

YMCA
BRIGHTON

2023/2024

Impact Report

YMCA



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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.

CEO Welcome

Welcome

I am delighted to present our 2023/2024 Impact Report, my first as CEO.

This past year has been both exciting and inspiring for YMCA Brighton. We are proud to be part of a global movement that delivers services in 120 countries, impacting the lives of 65 million people every year.

One of our key achievements in 2023/2024 was strengthening our collaboration within the YMCA Federation. This exchange of ideas and resources has been invaluable, and we are committed to building on these relationships to maximize our impact across Brighton, Hove, and Portslade.

A Renewed Sense of Purpose

Following a period of leadership transition, 2023/2024 marked a time of refocusing our objectives to better serve our community. Our Strategy Working Group played a vital role in shaping our vision, and I want to thank each member for their dedication, enthusiasm, and optimism. We are proud of the 2024-2030 Strategy that emerged from their efforts, and I am excited to see how we achieve the ambitious goals we have set for the next six years.

Investing in People

The challenges facing the Health and Social Care sector have never been greater, and we are immensely grateful to every employee who has chosen to be part of YMCA Brighton. In 2023/2024, we prioritised open communication, listened to our teams, and responded to their wellbeing needs.



We have enhanced our training programs, strengthened our policies, and carefully considered pay increases. Notably, we introduced weekly Wellbeing time for all staff. We remain dedicated to fostering a culture of collaboration that values diversity, equity, and inclusion.

Strong Financial Performance

In today's uncertain financial climate for charities, ensuring YMCA Brighton's financial resilience is crucial. In 2023/2024, we implemented a new rent collection system, strengthened budget controls, and reassessed our reserves to secure long-term sustainability. Additionally, we closely monitored the progress of our Fire Safety and Maintenance programs to ensure the safety and quality of our properties.

Looking Forward

Our journey has only just begun. True transformation takes time, and our goals are ambitious.

Yet, I am confident that with our collective commitment to fulfilling our mission—to provide homes, build communities, and offer services that empower individuals to overcome challenges and achieve their potential—we are on the right path to creating lasting change. Together, we will continue to build a brighter, stronger future for all.

Hélène Begg
CEO

Introduction from Sarah Johnston-Ellis

Chair of YMCA Brighton Board

YMCA Brighton has been providing housing and support to the community of Brighton and Hove since 1870. We have supported tens of thousands of people within our community. This is an amazing legacy, and every decision that is made is to ensure that we continue to strengthen and build upon this inheritance.

This year we have had a clear and careful focus on developing systems and procedures to strengthen the way we operate. This clarity has seen the development of comprehensive plans to ensure that we are continually improving all areas of our operation and meaning fully monitoring the way we work. There has been a specific focus on strengthening our financial position through tight cost controls, and financial prudence, following several years of deficit. These will allow us to deliver, and develop, our substantial programme of capital improvements to meet the stringent regulatory requirements of being a social landlord and enhance the facilities for our clients.

The precarity of funding within the public sector has necessitated a focus on working to understand who we are as an organisation, what makes us unique, and how we can diversify our income streams and develop services to safeguard YMCA Brighton's future. Throughout the year we have worked to



develop our 2024-30 Strategy. This is a document that allows us to communicate clearly who we are, what we stand for, and why the wider community should partner with us to develop the pathway around social housing and individualised support to people who are at risk of homelessness or have experienced homelessness.

The appointment of Hélène Begg as CEO, and Sascha Deighton as Head of Operations, will enable the organisation to continue to flourish and work towards the ambitions of our Strategy 2024-30. We have successfully recruited new trustees who bring a wealth of knowledge and expertise to further strengthen and diversify the pre-existing membership of our Board.

Working together we can extend our positive impact and continue to build a community where everyone can belong, contribute, and thrive.

Sarah Johnston-Ellis
Chair of YMCA Brighton Board

Update on our Strategy

2024-2030 Strategy

The challenges that charities and registered providers of social housing face are multiple but so are the opportunities to find solutions if we work together. Our Strategy is a perfect example of this.

