

# OUR YEAR

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**ANNUAL REPORT TO CLIENTS**

**BRIGHTON YMCA 2017-2018**

**YMCA**  
BRIGHTON

# OUR ANNUAL REPORT

Welcome to the 9<sup>th</sup> edition of the Brighton YMCA Annual Report to Clients .

Brighton YMCA provides supported accommodation to men and women in Brighton and Hove . We work in partnership with Brighton and Hove City Council to support those who have a past history of homelessness . Our clients have a diverse range of expertise as well as support needs .

We wish to provide best opportunities for everyone to reach their full potential and eventually move on towards independent living . In order to reach this goal, alongside accommodation we offer a counselling service ; work and learning support ; health and wellbeing initiatives ; as well as training and accredited education opportunities .

We hope that through this report you can see what we have achieved between April 2017 and March 2018 to meet criteria set by our regulators, the Regulator of Social Housing . The 5 standards we have outlined are :

- **Involvement & Empowerment Standard – “Working Together”**
- **Home Standard – “At Home”**
- **Tenancy Standard – “Your Tenancy”**
- **Neighbourhood and Community Standard – “Community Spirit”**
- **Economic and Governance Standards – “Money Matters”**

Clients’ perspectives are crucial to finding out whether we are successful in meeting our aims . We measure how we have met the criteria by using results from our : client satisfaction survey, volunteer scheme survey, client testimonials and case studies, performance indicators, complaints, stakeholder survey, business action plan, and diversity monitoring data .

This report has been formulated in consultation with client representatives and has been approved by clients and board members .



# HIGHLIGHTS OF THE YEAR ...

## Tenancy Support



To further support clients with their 'move on' we have newly employed 3 dedicated Move On and Resettlement members of staff .



## Combatting Homelessness with 'Housing First'

To further combat homelessness, Brighton YMCA and YMCA Downlink group are leading 'Galvanise Brighton and Hove', a campaign guided by the wider European Campaign to End Street Homelessness . As part of this strategy, this year we secured 2 'Housing First' contracts to provide self-contained accommodation for service users who had experienced multiple evictions from high support hostels .

## More Housing in the City

We received planning approval for Steine House to have 6 new units (2 being self-contained, 4 with shared kitchen facilities) . We also secured a new contract from the local council for the opening of Bennett House . It will be a brand new supported project, housing 10 clients with 'medium' support needs .



## Women Only Project

After assessing the local need for female only accommodation, in November 2017 Brighton YMCA's Leslie Best House became a female only project .

## EVOLVE



We have been commissioned to run EVOLVE, a new service to support people in to education, volunteering, vocational training employment . The service works with adults living in supported accommodation across the city .

## Specialist Complex Needs Workers

Brighton YMCA has created new specialist roles including 'Complex Needs Workers' . They are trained to provide specialist support and advice to other workers in order to enhance their understanding, and create positive outcomes for clients with complex needs .



# WORKING TOGETHER

This covers how well we listen to and handle clients' views, needs, complaints and skills . In Brighton YMCA, clients are able to influence and determine the direction of the organisation . Clients are empowered to determine their own support goals and to make informed decisions about how their needs are met . This year we have expanded the range of services we provide, activities we run, and specialist support available .

## ‘DEVELOPING SKILLS’ KEY POINTS

### **EVOLVE: Education, Volunteering, Vocational training, Employment support**

We were commissioned to open (in the 2018-2019 financial year) a new floating support coaching service : EVOLVE . The service aim is to work with adults living in supported accommodation across the city who wish to take steps towards education, volunteering, vocational training and employment .

EVOLVE has been commissioned to provide a personalised service, ensuring coachees' wishes are at the heart of support . Our team of work and learning support coaches will reach out to individuals through 1-to-1 appointments, client and staff meetings, daily drop-in sessions, citywide work and learning events, regular facilitated workshops, and signposting sessions .

### **Work and Learning**

Our Laser accredited Life Skills course has been running regularly throughout the year . The courses delivered at the Life Skills Centre offer a range of learning options and subjects that are flexible and responsive to learners' needs . Partnerships with other providers allow for in-reach services .

