

YMCA BIRMINGHAM

Annual Report



YMCA

A message from the
Chief Executive



“From the perspective of
YMCA Birmingham the future
appears positive and exciting”

As I write this, our nation is still locked in the national psychodrama that is the Brexit process.

One thing that increasingly seems to characterise our national dialogue is fear - fear of the future and of what might happen. Whilst I don't want to dismiss those fears entirely, what I do want to say is that from the perspective of YMCA Birmingham the future appears exciting and full of possibility. We are currently putting the finishing touches to the funding package for the next phase of the redevelopment of our site in Northfield. We hope to go on site in November 2019 with the construction of 27 additional units of move-on accommodation to support the hostel accommodation we provide at Magdalene Court. We have also – finally – managed to submit an application to operate an Alternative Provision Free School for 11-16 year olds at risk of exclusion from mainstream education.

Our original plan had been to do this in Birmingham, but, disappointingly, that has not proved possible. However, an opportunity has now arisen to open a school in Nuneaton. This gives us an excellent opportunity to build on our partnership with YMCA Coventry & Warwickshire (YMCA CW) who have skills and experience in working with excluded young people that will strengthen our offer. We have also been able to build on their partnerships and connections to gain strong local support for our application.

This points to some of the benefits that the partnership with YMCA CW has brought. Our differing and complementary skills have enabled us to strengthen our service offer in both areas. We believe that this can unlock real benefits for our young people and help us to fulfil our ambition to help more of them to live life in all its fullness.

So whilst we are not blind to the risks ahead, we remain confident of our ability to navigate them – together – whatever the future may bring.

Revd. Alan Fraser, MA MCIH

► Housing and support

YMCA Birmingham is proud to be a part of the largest and oldest youth charity in the world. In Birmingham, we provide **210** supported units, available **24** hours a day, **7** days a week, **365** days a year. We also provide **60** move on units.

The Team

- Provides temporary, supported accommodation and move on accommodation to homeless young people.
- Helps residents to progress towards more stable and independent living.
- Offers support to homeless people, regardless of their circumstances, to overcome barriers preventing them from accessing suitable housing.
- Helps residents to improve their health and wellbeing.
- Provides guidance and assistance to access training/education to help move towards employment and independence.

Age range of clients referred to our service

Our clients span a wide age range, with the highest number being in the 18-35 category. Those clients that we were unable to accommodate were referred on to other qualifying services.



Key achievements

Purchase of Will Steel House, Aston, Birmingham

After managing Will Steel House in Aston, Birmingham, from Midland Heart for 25 years, we finally purchased it in January. This has secured the future accommodation for our young people.



Refurbishment of Northfield Hostel

We also completed the refurbishment of the old hostel, now called Magdalene Court, in Northfield Birmingham. It was formally opened by Geoff Horsfield, former Birmingham City and West Bromwich Albion striker, who founded the Geoff Horsfield Foundation to help homeless people.

Resident satisfaction

We survey our residents to monitor levels of satisfaction:

What our customers say about us...

"Thanks for the support and encouragement"

"I'll come back to see you when I'm famous"

"Was low but happy after our chat"

"I'm glad you believed in me"

"I feel safe and supported"

"I know there is always somebody there when I need them"

"I love my place"

"They keep encouraging me to get involved"

"I really appreciate your support"

"My health has improved since I've lived here"

"Tough love"

56% of respondents said they were satisfied with our service and **27%** said they were very satisfied.

Void Turnover

“We have maintained an occupancy level of **98%** during the year”

Income Recovery

Rent charged against rent received, we achieved an exceptional **98%** compared to **88%** average expected.

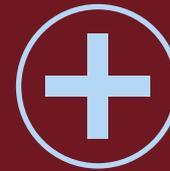


Maintenance

This year the Maintenance team completed over **2729** repairs across our accommodation, nurseries, training and conferencing. We have had to increase the size of the team to meet the demands of the organisation! The team managed to complete **95%** of jobs within the target time and **95%** of customers rated the repairs service a maximum of 5 Stars.



