YMCA BRIGHTON

# Residents Annual Report

## 2025/2026



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# Welcome to our 2025–2026 Annual Report

I am delighted to introduce YMCA Brighton's 2025–2026 Annual Report, which highlights the progress we have made together over the past year to strengthen communities and improve homes and services across Brighton & Hove.

It has been another busy and ambitious year. We have continued to respond to local need by opening a new women-only supported accommodation service and piloting the delivery of emergency accommodation within one of our existing housing projects. We were also pleased that funding for our Work and Learning Programme was renewed by the Office for Health Improvement and Disparities following a successful first year, enabling us to continue supporting people to build skills, confidence and opportunities for the future.



Resident voices have remained at the heart of our work. Our Resident Engagement Lead and Resident Representatives launched both a new Co-production Strategy and a Tenant Satisfaction Measures Action Plan, helping to ensure that tenants play an active role in shaping our services. Progress against these plans is reviewed regularly by our Resident Engagement Committee.

This year we have also invested in improvements to the way we manage services. New complaints and repairs management systems have been introduced to help us respond more effectively, learn from feedback and provide a better experience for tenants. We have continued to make important investments in our homes. Significant progress has been made on fire safety improvement works at William Collier House, George Williams Mews, Steine House and Morton Court, and we have also begun a programme of heater upgrades across our accommodation.

Finally, I would like to offer my sincere thanks to our Resident Representatives, who generously volunteer their time and expertise. Their commitment, insight and constructive challenge have made a real difference this year, helping us to improve services and strengthen our communities. We are extremely grateful for everything they contribute.

**Hélène Begg**
CEO

YMCA BRIGHTON

# About this report

We are required by the Regulator of Social Housing to report on key areas of the service provided at YMCA Brighton. This report covers those areas, shows key facts and figures from the year and information about what we have done to improve our services.

**From April 2025 to March 2026**

**308**
residents housed

**432**
people supported across our services










## 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

# Meet your Housing Team

## Who's who in YMCA Brighton's management team

Senior leaders and the Board work together to oversee our services, make decisions and make sure standards are met.
Project managers and their project teams make sure the day to day services run smoothly.
This section shows who is responsible for service delivery and how our services are governed and delivered.

**YMCA Brighton Board** → Responsible for setting the organisation's overall direction, providing oversight and making sure our services meet legal and regulatory standards.
Includes subcommittees such as the Resident Engagement Committee.

**Leadership Team** → Responsible for the organisations role as a social landlord, leading the organisation, turning strategy into action, housing operations, looking after our staff teams and compliance with consumer standards.

**Central Services** → Provides essential support across data, property and repairs, health and safety, Human Resources, finance, fundraising and resident engagement to keep services running effectively and safely.

**Project Managers** → Oversee service delivery, support staff teams, monitor quality and key performance indicators, and help improve services to meet residents' needs.

**Project Teams** → Work directly with residents, providing day-to-day support through key work to help people achieve their goals, maintain their tenancy, and build independence.



# Resident Engagement

**What is Resident Engagement?**

Resident Engagement is making sure your voice is heard and that you have opportunities to influence the services you receive. By sharing your views, experiences and ideas, you help us understand what matters most to you and how we can improve.

Your feedback plays an important role in shaping our services, helping us make decisions and improvements that better meet the needs of residents.

**How can you get involved?**

There are many ways for you to get involved and help shape our services:

- Attend your project Resident Meeting or Drop-In to discuss topics such as health and safety, staffing, wellbeing and other issues that matter to you.
- Take part in workshops and activities, or work with staff to plan and organise your own.
- Become a Resident Volunteer as a Resident Representative, Ambassador, Buddy or Interview Panel Member.
- Share your feedback and let us know what is working well and what could be improved.