We have also hosted many external education and training sessions such as an East Sussex Fire and Rescue Service fire safety talk ; The Big Fig catering company visited George Williams Mews so clients could learn professional kitchen skills ; Square Lemon Training delivered 2 sessions of Level 2 Food Hygiene Training .

### **Counselling**

Clients have continued to benefit from the increasingly popular Brighton YMCA in-house counselling service . After difficulty retaining clients in the course of counselling sessions, we recruited a counsellor in our George Williams



## HOW WE PERFORMED

### **Complaints**

Out of a total 36 formal complaints 34 were resolved within the year - a 94 .44% resolution rate . In the previous year we had a higher number of formal complaints totalling 50, with 49 resolved .

64% of complaints were about neighbour noise .

Of the 53 respondents of our Client Satisfaction Survey, 12 said they had made complaints in the last 2 years . None of the 12 respondents reported dissatisfaction with the management of their complaint .

Comments from the survey suggested that complaints are on the whole managed successfully ; however, clients would like staff to communicate more effectively .

# WORKING TOGETHER

Mews project . This proved popular as clients of this project no longer had to travel far to attend their sessions . Since this change, there has been a higher uptake from this large project .

The number of 'planned endings' has increased year on year, with 2017-2018 (58%) significantly higher than last year (29%) . This means that more and more clients completed the sessions agreed on between counsellor and client .

## Specialist Support

Noting the need for more specialist workers, Brighton YMCA has created new specialist roles, including a 'Women's Worker' and 'Complex Needs Workers' .

The Women's Worker has provided support to female residents in William Collier, working with women with domestic violent relationships and running a 6-week self-confidence course as well as monthly women's events . Women only events occur across the organisation, focussing on topics as diverse as breast cancer awareness, social crafts, therapeutic self-care, and sexual health .

The Complex Needs Workers are trained to provide specialist support and advice to other workers in order to enhance their understanding, effectively progress casework, and create positive outcomes for clients with complex needs . We continue to work with a Behavioural Psychologist Consultant on client-related complex needs to develop our practice .

## 'LISTENING TO OUR CLIENTS' KEY POINTS

### In-House Activities

Clients told us that they'd like to see in an increase in the number of Brighton YMCA-run activities . We have since expanded the activities run in our projects . In the course of the year we have added to our activities program : 3 new cooking groups ; an improvised drama group ; ear acupuncture sessions ; regular yoga and mindfulness sessions ; Cognitive Behavioural Therapy Goal Setting Groups ; fishing trips ; Sew2Speak workshops (clients learned to use sewing machines and hand stitching to mend or personalise clothing) ; regular women's groups ; group bike rides ; and William Collier House has teamed up with StreetVets who run drop-in sessions for dog owners, providing vaccinations, microchipping, free dog food and a shop with everything you'd need for a dog .



**Clients wanted more in-house activities, so we expanded the range of activities run in our projects!**



# WORKING TOGETHER

## Co-production

We encourage peer led pop-up events that utilise the clients' skills and expertise, and we aim to develop opportunities for clients to access work or work-like activities through programmes such as the Client Volunteer Scheme . This year a client-led baking group was set up at Fred Emery Court as well as a weekly client-led craftwork afternoon . William Collier have hosted a new client-led 'chill group' on Sundays which includes pampering, colouring, reading, and discussing current events . George Williams Mews have run an ad-hoc client-led art group, and a peer-led baking group .

Stanley Court clients opened their flats to exhibit their art work . Those who exhibited their work kindly welcomed others into their beautifully maintained flats and proudly presented their creations .

Other clients have decorated project hallways with homely wall art, or have been heavily involved in cultivating the gardens of the projects - often using the freshly grown vegetables in subsequent cooking groups .

## Communication Channels and Complaints

The last Client Satisfaction Survey indicated that 45% of respondents felt they were not consulted with at Head Office or Board level .



## HOW WE PERFORMED

### Choice, Support, and Diverse Needs

79% of clients who needed support to participate in work-like activities / voluntary work achieved their outcome .

98% of respondents said that they were treated fairly during the move in process .

