

YMCA ST PAUL'S GROUP



RESIDENTS' ANNUAL REPORT

2023 - 2024

YMCA | Here for young people
Here for communities
Here for you

Introduction from the CEO

I am pleased to be able to present to you our Annual Report for residents 2023-24.

The last 12 months have been busy ones at YMCA St Paul's Group, we have completed the development of a brand-new YMCA in Wimbledon, developed our new Strategic Plan, hosted an awards evening at the House of Commons as well as seen you, our residents, contribute to Parliamentary debates, Mayoral Elections and YMCA manifestos.

Whilst these big activities are important milestones, they should be built on the foundation of us ensuring that we offer you a safe and welcoming place to call home and giving you the support you need to thrive. Over the course of the next few pages you will see where we are getting this right and where we need to do better.

I would like to thank everyone who completed a survey for us, your honest and open views are vital to help us as we look to develop our services and improve what we do. I am also grateful for the support of the Resident Reps panel, who have been really helpful in unpacking the results for us, allowing us to know what the stories behind the numbers are and how we can get even more feedback in the future.

This year's feedback is more important than ever as it becomes part of information we need to share with the Housing Regulator through something called Tenant Satisfaction Measures or TSMs. In the months ahead you will see the TSM results from all Registered Providers of Social Housing. This new and accountable process is designed to help you as a resident of YMCA or any other social housing provider, to understand the performance of your landlord. You, your hopes and concerns are critical to the development of the service we provide to you.

I close with an encouragement to look through the results below as well as the 'You said, We Will' which was sent around earlier this year. This latter document shows what we done with your previous feedback and what we will do with the survey results from this year.

Best regards

Helen

Helen Brewer
Chair of Trustee Board

Richard

Richard James
Chief Executive Officer

YMCA

Here for young people
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Here for you

YMCA ST PAUL

YMCA Wimbledon 150th Anniversary
Heritage & Arts



Investing and maintaining our existing homes



Each night we provided **1,223** places to call home



67% of you were satisfied with the overall quality of your home



Over **500** repair requests on average were raised each month during the year



67% of you were satisfied with the way we dealt with your repair

YOU SAID...

WE WILL...

Communication to be improved as a whole

- Ensure up to date information is available on your noticeboard
- Review our Resident's website and get your feedback on what can be improved
- Continue to develop other ways that we can communicate e.g. text messaging, site newsletters and getting your feedback through surveys
- Translate key documents and important notifications
- Reduce the number of words and make communications easier to read

Repairs to be completed on time and to be kept up-to-date

- Clearly explain our turnaround times for Emergency, Urgent and Routine repairs so you know what to expect
- Put key repairs information on noticeboards and on the resident's web page
- Continue to look at creating appointments at different times
- Tell you how well we have done with our repairs completion times so you can hold us to account
- Explore the use of a text messaging service so we can keep you updated on the status of your repair
- Continue to develop our systems over the next year so we can give you better information about your repair
- Monitor cleaning frequency and standards



An external company has been undertaking telephone surveys for us in 24-25 so we can continue to learn and improve our services, and we encourage people to give their feedback

Strategic Plan 2024-2027

The new Strategic Plan has three priorities: Investing in our Foundations, Investing in our Customers and Investing in our Growth. Underneath each of these priorities are objectives, things that we want to achieve in pursuing these priorities. Finally the success measures are the ways in which we will demonstrate we have reached our objectives.

