

BYC



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Brighton Youth Centre
CREATING STATE OF THE ART FACILITIES
TO EMPOWER BRIGHTON'S
FUTURE GENERATIONS
www.brightonyouthcentre.org.uk





FOREWORD

Brighton Youth Centre (BYC) is one of the longest running and best used youth services in the city. As a team we're really proud of the young people we work with and support, and we're continually impressed by the contributions they make to their local community through the activities which take place at BYC every day.

Projects such as B.Fest, Brighton's biggest youth-led festival, facilities like Brighton's only indoor skateboard park, and the connections we offer to other services including mental health, LGBTQI+ and refugee support, make BYC a very special and unique space in the heart of the city.

"My favourite part of the week is coming to BYC, having a conversation with the youth workers and interacting with all the activities put on for the day. I enjoy making new friends and having a space that really feels like my own, where I can really be myself and not have to worry about judgement."
Young Person

Our biggest project to date has been to rejuvenate our building. After decades of service it is now vital so that we can sustain and grow all these amazing spaces and services, to provide a state of the art youth hub for the young people of Brighton and Hove.

Toby Moore, Chair of Board

INTRODUCTION



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We want to rebuild Brighton Youth Centre to make it a place that is available to young people seven days a week for the next 50 years and beyond, to ensure that the building is fully accessible and environmentally sustainable and can provide the best staff, services and facilities for our young people.

To do this we're seeking £2.3 million from Brighton and Hove City Council and £3.9 million from the Youth Investment Fund.

This investment would transform youth work in the city, providing a city wide hub supporting 2,500–3,500 young people each year.

This investment will:

- **Improve the health & wellbeing of local young people**, providing new facilities for young people to come together, socialise and access vital services including counselling and healthcare.
- **Empower young people to be an active part of their communities**, providing a city wide hub for youth led activity and community engagement in Brighton & Hove.
- **Equip young people in the city with skills for life and work**, delivering a holistic, joined up programme of personal, educational and creative development opportunities and pathways to employment for young people who may not otherwise access them.

“For us, the most important thing about Brighton Youth Centre is the people and the community. Having a new and improved building would allow this amazing dynamic to continue to thrive and grow.”

Joe Palmer,
Co-founder, BlockBuilders

WHO WE ARE, AND WHAT WE DO



“Brighton Youth Centre is a place for young people from across the city. Different backgrounds, different neighbourhoods come together to find out about and learn from each other. I haven’t experienced many, if any other places where this happens in the same way.”

Helen Bartlett,
Lead Youth Worker

Established in 1917, Brighton Youth Centre is Brighton’s leading youth project, with a 100 year history of delivering services in the city. It’s a thriving hub of activity, providing a central hub for the

city’s youth work and attracting over 1,500 young people every year from across the city.

It is truly a city wide resource for young people who come from every ward in the city to access its services.

It is also, notably, very effective at engaging older teenagers: 57% of our young people are aged 16+.

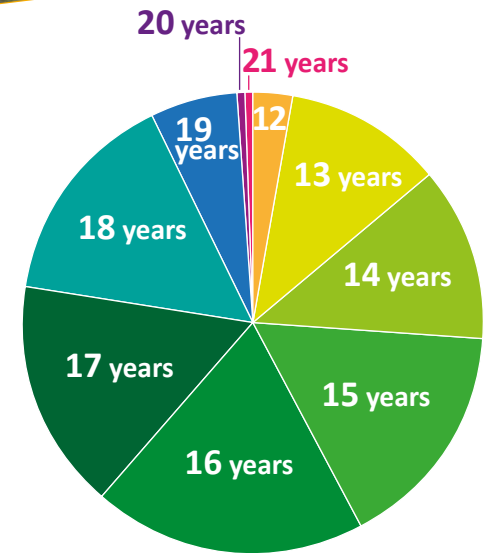
“BYC is a social place that I feel safe in, and gives me support to actually express myself.

If it was open more, I would come pretty much every day.”

Alex



Brighton Youth Centre visits per postcode, October 2021 to March 2022



Brighton Youth Centre visits per age group, October 2021 to March 2022

We work with over 20 partner organisations and projects who use the centre as their base



71 Brighton Youth Centre is a safe space where all young people have the freedom to be themselves, come together, learn from each other and challenge themselves to make a difference in their own lives and the lives of their community. We place their voices, aspirations and concerns at the heart of everything we do because we believe all children and young people deserve to be taken seriously.

Hove Pupil Referral Unit, Allsorts Youth Project, YMCA DownsLink and Mascot; and youth arts and creative industries organisations like South East Dance, BlockBuilders, Miss Represented and Art In Mind.

Together, we:

1 Platform young people's voices

Our work starts from young people's perspectives, focusing on their needs and agendas. We believe young people are not just adults-in-waiting, but individuals in their own rights with hopes, concerns and aspirations which deserve to be taken seriously, and provide a safe and supportive environment for them to express themselves and explore ideas they find challenging or exciting.

2 Increase participation and community cohesion

We firmly believe that young people are not just individuals in need of education, but have plenty to offer as educators themselves. Our building and activities provide a space for young people to come together, placing the emphasis on teamwork and collaboration, and supporting young people to learn from one another. Equality, diversity and inclusion are embedded in our activities. There is a racial, social and cultural mix within the groups and we take every opportunity to promote learning and understanding of themselves and others, providing an invaluable space for young people to explore and celebrate the rich mix of their different stories, experiences and ideas about the world.

3 Support young people to make a difference in their own lives

We work with a wide-range of young people, including young people with disabilities, young carers, young offenders, young parents and homeless young people. We encourage young people to take ownership for all aspects of the centre and to engage in the life of the city. Young people are closely involved in shaping our programme, and every year, they organise B.Fest, Brighton's youth arts festival for and by young people.



THE MANAGEMENT TEAM



Toby Moore, Chair

Toby is the Founder of Content Club, a content strategy agency for creative people. Seasonally, Toby is the director and curator for TEDxBrighton, one of the UK's largest and longest running TEDx events. Toby is also the Head of Entrepreneurship at WaterBear College of Music and supports two youth charities, The Hummingbird Refugee Project and is Chair of Trustees at Brighton Youth Centre



Nigel Jenner, Trustee

Nigel has 30 years experience of working within the Local Authority Youth Service, including running Brighton Youth Centre from 1983 to 1993 and as the Head of Service. Since leaving he has worked at ABandOfBrothers, Brighton and Hove Albion In The Community, Lewes Football Club and at Brighton Youth Centre. For the last 4 years he has also been working on a mentoring project for prisoners with Sussex Pathways.



Sue Shanks, Trustee

Sue had a long career as a youth worker before becoming a youth work lecturer at the University of the West of England and latterly at Chichester University, as well as a writer on youth and community work. She is the author of Youth Clubs – Association, Participation, Friendship and Fun!. In 2011 she was elected to Brighton and Hove City Council as the Lead member for Children's services for four years, and was re-elected in 2019 for St Peters and North Laine ward.



Ben Glazebrook, Trustee

Ben has over 20 years experience of working in the voluntary and community sector in youth training, youth counselling and community arts projects, including managing a youth centre. He has delivered partnership contracts across Brighton and Hove, working closely with Local Authority youth service partners, public health, schools, NHS commissioning and delivery partners.



Mike Roe, CEO

Mike has been the CEO of Brighton Youth Centre for 12 years. He started in youth work as a sessional worker in 1984 and qualified in 1989. His experience includes community based drugs work in London and Birmingham and large centre based youth work for over 25 years.