Clients' outcomes showed that after receiving support, clients managed their tenancy and accommodation (av. 89%), and their emotional and mental health well (av.88%).

**96% of clients said that they were made to feel welcome at point of move in .**

On average 90% of respondents experienced a highly positive move in process .

93% of respondents felt the environment catered 'well' or 'adequately' for their individual health needs .

**Feedback about key working was tremendously positive across the organisation ; in general :**

- Clients felt that they could arrange meetings with their keyworker with ease (82%)
- Respondents said their keyworker respected their privacy (86%)
- Communication was good during sessions (79%)
- Clients were supported to access outside services when necessary (79%)

# WORKING TOGETHER

We aimed to improve our communication by publicising Head Office meeting minutes involving clients and passing the information gathered onto resident representatives and client involvement coordinators .

We have since recruited new Client Representatives to be involved in Head Office meetings with our Client Involvement Manager as well as Deputy Chief Executive and Board Members . Our Client Representatives have a huge part to play in the delivery and evaluation of our service .

We are continuing to look into ways our clients can be consulted about things that happen at Head Office and board level .

## Valuing Clients

We held our annual Volunteer Appreciation Awards to celebrate the amazing contributions of our client volunteers . The skills offered by clients varied from cooking in the regular Friday Breakfast Clubs and Breakfast Bars, tending to the project gardens, supporting other clients to meetings and groups .

Brighton YMCA would not be the community it is today without the input of such dedicated people ; we were proud to be able to recognise their contributions .

## Clients' Diverse Needs

So that our services meet the needs of all sections of the community, the development of strategies and any decisions taken to meet strategic priorities are subject to Equalities Impact Assessments . This prevents any possible disadvantage or discrimination that may arise as a result of our work .

To cater for the diverse needs of our clients, our staff are trained on a wide variety of complex issues . This has included training as diverse as : Mental Health and Learning Disability ; Hoarding Awareness Workshop ; Ageing and Alcohol ; Autism Spectrum Awareness ; Working with LGB&T People affected by Domestic Violence and Harmful Practices ; Schizophrenia ; and Equality, Diversity & Dignity in Adult Social Care .

In the last client satisfaction survey clients told us that they wanted their environment to cater to their individual needs . Since then, we have introduced individual Health Assessments which are completed at move in to determine clients' individual support / health needs and how we can meet those needs within the organisation .

*Take a look at the 'At Home' section to see the additional accommodation we now have to cater for even more diverse needs !*

**Clients wanted an environment more tailored to their needs, so we introduced individual Health Assessments!**



# AT HOME

We work hard to ensure that clients' environment is positive, that all clients have a warm, safe and well-maintained home . In this section we'll show what work we do to make sure this is a reality .

## KEY POINTS

### Quality Accommodation

The Client Identified Local Offers suggested that clients wanted their homes to be more relaxing and calm . We have since conducted a PIE (Psychologically Informed Environment) audit to ensure our accommodation and services are in line with this ethos . This means making sure that the physical environment is welcoming, well maintained and positive for all who use it . This includes having meeting spaces, plants, colour, using positive language and having empowering notice boards .

William Collier House's reception, hallways, lounge and kitchen area were refurbished into a warm and inviting space . We consulted with clients over all aspects, introducing new coffee and tea equipment to make the café able to serve more customers, have large, comfy sofas, modern carpets, more modern key working rooms, colourful walls, and 5 new computers . With help from the Prince's Trust team, George Williams Mews' meeting room was transformed into a relaxing, sensory environment .

Our renewed Contractors Health and Safety Assessment Scheme (CHAS) accreditation stands as proof of our on-going commitment to providing safe and welcoming housing conditions to all of our residents .

### Women Only Project

Many women who use homeless services have had traumatic personal experiences

**Clients wanted projects to be more relaxing, so we have renovated with a 'Psychologically Informed' approach!**

because of men . So female rough sleepers often find it difficult to be in an environment which is overwhelmingly male . But most services for homeless people are dominated by men . After assessing the local need for female only accommodation, in November 2017 Brighton YMCA's Leslie Best House became a female only project . The response has been overwhelmingly positive .

