YSS

England & Wales · Charity number 1081992

Details

Other names	YOUTH SUPPORT SERVICES LIMITED, YSS LTD, YSS
Status	Registered
Legal form	Charitable company
Company number	04024428
Registered	2000-08-11
Register	View on the Charity Commission register

Contact

Address	Warndon Community Centre Shap Drive Worcester WR4 9NX
Phone	01905 730780
Email	finance@yss.org.uk
Website	www.yss.org.uk

Activities

Objects: THE RELIEF OF CHILDREN, YOUNG ADULTS AND OTHERS (INCLUDING ADULTS, FAMILIES AND CARERS) WHO ARE IN NEED THROUGH HAVING COMPLEX NEEDS SUCH AS OFFENDING, MENTAL ILL HEALTH, HOMELESSNESS, PROBLEMATIC SUBSTANCE MISUSE AND/OR WHO FACE DIFFICULT LIFE CHALLENGES SUCH AS UNEMPLOYMENT, FINANCIAL HARDSHIP, LACK OF POSITIVE ROLE MODELS, SEPARATION, LOSS AND LOW SELF ESTEEM BY HELPING THEM TO DEVELOP NEW SKILLS AND IMPROVE THEIR RESILIENCE, ENABLING THEM TO LEAD POSITIVE AND CONSTRUCTIVE LIVES IN SOCIETY AND ACHIEVE THEIR POTENTIAL. THE CHARITY'S WORK IS CARRIED OUT PREDOMINANTLY IN WEST MERCIA (HEREFORDSHIRE, SHROPSHIRE, TELFORD AND WORCESTERSHIRE); AND SUCH OTHER CHARITABLE PURPOSE OR PURPOSES AS THE CHARITY FROM SHALL TIME TO TIME DETERMINE

Activities: To provide community based support services for children, young people, adults and families who are vulnerable, have complex needs and who face difficult life challenges.

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training
- **Who:** Children/young People

Geography

- **Area of benefit:** WORCESTERSHIRE AND HEREFORDSHIRE
- Herefordshire
- Shropshire
- Telford & Wrekin
- Warwickshire
- Worcestershire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,036,951	£940,022	£637,373	30
2024-03-31	£1,290,772	£1,193,327	£540,444	35
2023-03-31	£1,364,774	£1,658,474	£442,999	44
2022-03-31	£1,506,691	£1,453,593	£736,699	45
2021-03-31	£1,510,177	£1,409,070	£683,601	48

Trustees

Name	Role	Appointed
Richard Quallington	Chair	2024-09-02
Dal Veysey		2025-04-14
FIONA ELIZABETH CHARNY		2016-09-16
Gary Woodman		2024-09-02
Jared Whitehouse		2022-05-09
Justin Bryant		2025-04-14
LADY SUSANNA JANE MCFARLANE		2004-03-26
Sarah Fishbourne		2025-04-14

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YSS

England & Wales - Charity number 1081992

Accounts

(A company limited by guarantee)

Annual Report and Financial Statements for The Year Ended 31st March 2025

Charity registration number: 1081992

Company registration number: 04024428

YSS
Annual Report and Audited Financial Statements
For the Year Ended 31st March 2025

Legal and Administrative Information

Charitable Company Name	YSS (A company limited by guarantee)
Charity Registration Number	1081992
Company Registration Number	04024428

Trustees	Date of appointment
Fiona Charny	16/09/2016 (Interim Chair 22/03/2024 to 02/09/2024)
Lady Susanna McFarlane DL	26/03/2004
Nerys Thomas	08/06/2018 (resigned 02/06/2025)
Jared Whitehouse	09/05/2022 (Finance Lead from 27/06/2022)
Richard Quallington OBE - Chair	02/09/2024
Gary Woodman	02/09/2024
Justin Bryant	14/04/2025
Dal Veysey	14/04/2025
Sarah Fishbourne	14/04/2025

Patron	HRH The Princess Royal

Executive Management Team

CEO	Deborah Grantham
Head of Resources, Secretary, Deputy CEO	Stuart McCulloch
Operations Manager	Evangelia Palios-Hayden

Registered Office

Warndon Community Hub
Shap Drive
Worcester
WR4 9NX

Auditor

Ormerod Rutter Limited
Statutory Auditors
The Oakley
Kidderminster Road
Droitwich
WR9 9AY

Solicitors

Hallmark Hulme Solicitors
3, 4 & 5 Sansome Place
Worcester
WR1 1UQ

Bankers

Lloyds Bank Plc
4 The Cross
Worcester
WR1 3PY

YSS
Annual Report and Audited Financial Statements
For the Year Ended 31st March 2025

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Trustees' Report
(Including Director's Report)

The Trustees are pleased to present their annual report and the audited financial statements for the year ended 31 March 2025. The financial statements comply with the statutory requirements, the Statement of Recommended Practice, and the charitable company's governing document. They have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the Companies Act 2006, the Charities Act 2011, and Accounting and Reporting by Charities: Statement of Recommended Practice (FRS 102) as published in October 2019.

Trustees of the charity and constitution

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees who served during the year are set out in the legal and administrative information at the front of the accounts. There were no declarations of interest from any Trustee during the year.

The charitable company is governed by its Memorandum and Articles of Association, adopted on 30 June 2000, and operates under the name YSS.

Objectives and activities

For public benefit, YSS works to relieve the needs of children, young adults, families, carers, and others who have complex needs arising from offending, poor mental health, homelessness, or problematic substance misuse. We also support those facing life challenges such as unemployment, financial hardship, separation, loss, and low self-esteem.

Our aim is to help people develop skills, resilience, and opportunities to lead positive, constructive lives and achieve their potential. Our work primarily benefits people in Herefordshire, Shropshire, Telford & Wrekin, and Worcestershire.

We deliver this through a range of tailored, one-to-one services and the recruitment and training of local volunteers who bring diversity, challenge assumptions, and help provide local solutions to local issues.

Fundraising

- YSS does not rely on public fundraising to deliver its services and does not employ fundraising agencies to solicit donations by phone or in person.
- We benefit from the generosity of individuals, community groups, and trusts who believe in our mission.
- We adhere to the Code of Fundraising Practice, do not share donor details, and respect requests for no further contact.
- In 2024–25, our part-time Fundraising and Communications capacity was impacted by role changes following the loss of a contract.
- Grant funding and trust applications have been led by the Senior Management Team, supported by service teams.
- No complaints were received regarding fundraising activities during the year.

Public benefit statement

The Trustees confirm that they have complied with the duty set out in Section 17(5) of the Charities Act 2011 and have referred to Charity Commission guidance on public benefit when reviewing aims and planning activities. All our programmes and services are designed to deliver measurable benefits for individuals and communities, with a clear link to our charitable purposes.

Achievements and performance

2024–25 was a year of significant organisational change, continuous improvement, and sustained high demand for our services.

We maintained our Matrix accreditation, with extremely positive feedback from the assessor recognising our commitment to continuous improvement and the tangible steps we have taken over the past year to strengthen communication, standardise processes, enhance staff skills, and improve service delivery across all programmes.

There were no breaches or compliance issues across the services.