# Resident Engagement

This year we started growing our Resident Engagement across the organisation. Here are a few things we worked on:

- Established monthly resident meetings in all projects
- We reviewed the Resident Representative role and developed a new incentive package to acknowledge residents' contributions and commitment to helping improve our services
- Recruited more Resident Representatives who are now active in nearly all services
- Increased Resident Engagement Committee attendance resulting in an established and engaged group
- Created new volunteer roles for residents such as Ambassadors and Buddies
- Developed a Co-Production Strategy
- Created a Resident Ambassador volunteering role and recruited current residents
- Launched our Residents Handbook providing residents with all information needed regarding their rights and responsibilities during their stay with YMCA Brighton

**Strengthening Resident Engagement**

Over the coming year, we will take steps to better understand and monitor how residents engage with our services. By collecting and reviewing information on resident meetings, activities and involvement opportunities, we will identify what is working well, where participation can be improved and how we can create more opportunities for residents to have their voices heard.

We are also developing more consistent ways to measure resident satisfaction throughout the year. This will help us gather regular feedback and respond more effectively to residents' experiences and priorities. Planned improvements include introducing exit surveys, strengthening repairs feedback processes and creating clearer channels for residents to share their views.

These changes will help us build a better understanding of resident experiences, ensure feedback is acted upon and support our commitment to placing residents at the heart of service development and decision-making.

# Tenant Satisfaction Measures

At the start of this year we conducted the Client Satisfaction Survey asking residents how satisfied they were with the service we provide. Here's what you said:

**78%**
of tenants are satisfied with the overall service we provide
(83% in 2023)

**70%**
of Residents were satisfied with the time taken to complete their most recent repair after you reported it
(68% in 2023)

**65%**
of clients were satisfied with our approach to handling antisocial behaviour
(75% in 2023)

**72%**
of Residents were satisfied with our overall repairs service
(75% in 2023)

**82%**
of residents were satisfied that we provide a home that is safe
(74% in 2023)

**75%**
of Residents were satisfied that we provide a home that is well maintained
(74% in 2023)

**76%**
of residents were satisfied that we make a positive contribution to your neighbourhood
(76% in 2023)

**60%**
of residents were satisfied with our approach to complaints handling
(58% in 2023)

**80%**
of residents agree that 'YMCA Brighton treats me fairly and with respect'
(86% in 2023)

**72%**
of tenants are satisfied that we keeps them informed about things that matter to them
(86% in 2023)

**68%**
of tenants are satisfied that we listen to tenant views and act upon them
(85% in 2023)

Following the Client Satisfaction Survey in 2025, we created an 'Acting on Your Feedback Action Plan' and started to make progress on actions identified

The Resident Engagement Committee regularly reviews our progress on Acting On your Feedback. You can see regular updates on progress we are making in our Resident Round up newsletters.




# What we've done so far...

- Resident meetings are now being held monthly across projects with work underway to improve attendance.
- Resident Engagement staff leads have been established in all projects
- We have explored new ways of communicating with residents for example text messaging
- The Vatix complaints management system was launched in September 2025 to improve complaints recording and handling
- Buddy scheme and role descriptions for the Buddy volunteer role have been created.
- Brighton YMCA has signed up to participate in Artist Open Houses, showcasing resident artwork.
- Ongoing participation in multi-agency meetings to tackle anti-social behaviour in local neighbourhoods, linking in with a dedicated police sergeant for supported accommodation.
- Ambassador role job descriptions have been developed and we have recruited residents into this role.
- In February 2026 we launched our new repairs and maintenance management system, Logit.
- Consultation on the property development strategy has begun.
- As an organisation we have signed up for the House Proud Pledge and Social Housing Anti-Racism Pledge.
- We have set up a working group to review and improve our psychologically informed and trauma-informed ways of working, helping to ensure our services provide safe, supportive environments that respond to residents' emotional and psychological needs.

**Next year we will continue to make progress on actions to improve Resident Satisfaction and we will be conducting the Client Satisfaction Survey in Spring 2027 to measure where we have made progress.**

# Repairs and Maintenance

## Looking After Your Home

This year, we responded to 2,214 repair requests to help keep homes safe, comfortable, and well maintained. Current data indicates we have a repair completion rate of 75.2% across all priority categories of work and we continue to look at ways to improve our repairs service. We welcome feedback on our repairs service and encourage you to fill out feedback forms after you have had a repair.