"I feel much more settled in the all-women's project . It's quieter, less chaotic and I feel I have a much better environment to carry on re-building my life . Also, there is a great team of women who are really supportive . My key worker Julie is so great as well as Jane, Abi and Jenny . I'm so grateful to you all ." **Layla, Leslie Best Client, 2017**

"It's a lot quieter . I like having my own independence, it's lovely knowing that I still have support where I live . I feel comfortable living in a female only project ." **Lucy, Leslie Best Client, 2017**



# AT HOME

## ‘PSYCHOLOGICALLY INFORMED ENVIRONMENT’ IN PRACTICE

Sarah told us about how living in a ‘psychologically informed environment’ has impacted her...

“I enjoyed having a mini-meeting with my new key worker in the newly decorated meeting room, the space chalk board is really ace (I was obsessed with space as a kid . . .still haven’t fully got over it so the cosmic theme is just my cup of tea) .

The little lavender bags that are brightly coloured and squeezy are just brilliant, really help with anxiety creeping up and the new bean bags and comfy seats even inspired us to approach our meet up differently, as in we moved to the comfy seats, had gorgeous melodies like Crosby Stills & Nash playing in the background and felt so much more relaxed .

It was a little bit of a sensory revelation (big thing for me, environment being an important thing to me and all) the young folks who came in and decorated have done a lovely job, first time I’d felt at home in that room .” *Sarah, Brighton YMCA Client*



Repair achieved on time (%)	2016-17	2017-18
Emergency response - within 1 day	92	90
Minor repair - response within 3 days	92	91
Routine repair - response within 20 / 21 working days	93	95
<small>(note that 2016-2017 timescale for repair was within 21 days i .e . 3 weeks . In 2017-2018 that was extended to 20 working days i .e . 4 weeks)</small>		
Average	92	92

## HOW WE PERFORMED

### Quality Accommodation

A highly positive 98% of respondents said they were ‘satisfied’ or ‘neutral’ with the quality of their home, of which 77% said that ‘Brighton YMCA was ‘a nice place to live’ .

**94% of respondents said that they were happy with the communication between themselves and staff** . 72% said that their project supported emotional well-being .

100% of respondents were either ‘satisfied’ or ‘neutral’ about the cleanliness of their home .

### Maintenance and Repairs

92% of our maintenance repairs were completed inside their target timescale . We do not have a target percentage, but this proportion is the same as the previous 2 years .

We saw a reduction in formal complaints about maintenance issues, down from 8 to 2 over the year .

### Our handling of routine repairs has improved .

This year, we employed a specialist Health and Safety Officer for George Williams Mews . This greatly improved the maintenance performance from 85% in 2016-2017 to 92% in 2017-2018 . However, our other projects without this added support have not significantly improved their maintenance performance .

In the future we hope to address the core reasons for not achieving the timescales promised in each project . The most common reason for delays was ‘ordering parts’, followed by ‘not resolved during first visit’, ‘no contractor available’, ‘contractor did not respond’, and then ‘other’ .

This information will help us to improve our performance : we could instigate new processes such as out of hours responses, recruit additional contractors, tender new contracts, or better monitor contractor performance and client satisfaction .

# YOUR TENANCY

Our goal is to combat homelessness by supporting clients to address any areas of need and learn new skills to aid independent living . This section includes how much money we lose by having empty properties, and how we support clients with their current and future tenancies .

## KEY POINTS

### Combating Homelessness

To further combat homelessness, Brighton YMCA and YMCA Downlink group are leading 'Galvanise Brighton and Hove', a campaign guided by the wider European Campaign to End Street Homelessness .

The project has seen 1000 volunteers survey rough sleepers in cities across Europe . Our aim is simple – bring the local community together to put an end to rough sleeping . The campaign aligns itself with Brighton and Hove's Rough Sleepers Strategy which aims to make sure that no one has the need to sleep rough in Brighton and Hove by 2020 .

As part of this strategy, this year we secured 2 'Housing First' contracts to provide self-contained accommodation for service users who had experienced multiple evictions from high support hostels .

### More Housing in the City

We have worked hard to increase the number of beds available in the city . We received planning approval for Steine House to have 6 new units (2 being self-contained, 4 with shared kitchen facilities) .