In March 2023, when we set out to develop a six-year strategy for YMCA Brighton, our main aim was to hear and consider as diverse a range of experiences and perspectives as possible to draw up a realistic yet ambitious strategy. Involving our service users, our staff and a range of stakeholders was not a question, it was a necessity to set us off on a collective journey.

Strategy Working Group

The Strategy Working Group was established in April 2023 to oversee the development of the strategy, with membership from front line staff, trustees and senior leaders. Due to delays recruiting a volunteer, a service user joined the group in November 2023.

Drawing on findings from formal surveys and consultations, the group reviewed the organisation's strengths, weaknesses and opportunities as well as analysed the context in which we deliver our services.

Values and Mission Statement

By running face to face consultation with staff and collating staff survey findings, the group was able to articulate our collective mission statement and the set of values that clearly define our organisation:

Compassion, Empowerment and Community

Vision and Strategy Objectives

Our Board of Trustees led the review and definition of our organisation Vision - Working together to create an inclusive community where everyone can belong, contribute and thrive - and they were central to defining our four priorities and the objectives to achieve them:



People

A strong and well-equipped team working together.



Homes

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



Partnerships

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



Resources

Strong resources and a sustainable infrastructure to deliver our mission.

You can find our 2024-2030 Strategy here:



IMPACT STORY

John

John became homeless following a traumatic event that affected his whole family. He isolated himself and his substance use increased over time.

This, in turn, impacted his mental health which slowly declined. Establishing a solid relationship with his keyworker was an

important step for John to genuinely address the cause of his homelessness. John has been supported to engage with his GP, with alcohol treatment services, followed by trauma therapy. He feels better equipped to manage the impact of trauma on his mental health, and he is waiting for a move on flat to become available.

Our Services

Supported Housing (High, Medium and Low Support)

We provide homes with onsite one to one support for people who have experienced homelessness.

Our project workers deliver personalised support for people to develop skills to move to independent accommodation when they are ready to.



- William Collier House**
88 furnished shared flats
6 furnished self-contained studio flats
- George Williams Mews**
5 furnished shared houses
37 furnished self-contained flats



- Fred Emery Court**
32 studio flats
- Stanley Court**
31 studio flats
- Leslie Best House**
11 one-bedroom flats



Evolve



Our team of coaches deliver one to one coaching based on the GROW model. The service supports individuals to access training, volunteering and employment opportunities.

Move on Accommodation (Low Support)

Residents receive up to 2 hours of support per week in our move on accommodation.



- Steine House**
14 self-contained flats
4 bedsits



- Morton Court**
27 self-contained flats
3 shared houses
2 self-contained flats

Mental Health Supported Housing (Medium Support)

We provide a stable home for residents with mental health difficulties. We work closely with specialist mental health practitioners to support people to remain in the community.



- Bennett House**
10 self-contained flats



IMPACT STORY

Andrew

Andrew has been housed by YMCA Brighton for a year. Prior to residing in our supported accommodation, Andrew had sofa-surfed and lived in emergency accommodation for several years. Early on when working with his keyworker, Andrew identified that reconnecting with his family was a priority after years of estrangement. With the support of his keyworker, Andrew started by writing to them, then purchased a phone with YMCA

Brighton Personal Budget fund and started exchanging pictures and messages with his family. Andrew now meets his mother and sister regularly. This has improved his wellbeing, has had a positive impact on his confidence, and has motivated him to reduce his substance use. Finally, Andrew's keyworker supported him to move to a private rented flat, where his family can visit and stay the night.