We also carried out a number of improvements across our schemes to make homes and communal areas better places to live:

- At William Collier House, we replaced and upgraded windows, installed a new main entrance door, created three new key working rooms, and completed pest proofing works.
- At George Williams Mews and Morton Court, pestproofing works were completed, and George Williams Mews also benefited from a soft wash treatment to improve the appearance of the building.
- At Stanley Court, we carried out external works to tackle damp, redecorated communal areas across three blocks, and upgraded selected windows and patio doors.
- At Steine House, three windows were replaced.
- At Leslie Best House, new flooring was installed on the ground floor.

# Repairs and Maintenance

## Investing in Better Homes

As part of our commitment to providing safe, comfortable homes, and to be compliant with the Decent Homes Standards, we completed a range of larger improvement works including:

- Replacing and upgrading heating systems at Fred Emery Court, Stanley Court, Leslie Best House and Morton Court.
- Refurbishing two kitchens and one bathroom at LBH.

These improvements help ensure residents have homes that are warm, safe, well maintained, and fit for the future.



**100%**

compliance for lifts, fire, electrics, gas, water, and asbestos checks

# Health and Safety

Making sure your home is safe and well maintained continues to be one of our top priorities.

This year, we completed the first phase of significant fire safety improvements at George Williams Mews and Morton Court.
This included upgrades to fire doors and compartmentation works, which help prevent the spread of smoke and fire in an emergency. At George Williams Mews, we also created two new paved escape routes to improve safe evacuation from the building.
The next phase of these improvements is planned and will begin at both George Williams Mews and Morton Court this year.

With the introduction of Awaab's Law, we have continued to strengthen our approach to damp and mould. Staff have received additional training so that any issues can be identified and dealt with quickly, helping us provide healthier and safer homes for residents.

Over the coming year, we will be adding our health and safety checks to Logit, our new management system. This will allow us to record, monitor and track inspections and actions in one place, helping us manage health and safety more effectively.
By using Logit, we will have better oversight of health and safety across our services, making it easier to identify issues, follow up on actions, and ensure any concerns are addressed promptly. This will help us continue providing safe homes and a good quality service for residents.



# Accessible Services in Your Home

Our projects offer a range of services delivered both by YMCA Brighton and by external partner organisations.

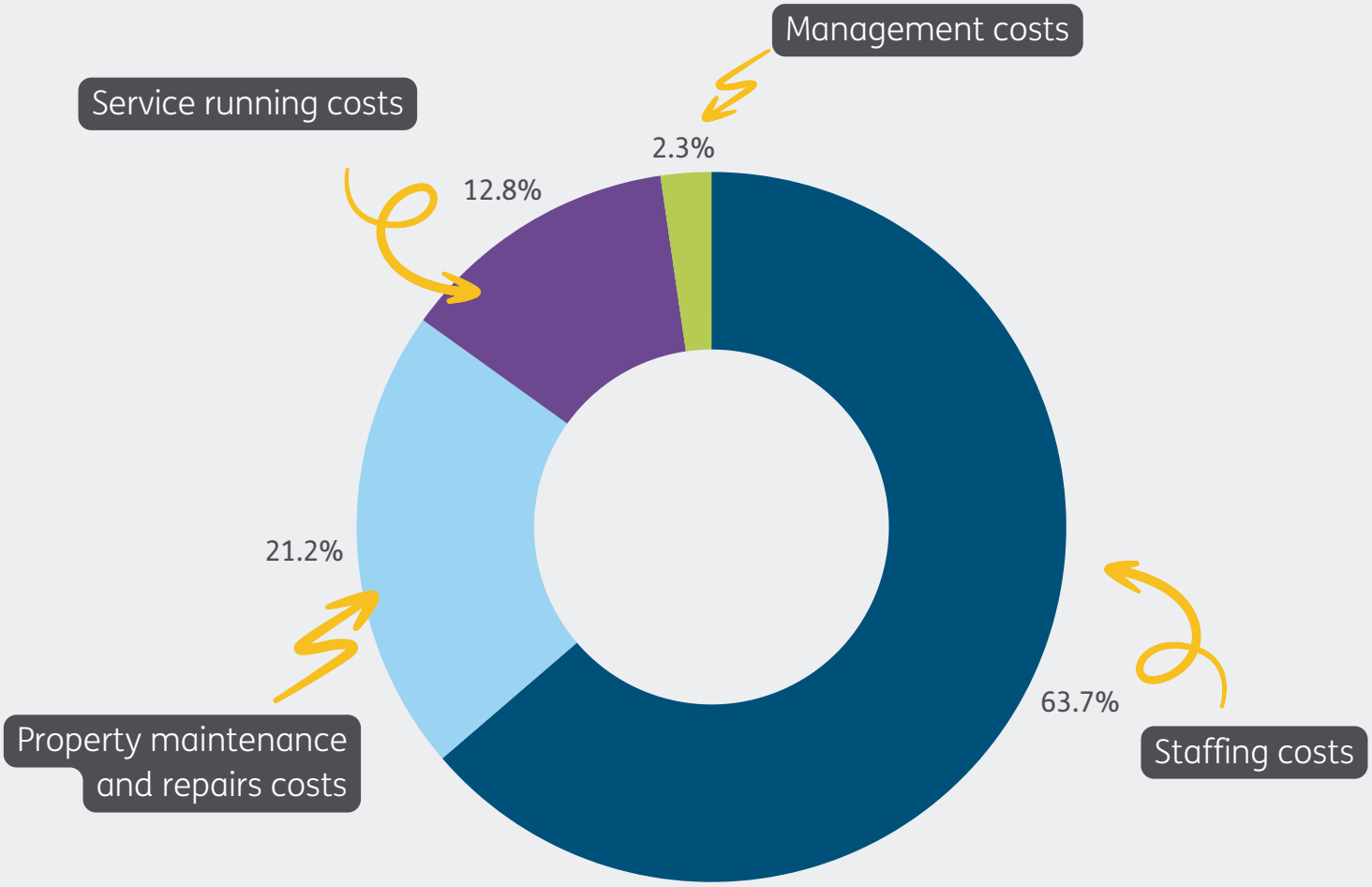
**This year we had a range of external organisations in our projects:**