We secured a contract from the local council for the opening of Bennett House . It will be a new supported project, housing 10 clients with

medium support needs . Facilities are to open in the 2018-2019 financial year .

### More Tenancy and Financial Support

Brighton YMCA understands the barriers that clients face when planning a future move . To further support clients with their 'move on' we have newly employed 3 dedicated Move On and Resettlement members of staff .

Our Move-on Coordinators work collaboratively, creatively, and flexibly with support staff to empower and challenge clients to bring about positive change . They provide support and advice to clients about their future accommodation options . This has allowed a more structured approach to supporting clients' progress to 'Move On', using tools such as the 'Move On Aspiration Plan' and 'Readiness Surveys' .

We now offer support in resettlement ; clients can receive up to 6 months of support after they have 'moved on' from Brighton YMCA housing .

**'Brighton YMCA have shown a sympathetic, skilled and nuanced approach.' *Chartered Institute of Housing regarding Housing First, 2017***

Our Client Identified Local Offers indicated that clients wanted support to include information on benefits and finances . Our Move On and Resettlement staff

are also able to give

personalized support around finances, particularly with funding options to facilitate a move .

The Move On Team have hosted Move On Events to inform and advise clients . A wide selection of housing related agencies from across the city have attended to support clients with : recovery and rehab options ; mental health and learning disability housing ; private rented and how to finance ; supported housing options ; Credit Union money advice ; ongoing support options ; as well as social and seniors housing .



# YOUR TENANCY

## ‘YOUR TENANCY’ IN PRACTICE

“In 2016, I was placed in emergency accommodation, having been without stable accommodation for over 3 years . I was there for 4 months, then referred to YMCA William Collier House in December, 2016 . At that time, I frequently had suicidal feelings and acted on these impulses on several occasions . I felt isolated and hopeless .

Seeing my key-worker, however, began to make a huge difference to me .

**Having someone to share my thoughts and feelings with was the first step**

**towards a real change in my life** . Gradually, my confidence grew and I began to engage with other members of staff . I was now in more control of my life and felt less isolated . Knowing that I had previous experience of volunteering in the community, my key-worker suggested that I become a ‘resident representative’ for WCH as well as the coffee bar team leader . **Both roles were rewarding and allowed me to support others and use my own experiences in a positive way** . I also attended the YMCA Life Skills course run at George Williams Centre . I really enjoyed attending the course – its social aspect was particularly rewarding, as was the daily structure it provided .

In the Autumn of 2017, I spoke to the WCH move-on coordinator about my housing options . He explained that most clients at WCH work towards lower supported accommodation, but that I stood a good chance of bidding successfully on the HomeMove scheme because of my ‘accepted homeless’ status . I knew at that time that I wanted to return to full independence as soon as possible, having successfully sustained tenancies in the past . We registered on the scheme and bid for properties every 2 weeks . About 2 months later, I had a viewing for a one bedroom flat . I accepted the flat and spent the next couple preparing for my move . My key-worker and the move-on coordinator continued to work with me throughout this time . **There was so much to do, but having people on my side who understood the process and the steps to be taken really helped** .

I am now preparing to become the first BYMCA ‘Move On Peer Mentor’ . This will be a great way of using my experiences to support others with the sometimes stressful business of moving homes ! I hope my experience at WCH can serve as encouragement to others – engaging with support is definitely the best way of seizing control of one’s life again !” **Matt, Ex Brighton YMCA Client, 2018**



## HOW WE PERFORMED

### Empty Properties

During 2016-2017 our accommodation was full 98 .8% of the time . **This year we have improved on this success with our accommodation full 99 .5% of the time . \***

The length of time between tenancies is on average 10-15 days rather than the BHCC recommended 5 days .

The most common reason for such gaps is repainting, with a total of 206 days of empty properties through the year due to repainting . The second most common reason for delay is a wait for a skilled external contractor to complete a repair . We are closely monitoring this and assessing how we can improve this .

### Move On

In total 62 people moved on from Brighton YMCA supported accommodation services during 2017-18 .