Left: BYC panel discussion at B.Fest with Caroline Lucas MP, Monty (BYC young person), Mike Roe and Lloyd Russell-Moyle MP



THE YOUTH WORK TEAM & OUR PROJECTS



Helen Bartlett,
Lead Youth Worker
Youth Club
and My Space

I've been a youth worker in Brighton and Hove for over 15 years, with a focus on participation work. What stands out to me the most about Brighton Youth Centre is how it is a place for young people from across the city. Different backgrounds, different neighbourhoods come together to find out about and learn from each other. I haven't experienced many, if any other places where this happens in the same way. And in this way, it becomes really important, not just for the young people, but for the whole city.



YOUTH CLUB

Youth Club is our regular open session for young people aged 13–19. There's a range of activities each week - arts, gaming, cooking, music, sports, pool for young people to take part, or they can just come along and hang out. There's always food on offer and the skate park is open and free to access.

"I come here because I feel comfortable here. I eat food because I don't really have money for food and I can get food for free here. I also come here to sing and I feel better when I sing because I feel more confident. I think it would really help young people if it was open more."

Jess

Currently about 50–60 young people attend each week. Most of the young people who attend have a lot going on in their lives: some are in care; struggling at or excluded from school; with special educational needs; dealing with family problems or mental health issues.

For many, talking to youth workers is an important source of advice and support for issues they're having in their lives. Here they have spaces that are theirs, that are safe, where they can get a meal, try new things and learn new skills, see their mates and meet new people.

"I first started attending Brighton Youth Centre through the Youth Club sessions, and over the last 9 years it has been critical for my development as an adult. Growing up I didn't have a supporting family, and as a result of this, I've dealt with substance abuse and a few years of homelessness. However I was lucky enough to have people like Hannah and Mike."

Throughout the years they have provided me with patience, education, advice, a safe environment and most of all understanding. I myself growing up was faced with impossible situations which could have easily led me on the path to jail. But BYC gave me the tools and knowledge needed to find better ways."

With the help of BYC I got my GCSE's, worked on the B.Fest events, completed my NCS, obtained degrees in Music Business and Putting on Music Events and also mentored and provided music lessons to students. Alongside this they have provided me with over four years of live music performance experience. BYC is a needed resource for the young people in Brighton, because it is a safe haven for young people to express themselves."

Lily

MY SPACE

My Space is a monthly youth club for adopted teenagers in Brighton & Hove, established in 2017. Parents of adopted teenagers identified the gap in provision for this particularly vulnerable group, and BYC have been working with them to deliver My Space. Sessions include cooking, art activities and opportunities to chat with their peers and youth workers.

Adopted children's early experiences are often negative. Many have suffered abuse and neglect and the trauma of being separated. The project helps them feel supported, empowering them to manage relationships and increase self confidence, and providing a safe and welcoming environment where the members understand each other's backgrounds and can talk about issues affecting them.

"My Space is one of the most important things in my life, and a place I feel safe."

Charlie

"It's somewhere I can talk about how I feel without hurting your [parents] feelings, everyone understands me there."

Caitlyn

"It's brilliant for me to know other adopted people. My Space keeps us together and connected."

Chelsea

THE YOUTH WORK TEAM & OUR PROJECTS



**Liam Teague,
Youth Worker
and Skatepark
Project
Coordinator**

I grew up outside of Brighton and visited Brighton Youth Centre occasionally as a teenager, as it was known in the local skateboarding community. I started working here in 2012 helping out once a week, before doing a 1-year youth work apprenticeship and taking on the role of full time coordinator at the skatepark.



BYC SKATEPARK

BYC skatepark is the only indoor skateboarding space in the Brighton area. We teach skateboarding and provide a safe, friendly and supervised place to practice where young people have access to youth workers to talk to. We also run sessions for specific groups, for example girls night helps support young women getting into skateboarding.

We regularly run the Go Skate Project, working with referred young people struggling with mental health, using skateboarding as a pathway to better wellbeing.

Other projects include our annual board design workshop, allowing young people to design their own skateboard artwork for free, and an all-night skating marathon and fundraiser where we challenge some of our regulars to skate from 10pm-8am.

"I come here almost every day. I enjoy the company of the staff and the people my age I know. I feel safe and protected, and I've always had a lot of help. I've met basically everyone I know here, and without BYC I wouldn't be where I am now."

Lucas



"I first came here to skate, and then got into basketball through the Youth Club which I'd never played before. I also come to practise guitar in the rehearsal space."

Thanks to BYC I've met new like minded people who share similar interests like skating, guitar and music, and have made new friendships that way. I love that there's a multitude of things to do in one visit, and it would be great if there was much more.

I would love to come here more often, and I would visit the skatepark more if it was ventilated."

Archie



THE YOUTH WORK TEAM & OUR PROJECTS

**Cleo Phillips,
Youth Worker and B.Game
Project
Coordinator**

I have been working at Brighton Youth Centre for seven years. I started as a youth support volunteer, helping run the Youth Club, and since completing a youth work degree course I joined the team as a youth worker.

“Really nice and peaceful, I like how everyone is like naturally accepting... that’s the best thing about BYC. It’s a safe space for people with disabilities.”

B.Game participant

B.GAME

B.Game is a youth led gaming group open to 13–19 years old offering an alternative to an open youth club. Weekly sessions run on a Wednesday and focus on different kinds of interactive gaming including board games, card games, console gaming and role-playing games and learn about the gaming industry. Using a shoulder-to-shoulder approach to mental health and wellbeing, the group offers opportunities for young people to socialise and discuss topics specific to issues they face at their own pace, in an informal and supportive environment and to develop their interpersonal skills. B.Game is a very popular project: young people gave it an 8 out of 10 score for overall satisfaction, and 10 out of 10 for the support they receive from youth workers.



**Hannah Coxeter,
Lead Youth Worker
and
B.Fest
Coordinator**

I have been a youth worker for over 20 years, and have worked at BYC for over 10 years running the youth programme and B.Fest, our annual youth-led arts festival. I’m really passionate about the importance and value in the work we do, which is about voluntary engagement and where participation and empowerment is at the core. Post Covid, we have seen a massive rise in engagement from young people wanting to form human connections, and I feel that what we offer at BYC is integral to the wellbeing of young people across Brighton and Hove.

“I have been inspired to actually take up art in college and focus on myself and what I want more than what other people want.”

B.Fest participant

“For every young person that gets up on the stage and sings, there’s another young person that’s looking at them going, Oh, they’re the same age as me, or I go to school with them, and it makes all those things seem possible.”

**Mike Roe,
CEO, Brighton Youth Centre**



B.Fest is about giving creative power to young people, so that they can choose what they consume and celebrate what they create.

B.FEST

B.Fest is Brighton’s Youth Arts Festival. The week-long multi-arts event is run by a board of young people who shape and run the festival, curating the content, event managing and marketing the activities. B.Fest is a celebration of youth culture and it offers young people in Brighton, Sussex and across the South East a wealth of creative opportunities to perform, participate or attend over 50+ performances, exhibitions and workshops. Delivered for and by young people in partnership with over 30 professional artists and cultural organisations it aims to celebrate youth culture and bring more creative opportunities to young people, attracting 1000+ young people each year.

Many of the young people who have sat on the festival’s board who have gone on to flourish in the creative industries, including Ella Wood, who has worked on Star Wars films, and music producer Frankie Stew.



