- Policy updates and resident-focused outcomes

In parallel, social media content has been increasingly tailored by platform (LinkedIn, Twitter/X), improving audience targeting and engagement.



Events & Community Engagement

A wide-ranging programme of 26 events was organised or supported, spanning community engagement, resident activities, and external representation.

Key examples include:

- Major external events such as Greater Birmingham Business Expo and Connections for Prosperity
- Community-focused initiatives including Resident Day Trips, Workshops, and Seasonal Celebrations
- Internal engagement activities such as Staff Conference and Team Building Day

These activities strengthened relationships with residents, partners, and stakeholders while enhancing YMCA's visibility across the region.



Awards & Recognition

The organisation achieved strong recognition for its work:

- Winner: YMCA of the Year at the Youth Matters Awards

Nominations and applications

- Greater Birmingham Chamber of Commerce Awards (nominated for two awards)
- Youth Ambassador Programme
- Youth Matters Awards

These acknowledgements reflect the impact and quality of YMCA Heart of England's programmes and communications.

Digital Growth & Innovation

Significant progress was made in strengthening digital presence and brand visibility:

- Creation of new social media profile for CBC and Eden Coffee Shop
- Development of structured social media calendars to support consistent content delivery
- Ongoing website enhancements and content development, contributing to a more dynamic and informative online presence

Overall, the year demonstrates strong delivery across fundraising, communications, and engagement, with measurable impact in community support, stakeholder relationships, and organisational visibility.

COMMUNITY & YOUTH

Our Community and Youth Programmes have operated within a challenging funding landscape this year. While securing funding has been competitive, we have delivered strongly against the investment we did secure, achieving increased reach and clear outcomes for the people we support. We have focused on delivering consistent, high-quality provision while building new opportunities for young people and the wider community to engage, develop skills, and improve wellbeing.

Over the past year, we secured a total of **£57,257.80** in funding. This investment has enabled us to expand delivery, strengthen existing programmes, and respond to emerging local needs with confidence.



Funders that have supported our work...

Clarion Sport Funding (18-month funding) £17,790	Sport England Funding £14,550
Higgs Funding (12-month funding) £10,000	YLC Funding (Newfield Charitable Trust) £7,724
Flourish Funding 25-26 (Newfield Charitable Trust) £4,321.80	Clarion Stay and Play Funding (6-month funding) £2,872

Reach and impact

Across all Community and Youth Programmes:



These outcomes show clear progress, with people building confidence, improving wellbeing, developing social skills, accessing training and education, forming stronger social connections, and taking a more active role in their community.

Programme focus

Our delivery has centred on:

- Youth engagement and development
- Community-based activities that reduce isolation
- Sport and wellbeing programmes
- Early support through initiatives such as Stay and Play
- Training and education opportunities
- Volunteering opportunities
- Co-production activities with young people and the community

Looking ahead

We will build on this year's progress by:

- Building our organisational readiness to respond to funding opportunities
- Improving our systems and processes to better capture the impact of our work
- Increasing our community delivery across Birmingham and Coventry
- Working collaboratively with Housing to offer a more comprehensive programme for residents
- Strengthening and building new partnerships
- Continuing to improve our co-production work with young people, families, communities, and partners



This has been a positive year for our Community and Youth Programmes, with clear progress in both reach and impact.