IN ORDER TO BEST DELIVER OUR VISION AND MISSION WE HAVE THREE STRATEGIC PRIORITIES			
STRATEGIC PRIORITIES	INVESTING IN OUR FOUNDATIONS	INVESTING IN OUR CUSTOMERS	INVESTING IN OUR GROWTH
IF WE DO THIS THEN WE WILL HAVE			
STRATEGIC OBJECTIVES	Consistent, quality processes and embedded practices.	Services described by their impact and outcomes and not just finances and outputs	A reliable and affordable move on pathway for YMCA residents
	A happy, motivated and effective workforce that is representative of the areas we work and the people we work with.	Customers are able to access the information they need at the time when they need it	Regular Voluntary (fundraised) income that supports work that is needed but not commissioned and that stimulates innovation
	All frontline services contributing to financial sustainability.	Services that evidence delivery in line with identified local need.	New business streams which deliver top line and bottom line growth.
	Robust data and systems that ensure safety, compliance, and sound business decisions	Services shaped by the people who benefit from them	A clear plan for the development, refresh or disposal of existing stock
	Buildings which are energy efficient, safe and secure and that we are proud of, where customers rate highly and residents feel proud to call it their home	We have a good understanding of our customer profile, needs, expectations and drivers	We are serving more people in more places
WE WILL KNOW IF WE HAVE ACHIEVED THE ABOVE AS			
STRATEGIC PRIORITY SUCCESS MEASURES (BOARD)	Overall Customer Satisfaction* Overall Staff Satisfaction* Median Pay Gap year on year improvement* Operating margin at or above 8.5% All services with level 1&2 +ve contributions Consolidated H&S Compliance Metric* Strategic Plan Performance Tracker 100% properties are EPC C or above DHS Compliance is 100%	Social Return on Investment Metric Residents Kept Informed (TP07)* Community Service Users - Annual Growth* Listens to views and acts (TP06)* Nos. of Customers involved in shaping services* Outcome of new Customer EDI Strategy, Policy and tracker	Proportion of residents transitioning to affordable move on accommodation* Net annual fundraised income (£50k, £100k, £100k) Business unit year on year improvements in margins* No. Customers supported through this work*

Throughout the year we have worked to improve our YMCA facilities:

- We have worked with corporate partners to redecorate our Resident Zones in Walthamstow and Surbiton
- We have redecorated the changing rooms at Walthamstow Gym and introduced Reformer Pilates at our well-being sites at Wimbledon, Surbiton and the Hawker Centre
- We have opened a brand-new YMCA in Wimbledon with a Psychologically Informed approach

- We have started to make changes to our repairs service, looking to improve response times and accompanying communication
- We have encouraged good energy management by running a switch off campaign, encouraging staff, residents and customers to become more energy conscious.
- We have introduced planters at South Ealing and a flower bed and allotment areas in Walthamstow.
- We have replaced all our lighting to low energy consumption LED lights.

Keeping you safe



100% compliance in Asbestos, Electric, Fire, Gas, Water and Lift inspections



61% of you feel safe where you live



67% of you are satisfied with our approach to handling Anti-Social Behaviour (ASB)



28% of you had experienced Anti-Social Behaviour where you live



67% of you feel that your home is well maintained



83% of you feel that we as an organisation treat you fairly and with respect



YOU SAID...

We want to ensure we feel safe to report anti-social behaviour (ASB) issues and we want these to be dealt with

WE WILL...

- Introduce an online form so that you can raise ASB issues electronically
- Provide you with a report on how well we have dealt with ASB issues and report this to the Resident Reps
- Create an easy read version of our ASB policy so everyone can see how we deal with these issues and the support that is available

Letting homes and collecting rent



We housed **1,560** residents across 37 housing sites



94% (from March ET report) of our properties were occupied



297 positive 'move-ons'

Progression Team Impact:

- ▶ The Progression Team have maintained a full timetable of sessions for residents across our housing schemes this year, seeing **1,543** attendances across more than **800** sessions, including volunteering programs, budgeting, gardening, health and wellbeing, drama and arts as well as supporting with move-ons
- ▶ The team have focussed on engaging with more residents this year and developing resident cross-site working, encouraging them to get to know each other
- ▶ Our Resident Representative (Reps) group has been strengthened with **14** out of **22** projects covered by a Rep. The Reps have met **20** times during the year and their views have been sought on key priorities for 2024/25 as well as getting their input into specific areas for improvement. Furthermore, we have continued with our regular programme of site engagement meetings across all sites
- ▶ Work has started on developing roles that will support Board decision making and service auditing which will both commence during 2024/25

Type of Move On	Total No of Residents	Total No of Residents as a %
Private Rented	99	33%
Family/friends	88	30%
Other Supported Housing	53	18%
Local Authority	43	14%
Previous Home	4	1%
University Accommodation	3	1%



Registered Social Landlord	3	1%
Sheltered Housing	2	1%
Moved into accommodation as owner occupier	2	1%

Building for the future

We have remodelled Rodney House, working closely in partnership with Surrey County Council to provide a modern supported living scheme.