IMPACT STORY

Amanda

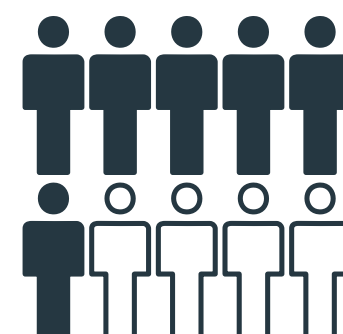
Amanda moved into a YMCA Brighton flat after several years of living in supported accommodation in Brighton. Amanda's priority was to give back for the support she received when she needed it most. She started by attending the in-house activities organised by our staff, which built her

confidence and her friendship network in the project. After a few months, she identified that she was ready to start volunteering, and her keyworker supported her to apply for a peer mentoring role with a local charity. She has been volunteering since, and always reminds people that 'if I can do it, anyone can'.

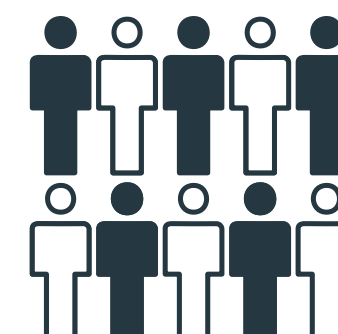
Our Impact



people were housed in our homes in 23/24



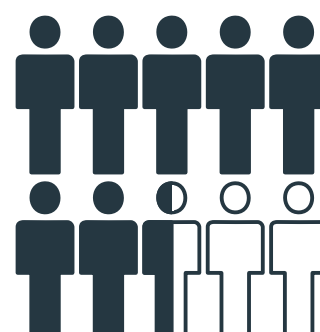
60% of clients were supported to reconnect with positive social networks



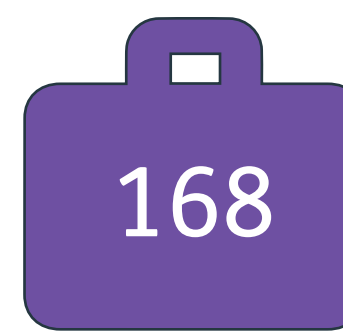
1 out of 2 residents better managed their substance use



Starter Packs given to help people start their new homes



76% of clients moved on to more suitable accommodation thanks to our support

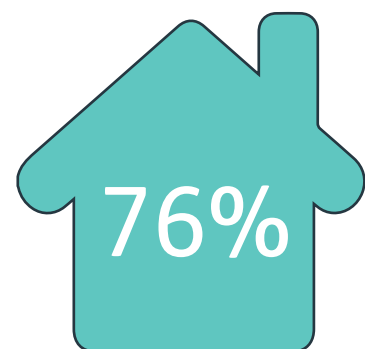


people were supported to access volunteering, work and training



clients engaged in the Evolve one-to-one coaching programme

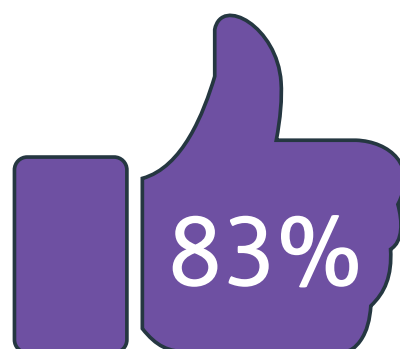
Our 2023 Client Satisfaction Survey Results