Governance and Leadership

YSS continues to strengthen its governance, leadership, and strategic resilience to ensure the charity remains robust, accountable, and forward-looking. Over the past year, we have enhanced and diversified Board capacity through the recruitment of three new Trustees, reviewed governance frameworks, and maintained effective oversight through regular Board meetings. The Board continues to meet regularly and play an active role in shaping YSS's strategic direction, scrutinising performance, and supporting the development of a strong organisational culture and the development of YSS's emerging strategy and preparations for our 40th anniversary in 2026.

Risk Management

Trustees regularly review the organisational risk register, identifying major risks, assessing likelihood and impact, and implementing control measures. This process aligns with Charity Commission guidance.

Key Risks Identified and Mitigated During the Year

• Financial risk from loss of contracts – Addressed through organisational restructure, cost controls, and proactive funding work.

• Safeguarding risk – Maintained robust policies, trained staff and volunteers, and ensured clear leadership oversight. Increased the number of Deputy Designated Safeguarding Leads.

• Health & Safety risk – Maintained lone-working systems and protocols.

• Internal communication risk – Addressed through quarterly whole-organisation meetings, team away days, and the staff survey.

Service Restructure and Leadership Changes

Introduced a streamlined leadership model with one Operations Manager overseeing all service areas, plus strategic responsibility for business development, volunteering, and research partnerships.

- SMT now consists of the CEO, Head of Resources, and Operations Manager
- A new Service Manager oversees Connect and Women's services reports into the Managing Director, with two Team Managers (adults and CYP/families) reporting to the Operations Manager.
- This has freed the Operations Manager to focus on business development, new service development, academic links, and safeguarding.
- Reduced overhead costs while maintaining service quality.

Improved Communication and Staff Engagement

- Introduced quarterly whole-organisation events: April & September online (updates, knowledge sharing), July & December in-person wellbeing/team building days.
- Leadership meetings every 8 weeks with Service and Team Managers to cascade information.
- Bi-monthly Children and Young People team meetings to connect staff working in children's services
- Quarterly creative thinking sessions for staff in isolated roles, e.g., Remember Veterans.
- 2024 staff survey (85% response) highlighted improved idea sharing, stronger management presence, and positive morale, alongside a need for more creative collaboration opportunities.

Impact and Outcomes 2024–25

At YSS, impact is measured not only in numbers but in the lives changed, barriers removed, and confidence restored. Our work continues to demonstrate the power of early intervention, person-centred support, and strong partnerships across Worcestershire, Herefordshire, Shropshire, and Telford & Wrekin.

Headline Achievements

- 1,000+ individuals and families were supported across all services.
- 72% of cases achieved full outcomes upon closure.
- 458 service users achieved multiple positive outcomes — an average of 2.2 outcomes per person.
- 946 new referrals were received during the year, with over 760 individuals receiving direct assessment and support.

Service Highlights

- **MORSE Service:** Expanded with the launch of *MORSE Youth* — an 18-month pilot for under-18s addressing impulsivity and reducing re-offending. 78% of participants said they would "highly recommend" the programme.
- **Worcestershire Young Carers:** Supported **213 young carers**, including **58** who received 1-to-1 support. 35% were under 10 years old, highlighting the importance of early help and preventative care.
- **Families First:** Provided tailored emotional and practical support to **16 families and 11 children** affected by parental imprisonment. A new partnership with HMP Hewell developed a reintegration workbook to support family stability following release.
- **Women's Services (Chrysalis):** Supported **35 women** through **168 LifeSkills sessions**, with £23,000 in grants distributed via The Smallwood Trust to improve financial stability and confidence.
- **Remember Veterans:** Continued to deliver life-changing support to ex-armed forces personnel across West Mercia, improving mental health, housing stability, and community reintegration through trauma-informed practice.
- **Connect** – supporting males in custody, on remand or on community orders to prevent homelessness.
- **Volunteering:** Volunteers contributed **over 1,200 hours** of service, extending YSS's reach across programmes such as Young Carers and Action for Children.

Impact in Action

Behind every statistic lies a story of change — someone finding safety, rebuilding trust, or discovering new confidence.

"You've been the only person in the five months since I was released who has actually listened to me." — *Service User, Connect Programme*

- YSS has been a lifesaver."
- "The jigsaw has been put back together, and I have hope for the first time in years."
- "The course made me think about my driving style and attitude... it succeeded brilliantly."

Consistency in Documentation and Impact Measurement:

- Introduced age-appropriate impact measurement forms for children and young people.
- Integrated forms and outcomes tracking into CRM.
- Delivered one-to-one IT support across the whole organisation to ensure understanding and compliance.
- Managers now conduct dip-sampling to ensure data completion.
- Produced our first Impact Report for the period 1st January 2024-31st December 2024

Staff Development:

- Completed audit of IAG qualifications: 1 NVQ4 DiP RSA, 1 Level 6, 1 Level 4, 2 Level 3.
- Encouraged Level 2 completion – 5 staff completed, 1 in progress – now all CYP workers hold IAG qualifications.
- All managers have undertaken in-house supervision training to ensure consistent and empowering supervisions.
- All managers now receive 8 sessions of Leadership mentoring through an external provider. The feedback has been very positive and staff have stated they found the sessions, "informative", "supportive" and "gave additional tools and strategies to be able to find answers to issues they were facing".

Partnerships and Innovation:

- Strengthened collaboration with statutory, voluntary, and community partners.
- Expanded volunteer recruitment and training, including Appropriate Adult, infrastructure roles (such as admin support) and wider mentoring roles.
- Continued to refine our CRM system to improve outcome tracking and evaluation.

Commitment to Quality and Safeguarding

Safeguarding remains at the heart of YSS's culture and practice. Every staff member and volunteer is trained in trauma-informed approaches and safeguarding procedures, ensuring that the people we support are treated with dignity, respect, and compassion. Oversight is provided by the Designated Safeguarding Lead and two Deputy Leads, who ensure that policies, training, and reporting systems remain robust, consistent, and responsive.

Interim safeguarding trustee arrangements remained in place during the year, with recruitment to a permanent safeguarding trustee role planned for 2025. All safeguarding policies were reviewed and updated as part of our annual governance cycle, and training was delivered to staff and volunteers throughout the year. No serious safeguarding incidents occurred, reflecting the strength of our preventative approach and reporting culture.

Comprehensive monthly safeguarding reports were produced and shared with Trustees, enabling continued Board oversight and assurance that safeguarding remains a top organisational priority.

Looking to the Future

Key Challenges for 2025–26

Looking ahead, YSS faces several strategic and operational challenges as we adapt to an evolving external landscape. Sustaining and diversifying funding remains a priority, particularly as short-term grants end and national commissioning frameworks change. We will continue to prepare for the Ministry of Justice's re-commissioning of men's services while maintaining high-quality delivery across existing contracts. Recruitment and retention of skilled staff, alongside embedding new Trustees and strengthening leadership capacity, will be central to maintaining resilience.

Demand for our services continues to grow, creating pressures on capacity and waiting lists, while the need for robust data and impact reporting, improved digital systems, and continued investment in our CRM remain critical. These challenges will be addressed proactively through collaboration, innovation, and careful forward planning to ensure YSS remains strong, sustainable, and responsive to community need.

