



**YMCA
BRIGHTON**

2024 - 2030

Strategy

YMCA

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Introduction

YMCA Brighton have been providing essential support services in Brighton and Hove since 1870, making us **the city's oldest housing charity**. Initially focused on housing young men, apprentices, and servicemen, we have evolved to serve an average of **400 men and women** annually across multiple supported accommodation projects and a personalised coaching service.

Our dedicated team of 120 staff members demonstrate remarkable commitment and passion, inspiring me with their energy and dedication to their roles. However, despite incredible efforts of organisations throughout our sector, we must acknowledge that we have not achieved the government's target to end rough sleeping by 2024. Shockingly, there has been a **120% increase in people sleeping rough on our streets compared to 2010**. This reality is both tragic and inhumane, and it has no place in a prosperous country like England.

As we enter 2024, it is imperative that our organisation undergoes a transformative shift. We must become more agile, responsive, and better equipped to confront the challenges of this decade. To achieve this, we have engaged in **an open assessment of our priorities with our staff, residents, clients, and stakeholders**. I am immensely proud to unveil our 2024 - 2030 Strategy—a collective commitment to fulfilling our mission of providing homes, communities, and services that empower individuals to overcome obstacles and achieve their goals. We aspire to continue being the oldest and most steadfast housing charity in Brighton and Hove for another century.

Hélène Begg
CEO

‘When I’m volunteering, I’m thinking of other people. It’s not about me, it’s about everyone else. It’s about looking after one another.’

Joanne, Fred Emery Court



“I have received warmth and support throughout my time here. My life, whilst I still have some health issues, has moved on considerably and I can say with confidence that my life is a complete turnaround due in full to the safety and security and support the structure here has allowed me.”

Thomas, Steine House

“Moving to YMCA Brighton was the turning point for me. The staff are lovely.”

Sue, George Williams Mews





Our Communities

Community is at the heart of who we are at YMCA Brighton, our people underpin everything we do. Since 1870 we have been working to support people access safe and secure housing and practical and emotional support. This is an **amazing legacy** and one we are so proud of, and this, our YMCA Brighton Strategy 2024 - 2030 will enable us to reach even more people.

This strategy was written collaboratively by our people, for our people. It is **bold and ambitious** and that is what we must be to both survive and flourish within the current economic and social climate. Years of austerity, followed by Covid and now compounded by a cost-of-living crisis means that we are facing **unprecedented challenges**, on our services, on our finances and most importantly on our people. The people who live with us, and the people who work for us. We have to carefully balance the ever-increasing need and demand for our services with ever-decreasing

levels of funding from our funders. Rising inflation and increased regulatory and legislative requirements within an environment of real-terms cuts to funding has meant our **finances are being stretched to the limit**.

Working collaboratively and creatively we know that we will continue to develop our services to reach more people and deliver the support that they require. By strengthening our relationships within the wider community within which we work we will increase awareness of YMCA Brighton and develop partnerships that will benefit us all. **We are stronger together** and we all benefit when compassion and empathy are at the heart of decision-making. Working together we will create an inclusive community where everyone can belong, contribute and thrive.

Sarah Johnston-Ellis
YMCA Brighton Chair

“I have worked for over 18 years at YMCA Brighton on various projects. I am passionate about changing the lives of our clients and I am proud to be part of their journey.”

Julie, Deputy Manager



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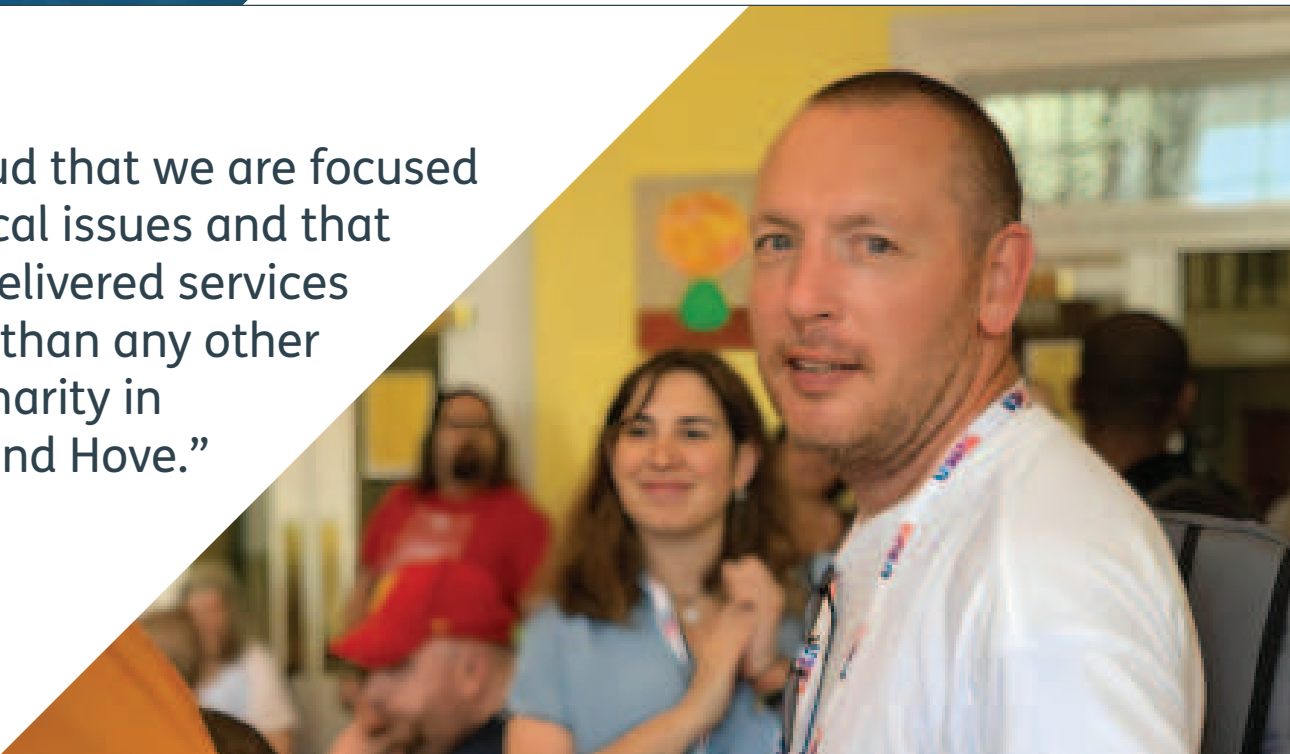