- Cocaine Anonymous
- CGL
- Homeless Health Care Inclusion Team
- Working in partnership with Arch Health Care
- New Note Music Group
- Clinical psychology intervention at Leslie Best House
- FareShare
- Resident Choir until January 2026

**Services provided internally by YMCA**

- Regular breakfast clubs at William Collier House and George Williams Mews led by residents
- Regular arts and crafts, gardening and other activities across projects
- We have an embedded social worker at George Williams Mews and are hoping to expand this to William Collier House.

# Finance




This year:

We introduced a Rent Arrears Policy, which offers guidance and a flexible approach to supporting residents who may fall into arrears. It outlines a clear process of how we support residents to manage arrears, maintain their tenancies and encourage financial independence.

We are looking to recruit trustees with strong finance expertise to help strengthen our financial oversight and support the long-term sustainability of the organisation.

# Personal Budgets

Personal Budgets help residents overcome barriers by providing support with digital access, travel to appointments, moving into and maintaining accommodation, household essentials, clothing, identification documents, health and wellbeing, education and hobbies, maintaining family connections, and pet care. This enables residents to access services, sustain tenancies, improve wellbeing and increase independence.
Every resident is able to apply to the scheme for up to the value of £100.

**Our Personal Budget Scheme ran successfully for another year with a total spend of £15,524.06 for 225 applicants.**

## Top 10 Requested Items

- Moving costs
- Tablets
- Mobile phones
- Bus tickets/passes
- Taxi fares
- Well being items
- Other travel
- TV
- Clothing
- Trainers/shoes

Our Work and Learning Service

# EVOLVE

PART OF **YMCA** BRIGHTON

**EVOLVE believes everyone has the ability to change their circumstances and achieve their aspirations.**

These figures include people supported through both YMCA Brighton projects and Drug & Alcohol Services across Brighton & Hove. In 2025/26, EVOLVE helped people take positive steps towards employment, education and volunteering, supporting them to develop confidence, wellbeing, and independence. While the YMCA Brighton resident coaching offer ended in March 2026, EVOLVE continues to support people across the city through the drug and alcohol pathway-funded service, achieving positive outcomes and helping people move forward with their recovery.

## Get in Touch

01273 220 900 – Ask for EVOLVE
evolvecoaching@ymcabrighton.co.uk

EVOLVE is open to anyone 18+ supported by drug and alcohol services in Brighton & Hove, who have a work, learning, or volunteering goal they would like to achieve.