Key Priorities for 2025–26

• Securing Long-Term Funding – Strengthen financial sustainability through new partnerships, multi-year grant applications, and engagement in national commissioning opportunities, including Ministry of Justice contracts.

• Enhancing Governance and Leadership – Embed newly appointed Trustees, develop Board sub-committees where identified, and continue leadership development across the Senior Management, Leadership team, and wider staff teams.

• Investing in People – Prioritise staff wellbeing, professional development, and retention, ensuring manageable workloads and a strong, trauma-informed culture.

• Improving Data and Digital Systems – Further develop our CRM and reporting frameworks to improve data accuracy, impact measurement, and efficiency.

• Strengthening Service Quality and Reach – Maintain high-quality delivery across all YSS services, explore expansion in Warwickshire and Herefordshire, and respond to emerging community needs.

• Building External Influence and Partnerships – Deepen collaboration with local authorities, the PCC, Probation Service, and voluntary sector partners to influence policy and promote the role of community-based rehabilitation.

• Preparing for YSS's 40th Anniversary (2026) – Celebrate four decades of impact through our "40 for 40" campaign, strengthening public awareness, supporter engagement, and organisational legacy.

Strategic Planning and Future Direction

Work has begun to refine YSS's Vision, Mission, and Purpose, ensuring they are fully aligned with our organisational Theory of Change. This refresh will be completed in Sprung 2026 and will underpin the development of our new 2027 organisational strategy.

Early engagement with staff, Trustees, and external stakeholders has already begun, helping to identify emerging needs, sector changes, and opportunities for growth. Evidence from our Matrix accreditation review and Continuous Improvement Check has been incorporated into our planning cycle, strengthening internal communication, standardising processes, and enhancing impact measurement.

We continue to invest in data-driven decision-making, with our improved CRM system and new impact measurement tools now fully embedded, providing a stronger evidence base to inform service design, performance management, and future funding bids.

Chair's Review

This year has been one of change, challenge, and commitment. The cost-of-living crisis continues to drive up demand for our services, with more people reaching out to YSS for help with housing, mental health, financial hardship, and community reintegration.

We have adapted our structure to be leaner, more efficient and financially sustainable. Moving to a single Operations Manager model has allowed clearer decision-making, better coordination across services, and more opportunities for staff voices to be heard.

Despite pressures, the quality of our support has remained exceptionally high. Service users have described our work as "life changing" and "the best thing that could have happened to me."

These words reflect the dedication of our staff and volunteers, who go above and beyond every day.

In October 2024, we were delighted to welcome our Patron, HRH The Princess Royal, to YSS. HRH has been our Patron since 2008, showing unwavering commitment to our mission and the communities that we serve.

This visit was a valuable opportunity to share our recent achievements, highlight the dedication of our staff and volunteers, and demonstrate the difference YSS makes in people's lives. HRH's continued support helps raise our profile, strengthen relationships with partners, and inspires confidence in our work across Warwickshire and West Mercia.

Looking ahead, we know we must continue to:

- Secure sustainable funding for our core services.
- Strengthen communication and transparency with staff.
- Build on our partnerships to reach those most in need.
- Increase our Board membership
- Work towards the development of our new strategy

I want to thank my fellow Trustees, the Senior Management Team, our staff, volunteers, and partners for their resilience and unwavering belief in what YSS can achieve. Together, we will keep making a difference – one person, one family, one community at a time.

Richard Quallington OBE

Chair

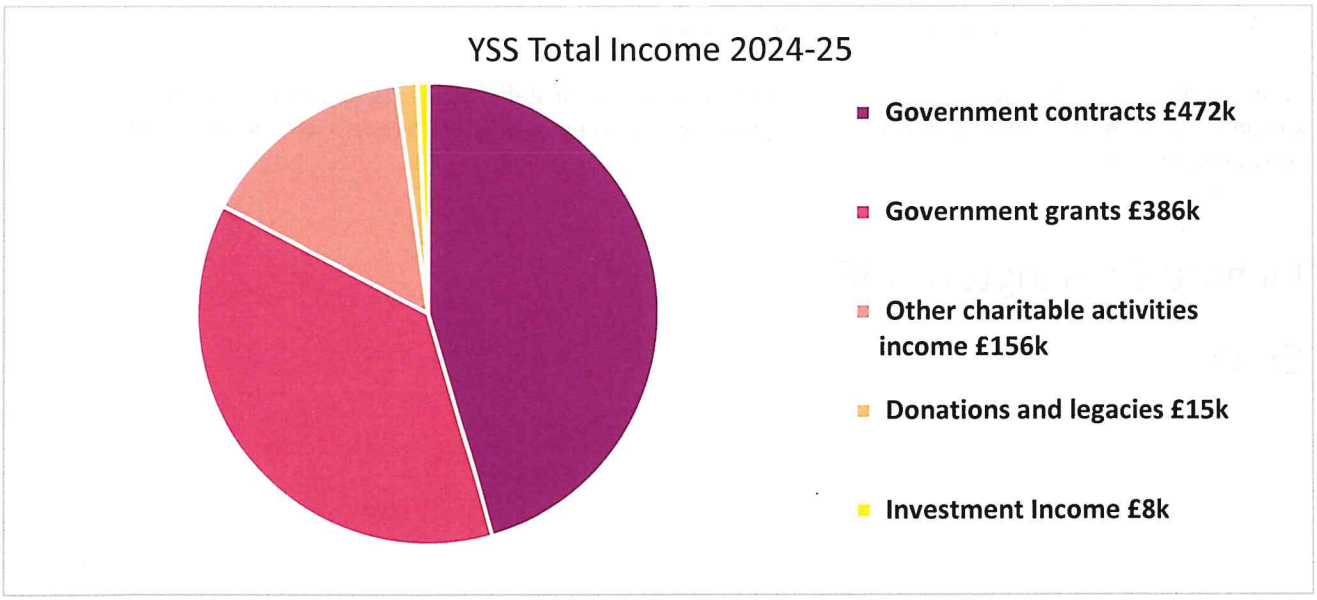
Financial Review For the year ended 31 March 2025

The Charity reported an operating surplus of £96k (2024: £97k surplus), this has resulted from the early receipt of funding and salary savings made in year, which will both be utilized in the following year 2025/26. YSS has generated a negative cash flow from our charitable activities of £54k (2024: £133k positive). There was a reduction in income compared to the previous year due to the ending of a significant government contract.

A summary of YSS' six-year financial performance is as follows:

Year	Total Income	Total Expenditure	Net Surplus	Net Surplus
	£'000	£'000	£'000	%
2019/20	1,705	1,713	(8)	(0.47%)
2020/21	1,510	1,409	101	6.69%
2021/22	1,507	1,454	53	3.52%
2022/23	1,365	1,658	(294)	(21.6%)
2023/24	1,290	1,193	97	7.52%
2024/25	**1,036**	**940**	**96**	**9.27%**

YSS Total Income 2024-5



The position of YSS Reserves at 31 March 2025

The Trustees have recently reviewed the organisation's reserves (funds) policy and confirmed the classification of funds, the reason why the organization holds such funds and the amounts involved. The policy is intended to ensure that YSS holds unrestricted funds to maintain financial resilience, to invest in essential capacity during short-term funding shortfalls, allow time for reorganisation in the event of a longer-term downturn in income, protect ongoing work and allow YSS to meet its legal requirements.