Quality of work completed by the Maintenance team



Health and Safety

We take our Health and Safety responsibilities very seriously. As well as working with a consultant to help us minimise any risk, we also appointed a Health and Safety Officer within the team.

Mariam Case study



Mariam moved to the UK from Guinea and built a life here, originally in Liverpool. She had two children and studied hard to gain a degree, whilst also volunteering with migrants facing challenging circumstances.

After experiencing domestic violence, Mariam moved to find safety in a Birmingham-based women's refuge. Even though facing her own challenges, Mariam still wanted to make a difference to vulnerable people and sought out a role volunteering at YMCA to help. She was an instant hit; her caring and empathetic approach helping everyone she met.

Now, just 19 months on from first coming to YMCA, Mariam is a real asset to the housing team and is now one of our bank concierge, called upon to cover weekends at the central Birmingham housing schemes. She is also applying for permanent roles at YMCA. Mariam shows so much passion and enthusiasm for working with YMCA residents and helps them to achieve what they need to with her 'can do' attitude.

► Chaplaincy and spiritual development service

*My people will live in peaceful dwelling places,
in secure homes, in undisturbed places of rest.*

Isiah 32 verse 18

The team have:

- Provided pastoral and spiritual support to staff, residents and their families.
- Listened to and mentored our residents, staff and community, those of faith and those of no faith.
- Worked in collaboration with key agencies professionals to provide psycho-social-spiritual services.
- Helped and advised residents and staff on matters they are concerned about; including family, relationship and gender.
- Organised discussion panels in groups or on a 1-to-1 basis.
- Taken an active role in developing and supporting a faith community within our community and local areas.



► Development

This year has been a very significant one in terms of YMCA capital development. We now own the freehold of two of our housing schemes which previously we held under leases. After a lot of negotiation, Will Steel House and Henrietta Lofts, which between them house over 50 young people as well as a number of their children, are now 100% under our control, safeguarding these homes for both our current residents and future generations.

We also completed the multi-million pound refurbishment of our Northfield hostel, now renamed Magdalene Court, making it a fully up-to-date home for our 64 residents, who now all have en-suite well-insulated rooms and modern kitchen/living rooms.



Homes England have been very supportive of us the last couple of years, with grants totalling over £3m towards Magdalene Court and over £1m to enable us to purchase the freehold of Henrietta Lofts. Thank you!

The next phase of redeveloping our Northfield site is to construct a new block of 27 move on flats, expected to start by Christmas 2019 once we have a decision on our planning application.

Several more development projects are “on the boil”, aiming to deliver our Strategic Plan’s goal of doubling our housing provision in the next 5 years. God willing, some of these will be on site by this time next year.

► Social Enterprise

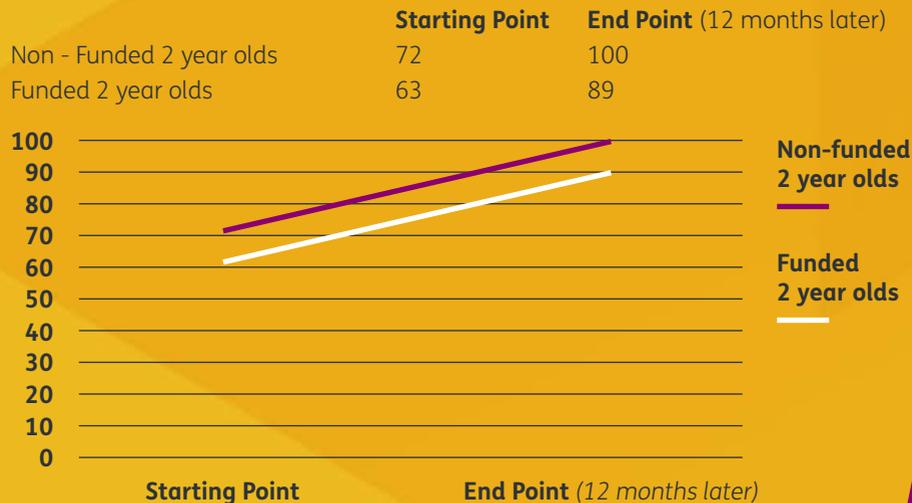
“We achieved a ‘good’ inspection for Hand in Hand Nursery”