THE YOUTH WORK TEAM & OUR PROJECTS



Alex Amos, Youth Worker, Venue B Coordinator and Lead Youth Worker for Pupil Referral Unit Sessions

I first joined Brighton Youth Centre as a volunteer while I was studying music at BIMM Brighton. I have since completed an MA in applied anthropology and community and youth work and continue to work at BYC as the coordinator of the music project at the youth centre.

VENUE B

Venue B is BYC's music venue. We use music as an activity to bring young people together, working with young people to provide musical support wherever they are on their journey and supporting them to develop skills and confidence in whatever way works best for them.

We put on monthly events giving young people a platform to experience performing to an audience in a space that is safe and comfortable so that they can grow in confidence and inspire other young people to perform. We provide beginners instrument lessons, band workshops, rehearsal space, jam spaces, open mic and vocal groups, as well as an informal space for young people to receive constructive criticism and feedback about their music, hang out socially and connect with youth workers and other young people.

"The atmosphere is amazing, everyone has a great time at every gig and it's an amazing place to meet people your age with similar interests. It's an open and safe space to talk, and I've met many of my good friends there!"

Young Person

PUPIL REFERRAL UNIT

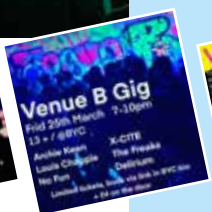
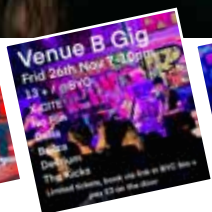
For over eight years Brighton Youth Centre has been running a Friday morning activity session with the Pupil Referral Unit to introduce young people who have been permanently excluded from school or are on programmes to avoid permanent exclusion to activities available to them at the youth centre.

71% of young people attending are in receipt of free school meals, 47% were either children in need or on child protection orders with social services, 13% were children in care and 36% were on referral orders or had worked with the Youth Offending Service during the academic year.

The range of activities offered included archery, rock climbing, boxercise, beach volleyball, various art activities, skateboarding and scooting – and are designed to support them to build confidence in their abilities, change their self perception and improve their emotional resilience and interpersonal skills.

"There is a strong correlation between the students' engagement on the programme at BYC and reintegration rates back into mainstream schools. Before working with BYC only 12% of students returned to mainstream education whereas with activity sessions at BYC 45% students were integrated back into school. A further 30% received Education and Health Care Plans and integrated into suitable special schools. Of the remaining cohort in the new academic year a further 50% have started integration programmes and should be fully integrated within 10 weeks."

Tim Self, Deputy Headteacher, Brighton and Hove Pupil Referral Unit



A NEW BYC FOR FUTURE GENERATIONS

Young people consulted by Brighton & Hove City Council during their 2020 review of youth provision in the city all agreed that Brighton Youth Centre was an essential resource in urgent need of investment.



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Brighton & Hove is home to 45,000 young people aged 5-19 years old, while the rest of East Sussex together only houses 86,900. It is also one of the most deprived areas in the South East, with more than one in ten children aged under 16 living in poverty, a higher concentration of young people in care than both the South-East and the rest of England and a higher incidence of poor mental health than in the rest of the country, with a higher proportion of young people admitted to hospital for self-harm.

Young people in Brighton need safe and welcoming environments where they can access regular, free support as and how they need it. They need spaces that are theirs, where they can connect with other young people and youth workers on their own terms, to improve wellbeing, develop interpersonal skills, grow in confidence, explore their identity and find a voice, influence and place in their communities.

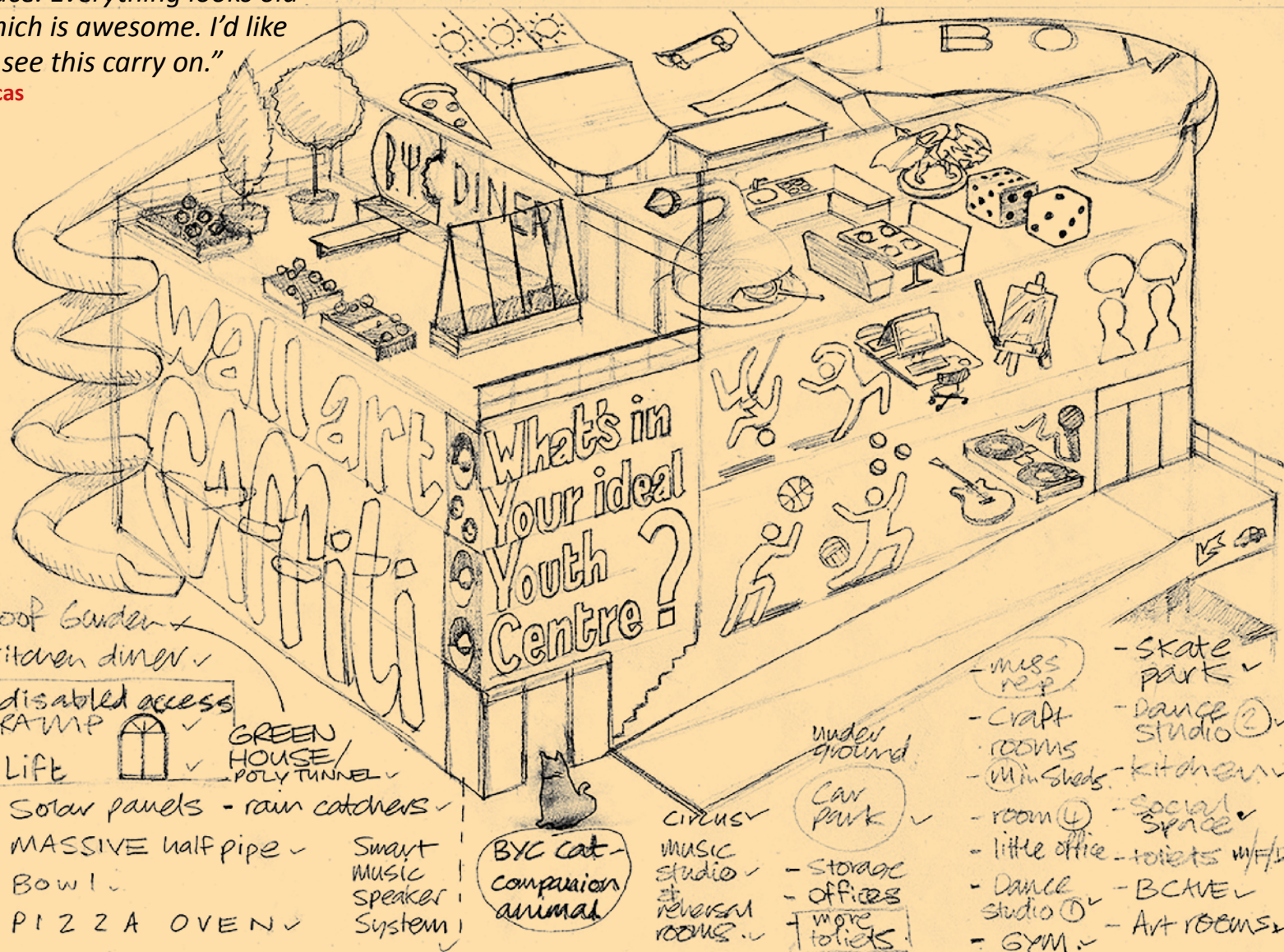
The city needs a central hub for youth services, to support a city-wide coordinated youth offer, collaboration and joint working for youth services in the city and expanded access for young people across the city. It needs an accessible, inclusive and welcoming space which brings projects, organisations and services together and creates pathways to receiving help from services that would otherwise be inaccessible to many young people who see the usual routes to help as not for them.