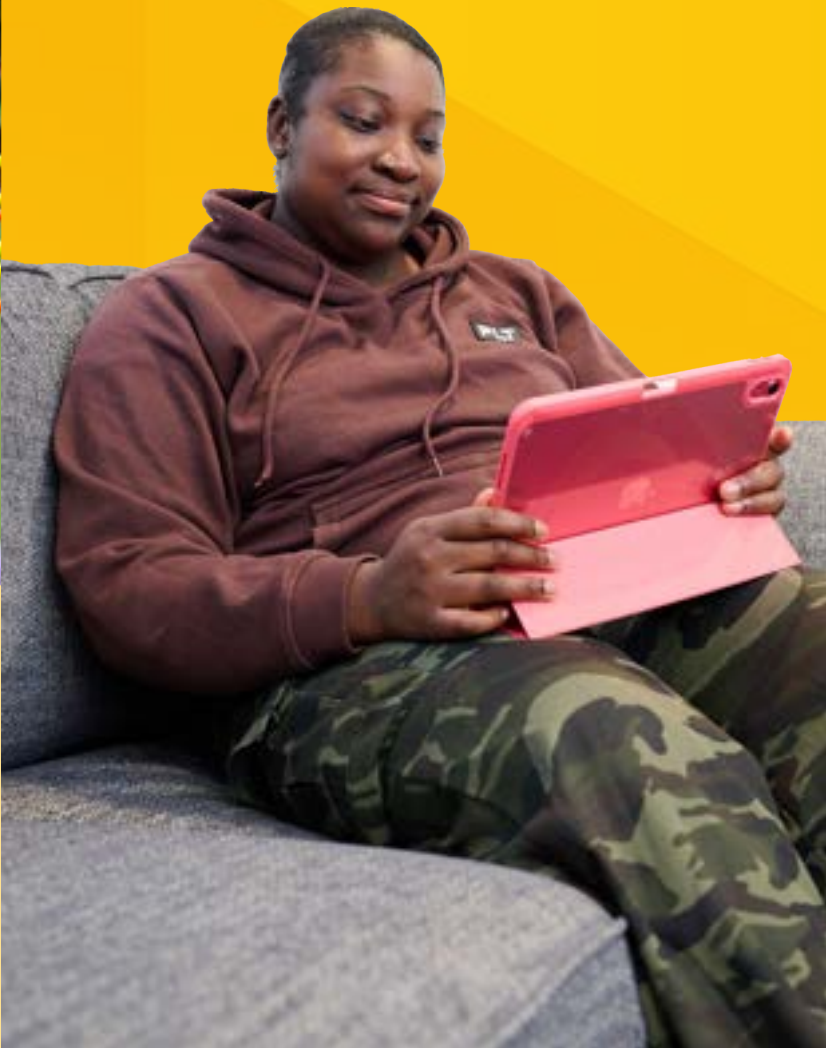
With strong foundations in place, we are well positioned to continue growing, improving delivery and creating more opportunities for the communities we serve.

FINANCE & ICT

The 2024/25 financial year once again saw a strong overall financial performance, strengthening the financial robustness of the organisation, and setting it up to be able to work towards the longer-term strategic aims. This saw a further **1%** increase in Annual Turnover, up to **£7.6 million**, with the Housing sector once again providing a strong platform for the organisation to grow.

We were also able to invest further into our stock, both within Housing, and the Learning, Communities & Youth departments to ensure compliance as well as enhancing our facilities for those that we serve.

All that led to an overall surplus for the year of **£264,734**, building the reserves and stability for the organisation to look to develop and grow over the next few years.



CASE STUDY

Ivie

What events led you to YMCA?

Before coming into contact with YMCA, I was attending PYF youth club. Being part of PYF gave me a safe space to meet new people and take part in activities.

During my time at PYF, I was signposted to the YLC programme. Staff there recognised my potential and encouraged me to consider applying.

At the time, I was feeling unsure of myself and didn't always feel confident speaking up or taking on leadership roles. However, I knew I wanted to challenge myself, meet new people, and develop new skills.

Is there anything or anyone in that has had a really positive impact on your experience at YMCA?

Yes, taking part in the cinema trips and theatre shows has had a really positive impact on my experience at YMCA. YMCA has given me the opportunity to experience things like this that I might not have had the chance to do otherwise.

One of the highlights was getting to see short films made by university students. Watching their work really inspired me and made me think about what we could create in our own workshops.

Going to the cinema and theatre was not only enjoyable, but it also helped me bond with others in the group and try new experiences. These opportunities have definitely been a highlight of my time at YMCA.



How has the YMCA helped you to overcome any barriers or challenges you were facing?

YMCA has helped me build my confidence and improve my teamwork skills. Through the sessions at YLC, I've had lots of chances to share my ideas and work together with others.

At the start, I didn't always feel confident speaking in front of a group, but the sessions made me feel comfortable and supported. Over time, I found it easier to speak up and take part in discussions.

Working in a team has also helped me learn how to listen to others, respect different opinions, and work together to come up with ideas. Overall, YLC has helped me grow and feel more confident in myself.

What are your goals for the future?

My goals for the future are to continue enhancing my leadership, creativity, and problem-solving skills. I want to keep building my confidence and take on more responsibility so I can lead effectively and support others.

I also hope to use my creativity to develop new ideas and projects, especially in group settings, and improve my ability to think through challenges and find positive solutions. Overall, I want to keep growing both personally and professionally.

CASE STUDY

Mumma H

Mumma H first connected with YMCA Community Connections through an English Practice session, before accessing wider drop-in support during a period of significant instability in her life.

Having fled domestic violence, Mumma H was living in temporary accommodation with her three children, all under the age of six. During this time, YMCA Community Connections provided practical, emotional, and social support across multiple areas of need.

Holistic Support in a Time of Crisis

YMCA Community Connections supported Mumma H with:

- Securing identification after her driving licence and passport were lost during a change of address
- Navigating Universal Credit, benefits, and complex administrative processes, including redirecting important post
- Advocating for her recognition as a carer for her child with SEND needs, helping reduce the pressure of Job Centre requirements
- Housing applications, including completing forms and evidencing affordability
- Providing a safe, welcoming space for her SEND child between school pickups
- Offering befriending support and consistent emotional encouragement

Reflecting on the support she received, Mumma H shared:
"When I send a message, they always tell me to come over and they help (me). I know I



don't have much time, but when I come you do lots of things that help me."