Children’s Services

Following on from last year’s ‘excellent’ Ofsted inspection at our Solihull based setting, Billy Bears Nursery, we achieved a ‘good’ Ofsted inspection this time for Hand in Hand Nursery, located at The Orchard in Erdington. We are extremely proud of the team for their achievement, especially because of the impact the nursery plays within the local community; providing childcare to children living within The Orchard scheme and many other vulnerable families in the local area. The nursery has also provided short term places for children of Syrian refugees as part of their resettlement following the troubles last year.

One of our key objectives is to ensure all children make excellent progress in their personal development whilst at our nurseries. We track the progress of all children, particularly those living in disadvantaged circumstances, to ensure development and attainment is consistent for all.

Percentage of 2 year olds attaining ‘expected’ grade in curriculum development



Conference & Community

One of the biggest successes over recent years has been our community and conferencing department which has delivered professional facilities with passion and compassion to customers and visitors of the Chris Bryant Centre and Eden coffee shop, located at our Erdington site.

Last year saw an expansion of this service through the newly refurbished Northfield scheme, Magdalene Court, which is now home to a training and meeting facility dedicated to supporting the health and development of YMCA residents and the local community. The spaces at Magdalene Court are spacious and tailor-made for meetings, training and consultations, and have already become popular with local service providers and employability providers. This has given our residents access to more services and opportunities, and brought more local community members to our YMCA.

At Eden, we have continued to promote community engagement and have been involved in local community groups to promote neighbourhood cohesion, whilst serving great food and coffee and providing volunteering opportunities to many local people.



Training Services

Building upon our pledge to support our staff with their mental health, our Training team became accredited to deliver mental health courses to adults and young people. These courses help to raise awareness of mental health and give participants a better understanding to be able to support others. Our impact has been tremendous, working with employers across the region, YMCA employees and, as part of a successful tender application, delivering to Job Centre work coaches across Birmingham.

Our Housing qualifications have continued to remain popular with many learners registering for the first time and many signing up for their next course. We have been excited about the possibilities of delivering Apprenticeships within housing and have been pleased with the increasing levels demand. Our first apprentice completed last year and we look forward to supporting many more through to completion next year. We also have exciting plans to expand our Apprenticeship training services to Business Administration and Customer Services, so look out for that next year.

Chartered Institute of Housing Qualifications

Level 4 Housing Apprenticeship	7
Level 3 Housing Apprenticeship	5
Level 5 Diploma in Housing	3
Level 4 Certificate in Housing	12
Level 3 Certificate in Housing Practice	12
Level 3 Certificate in Supporting Homeless People	7
Level 3 Certificate in Housing Services	12

Volunteering

Our Social Enterprises exist to offer diverse opportunities for young people and the local community to raise confidence, skills and work place experience. In the past year, we are proud to have recruited and supported 75 volunteers with opportunities in administration, conferencing, childcare and catering.

“We supported 75 volunteers with opportunities in 2018-2019”



Volunteers



► Financial Review

The year to 31 March 2019 has seen the continued development of our financial strategy to modernise our existing accommodation and purchase housing schemes which have previously been managed by us on a contracted basis. This has enabled us to take more control of our housing stock and ensure the continued long-term stability of Birmingham YMCA. During the year we spent just over £4 million on the refurbishment of Magdalene Court, Northfield and the purchase of Will Steel House. This was funded by grants of £2.9 million from Homes England and £0.7 million loan from Charity Bank. The balance was funded from internal resources. Since the year end we have completed the purchase of Henrietta Lofts for circa £2 million having received a grant from Homes England of £1 million and a further £1 million funding from Charity Bank. This brings our total facility with Charity Bank up to £4 million and we like to place on record our appreciation for the ongoing support of Charity Bank and Homes England

The surplus for the year is £40K (2017-£63k). This year was impacted by the Magdalene Court redevelopment and the handing back of accommodation we previously managed under a management agreement. In creating the new high-quality accommodation and handing back units under the management agreement, we have had

to write out the book value of the old schemes assets and this non-cash item amounted to an accounting charge of £72k. Without that charge the surplus would have been £112k.