A NEW BYC FOR FUTURE GENERATIONS



"I like the retro look of the place. Everything looks old which is awesome. I'd like to see this carry on."

Lucas



DESIGNED WITH AND FOR YOUNG PEOPLE

The new Brighton Youth Centre will be a fully accessible, environmentally sustainable, state-of-the-art facility, open seven days a week.

78 70+ young people were invited to an initial workshop with partners and staff to discuss the development of Brighton Youth Centre. We wanted to find out how the new design could maximise their use of the building and how this joint venture could build on their existing sense of ownership of the space. Their thoughts were shared with the architects.

Some of the key themes that emerged when talking with young people about their plans for a new youth centre included: safety and inclusivity, accessibility, expanding the range of services and activities offered onsite to include pathways to employability, wellbeing and health, and keeping the youth-led identity and feel of the space.

A NEW BYC FOR FUTURE GENERATIONS

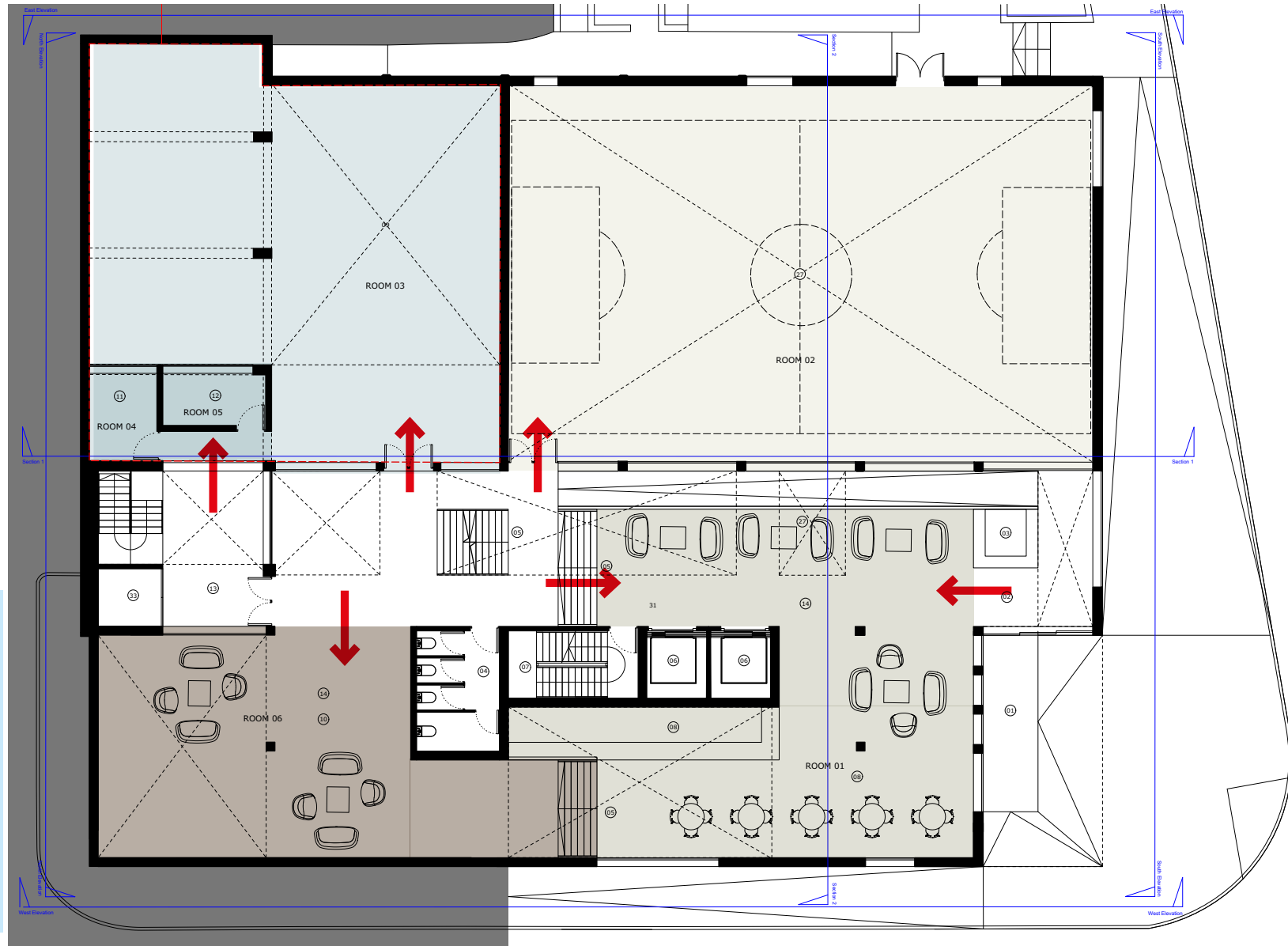
FACILITIES

The building will be organised over four floors, making use of the full size of the site, and has been designed to enable us to run multiple groups in the building simultaneously.

The ground floor area will include a café and social space, and a refurbished gym for five a side football, basketball and aerial circus skills. Towards the back of the building will be a large modular performance space including rehearsal space, theatre seating and staging which can double as a dance studio or meeting room. A separating, soundproof wall will be built between the gym and the performance space allowing both spaces to be used at the same time.

"All of our participants would benefit from counselling, yet find it very difficult to access. A dedicated space for counselling and wellbeing services at Brighton Youth Centre would be hugely beneficial."