Creating Safe Spaces for Families

A key part of Mumma H's experience was having access to a safe and supportive environment for herself and her children. This was particularly important while living in temporary accommodation with limited space and resources.

She explained:
"My kids (are) so happy. Normally when I go outside, I have to spend money. But here they enjoyed with all toys and food for free. They are learning painting and they happy"

The centre also provided a vital refuge during the school day, giving her somewhere to go while waiting for her children at school..

A Milestone Moment: Securing a Home

After 10 months in temporary accommodation, Mumma H was successfully supported to secure a permanent home closer to her children's school. This marked a significant turning point for the family.

On the day she received the news, she came into the centre in tears:
"Thank you for your help and your prayers, I know you really cared"

CASE STUDY

Rebecca

What events led you to YMCA?

I originally heard about YMCA when I was year 8. I was placed in a mentoring group at school after sharing my anxiety struggles with school – the mentoring sessions helped me build confidence and provided me with further support once they were over. In year 11, my school recommended the Youth Leadership Collective to me; I was instantly interested in it as I was beginning to lose my passion for my creative interests and the arts. Alongside this, I was interested in meeting new people and making new friends who shared similar interests as me. I thought of it as a way for me to bring back my passions and connect with people.

How has the YMCA helped you to overcome any barriers or challenges you were facing?

The YMCA allowed me meet a variety of new people and friends. It allowed me to build up my confidence with speaking and interacting people. Overtime, the confidence I have developed has significantly reduced my anxiety and made me excited instead of worried to meet new people. Additionally, the YMCA has helped my passions and love for creativity come back. It has given me a weekly space for me to express myself and do something I enjoy, improving my happiness.



What YMCA services have you engaged with and how?

I have engaged in group mentoring sessions within school. I have also engaged in the Youth Leadership Collective programme for 2 years.

Is there anything or anyone in that has had a really positive impact on your experience at YMCA?

The staff being easy to talk to (Emma) and understanding has given a positive impact on my experience at YMCA as it makes me feel comfortable and safe.

What are your goals for the future?

In the future, I would like to be able to help young people with their confidence and mental wellbeing.

CASE STUDY

Debra

What events led you to YMCA?

I came to the UK in July 2024 and lived with my daughter. After about a month, she asked me to leave because my name was not on the tenancy and the property was considered overcrowded. Soon after, I became unwell and was hospitalised for 3 days. After being discharged, I contacted the council in Smethwick to declare myself homeless, but my application was rejected.

I then rented a room in shared accommodation, but it was unsuitable due to a rodent infestation. I contacted the council, and during their investigation it was found that the property was not licensed as rented accommodation. As a result, we were asked to leave, making us homeless again.

While searching for another place, I met someone from Birmingham Mind at my church who had worked with YMCA. Through his recommendation, I applied for and obtained accommodation with YMCA after completing the required process. On the day I was called to view the flat, I unfortunately sprained my ankle on the way to the scheme.

How has the YMCA helped you to overcome any barriers or challenges you were facing?

When I was introduced to YMCA, I urgently needed clean, safe and secure accommodation. This gave me stability, addressed my housing concerns, and helped put me on the right path towards independent living.

YMCA also helped me access the benefits I was entitled to, including housing benefit.



The encouragement I received to educate myself motivated me to take part in home care and childminding training.

What YMCA services have you engaged with and how?

I was engaged with the Housing and Support Service at YMCA. This service helped me feel part of a community that provided not only accommodation, but also a safe space to grow through education, social interaction, training and other opportunities.

During my stay with YMCA, I attended gardening and art training, a mental health seminar, a ballet performance, a movie outing, a beach outing, and was invited to meet the Lord Lieutenant, who was representing the King.

Is there anything or anyone in that has had a really positive impact on your experience at YMCA?

The team at Harry Watton had a positive impact on me throughout my time in the scheme. The manager encouraged and motivated me, and made me feel comfortable approaching him whenever I needed support.

The support staff were always available, helpful and willing to go the extra mile. Over time, the support I received improved significantly, and they made me feel recognised and valued by appreciating my opinions and remembering things like my birthday.

▼ Youth and Community

▼ Training, Education, Learning & Skills

▼ Housing

▼ Support & Advice

▼ Day Nursery



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Here for young people
Here for communities
Here for you

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

FAMILY & YOUTH WORK

HEALTH & WELLBEING

HOUSING

TRAINING & EDUCATION

SUPPORT & ADVICE