Operational performance in housing has been good with a significant reduction in void and bad debt charges with occupancy levels at schemes outperforming budget targets. The year saw the requirement for additional expenditure at Harry Watton House due to roof repairs and we will in the new financial year be assessing this scheme in consultation with the freeholder, Birmingham City Council.

We are pleased to report that the social enterprise activities managed through our subsidiary YMCA Birmingham and Solihull Enterprises Limited has made its first contribution to the group finances of £46k (last year loss of £84K). This year a £76k contribution was achieved from Children's Services compared to a loss last year of £40K. The investment in the Connect billing system, stronger credit control and efficiencies in staffing led to this significant improvement. Another positive area in Social Enterprise was the Chris Bryant Centre which saw an increase in bookings and income, with further growth expected this year through the use of Magdalene Court. Training services were behind budget but looking forward to next year, much

groundwork has been put in place to focus on apprenticeship delivery with several organisations already contracted to use our apprenticeship management services.

The most challenging area financially was Eden Café and whilst this has had a great social and marketing impact for the Group, it was clear that it's financial model was not working. Plans have been put in place around an expanded volunteering service based around Eden to run alongside the retail offer and there have been several positive developments and grant awards in the new financial year, allowing us to increase the opportunities available for individuals to begin their journey to achieving their potential.

Bank balances at the year-end stood at £0.5m (2018 £0.4m) and the cash flow forecasts for 2019/20 are all positive.

Each year we report on the deficit in the national YMCA defined benefit pension scheme as it remains as a substantial risk for all YMCA members of the scheme. As we advised last year, the latest actuarial valuation to May 2017 brought good news. The valuation showed a reduction in the deficit and our recovery plan contributions remained at the same amount. This year has also seen the launch of the deficit reduction exercises by YMCA England & Wales

and this is projected to derisk the scheme and we await the outcome of this work in 2020.

This year saw the first year of strategic partnership with YMCA Coventry and Warwickshire and we are providing Financial, HR and Chief Executive services to them under an agreement which is currently being reviewed. This partnership worked well and is bringing benefits to both parties including a sharing of some central costs and collaborative working in several areas. The Board would like to express their thanks to the staff who have absorbed the additional duties which has led to a financial contribution to the group.

In conclusion, this has been one of great achievement as we have managed the major capital investment programme, the partnership with Coventry & Warwickshire YMCA, but maintained a sound financial performance overall. There will be further challenges in the coming years, but we are confident that we are moving towards a stronger YMCA to meet the challenges for the future.

Summary Financial Performance of the Group

	2019	2018
	£000	£000
Turnover	4,720	4,454
Operating costs	(4,521)	(4,320)
Operating surplus	199	134
Write off old scheme assets	(72)	-
Interest receivable and other income	1	1
Interest and financing costs	(88)	(72)
Taxation credit	-	-
Surplus for the year	40	63

Financial Performance by Business Area

	Turnover	Operating expenditure	Operating Surplus
	£000	£000	£000
Housing and Support			
Rents and service charges	3,055	3,003	52
Charges for support services	317	286	31
Other social housing	9	4	5
	326	290	36
Social Enterprises			
Children's services	749	673	76
Training, conferencing and café services	462	513	(51)
	1,211	1,186	25
Other Income			
Financial and Executive services	93	42	51
Amortised social housing grants and other income	35	-	35
	128	42	86
Total	4,720	4,521	199

Group Balance Sheet at 31 March 2019

	2019	2018
	£000	£000
Fixed Assets		
Intangible assets and goodwill	104	131
Tangible fixed assets - Housing Properties	9,739	6,476
Tangible fixed assets - Other Fixed Assets	2,016	1,346
	11,859	7,953
Current Assets		
Trade and other debtors	329	599
Investments	18	59
Cash and cash equivalents	516	447
	863	1,105
Creditors: Amounts falling due within one year	(1,054)	(841)
Net current (liabilities)/assets	(191)	264
Total assets less current liabilities	11,668	8,217
Creditors: Amounts falling due after more than one year	(8,525)	(5,086)
Provisions for liabilities		
Other provisions	(386)	(414)
Total net assets	2,757	2,717
Reserves		
Income and expenditure reserve	2,348	2,308
Revaluation reserve	409	409
Total Reserves	2,757	2,717