Embedding a Psychologically Informed Environment (PIE)

- In 2023 we started our PIE journey across the organisation. A key part of this work has been the development and training of our staff
- We have one hundred and nine staff who have taken part in the Compassionate Mind Training. Staff learned how to develop and use their ‘compassionate minds’ to reduce self-criticism, balance strong negative emotions (e.g. anger, anxiety, shame), and become more compassionate to themselves and to other people
- Working with corporate partners we have redecorated the resident lounges at YMCA Walthamstow and YMCA Surbiton, making them more welcoming and inclusive spaces



Involving and listening to you



78% of residents were satisfied that we keep them informed about decisions that affect them



76% of residents were satisfied that they have a say in the way their service is run



Over **300** residents gave us feedback for our annual survey

During the year we:

- Further developed the Resident Rep panel and meetings
- Provided an Annual Complaints Report at the end of 2023/24 and will be introducing quarterly reports in 2024/25 to the Resident Reps
- Ran a range of events as part of Black History Month
- Introduced breakfast clubs at Uxbridge and Chalvey, enabling residents to complete healthy eating sessions as well as bite size sessions on money management and employability skills
- Hosted Smart Talk Sessions’ as part of ‘Blue Monday and Mental Health Awareness Week’ to encourage healthy conversations around how our residents are feeling. We also ran conversation groups to address issues with loneliness
- Provided outings for **222** residents to an exciting number of venues and events including Kew Gardens, Wimbledon Tennis, Waltham Forest Light Show and London Lions Basketball match
- **74%** of you were satisfied with the overall service provided
- **42%** were satisfied with our approach to Complaints handling
- **1** Complaint was raised with the Housing Ombudsman but there was no finding of maladministration. During 2023/24 the Housing Ombudsman had not made any findings of non-compliance with the Complaints Code against us and there was no annual report about our performance, nor were there any relevant negative report or publications produced

YOU SAID...

Complaints aren't dealt with / it's not clear what the process is?

WE WILL...

- Introduce feedback surveys after you raise a complaint so we can learn what to do better
- Ensure that the Complaints easy reads are clearly displayed on noticeboards at sites
- Continue to publish the complaints handling performance every quarter to the Resident Reps and on our website

We want our visitors to come inside our homes

- Continue to allow visitors to attend and extend the visiting hours to your home in line with our local site rules
- Review Visitors Policy and seek feedback from Resident Reps
- Ensure the rules are communicated clearly and simply, including through an easy read version

Supporting you and our communities



79% of residents told us that they were satisfied with the support they receive



77% of residents said the YMCA supports them to make positive changes in their life



Resident Engagement and Empowerment

- All sites continued to have regular resident meetings, where you could find out about the latest news in your site and up and coming opportunities, meet your neighbours, and have your say.
- We continued to hold quarterly Resident Rep meetings across a range of different sites



We have continued to offer residents free access to our Health & Wellbeing services which include gym access, class access and counselling

Resident Courses

- We continue to develop the programmes that we run in Life, Employment, Independent Living Skills and Personal Development as well our Basic Skills and Citizenship programmes, delivering one to one and group sessions.

In house courses included:

- First Aid at Work Level 2 course
- Employment support in partnership with the Salvation Army
- Partnering with Pilio to create an Environmental Independent Living Skills session that we will be adding to the syllabus in 2024/25.

We have developed Independent Living Skills sessions that will be added to the syllabus in 2024/25.