Trustees will keep the reserves policy and the level of funds held under regular review during the year.

The balance of unrestricted, available reserves at 31 March 2025 has decreased to £305,420 (2024 - £310,996). The in-year surplus generated in 2024/25 was allocated against restricted reserves.

Investment Policies

The Trustees invest surplus funds in interest bearing bank and savings accounts with a combination of instant and short notice access, to ensure that the funds are readily available as and when required.

Structure, Governance & Management

YSS is a charitable company limited by guarantee. The current Board of YSS consists of eight Trustees who meet six times a year. The Board is led by the Chair and is supported by the Finance Lead.

The Board of Trustees is responsible for setting the organisational strategy with the CEO. The day-to-day operational management is delegated to the CEO. Trustees undertake various roles to provide scrutiny of the organisation's performance and to review risk. The CEO meets regularly with the Chair of Trustees and formally reports to the Board at every meeting.

The Senior Management Team (SMT), led by the CEO, meet every month to drive operational and strategic performance. A separate leadership team including all those with line management responsibilities, recognising the significant role they play in day-to-day operational activities, meet for a full day at least annually. SMT meet every week either in person or using virtual meeting rooms to continue delivering strategic and organisational objectives in what has remains an evolving but consistently difficult economic environment. The Trustee Meetings and discussions also utilise virtual technology.

Method of Appointment of Trustees

New Trustees are appointed by the Board. A formal application procedure is in place to ensure Trustee recruitment is based on organisational needs. This includes a role description and person specification, an application and a formal interview process. The Recruitment and Nominations Panel leads the recruitment process and makes recommendations to the Board which has the final say on all trustee appointments.

All new Trustees will serve for a maximum of 10 years: a one-year initial term followed by up to three further terms of three years. A formal review with the Chair will take place six months prior to the end of each three-year term. Trustee supervision and support is undertaken by the Chair of Trustees.

The Board supports the principles of good governance contained within the Charity Governance Code. The Board of Trustees have also agreed that provision be made, subject to ongoing review, that a Board Member with a term of over ten years be reappointed for a further limited period to support transitional arrangements for new trustees. The Board is set to review its succession planning strategy in 2025/26 financial year.

The entity's ability to continue as a going concern

The directors have prepared the financial statements on the going concern basis, which is based on the following:

- The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.
- The Trustees and directors carefully monitor the financial performance during each financial year, and despite the challenging economic environment, we are currently performing ahead of the forecast budget although a deficit for the year has occurred.
- The management continued to assess the financial risk and has undertaken additional stress testing analysis of incoming resources in 2025/26 financial year and determined that there are no material uncertainties that casts significant doubt upon the entity's ability to continue as a going concern for the next 12 months.

Legal proceedings

The Directors are not aware that there are any pending legal proceedings that would have a material adverse effect on the financial position or operations of YSS.

Statement of Trustees' responsibilities

The Trustees (who are also directors of YSS for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2019 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departure disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

Ormerod Rutter has expressed their willingness to continue in office and will be proposed for re-appointment at the Annual General Meeting.

Approved by the Board of Trustees on 26 January 2026 and signed on behalf of the Board:

Richard Quallington OBE

Chair of Trustee

Independent Auditor's Report to the Members of YSS

Opinion

We have audited the financial statements of YSS Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *'The Financial Reporting Standard applicable in the UK and Republic of Ireland'* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the company, we identified the principal risks of non-compliance with laws and regulations including those that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, and the extent to which non-compliance might have a material effect on the financial statements. Audit procedures performed included discussions with management, review of board meeting minutes, testing of journals, designing and performing audit procedures and challenging assumptions and judgements made by management in relation to accounting estimates.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Colm McGrory FCA (Senior Statutory Auditor)
for and on behalf of Ormerod Rutter Limited

27/1/2026

Chartered Accountants
Statutory Auditor

Ormerod Rutter Limited
Chartered Accountants
The Oakley
Kidderminster Road
Droitwich
Worcestershire
WR9 9AY

Ormerod Rutter is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Statement of Financial Activities

(Incorporating Income and Expenditure Account)

	Notes	Unrestricted Fund £	Restricted Funds £	Total 2025 £	Total 2024 £
Income from:					
Donations and legacies	2	11,278	3,775	15,053	9,541
Income from charitable activities	3	-	1,013,826	1,013,826	1,273,352
Investment income	4	8,072	-	8,072	7,879
Total income		19,350	1,017,601	1,036,951	1,290,772
Expenditure on:					
Charitable activities	5	41,712	898,310	940,022	1,193,327
Total expenditure		41,712	898,310	940,022	1,193,327
Movement in funds being Income/(expenditure) for the year		(22,362)	119,291	96,929	97,445
Transfers between funds		16,786	(16,786)	-	-
Net Movement in Funds		(5,576)	102,505	96,929	97,445
Reconciliation of funds					
Total funds brought forward	14/15	310,996	229,448	540,444	442,999
Total funds carried forward		305,420	331,953	637,373	540,444

All income and expenditure derive from continuing activities. The Statement of Financial Activities incorporates all gains and losses recognised in the above two financial periods.

The notes on pages 17 - 36 form part of these financial statements.

Balance Sheet

Registered Number 04024428
As at 31 March 2025

	Note	2025		2024	
		£	£	£	£
Fixed Assets					
Tangible fixed assets	9	-		5,183	
			-		5,183
Current Assets					
Debtors	10	237,574		168,291	
Cash at bank and in hand		472,209		526,019	
		709,783		694,310	
Creditors: amounts falling due within one year	11	(72,410)		(159,049)	
Net current assets			637,373		535,261
Creditors: amounts falling due after one year	11a	-		-	
Net assets			637,373		540,444
Funds					
Restricted funds	14		331,953		229,448
Unrestricted funds - general	15	305,420		310,996	
- designated	15	-		-	
			305,420		310,996
Total funds			637,373		540,444

The financial statements on pages 14 -36 were approved by the board of Trustees and authorised for issue on 26 January 2026 and are signed on its behalf by:

Richard Quallington OBE
Chair of YSS Board of Trustees

Jared Whitehouse
Trustee, Lead on Finance

Statement of Cash Flows

	Note	2025	2024
		£	£
Cash flow from operating activities	19	(61,882)	124,888
Cash flow from investing activities			
Interest received		8,072	7,879
Purchase of fixed assets		-	-
Net cash flow from investing activities		8,072	7,879
Cash flow from financing activities			
Bank loan		-	-
Net cash flow from financing activities		-	-
Net increase in cash and cash equivalents		(53,810)	132,767
Cash and cash equivalents at 1 April 2024		526,019	393,252
Cash and cash equivalents at 31 March 2025		472,209	526,019

Notes to the Accounts

1 Accounting Policies

Basis of preparation

YSS (the charity) is a registered incorporated charity in the United Kingdom. The address of the registered office is given in the charity information page of these financial statements. The nature of the charity's operations and principal activities are to provide community based support services for children, young people, adults and families who are vulnerable, have complex needs and who face difficult life challenges.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Company Status

The charitable company is a company limited by guarantee. The members of the charitable company are the Trustees named in the Trustees' Report. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

Fund accounting

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Unrestricted funds

Unrestricted funds are available for use, at the discretion of the Trustees, in furtherance of the general objectives of the charitable company and have not been designated for other purposes.