**Jo Bates, Co-Director,
Miss Represented**



GROUND FLOOR PLAN

01 PROPOSED Ground Floor Plan
1:100



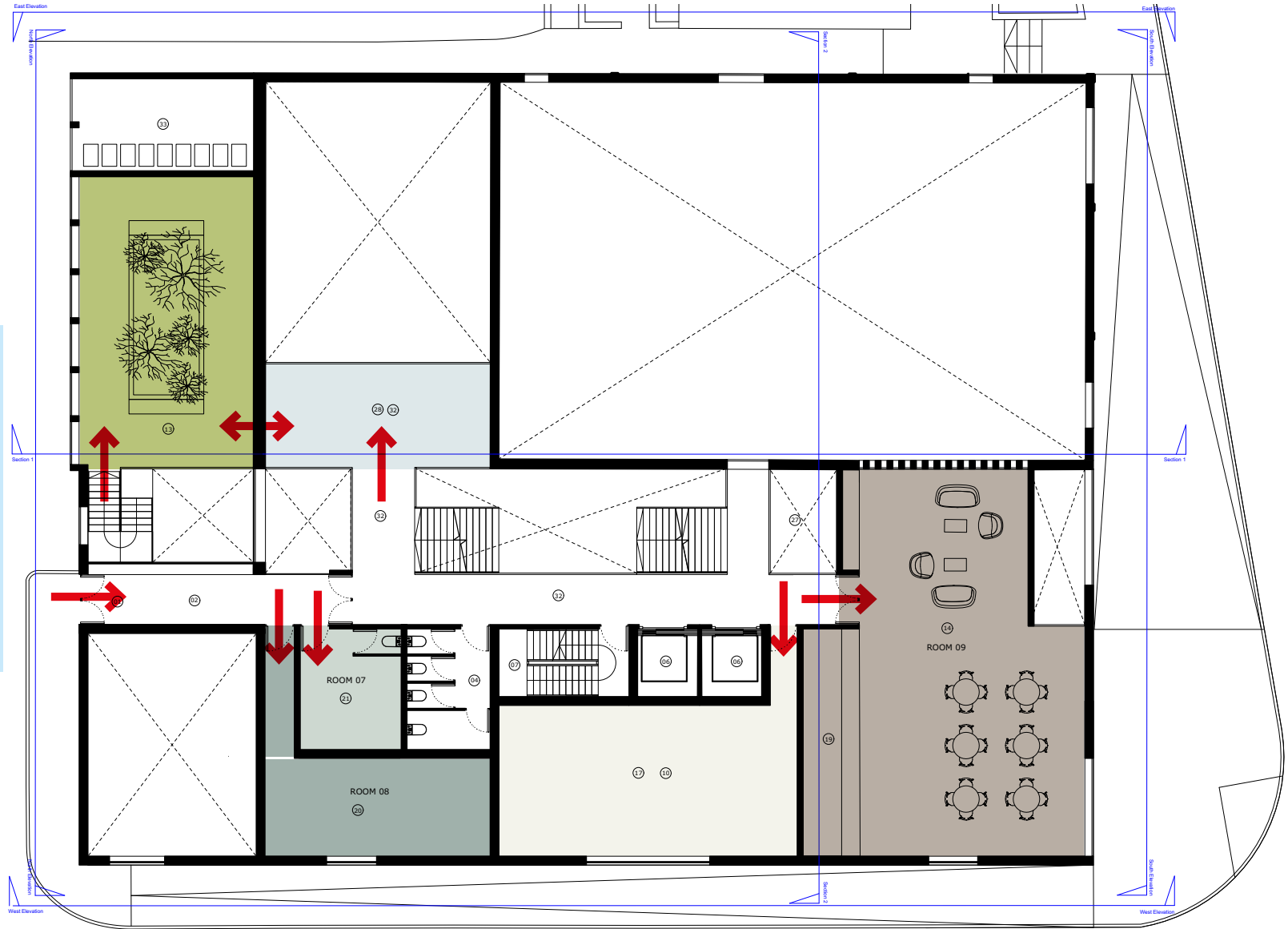
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A NEW BYC FOR FUTURE GENERATIONS

The first floor has been designed to be able to operate entirely separately from the ground floor, to provide privacy for specific groups. It will include an alternative youth club space with a kitchen facility, counselling and clinical health rooms with their own street side entrance, an art workshop area and a garden space.

"I've noticed that at the moment it's hard to have parts of the building open separately for specific activities as everything crosses over a lot. If you're more shy or want to be somewhere quiet, it would be good to do your activity without the noise and chaos where everything's open."

Archie



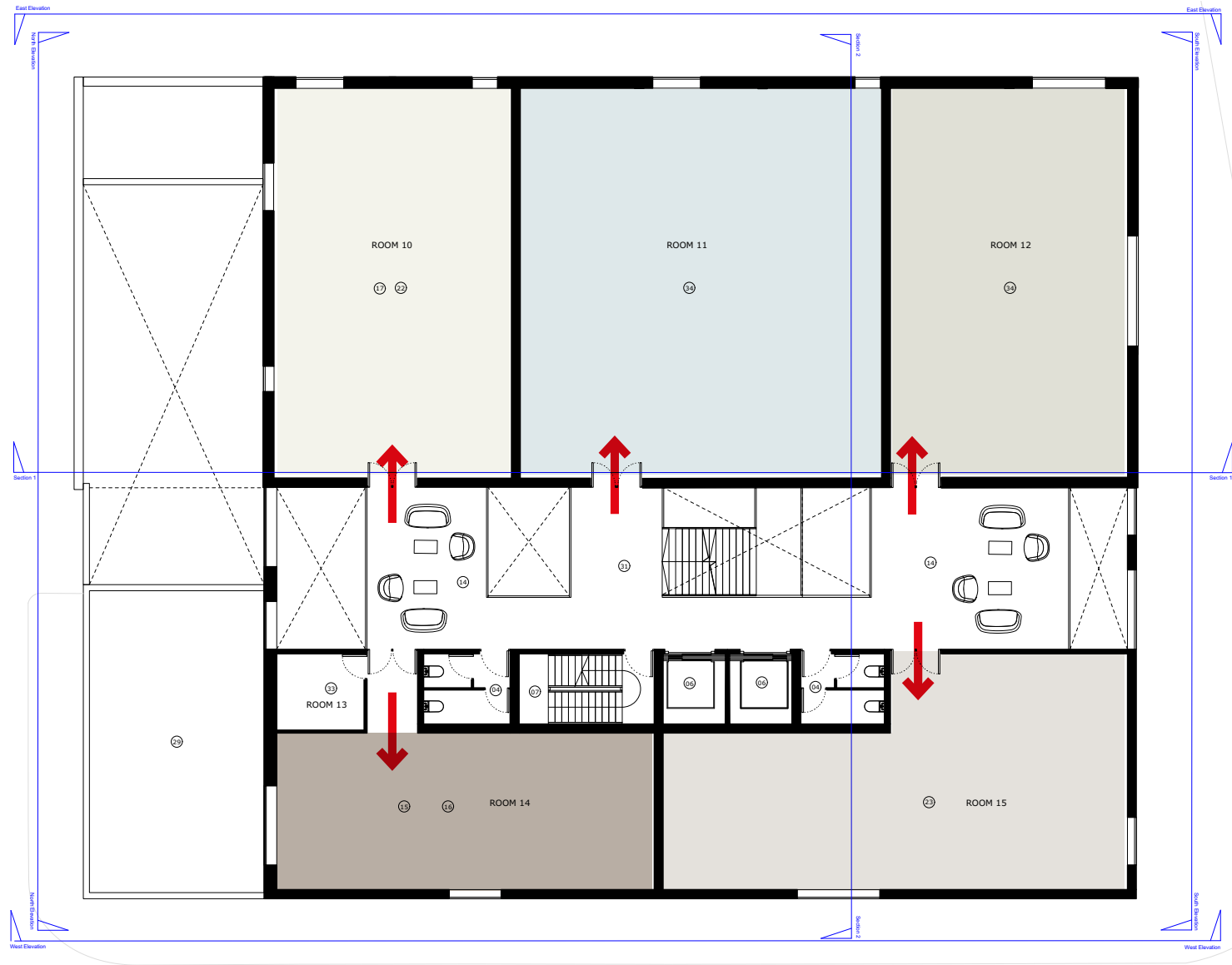
01 PROPOSED First Floor Plan
1:100



FIRST FLOOR PLAN

A NEW BYC FOR FUTURE GENERATIONS

The second floor will provide offices for BYC staff and existing and new partner organisations, increasing the range of activities on offer at the centre and creating a city wide hub for youth projects in Brighton & Hove. City-wide services may operate from the new building, as well as smaller youth projects which would otherwise struggle to find a footing in the city. It will also offer space for specific activity rooms such as a gaming room, and the hallways have been designed to create small quieter meeting spaces that can be used informally by young people and staff.