We have also provided external training courses for our residents:

External Training Courses Residents were Referred to or Provided

Level 3 Personal Trainer/Gym Instructor course	Level 2 Gym Instructor
Freshlife Hospitality course	Film and TV course
Business Administration	Security Industry Authority (SIA)
Food Safety	Employment Programme
Driving Theory	GCSEs
Health and Social Care	English Online
Cyber Security	OMG Music Course
Hair and Beauty	Graphic Design
Childcare	Accumulate
Painting and Decorating	English for Speakers of Other Languages (ESOL)
Level 2 Gym Instructor Training	Construction Skills Certification Scheme

YOU SAID...

We want more group activities and regular meetings

WE WILL...

- Publish an 'engagement calendar' where you can get involved in giving us feedback on our services and learn about opportunities to participate
- Introduce more social activities and life skills training
- Continue to help and support you to move on



CASE STUDY 1

Helene came to the YMCA and relapsed with an addiction a few times. She started to engage with the Progression Team and became very open with her Progression Coach. She felt safe enough to open up and be honest about her addiction.

Helene got involved in various activities at the hostel, including helping others learn to play the guitar and supporting the Community Kitchen. When they decided to move out, they were starting a new full-time job with an offer of accommodation and had been alcohol and drug free for over 2 months despite having been through a big crisis. Helene is now also able to support her daughter.



CASE STUDY 2

Mo has been very engaged with activities where they lived as well as with the Support Team and the Progression Team. He became one of our first Resident Reps, attended the Resident Training and shared incredible insights.

During his time with us he has been at university, had part-time work and has now found full-time work as a Housing Support Worker for another Charity. He also became a Youth Ambassador with the YMCA England and Wales which offers many opportunities including overseas trips.

Mo was nominated for an award at the YMCA Youth Matters Awards and won a Star of St Paul's Group Award.

The case study's name and image have been changed for data protection.

Chaplaincy Team

Our team of two employed Chaplains have provided support to **630** residents through our Chaplaincy service in;

Issue:	Including:
Mental Health	Requests for counselling/release counselling, depression, loneliness, isolation
Physical Health Issues	Cancer, pain management, doctor appointments, treatment, rehabilitation
Abusive Behaviour	Safety concerns, domestic violence, aggression
Addiction	Alcohol misuse, drug abuse, gambling abuse
Family Issues	Divorce, bereavement, family in areas of conflict, pregnancy, relationship difficulties with children
Faith Issues	Discussions about faith, life, future, prayer, death, dying, worthlessness
Practical Help	Redundancy, workload, mediation



Delivered **1,612** Counselling sessions during the year



Delivered **670** Counselling sessions to our residents



Advocating on our residents' behalf

In 2023/2024 we:

- ✓ Became a member of the London Housing Panel. The panel comprises organisation's from across London and meets with decision-makers from the Greater London Authority (GLA) to discuss what London needs
- ✓ Contributed to and was involved in the development of London's first-ever Rough Sleeping Charter, which the Mayor of London launched
- ✓ Ensured residents continued to attend the All-Party Parliamentary Group (APPG) for Youth Affairs at the House of Commons, with one resident sharing her personal experience as a panel speaker
- ✓ Held a Grand Opening of YMCA Wimbledon, inviting local stakeholders including local Councillors, the Mayor of Merton, members of the Diocese and local companies and businesses who have supported YMCA Wimbledon throughout the development. During which, one Resident shared her journey with the YMCA
- ✓ Hosted a range of MPs and local Councillors at YMCA Wimbledon to see first-hand how our brand-new building is enabling our vision to create places where young people thrive and communities flourish, including Deputy Mayor of London, Tom Copley
- ✓ Rupa Huq MP hosted our annual Stars Awards event at the House of Commons and saw our staff, customers and supporters come together to celebrate the achievements of the YMCA St Paul's Group community
- ✓ Supported the launch of the YMCA London Mayoral Manifesto, providing insight and recommendations to the report, as well as supporting a resident to speak at the launch event about her journey to Mayoral candidates
- ✓ Continued to support and work with Trust Impact to develop YMCA's real-time national impact visualisation tool: impact.ymca.org.uk



Working in over 40+ communities across London, East Surrey and Slough.