Designated funds

Designated funds are unrestricted funds earmarked by the Directors for particular purposes.

Incoming Resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102).

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable and when the amounts are known with certainty and are measurable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charitable company, are recognised when it becomes unconditionally entitled to the grant.

- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charitable company earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.

Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charitable company and include audit fees and costs linked to the strategic management of the charitable company.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Tangible fixed assets

Tangible fixed assets are included at cost. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computers	33% straight line
Office equipment	33% straight line
Fixtures and fittings	33% straight line

Fixed assets below £500 are not capitalised.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Pensions

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions payable for the year are charged in the Statement of Financial Activities.

Tax

YSS is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Leasing commitments

Assets acquired under finance leases are capitalised and depreciated over the lease term and expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net future charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure for 2025/26 and 2026/27 financial years are sufficient with the level of reserves. The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.

2 Donations and legacies

	2025	2024
	£	£
Grants and donations – Restricted Funds	3,775	4,106
Grants and donations – Unrestricted Funds	11,278	5,435
	15,053	9,541

3 Incoming resources from charitable activities

	2025	2024
	£	£
Restricted		
West Mercia AA – Appropriate Adult	31,096	28,722
Worcestershire Young Carers - Core funding	110,804	110,805
Shropshire County Council Early Help – Enhance	-	396,445
Smallwood Trust – Women's Discretionary Fund	18,030	28,351
Smallwood Trust – Chrysalis	46,230	28,729
Smallwood Trust – Skills for Life	25,000	-
WW OPCC – Morse Safer Roads	242,444	235,383
WW OPCC – MORSE Youth	47,627	-
WM OPCC – Remembering Veterans	28,000	25,750
Action For Children – Worcs Early Help	50,500	79,984
Laslett's Trust	16,488	21,219
Families First	67,715	36,065
NACRO (MoJ)	329,892	259,275
Defence Medical Welfare Service	-	22,625
	1,013,826	1,273,352
Unrestricted		
MoJ Core Cost Funding	-	-
Sundry income	-	-
	1,103,826	1,273,352

Further details on the above projects/income streams can be found in **note 14**.

4	Investment income	2025	2024
		£	£
	Bank deposit interest	8,072	7,879
		8,072	7,879

All of the above income for this year and the comparative year was attributable to unrestricted funds.

5 Resources expended – Charitable Activities

	Criminal Justice	Mentoring and Support	Young Carers	Central Costs	2025 Total	2024 Total
Activities Undertaken directly	£	£	£	£	£	£
Employment Costs	499,670	92,060	85,382	77,561	754,673	888,707
Staff Training	2,011	605	2,108	4,429	9,153	16,509
Advertising and Promotion	-	-	0	968	968	3,110
Travelling Expenses	12,025	339	2,136	3,597	18,097	20,245
Service user Expenses & Club costs	3,323	13,530	9,297	0	26,150	63,046
Office Costs and Facilities	-	-	-	22,461	22,461	30,955
Admin Costs	5,122	-	1,841	-19	6,944	5,879
IT Costs	10,711	1,276	2,406	14,943	29,336	51,945
Insurance	-	-	-	15,795	15,795	25,065
Legal and Professional	800	-	3,322	13,199	17,321	5,848
Bank Charges	-	-	-	1,578	1,578	4,138
Trustee's Expenses and Meeting Costs	1,891	71	-	8,315	10,277	3,660
Conference Expenditure	-	-	-	-	-	-
Volunteer Costs	830	-	1,313	-	2,143	3,424
Subcontractor Costs	12,000	-	-	-	12,000	55,000
Governance Costs	-	-	-	7,941	7,941	10,274
Depreciation	2,996	475	611	1,102	5,183	5,520
	551,379	108,356	108,416	171,870	940,022	1,193,327

Of the total expenditure, a debit of £41,712 (2024: £54,792 debit) related to unrestricted funds and £898,310 (2024: £1,138,535) related to restricted funds.

6 Staff costs

	2025	2024
	£	£
Gross Salaries	671,387	781,933
Employer's National Insurance	55,588	64,158
Pension Costs	14,216	19,641
Redundancy Costs	9,553	18,394
Total Payroll Costs	**750,744**	**884,126**
Staff Welfare Costs	3,929	4,581
Total Staff Costs	**754,673**	**887,707**

Included in the above gross salaries figure are consultancy costs of £12,667 (2024: £16,189).

The average monthly number of employees during the year was as follows:

		2025 Headcount	2025 FTE	2024 Headcount	2024 FTE
Administration & management	-Full time	3	2.5	3	3.0
	-Part time	1	0.3	3	0.5
Support staff	-Full time	15	14.9	18	18.0
	-Part time	11	7.0	11	18.0
		30	24.7	35	30.6

No (2024: NIL) employees earned more than £60,000 per annum (including taxable benefits but excluding employer's pension contributions) during the year ended 31 March 2025.

No remuneration was paid to Trustees during the year.

The total amount of employee benefits received by key management personnel is £159,982 (2024: £189,612). The charity considers its key management personnel comprise of five individuals being the Managing Director, Head of Resources and three Operations Managers.

7 Net incoming resources for the year

The net incoming resources are stated after charging:

	2025	2024
	£	£
Auditors' remuneration	7,941	9,533
Pension costs	14,216	19,641
Depreciation	5,183	5,520

8 Taxation

As a charitable company, YSS, is exempt from tax on income and gains falling within section 478 of the Taxes Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen within the charitable company.

9 Fixed assets

	Office equipment	Computer equipment	Fixtures & fittings	Intangible assets	Total
	£	£			£
Cost					
At 1 April 2024	12,716	18,428	674	2,880	34,698
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
At 31 March 2025	**12,716**	**18,428**	**674**	**2,880**	**34,698**
Depreciation					
At 1 April 2024	12,516	13,670	449	2,880	29,515
Charge for the Year	200	4,758	225	-	5,183
Elimination on disposal	-	-	-	-	-
At 31 March 2024	**12,716**	**18,428**	**674**	**2,880**	**34,698**
Net book value					
At 31 March 2025	-	-	-	-	-
At 31 March 2024	200	4,758	225	-	5,183

10 Debtors

	2025	2024
	£	£
Trade debtors	156,635	86,314
Prepayments	2,049	-
Other debtors	78,890	81,977
	237,574	168,291

11 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	11,817	21,458
Social security and other taxes	13	2,114
Accruals	29,981	38,678
Deferred income (below)	30,600	83,730
RRLF Loan*	-	13,069
	72,411	159,049

*YSS took out £100,000 Coronavirus Recovery Loan backed up by UK Government Loan and provided by Social Investment Business in June 2021 to help fund our ICT transformation programme, as we found ourselves indirectly affected by the pandemic in that our ICT needed improvement following the general changes to working patterns and a bigger proportion of staff working remotely / from home.