Of clients who moved on, 43 (69%) moved in a planned way to more independent accommodation such as private rented, lower supported accommodation or general needs tenancies . This is an improvement from last year’s 64% rate .

(\*this data is only for contracted services which excludes bed capacity at ‘Small Houses’ and ‘Steine House’ accommodation)

# COMMUNITY SPIRIT

We hope to provide support in an environment where people can feel safe and part of a community . To do this we take extensive measures to ensure any antisocial behaviour is dealt with appropriately . We also work with lots of local groups to build a sense of community .

## ‘CONNECTED TO THE COMMUNITY’ KEY POINTS

We encourage clients from all of our projects to volunteer in or engage with the wider community, and have seen many positive experiences . Creating these bonds in the local area helps to make clients’ move to independence easier .

As demonstrated by the Work and Learning figures, we have been successful in connecting clients with work-like activities and voluntary work across Brighton . Our Work and Learning services have worked closely with various partners to provide further opportunities for clients, such as The Friend Centre, BHT Internship Program, Brighton Food Partnership, and the Recovery College .

The project support teams have worked collaboratively with many organisations to improve the lives of clients. We value highly the partnerships we have with services including Change Grow Live, Fulfilling Lives, JustLife, Pavillions, WISE and RISE .

The in-house tenancy support team have worked closely with the wider community . To inform clients of housing options we have invited many representatives from a wide range of housing agencies including Grace Eyre, Safehaven Sussex, St Thomas Fund, and Brighton and Hove City Council .

Fred Emery Court clients felt this year that was important to fund an outside charity, local to the community . A client chose the Clocktower Sanctuary . Nearly £100 was raised at a fundraising BBQ which was attended by many outside agencies, including The Food Partnership, the Friends Centre, The Bridge, and Change Grow Live .

Brighton YMCA staff are regularly involved in community initiatives and meetings to develop our own best practice . The groups include : Drug and Alcohol Worker Group, Homeless Operational Forum, JustLife’s Frontline Network, Sussex Volunteer Coordinator’s Forum, Digital Inclusion Network, Work and Learning Working Group and Good Practice Sharing Meeting for Homeless Support Staff .

## ‘CONNECTED TO THE COMMUNITY’ IN PRACTICE

We were grateful and proud to receive the highest number of customer votes in Waitrose Brighton’s #Community Matters award November 2017 . Having been one of the charities featured by Waitrose as part of their #Community Matters initiative during November, we received a generous cheque of £458 – just in time for Christmas .



# COMMUNITY SPIRIT

## 'NEIGHBOURHOOD WELLBEING' KEY POINTS

### Restorative Champions

We feel honoured to be part of a joint effort at adopting restorative justice practices across Sussex . Restorative Justice is an innovative concept which facilitates the safe communication between victims of crime and the offenders . Restorative justice brings those harmed by crime or conflict and those responsible for the harm into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward .

2 of our staff members are now trained as Restorative Champions for Safe in the City . They are able to review individual cases for suitability and eligibility for this service . These trained Co-ordinators meet monthly with other important providers in the City .

A further 21 members of staff have taken part in the Sussex Restorative Justice Partnership (SRJP) training, so they can provide efficient support to the Champions .

### Trauma-Informed Care

Last year we introduced Alternative Response Checklists and Support Intervention Plans . This year 15 more members of staff undertook training to understand Complex Trauma and Trauma Informed Care . They aim to support clients to maintain their tenancies and prevent unnecessary evictions . We have developed our usage of these principles and the process has evolved based on staff and client feedback . We have not yet seen a reduction in warnings given, however we are hopeful that with further development and training the framework will have a positive impact on clients and their tenancies .



## HOW WE PERFORMED

In our most recent Client Satisfaction Survey 94% of respondents said that they would be confident raising any concerns they had about their safety with staff .

William Collier House introduced new internal safeguarding procedures for relationships where there are domestic violence concerns - 24 hour bans, providing AMIE personal alarms and safety plans .