**Supporting Residents to Achieve Their Goals**

This year, 195 clients were referred to or engaged with our employment and learning support services.

- 156 clients received one-to-one coaching and personalised support.
- Around 36% completed a full programme of coaching.
- 85 clients achieved a work, learning or volunteering goal.
- Of the clients who completed wellbeing surveys, 73% reported a meaningful improvement in their wellbeing.
- The proportion of clients reporting moderate levels of wellbeing increased from 27% at the start of coaching to 83% by the end.

**The Difference Made**

Our coaching service helps clients identify their goals, build confidence and overcome barriers to employment, learning and volunteering. During the year, 85 clients successfully moved closer to their aspirations through achieving a work, learning or volunteering goal.

The impact extends beyond these practical outcomes. Clients who completed wellbeing surveys reported significant improvements in their wellbeing, with nearly three-quarters experiencing a meaningful positive change and many reporting increased confidence and resilience by the end of their coaching journey.



# Complaints

We encourage residents to share feedback and raise complaints when they feel something isn't working well. Complaints are an important part of how we learn, as they help us understand your experiences, address concerns, and make improvements that matter to you.



The increase in number of complaints is likely due to the launch of our new complaint management database in September 2025.

This Year:
**Complaints received: 68**
(compared to 17 last year)

**Complaints investigations completed on time: 89.7%**
(compared to 82.4% last year)

## The Housing Ombudsman

We follow the Housing Ombudsman Complaint Handling Code, which sets out the standards of how complaints should be recorded and managed. Our policies and practices are compliant in all 72 areas of the code.
The full self-assessment is available on our website.

# Complaints

Residents' feedback and complaints have helped us make several improvements this year:

- We recruited more bank staff, particularly for night shifts, in response to concerns about agency staff not always following procedures.
- Following a review by the Resident Engagement Committee, our pet policy now allows applications for emotional support pets to be considered.
- We have reminded staff and managers about the importance of keeping residents informed about actions taken following anti-social behaviour reports.
- To help manage night-time noise issues, we expanded the use of a security company to two additional sites.
- We introduced a new complaints database and provided additional guidance to managers to improve complaint handling.
- We launched a new repairs and maintenance database to help us manage and track repairs more effectively.

Thank you to everyone who shared feedback. Your comments help us improve our services and make positive changes for residents.

## How to make a complaint

01273 220900
complaints@brightonymca.co.uk
YMCA Brighton,
55 old Steine,
Brighton, BN1 1NX

Speak to a staff member, they can provide you with a Complaints form and guide you through the process.

# Moving On

Moving on to a home of your own is an important milestone and a positive step towards independence. It also helps us support more people, as every move-on creates space for someone else to access accommodation, support, and the opportunity to build a better future.

Over the past year, 77 residents moved on from our services, with 56% of these being planned move-ons. These successful move-ons meant we could welcome new residents who needed a safe place to stay and access to support.

In some circumstances, we have to make the difficult decision to end a tenancy where the terms of the tenancy agreement have not been upheld. This year there were 12 evictions. While this is always a last resort, it helps us maintain safe and supportive environments for everyone living in our services.

By supporting residents to take their next step, we can continue providing homes and support to those who need them most.



# Thank you

A huge thank you to all our Resident Representatives for the time, energy, and commitment you have given throughout the year. By sharing your experiences, ideas, and feedback, you have helped us improve our services and ensure that residents' voices are at the heart of the decisions we make.

**39%**
Reduced antisocial behaviour

**1**
New project opened

**65%**
residents improved their levels of empowerment and taking control

**35%**
Reduced substance abuse

**44%**
Residents reconnected with family with our support

YMCA BRIGHTON

# Useful contacts

General Enquiries 01273 220900
generalenquiries@brightonymca.co.uk

**Project numbers**

William Collier House 01273 675678
George Williams Mews 01273 420808
Stanley Court 01273 231937
Fred Emery Court 01273 747537
Leslie Best House 01273 818912
Steine House 01273 220900
Phoenix House 01273 420808
Bennet House 01273 676881