Deferred income is analysed below:

	2025	2024
	£	£
Deferred income brought forward	83,730	3,000
Released in year	(83,730)	(3,000)
Deferred during the year	30,600	83,730
Deferred income carried forward	30,600	83,730

The amounts are deferred when the charitable company does not have unconditional entitlement to the income or when the invoice relates to the delivery of a service and is therefore only recognised to the extent that the charitable company has provided the service

Creditors: amounts falling due after one year	2025	2024
	£	£
RRLF Loan	-	13,069
	-	13,069

12 Pension Commitments

The charitable company operates a defined contribution pension scheme. Pension costs of £14,216 (2024: £19,641 representing contributions payable by the charitable company to the fund, were charged in the statement of financial activities during the year. No further contributions are payable for the year.

13 Operating leases

The total minimum lease payments due by the charitable company at 31 March 2025 in respect of non-cancellable operating leases are £NIL (2024: £NIL)

14 Restricted Funds - current year (£)

		Balance as at 01/04/2024	Incoming Resources	YSS Match Funding	Resources Expended	Balance as at 31/03/2025
West Mercia AA – Appropriate Adult		2	31,096	(13,365)	(17,732)	-
WYC	- Core	14,318	110,804	1,940	(126,440)	622
	- General	-	3,775	(1,940)	-	1,835
Smallwood Trust – First Direct		3,421	-	(3,421)	-	-
Smallwood Trust - Chrysalis		7,758	46,230	-	(25,372)	28,616
Smallwood Trust – Skills 4 Life		-	25,000	-	(22,522)	2,479
WWM CRC – Morse Safer Roads		47,067	242,444	(1,706)	(222,544)	65,261
WWM OPCC – Morse Youth		-	47,627	1,706	(34,333)	15,000
WM OPCC – Remember Veterans		3,482	28,000	12,690	(44,172)	-
Action for Children – Worcs Early Help		4,454	50,500	-	(45,129)	9,825
Families First		26,244	67,715	-	(40,493)	53,466
Laslett's trust		9,860	16,488	-	(16,488)	9,859
YSS Discretionary Donations		1,259	16,547	-	(16,547)	1,259
NACRO - MoJ		111,585	329,892	(12,690)	(285,055)	143,732
		229,448	1,017,601	(16,786)	(898,310)	331,953

14 Restricted Funds - prior year (£)

		Balance as at 01/04/2023	Incoming Resources	YSS Match Funding	Resources Expended	Balance as at 31/03/2024
West Mercia AA – Appropriate Adult		-	28,722	-	(28,721)	1
WYC	- Core	(541)	114,910	27,519	(127,570)	14,318
	- General	49,814	-	(49,814)	-	-
	- Children in Need	19,838	-	(19,838)	-	-
	- #iwill	1,788	-	(1,788)	-	-
Shropshire County Council Early Help		-	396,445	(59,192)	(337,253)	-
Smallwood Trust – First Direct		11,925	28,351	-	(36,856)	3,420
Smallwood Trust - Chrysalis		1,134	28,730	-	(22,106)	7,758
WWM CRC – ESS+		7,705	-	(7,705)	-	-
WWM CRC – through the gate		15,757	-	(15,757)	-	-
WWM CRC – Morse Safer Roads		1,106	235,383	1,640	(191,062)	47,067
WM PCC – New ESP		1,000	-	(1,000)	-	-
WM OPCC – Remember Veterans		-	25,750	-	(22,268)	3,482
Action for Children – Worcs Early Help		24,649	79,984	-	(100,179)	4,454
Families First		1,551	36,065	-	(11,372)	26,244
Laslett's trust		5,415	21,219	-	(16,774)	9,860
IOM – Iris		3,486	-	(3,486)	-	-
YSS Discretionary Donations		1,259	-	-	-	1,259
Eveson Trust		20,000	-	(20,000)	-	-
NACRO - MoJ		71,740	259,275	-	(219,430)	111,585
Mentoring - MORSE		1,640	-	(1,640)	-	-
Armed forces Covenant		8,729	-	(8,729)	-	-
VPPP		2,320	22,624	-	(24,944)	-
		250,315	1,277,458	(159,790)	(1,138,535)	229,448

West Mercia AA (Appropriate Adult) - Provide volunteers to support young people aged 10 to 17 years with appropriate adults within West Mercia.

Worcester Young Carers (WYC) schemes - Provide support for carers aged 7 to 16 years old and young adult carers from age 17 to 24 within Worcestershire.

Worcester Young Carers (WYC) Children in Need – To develop participation activities for young people.

Worcester Young Carers (WYC) #iwill – Community First - To develop and train a group of young Carers to become Worcestershire Young Carers' Ambassador

Shropshire County Council - Early Help - Provide Early Help interventions in Shropshire, for children young People and their families when their needs cannot be met by routine universal services.

Smallwood Trust – Women's First Direct - Discretionary Funding across all YSS projects to help women in financial adversity to become more resilient.

Smallwood Trust - Chrysalis - The women-only Chrysalis service, delivered in Shropshire and funded by Smallwood Trust, seeks to enable and empower women and their families to overcome disadvantage, inequality and poverty whilst increasing financial resilience.

Smallwood Trust – Skills for Life – funding to support women in gaining life skills.

WWM CRC – ESS+ - Provides an Enhanced Support Service to target groups of offenders most at risk of reoffending, across the West Mercia region.

WWM CRC – Through the Gate - Provides a Support Service which aims to prepare and help people to find their feet when they are released from custody. The service operates at HMP Hewell and HMP Featherstone.

WM OPCC – Morse Safer Road - An innovative safer roads initiative aimed at reducing the amount of road traffic offences being committed throughout West Mercia.

WM OPCC – Remember Veterans - To continue recruitment, training, support & co-ordination of the Veterans Champions network across West Mercia.

WM OPCC – New ESP – Employment Support Proramme, funding received in 2017/18 to support people aged 18 plus who are in, or at risk of being in, the criminal justice system with mental health issues, in order to break down barriers towards employability (real or perceived) and move them closer towards sustainable employment.

Veterans Voices - Veterans Voices is funded by the Armed Forces Covenant. As part of our work with veterans, YSS works with a small number of ex-military personnel across Shropshire and Telford, who have been involved in the Criminal Justice System and gave them the opportunity to be able to tell their stories in a safe and trusted environment.

Action for Children – Worcester City Early Help - Provide volunteers to deliver interventions for Worcester City Early help to work with young people and their families when their needs cannot be met by routine universal services.

Family First Support – Funded by Worcestershire Children First (part of WCC), offers practical and emotional support to families of those in prison who reside in Worcester city.

IOM – IOM Rehabilitation Intervention Service (IRIS) - Provide Intensive support to a nominated group of IOM ex-offenders across Telford and Shropshire

Laslett's Trust – Funding to support the recruitment and training YSS volunteers

Eveson Trust – Funding received to enhance Your Carers service

YSS Discretionary Donations – donations received from donors who would like the funds to be spent towards any YSS direct project costs (as opposed to any costs).

NACRO – MoJ – contract to support men on probation and leaving custody with their housing needs.