An average of 4% of clients were dissatisfied with how staff deal with incidents, anti-social behavior and hate crime . This compares with 2% rating 'poor' their experience of how well we handled their reports of Hate Crimes or Anti-Social Behaviour in the previous Client Satisfaction Survey . We are going to undertake a review of how the trauma and psychologically informed approaches are working within our system of dealing with incidents to see how we can further improve .

Previously, an average of 25% didn't know how staff deal with incidents, anti-social behavior and hate crime . We have tried to make this clearer by publicizing a flow chart of procedures as well as more information on protected characteristics and outside support .



# MONEY MATTERS

This relates to how well our finances are governed, how we are trying to save the charity money, and confirms that we keep to rent charges set by the government . We take lots of steps to make sure we provide good value for money for all of our clients, funders and the public . We also carefully ensure we have effective modes of governance .

## KEY POINTS

### Governance

To continually monitor the organisation we have an independent Board of Management, as well as several sub-groups . We continually seek client involvement and one sub-group of the board is the Client Services Advisory Group . In this group clients, board members, and head office staff can discuss and steer updates, strategy, and policy . Our operational departments are Media and Communications ; Service Improvement ; Client Involvement ; Health and Safety ; Project Management ; Training ; and the Chief Executive's office . We therefore have a robust process of performance management which includes regular reviews, performance indicator monitoring, policy updates and audits .

### Money Matters

Brighton YMCA provides good value for money for all clients, it's funders and the public . We have a Business Plan that is regularly reviewed to ensure that we remain competitive .

We offer competitive rental costs for our accommodation service . All rents adhere to government regulations and directives . For example, this year core rents were cut by 1% in line with the Welfare Reform and Work Act 2016 .

For all of our energy – gas, electric and water, we now use ESS Utilities . The energy supplier management company moves us from 1 supplier to another depending on what is best value for money . For example, a recent move to Ecotricity as our electricity supplier saved us £4000 / year compared to the next best price . We also aligned all of our energy contracts so that they renew at the same time . This has resulted in 'economy of scale' savings .

We have continued saving money by regularly reviewing maintenance and repair firms . We don't have a single maintenance contract with a contractor . This results in savings because we have a choice over which firm to use for each call-out depending on their value for money . We get quotes for jobs to ensure rates are competitive .



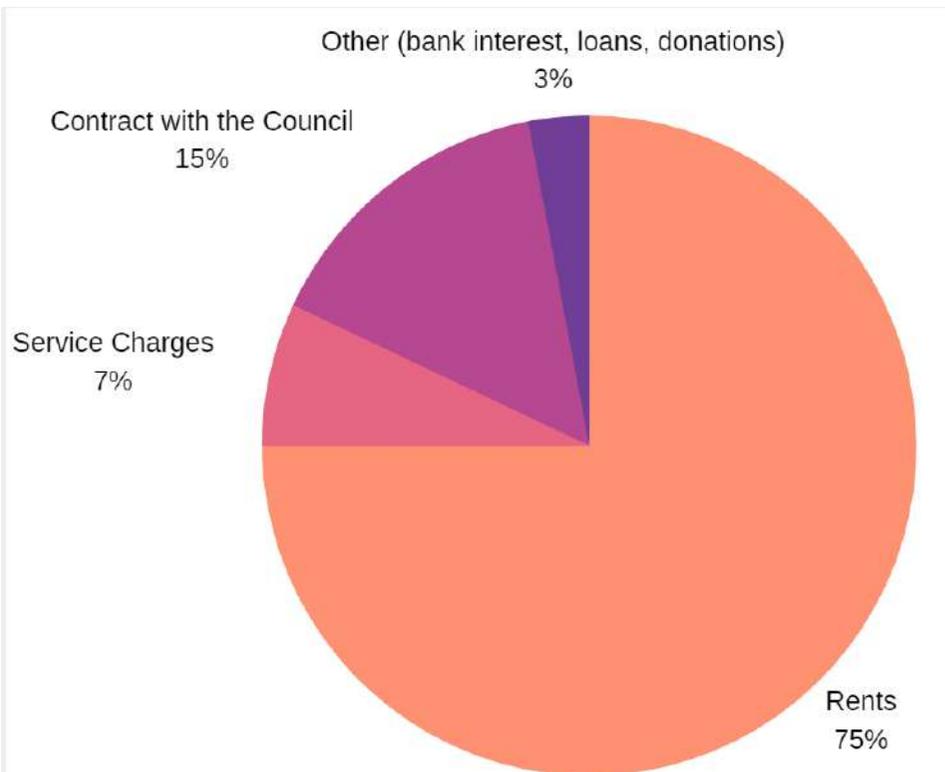
# MONEY MATTERS

We have further 'good housekeeping' practices to keep costs down . For example, firms must pass our various requirements to get onto our 'approved list', and wherever possible, we support local, small to medium sized firms .