“One of the most inspiring things I have found working for YMCA Brighton is that every member of the staff team wants to achieve the best outcomes for all of our clients. It is a great feeling to know you are all working together towards a common goal.”

Lawrence, Health and Safety Coordinator

“I am proud that we are focused on very local issues and that we have delivered services for longer than any other housing charity in Brighton and Hove.”

Jack, Project Worker



Our Values

Community,
Compassion and
Empowerment

Our Vision

Working together to create an
inclusive community where
everyone can belong, contribute
and thrive

Our Mission

We provide the home, the community and the
services that equip people to overcome barriers
and achieve their aims

**YMCA Brighton is a proud member of the YMCA England
and Wales Federation.**

Our Board of Trustees is responsible for establishing the essential
purpose of our organisation, for guarding our ethos and values, and
for governing the delivery of our long-term strategy.

Our Priorities

People

Our Vision:

A strong and well-equipped team working together.



We will:

- ▶ As resources permit, we will develop a pay and benefits scheme that is fair and transparent to attract and retain staff.
- ▶ Become a Brighton Living wage employer.
- ▶ Develop a Learning and Development Programme fit for purpose for each job role, including a leadership programme.
- ▶ Invest in our staff by achieving 'Investor in People' accreditation and achieving 'We Invest in Well Being' accreditation.
- ▶ Develop a Feedback culture and provide opportunities for staff to feel heard and contribute.
- ▶ Provide regular team building across services and opportunities to share experiences to support each other.
- ▶ Recruit and retain a diverse and skilled board of Trustees.
- ▶ Develop a volunteer programme with a range of opportunities that (adds to or) supports service provision.



Services

Our Vision:

High quality homes and support services that deliver opportunities for all.



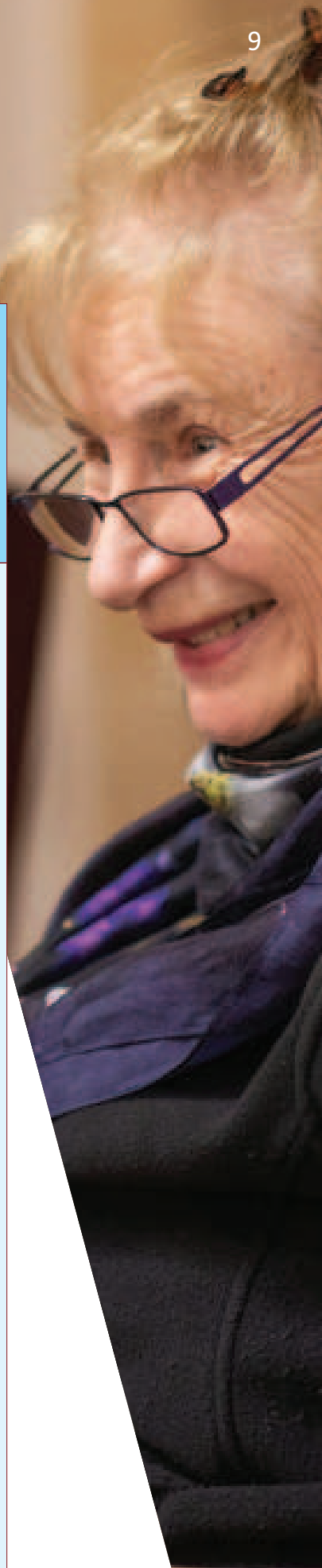
We will:

Home and Housing:

- ▶ Implement maintenance plans to consistently and regularly carry out routine inspections and works to update units.
- ▶ Have a 10-year improvement plan to standardise our accommodation across all of our properties.
- ▶ Achieve 95% of repairs completed within target time.
- ▶ Our homes will meet or exceed the Decent Home Standards to provide high quality accommodation.
- ▶ Be the best supported accommodation provider we can be, and comply with the standards as set out by the Regulator of Social Housing.
- ▶ When reasonable and practical, we will achieve grade C or above for all Energy Performance Certificates by 2028.