Bromsgrove District Council – one off grant to provide additional mentoring sessions for #MORSE service users

Armed Forces Covenant – one off grant to support veterans in our area of operation

VPPP – funding provided by Medical Defence Welfare Services to support veterans in our area of operation.

15 Unrestricted funds – current year

	Balance at 1 April 2024	Incoming resources	Transfers between funds	Resources expended	Balance at 31 March 2025
	£	£	£	£	£
Designated funds					
Deficit budget funding	-	-	-	-	-
Herefordshire Chrysalis	-	-	-	-	-
General Fund	310,996	19,350	16,786	(41,712)	305,420
Total	310,996	19,350	16,786	(41,712)	305,420

Unrestricted funds – prior year

	Balance at 1 April 2023	Incoming resources	Transfers between funds	Resources expended	Balance at 31 March 2024
	£	£	£	£	£
Designated funds					
Deficit budget funding	-	-	-	-	-
Herefordshire Chrysalis	-	-	-	-	-
General Fund	192,684	13,314	159,790	(54,792)	310,996
Total	192,684	13,314	159,790	(54,792)	310,996

16 Analysis of net assets between funds – current year

	Designated funds	Unrestricted funds	Restricted funds	2025 Total
	£	£	£	£
Cash at bank and in hand	-	140,256	331,953	472,209
Other net assets/(liabilities)	-	165,164	-	165,164
	-	305,420	331,953	637,373

Analysis of net assets between fund - prior year

	Designated funds	Unrestricted funds	Restricted funds	2024 Total
	£	£	£	£
Cash at bank and in hand	-	296,571	229,448	526,019
Other net assets/(liabilities)	-	14,425	-	14,425
	-	310,996	229,448	540,444

17 Reserves on dissolution

The constitution states that no members shall be entitled, upon dissolution, to any part of the assets of the charitable company. Any assets remaining, after payment of all liabilities, shall be distributed to some other charity or charities having similar objects and which prohibits the distribution of their income and property at the time of dissolution as chosen by the members at the time.

18 Control and members

The charitable company is under the control of the Trustees.

As at 31 March 2025, there were 6 members of the charitable company (2024: 4 members).

19 Reconciliation of net income to net cash flow from operating activities

	2025	2024
	£	£
Net income for the year	96,929	97,445
Interest receivable	(8,072)	(7,879)
Depreciation	5,183	5,520
Gain on disposal	-	-
(Increase) in debtors	(69,283)	52,935
Increase/(Decrease) in creditors	(86,639)	(23,133)
Net cash flow from operating activities	**(61,882)**	**124,888**

Thank you and Acknowledgements

We would like to extend a sincere 'thank you' to all our donors, partners and fundraisers who have supported us this year; it is through your support that we are able to reach more people in our local communities and have a greater impact.

We would also like to thank all our staff and volunteers who have worked hard to deliver our services and enable local people to overcome barriers and achieve positive changes to look towards more hopeful futures.

To all our supporters, fundraisers, staff, and volunteers - with your help we continue to grow and support our charity mission; thank you.

Take Action

Get Involved

We are a local charity that is rooted within the local communities we operate in. We love hearing back from you as much as possible so get in touch and get involved with us!

Become a Volunteer

Volunteers and the ethos and values that volunteering brings to YSS are hugely important to us. We aim to provide the highest standards of training and support to the volunteers that work alongside YSS and value the extra dimension and diversity they bring to our work.

There are several exciting volunteer roles based within our services; our volunteers are supported by a dedicated, friendly team of Volunteer Coordinators who are responsible for recruiting and supporting our volunteers across the region. If you'd like to volunteer for us, please go to yss.org.uk/why-volunteer and fill in an application form.

Refer

Anyone can refer into our service. Whether you are a practitioner working with someone who can benefit from some MORSE support or a concerned family member you can make a referral using our website. Visit the refer section on our website https://www.yss.org.uk/community-services/refer/ and fill in the form.

Make a Donation

You can donate direct to us through our website's Just Giving page. Many of the people we help are facing greater hardship than ever before. Please donate to our Discretionary Distress Fund and help us to provide practical and emotional support to our service users. Go to yss.org.uk/donate to give online, or write to us at YSS, Polysec House, Blackpole Trading Estate West, Worcester, WR3 8TJ.

Fundraise for Us

We are incredibly grateful to and inspired by, all those who give their time, effort into fundraising for us – it is thanks to all your efforts that we are able to support even more people and have a greater impact.

If you have a fundraising idea, or would like to find some inspiration, please see yss.org.uk/fundraise.

If you're looking for an easy way to support us why not buy a Worcester Community Lottery ticket – just go to - https://www.worcesterlottery.org/support/yss-worcester .

Tickets cost only £1 and you will be making a real difference to people in your local community.

Become a Corporate partner

Are you a local business or an international business with a branch in Worcestershire, Herefordshire, or Shropshire? Would you like to support a local charity that makes a real difference in the lives of people in your local area? Email us and let's have a conversation about how we can best support each other!

Share our News

Did you know we are on social media? Please share our news stories and social media posts with your friends, families and colleagues! Follow us @OfficialYSS on Facebook and Twitter, Thank you!

YSS

England & Wales - Charity number 1081992

Accounts

(A company limited by guarantee)

Annual Report and Financial Statements for The Year Ended 31st March 2024

Charity registration number: 1081992

Company registration number: 04024428

YSS
Annual Report and Audited Financial Statements
For the Year Ended 31st March 2024

Legal and Administrative Information

Charitable Company Name	YSS (A company limited by guarantee)
Charity Registration Number	1081992
Company Registration Number	04024428

Trustees	Date of appointment
Fiona Charny	16/09/2016 (Interim Chair 22/03/2024 to 02/09/2024)
Sandra Kelley	08/11/2013 (resigned 11/12/2023)
Susanna McFarlane	26/03/2004 (Interim Chair 26/09/2022 to 22/03/2024)
Nerys Thomas	08/06/2018
Ronald Whitfield	16/09/2016 (resigned 31/10/2023)
Jared Whitehouse	09/05/2022 (Finance Lead from 27/06/2022)
Andrew Fry	11/09/2023 (resigned 22/03/2024)
Richard Quallington - Chair	02/09/2024
Gary Woodman	02/09/2024

Patron

HRH The Princess Royal

Executive Management Team

Managing Director	Deborah Grantham
Head of Resources, Secretary, Deputy CEO	Stuart McCulloch
Operations Manager	Evangelia Palios-Hayden

Registered Office

Polysec House
Blackpole Trading Estate West
Hindlip Lane
Worcester
WR3 8TJ

Auditor

Ormerod Rutter Limited
Statutory Auditors
The Oakley
Kidderminster Road
Droitwich
WR9 9AY

Solicitors

Hallmark Hulme Solicitors
3, 4 & 5 Sansome Place
Worcester
WR1 1UQ

Bankers

Lloyds Bank Plc
4 The Cross
Worcester
WR1 3PY

YSS

Annual Report and Audited Financial Statements
For the Year Ended 31st March 2024

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YSS
Annual Report and Audited Financial Statements
For the Year Ended 31st March 2024

Trustees' Report
(Including Director's Report)

The Trustees are pleased to present their annual report and the audited financial accounts for the year ended 31 March 2024. The financial statements comply with the current statutory requirements, the Statement of Recommended Practice and the charitable company's governing document.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Companies Act 2006, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Trustees of the charity and constitution

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees who have served during the year are set out in the legal and administrative information at the front of the accounts. There were no declarations of interest from any Trustee during the year.