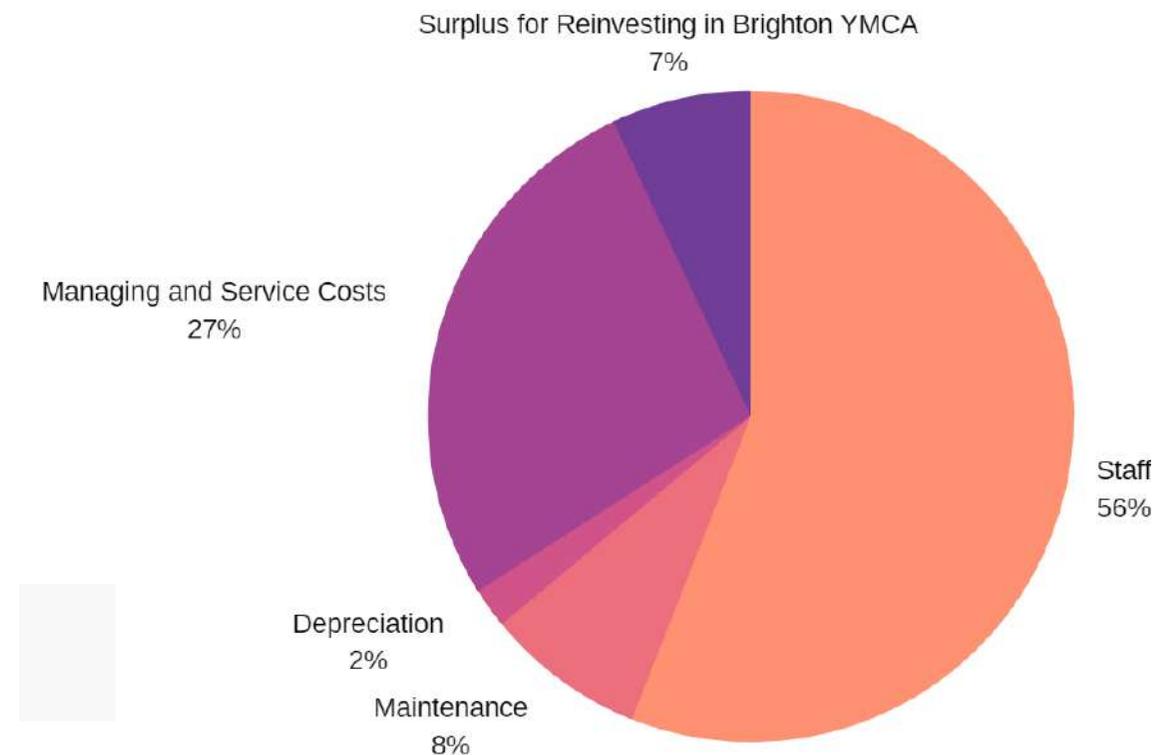
To ensure we can continue to provide a quality service to clients across the city, our organisation must be financially secure . To show how we ensure our financial stability the 'Brighton YMCA Income' chart below shows a breakdown of Brighton YMCA's £3,927,073 income in the 2017-2018 financial year . The 'Brighton YMCA Spending' chart shows how we spent money in different areas in that same time period .



## BRIGHTON YMCA INCOME



## BRIGHTON YMCA SPENDING



## **Want more detail?**

If you would like more information about anything in this report, or would like a copy (hard or digital) sent to you please contact Briony on 01273 220 900 or [briony.banks@brightonymca.co.uk](mailto:briony.banks@brightonymca.co.uk) .