Services:

- ▶ Deliver psychologically informed support for service users to feel safe and empowered.
- ▶ Complete a Theory of Change exercise to develop methods of evaluation to measure service user outcomes (– including wellbeing, mental health, move on).
- ▶ Strengthen and expand our services for education, training and employment.
- ▶ Develop a co-production culture and provide opportunities for clients to feel heard and contribute to our mission.



Partnership

Our Vision:

An effective partner amplifying our voice through wide reaching policy making and practice.



We will:

- ▶ Ensure our Local Councillors and Members of Parliament are familiar with our organisation and our projects.
- ▶ Plan local community outreach and inclusion activities involving project teams.
- ▶ Introduce a forum or conference with local partners.
- ▶ Plan city wide lobbying to raise awareness of YMCA Brighton.
- ▶ Focus on developing relationships with partners to design and deliver services jointly.
- ▶ Develop fundraising in partnership with corporate funders, local philanthropists, and grant makers.
- ▶ Lead on research in health and social care to drive innovation and influence the sector.
- ▶ Sit on YMCA England and Wales steering groups to lead the YMCA England and Wales adult work stream.



Resources

Our Vision:

Strong resources and a sustainable infrastructure to deliver our mission.



We will:

Finance:

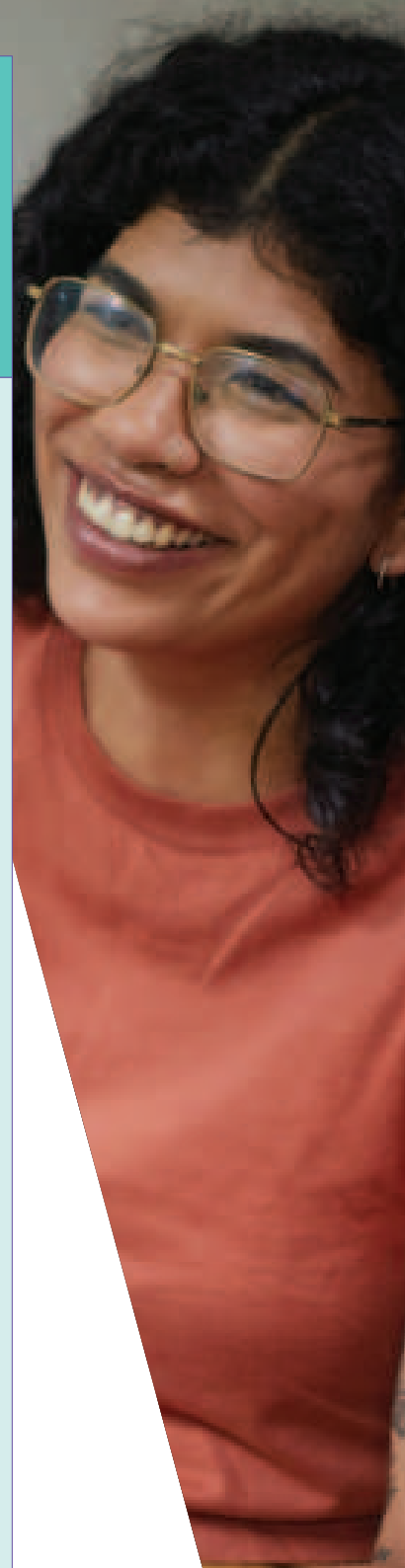
- ▶ Develop a 5-year financial plan to balance operational income and expenditure.
- ▶ Implement financial management systems for improved efficiency.
- ▶ Define and maintain a sustainable reserve for charity operations.
- ▶ Secure new income sources.
- ▶ Develop and implement a fundraising strategy.

Property and Environment:

- ▶ Assess our existing properties for suitability against our current needs.
- ▶ Assess all of our existing properties and activities for environmental sustainability.
- ▶ Develop a property strategy to meet the future needs of our community.
- ▶ Work towards achieving the “net 0” energy target by 2050 across all of our activities.

Other infrastructure / resources:

- ▶ Develop the use of technology for improved communications, and services delivery.
- ▶ Produce a marketing plan that promotes the mission and impact of YMCA Brighton.
- ▶ Ensure our governance is in line with the Charity Commission guidance.





YMCA BRIGHTON

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Support Us

Every donation makes a meaningful difference in the lives of the people we serve. Please use the links below to support us.

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[Make Change Count](#)

[Give As You Live](#)



Link to our
Just Giving page