satisfied that we make a positive contribution to their neighbourhood



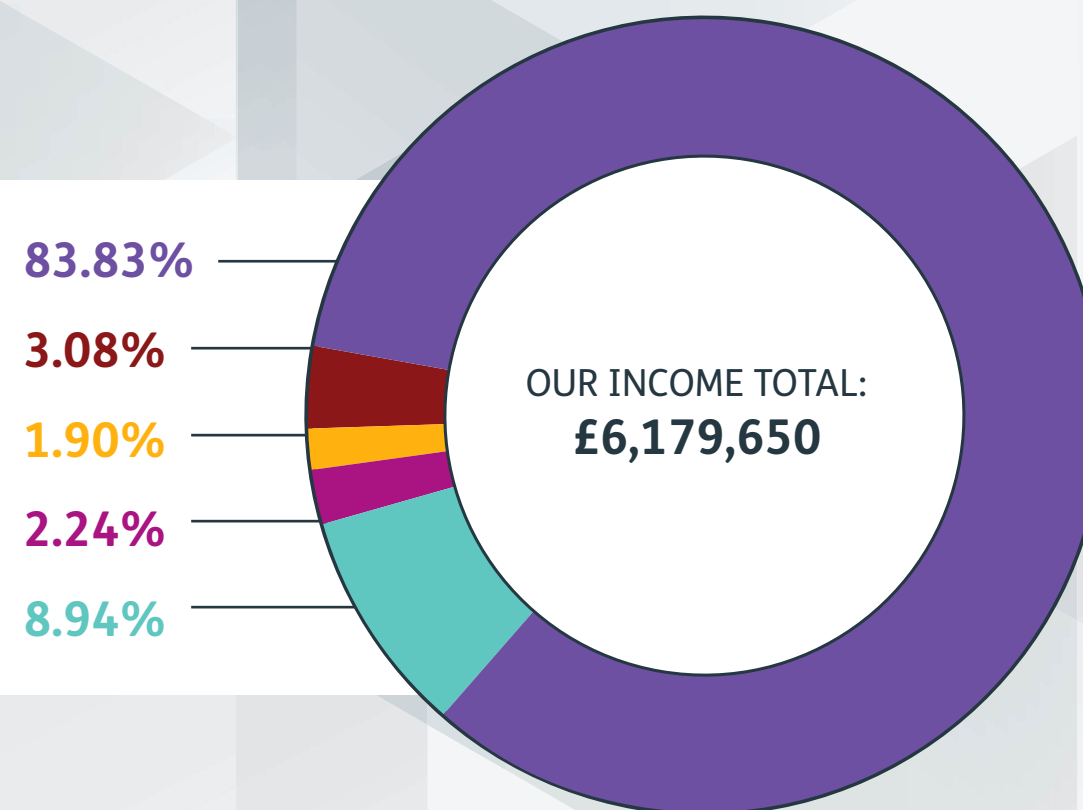
satisfied that we listen to their views and act upon them



satisfied with the service we provide



Our Figures



£5,180,526
Rent and Service Charge



£552,555
Commissioned Adult Supported Accommodation contract (WCH, LBH, SC, FEC, GWM)



£117,700
Commissioned Work and Learning (Evolve)



£138,392
Commissioned MH Adult Supported Accommodation (BH)



£190,477
Grants and Donations

Thank You

We could not have achieved everything we did in 2023/2024 without the support of the following exceptional people and organisations:

Our **Trustees**,

Our **Staff**,

Our **Resident representatives**,

Our team of **Brighton Half-Marathon runners**,

Carol, Sue and Caroline from **St Peters Church** for their kind donations to the women of Leslie Best House,

Sikhs of Sussex for their wonderful cooked meal donations,

The Good Gym for the hours you volunteered to spruce up our projects,

The Hanover Homeless Project for your contributions to help our residents set up their home,

Evoke Mind+Matter for their generous donations of toiletry bags,

The Food Bank (Stanley Road) for providing our residents with food parcels,

Stuart Radley for completing some of your surveying work pro-bono,

Brighton Buses community fund for free travel tickets for our clients,

Justlife for the facilitation of the PIE regular meet ups,

Fareshare for coordinating the delivery of healthy food to our residents at William Collier House and George Williams Mews,
The Queen's Road branch of **Greggs** for their donation of food,

The North Road branch of **Gail's bakery** for their donation of bread and pastries,

Knight Support for their help with clothes, kitchen and electrical goods for our residents,

The Homeless Health Inclusion Team for supporting our residents manage their health conditions,