01 PROPOSED Second Floor Plan
1:100



SECOND FLOOR PLAN

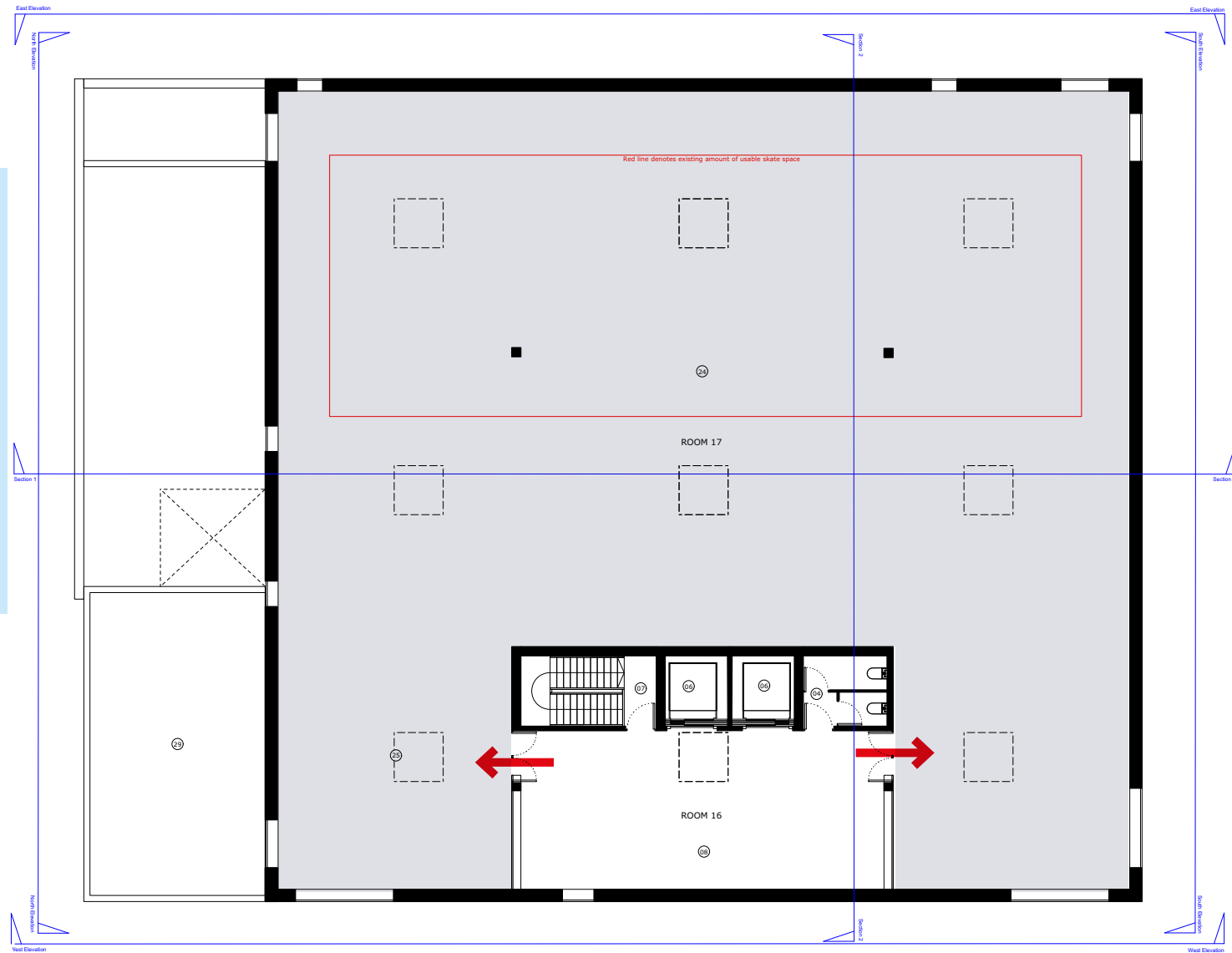
A NEW BYC FOR FUTURE GENERATIONS

The **third floor** will host an improved indoor skatepark almost double in size and height, with lift access and a larger seating area where viewing is possible.

“A new and bigger space will allow us to meet the demand for the huge number of young people that love the sport. Not only will we be able to accommodate more people, it will provide more ways for them to challenge and express themselves and additional seating and lift access will also allow us to run regular events to bring the community together.”

Liam Teague,
Skatepark Project Coordinator

Throughout the building, a series of undefined spaces have been created for young people to socialise and appropriate in whichever creative way they see fit and surfaces are left unfinished in places throughout the building to allow for murals.



01 PROPOSED Third Floor Plan
1:100



THIRD FLOOR PLAN

A NEW BYC FOR FUTURE GENERATIONS

ACCESSIBILITY

The new building is designed to be fully accessible with ramped access and lifts. Entrances have been considered so that young people who wish to access privately may do so without having to walk through social areas.

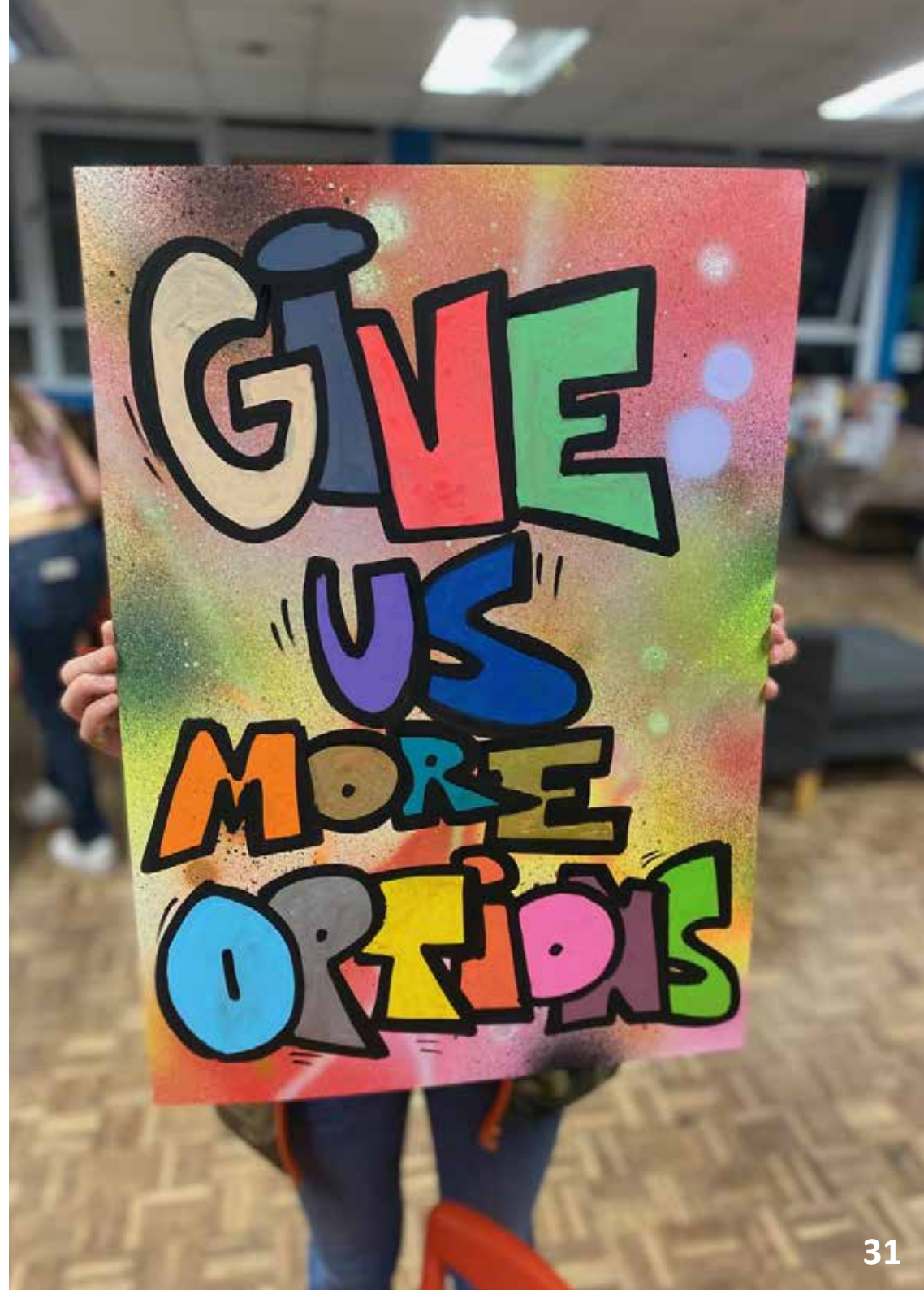
“A new building would represent an enormous asset for us. We work with young people who are bringing a lot of difficult experiences and emotions into the space. It is vital that we have a space that is safe, informal and does not feel like school or a service: a place where the young women feel they can belong so they feel able to express themselves, get creative and be inspired. Improved facilities would increase engagement, creativity and encourage more linking up with the wider work Brighton Youth Centre do, for us and for the girls taking part.”