A message from the Chair

In September 2018 I was honoured and privileged to be appointed as chair of YMCA Birmingham by my fellow trustees. As the association now enters its 170th year, I am very conscious of the responsibility that has fallen on my shoulders, and would like to pay tribute to my immediate predecessor, Mark Bruckshaw, under whose chairmanship the association enjoyed something of a renaissance. But, whilst very much building on his legacy, I will be bringing my own vision and insight to the role. A crucial part of this is a commitment to measuring and demonstrating the full impact of what we do. Whilst we will continue to ensure robust financial measures and targets are in place, trustees have agreed we need a broader set of measures to demonstrate – both to staff and stakeholders – the impact that our work is having on individuals and the wider community. Work is very much ongoing on this project, but in future years we hope to be able to report on this more fully. As we reported last year, we were delighted to be awarded a grant of some £2.2m by Homes England in 2018 to finish the

refurbishment of our Northfield hostel. That work has now been completed, and I was pleased to be able to welcome former Birmingham City and West Bromwich Albion legend, Geoff Horsfield, to the facility in March to perform the official opening ceremony. At the opening I was hugely proud as I heard directly from residents of the scheme about the difference that it had made to their lives. This is exactly the kind of impact that trustees want to see our investments making.

The past year has seen exciting developments in our training team too. After a slow start, we are finally beginning to see our investment in developing a housing apprenticeship programme bear fruit. Last year, nine apprentices from a range of housing organisations signed up to one of our apprenticeship programmes, and the first one completed her course just before the financial year end. This year we have already exceeded that number and anticipate strong growth going forward.

But perhaps the biggest development of last year was our growing partnership with a neighbouring YMCA. Since April 2018, Alan Fraser has been operating, not just as chief executive of YMCA Birmingham, but also of YMCA Coventry & Warwickshire (YMCA CW). Trustees at both associations are now entering into discussions about how the partnership might develop in future and hope to be able to make a public announcement regarding this shortly.

In closing I should like to thank all the trustees and committee members alongside whom it is my privilege to serve. Without their support and encouragement, the job of chair would be immeasurably harder. But at root our trustees are united by a common commitment to the Christian aims and purposes of YMCA as set out in our governing document, and which have guided us for the past 170 years.

Paul Harris

Trustees who held office for the period from 1st April 2018 - 31st March 2019

Name of Trustee	Position	Meeting Date Appointed	Date of resignation	No. of meetings attended	No. of Meetings eligible to attend
Mark Bruckshaw		11/06/2009	24/09/2018	3	3
Paul Harris	Chair	24/07/2017		6	6
Sam Wyatt		27/01/2014	23/07/2018	0	1
Oenca Fontaine		24/11/2014		5	6
Arkle Bell		28/09/2015		4	6
Nigel Reynolds	Hon. Treasurer	23/11/2015	02/01/2019	4	4
Councillor Gary Sambrook		28/06/2016	BCC appointee	0	6
Rev Paul Nash		23/01/2017		4	6
Mike Hew		25/05/2017		5	6
Councillor Diane Donaldson		24/07/2017		3	6
Graham Cadd		04/06/2018		5	5
Dawn Ward		24/09/2018		4	4
Gabriel Imevbore		26/11/2018		2	3
Tim Cooper-Cocks		25/03/2019		1	1
David Brown		25/03/2019		1	1

A BIG THANK YOU

To all the agencies and donors
that have worked with us over
the past 12 months.

Get in touch...

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 YMCABirminghamUK

 @YMCA_Bham

www.ymcabirmingham.org.uk

Registered No. 170981

Registered Charity No. 218808

HCA No. 4783



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.

SUPPORT & ADVICE

ACCOMMODATION

FAMILY WORK

HEALTH & WELLBEING

TRAINING & EDUCATION