Arch HealthCare for their excellent partnership working and ongoing support,

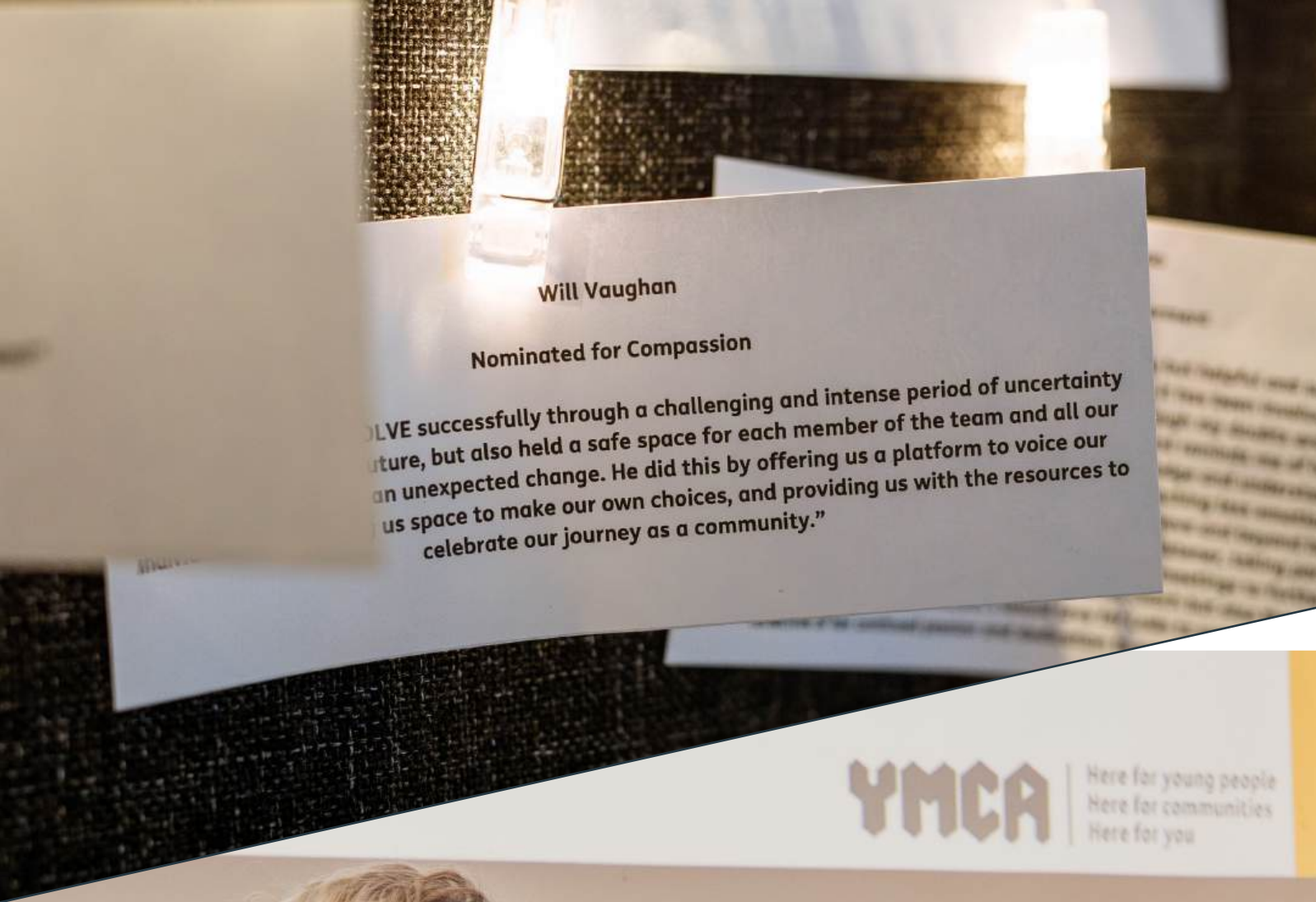
The Cgl Outreach Team for supporting some of our residents access treatment and prescribing,

Jamie at **CA** for chairing weekly meetings in our projects,

The Brighton Dome for their donations of food and tickets for shows,
Cakebox (George Street) for their food donations,

Every individual who donated to our Christmas present campaign.







**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](#)

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Link to our
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