**Jo Bates, Co-Director,
Miss Represented**

ENVIRONMENTAL PERFORMANCE

Cross laminated timber will be used throughout the new building to provide a sustainable renewable material with the lowest carbon content of any commercially available building material.

A triple-height wintergarden on the east side will act as a thermal buffer, while solar panels will be located on the roof to reduce carbon emissions and offset the need to purchase peak time electricity from the grid.



Brighton Youth Centre has robust finances with good reserves and a mix of income designed to ensure continuity of delivery, this is backed by history of delivering Youth Work in the City for over 100 years.

Brighton youth centre generates income from four main sources:

- Grant applications: 35%
- Room hires and lettings: 30%
- Activities: 38%
- Donations and fundraising: 6%
(Percentages are approximate)

We receive a council grant of £50k representing 15% of income

Our aim is to ensure a balance between different income sources to ensure consistency of funding and service delivery. Ownership of our building and freehold creates a cost and an opportunity to generate income.

Room hire represents 30% of our income and would increase significantly with better facilities. Where possible we hired to organisations that have similar Youth Work Aims and Ethos. We support individual youth practitioners and organisations by offer space on a sliding scale from free to full cost. This enables smaller projects who may not have consistent funding to continue to deliver whilst we provide free accommodation, when funding is available these projects

then contribute to the overall costs at an affordable rate. We also support these groups around issues such as safeguarding and programme development where needed whilst they broaden the offer of services available to Young People.

We currently have a wide range of groups using the building and we particularly are focusing on increasing daytime use of the building during term times as this is when there is the most spare capacity .

We receive a range of grant funding. We are the lead organisation for the central area funding for Youth Work from the City Council. We receive £100,000k a year of which we give 50% to three other voluntary sector organisations in the central area, Youth Advice Centre, Turner Project and Young People's Centre. We generally apply for Arts Council funding for our Youth Arts Festival: b.fest,. Youth music funding for our, music programme and a number of smaller grants from local funders and big lottery to support the general programme.

Our aim is to increase grant funding but keep it balanced with increased lettings, activity and donations income so that we do not become over reliant on grant income that can be volatile and lead to disruption in delivery and staffing.

"I really hope the BYC can be refurbished or better yet, taken down and rebuilt. We came back briefly in early 2022 but had to leave again because the conditions our students, parents and teachers were faced with, were not the best. We ended up losing a lot of business because of the poor state of the venue.

BYC has a special place in my heart as I am sure it does for hundreds of young people (past and present). This city needs a central location where young people can socialise and engage in positive activities. I urge you to please bring the BYC to this era and help it change the lives of young people in this city."

JP Omari
Director & Choreographer
of Streetfunk

"Since February 2020 we have taken over a larger space in BYC that we pay rent for. We employ 6 local young people (aged 17 and 18) who work in the office as well. Over the last few years we have been donating and helping BYC in a variety of ways. We rebuilt their main office, we continue to provide them with free internet, and donate money and time for different causes."

Megan Leckie
Director Blockbuilders

Income from activity is almost exclusively from the skate park as the Youth Work programme is free to young people. The skate park subsidises open skate sessions by charging for skate courses. We always ensure that there are ways of accessing both the lessons and open Skate at no cost where this is needed to ensure the participation of a young person.

Between this income and some fundraising activity the Skate park covers its staffing and maintenance costs. We anticipate we use of the Skate Park will increase with the rebuild as the facility will become significantly larger and have more and better features..

Donations and fundraising is an area we believe we can make significant gains. Brighton Youth Centre has been operating for over 100 years and there are significant numbers of ex members in the community across the City. We will develop a donations programme to encourage smaller regular donations from ex members, parents and supporters alongside larger donations from individuals and businesses.

Post Rebuild - Profit and Loss Model

Model for years 1 to 3

Category	New building (2025)			Current Year 2022/23 Forecast (£)
	Year 1 (£)	Year 2 (£)	Year 3 (£)	
Turnover				
Membership & subs	15,000	17,500	20,000	4,000
Room Hire	125,000	135,000	150,000	100,000
Skate Prog Income (incl Merch & Food Sales)	57,304	60,169	63,177	45,984
Skate Course	44,125	46,331	48,648	35,300
Grants and SLAs	200,000	210,000	220,000	125,500
Legacies and Donations	20,000	30,000	45,000	21,000
Total Turnover	461,429	499,000	546,825	331,784
Cost of Sales				
Skate Programme Cost of Merch & Food Sales	8,125	8,531	8,958	6,500
Total Cost of Sales	8,125	8,531	8,958	6,500
Gross Profit	453,304	490,469	537,867	325,284
Administrative Costs				
Youth activity programme	24,698	27,932	35,204	13,698
Youth Music Programme	7,081	7,435	7,807	7,081
Skate Programme Costs and Fees	5,552	5,829	6,121	5,932
B Fest	9,000	9,450	9,923	8,723
Staff Training	4,000	4,600	5,205	1,200
Salaries & Associated Costs	252,085	274,689	304,798	159,000
Salaries: management & admin	50,000	52,500	55,125	45,000
Repairs & Renewals	5,000	5,250	5,513	11,963
Long-term Maintenance	10,000	10,500	11,025	0
Utilities, Fire Alarm, IT, Subscriptions, Systems	27,230	28,592	30,021	16,500
Cleaning, Admin Supplies	15,253	16,016	16,817	14,000
Audit/Accountancy, Bank Chges, Ins, Prof fees	15,800	16,590	17,420	13,680
Building Plans	0	0	0	15,000
Rates	2,691	2,825	2,966	2,330
Total Administrative Costs	428,389	462,208	507,943	314,106
Operating Profit	24,915	28,261	29,924	11,178
Profit on Ordinary Activities Before Taxation	24,915	28,261	29,924	11,178
Profit after Taxation	24,915	28,261	29,924	11,178

Note: Rate of inflation applied to costs is 5% pa applied on top of year one figures

Current building

Budget Projections

We have created a 3-year project budget from the opening of the new building based on current income and expenditure. Our aim is to create a sustainable budget with increases in income balanced by increased expenditure on staffing and programme. The budgets are set to achieve youth work staff cover and programme funding for seven day a week opening. As well as increasing our paid staffing team we will recruit additional volunteers.

These figures represent our minimum expectation for income. However it is important to note that even if income was significantly worse than forecast we can easily cover the building cost and basic delivery to keep the building operating. Our partner delivery and Skate Park would also ensure a mixed programme on a no cost basis.

Current cash reserves are in excess of £430,000. Up to £200,000 has been allocated to ensure that delivery can continue whilst building is in progress. Reserves also provide a level of protection from unexpectedly low income or cash flow issues.

BYC Post-rebuild Financial Model – Accompanying Notes

Income:

Donations and Legacies: There has been exceptional donation income this year and last including one major donation, and year one of the model is projected to generate a similar amount. The Brighton Youth Centre (BYC) currently has no active

fundraising programme, and whilst exceptional these figures show what can be brought in without an active fundraising programme and without the planned publicity programme associated with the rebuild. BYC is developing plans for and will invest in fundraising [both through professional fees to consultants and potentially through salaries or proportions thereof]. It plans to capitalise on the rebuild publicity, develop a proactive alumni programme, develop a fundraising campaign month with a key feature fundraising event, and actively facilitate volunteer fundraising activity. As part of these plans BYC has a longer term aim to develop a legacy fundraising stream.

Grants and SLAs: Going forward BYC plans to avoid over-reliance on short term grants, and on grants as too high a proportion of its income. It plans instead to seek longer term grants and SLAs to boost the sustainability of its financial model. These are of course highly competitive, but its projections are intentionally not over-ambitious, and its increased activity in all areas of its youth work, increased awareness of its delivery, and an increased focus on demonstrating impact will support these endeavours significantly.

It should be noted that BYC is experienced in securing grants and SLAs, has a strong and developing prospect list for grants, and is willing to continue to invest in these income streams (again, both through professional fees to consultants and potentially through salaries or proportions thereof).

PROJECT MANAGEMENT

We will work with experienced design and architecture practice Alter & Company, who have undertaken design, engineering and costings for the project. Before founding Alter & Company in 2016, Grant Shepherd and Leith McKenzie have worked with a range of prestigious practices where they have been involved in over 80 projects, and led teams producing large scale award winning projects and urban designs in the UK, USA and Europe.

As soon as funding is confirmed we will appoint an experienced project coordinator. The project coordinator will play a key role in ensuring the most cost-effective and competent contractors are selected and that they will carry out the works safely, efficiently and to the highest standards. They will also bring additional capacity to the project, mitigating the effect the project will have on current management and staff responsibilities.

They will be overseen by a building sub committee made up of BYC board members, BYC senior management,

BHCC representatives and co opted advisors.

Overall direction and oversight of the project will be provided by CEO Mike Roe. Mike has had directorial oversight on our programme for the past 12 years, delivering 50 projects, including complex regional and national partnerships. Brighton Youth Centre is an established well managed and financially sustainable charity. Our team has experience of managing large budgets, local government agreements and many other trust and foundations grants.

Brighton Youth Centre's Board will be closely involved in reviewing the project's progress, to ensure financial and organisational risks are closely monitored. They will do this through reports from the building sub- committee, quarterly project management and finance scrutiny meetings, in addition to existing Board meetings.

Together, the board have over 60 years experience of working in the youth sector local and nationally, including extensive experience delivering complex projects and partnership contracts across Brighton and Hove.

MEASURING IMPACT

This project would transform youth work in the city. It will provide a city-wide hub for youth work in Brighton & Hove, bringing organisations together and promoting collaboration to improve outcomes for young people in the city. It will more than double the number of young people accessing Brighton Youth Centre, supporting 2,500–3,500 young people each year. It will significantly improve young people's health and wellbeing, support them to develop skills for life and employability and significantly contribute to social, environmental and economic value in the city. It will provide top class accessible facilities for Young People and Youth Work providers to use.

We will continue work with specialist evaluation support consultants to measure the project's impact. This will include a mixture of quantitative and qualitative data including:

- Quarterly monitoring reports measuring KPIs like number of young people using services, demographics of users and outcomes
- Quarterly finance monitoring reports to assess the project's ongoing sustainability
- Twice yearly narrative reports including feedback from young people and partner organisations and evaluation interviews with youth centre staff
- An annual project evaluation led by BYC staff.

ACADEMIC TESTIMONIAL

Brighton Youth centre's work is locally and nationally recognised as a site of innovative practice and established partnership working. One key strength of BYC is the centrality of an asset-based approach. This approach is young person-centred – rather than deficit-centred. This is reflected in the commitment to open youth work, and partnership work centred on empowerment and youth voice. By doing so, BYC's ability is striking to reach across age range – including older youth – an increasingly neglected area in much youth provision. This strengthens the youth centre's offer – spanning health, education, culture, sports, and arts that reaches out to many under-represented groups.

Brighton Youth Centre's work bridges multiple community providers and has provided a welcome and important link for scholars in reflecting on and developing responsive practice

and drawing on research-based evidence. My engagement with BYC includes developing research insights, dissemination and drawing on BYC's expertise in further developing training for undergraduate and postgraduate education provision.

BYC is ideally situated, strategically and geographically, to build upon their existing inclusive work in partnership with others in extending the youth work offer. Secure funding will enable BYC's ability to expand and secure future services and develop further strategic provision to further promote and expand their vital work for the diverse young people of Brighton and Hove.

Dr Fin Cullen
Senior Lecturer, St Mary's University
Strategic Committee member
Professional Association of Lecturers
in Youth and Community Work

I know Brighton Youth Centre well, having worked together on research-informed and practice-centred events bringing together youth workers, young people and others to develop and support youth work in Brighton and beyond. I have often visited the youth club and spoken in depth with young people and youth workers there.

BYC is a beacon of youth work – it has a long-established presence in the city, yet there is always innovation and development – not for its own sake but emerging from the creative energy, commitment and collaboration of young people, volunteers and professional youth workers.

Among its many strengths is its truly youth-centred practice (for example incredible festivals and arts events that are run by and for young people) and its strong and substantial support from (and to) volunteers, many of whom are former members of the club. Young people are respected, listened to, and

feel a sense of belonging – those with complex lives and challenges have told me that they can talk to the youth workers about things they can't tell other professionals, because they know the youth workers genuinely care and can support them. Amongst this sometimes very serious and challenging work, the youth club is a fun, lively and nurturing place that creates space for a wide diversity of young people in terms of social class and income, gender/gender identity, race/ethnicity, disability, neurodiversity, and sexuality, who come together as well as creating spaces for themselves.

The young people and youth workers here are creative, reflective and original in relation to designing and using youth work spaces, and I am excited to see their ideas come to fruition.

Dr Tania de St Croix,
Senior Lecturer,
King's College London

ACADEMIC TESTIMONIAL

The youth centre can function with young people at the centre because it owns its building, giving young people the autonomy that is crucial for their voices to have parity with those in positions of power/responsibility. Too often young people's voices end up as tokenistic because they have to meet and discuss in places that are controlled by adults with specific agendas. It was deeply impressive to be invited into such a vibrant, busy, exciting and appropriate place when we came together to discuss the role of arts in young people's lives, because the young people were empowered

and able to speak their truth to us. We could see that the centre was equipping young people with the skills for work, life and to support others. We could sense they 'belonged' to the centre and many spoke of the importance of being in a place where, to quote one young person, 'you let me take my own time: you didn't box me...'

We academics learned a great deal!

Gabrielle Ivinson
Professor of Education and
Community, Manchester
Metropolitan University