The charitable company is governed by its memorandum and articles of association which was adopted on 30 June 2000. The company trades under the name of YSS.

Objectives and activities

The objectives of the charity for the public benefit are for the relief of children, young adults and others, including adults, families and carers, who have complex needs arising from offending, ill mental health, homelessness or problematic substance misuse. This includes those who face difficult life challenges such as unemployment, financial hardship, lack of positive role models, separation, loss and low self-esteem. The charity helps them to develop new skills and improve their resilience, enabling them to lead more positive and constructive lives in society and to achieve their potential. The charity's work primarily benefits the West Mercia region: Herefordshire, Shropshire, Telford & Wrekin and Worcestershire.

To pursue our stated aims, YSS is able to recruit and train local volunteers. Volunteers add diversity, they challenge our thinking and help to bring local solutions to local issues. Volunteers can help break down the myths and stereotypes of people who could otherwise be excluded from society.

Fundraising

- YSS does not rely on fundraising and donations to enable it to continue its work and does not engage fundraising or marketing agencies to target people by telephone, or in person, to persuade them to set up regular donations to YSS.
- We are fortunate to have people who believe in our work and raise money for us or make private donations. YSS does not, and will not, pass on contact details of supporters and donors to anyone else, including other charities. YSS respects the wishes of supporters and donors who ask for no further contact from the charity and adheres to Data Protection Law.
- During the year YSS employed a part-time communications and fundraising coordinator who worked alongside the YSS teams and SMT to gain funding for our work from trusts and foundations and to support people who choose to make donations or who took part in fundraising activities.
- YSS follows the Code of Fundraising Practice. YSS has received no complaints about its fundraising activities during the period covered by this report.

Public benefit statement

The Trustees confirm that they have complied with the duty in Section 17 (5) of the 2011 Charities Act and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Achievements and performance

YSS continues to provide vital and transformative support across Worcestershire, Shropshire, Warwickshire, Herefordshire, Telford & Wrekin, making a real difference in the lives of individuals and families.

Delivering Results that Matter

Between April 2023 and March 2024, YSS received an impressive 1,393 referrals and directly supported over 85% of them—1,187 individuals. Of those who engaged with our services, 91% achieved at least one positive outcome upon closure, underscoring the effectiveness of our work.

Our presence within HMP Hewell expanded significantly, with caseworkers delivering face-to-face support to over 50 male prisoners, providing much-needed guidance and assistance.

Empowering Young Carers

The YSS Worcestershire Young Carers service continued to uplift young people by offering free activities to 220 young carers. A highlight of the year was the Young Carers Conference held on April 26th at Sixways Stadium, Worcester. Organized and led by the Worcestershire Young Carers Participation Group, this inspiring event, titled *"Young Carers: The Next Generation,"* engaged a diverse audience of services and organizations.

With support from the Youth Engagement Coordinator, a core group of 9 young carers took centre stage, sharing their lived experiences through powerful mediums such as music, poetry, and multimedia presentations. The event also featured an impactful workshop by author Rab Ferguson, exploring the challenges and alienation young carers often face. Supported by our corporate partner Neoperl, Malvern, the conference received glowing feedback from attendees.

Securing Essential Funding

Despite increasing challenges in securing funding, YSS achieved significant successes this year:

- West Mercia Police and Crime Commissioner renewed support for our MORSE and Remember Veterans services.
- Successful applications to Children in Need (Families First), Smallwood Trust (Skills4Life), and WA Cadbury (Prison Family First) will enable us to continue delivering critical programs.
- YSS also secured a cost-of-living uplift grant for female employees through the Smallwood Trust, which we proudly match-funded for our male employees.

Looking Ahead

YSS remains steadfast in its mission to provide life-changing support across our communities. With continued collaboration, innovation, and the dedication of our staff and partners, we are building brighter futures for those we serve.

Principal risks and uncertainties

The principal commercial, operational and financial risks that have been identified and could seriously impact on performance, future prospects or reputation are as follows:

- Significant reductions in key funding areas. The YSS project risk dashboard forms an integral part of the risk register and is reviewed at each Trustees' meeting. Business development work continues to take a high priority within the organisation, not only to seek additional funding in order to develop and enhance our current work but to secure continuation funding or to limit further potential cuts to current funding.

- A serious safeguarding incident resulting in harm to a child, young person or vulnerable adult and the subsequent effect on YSS's reputation. YSS has a nominated Trustee lead and a nominated Operational Director with responsibility for safeguarding. Policies are reviewed and disseminated annually and regular training undertaken from local authorities.

- Health and Safety such as a serious incident involving a member of staff or volunteer from lone working in the community and in the homes of some of our most vulnerable service users. A robust lone working policy is in place and all members of staff use a 'Lone Alert' system run through mobile phones and volunteers use a 'Buddy system'.

Safeguarding

It has been difficult to find a replacement for our Lead Safeguarding Trustee and pending a new recruitment round, Susanna McFarlane has continued to act as Trustee with a safeguarding portfolio.

Risk Management

The Trustees regularly review the risks to which the charity might be exposed. There is a full risk statement, policy and associated systems in place.

The risk register identifies the major risks, their likelihood and impact and the consequent actions to manage them effectively and the process follows guidance from the Charity Commission.

Chair's Review

This past year has been both a challenging and transformative one for YSS. As we reflect on our impact, it is clear that the increasing pressures on individuals and families due to the cost-of-living crisis have deepened the demand for our services. More people than ever are turning to us for support, and this underscores the vital role we play in our community.

The economic strain has widened gaps in public services, leaving the third sector to shoulder much of the responsibility for filling those voids. At YSS, we have stepped up to meet these growing needs, but we are acutely aware of the challenges we face in doing so. Decreasing funding streams and increasing operational costs threaten the sustainability of the critical work we deliver. Yet, we remain committed to finding innovative solutions and to fostering collaborations to ensure that no one is left behind.

Despite these obstacles, our achievements this year have been significant. Thanks to the unwavering dedication of our staff, volunteers, and partners, we have continued to provide targeted, life-changing support to those in greatest need. Whether it is helping people navigate financial hardship, offering mental health support, or empowering individuals to regain control over their lives, YSS has proven its resilience and adaptability.

I would like to take this opportunity to acknowledge the dedication and expertise provided by my fellow trustees and the strength and energy of our senior management and leadership team whose exceptional leadership and unwavering commitment has been instrumental in ensuring that we remain focused on our mission as the landscape of need and support evolves. Their ability to adapt to the many challenges we face and to inspire those around them has been central to our continued progress.

Looking ahead, we know that sustaining our impact will require not only robust financial planning but also a collective commitment from our community, stakeholders, and supporters. I am proud of the progress we've made and deeply grateful to everyone who contributes to our mission. Together, we are stronger, and together, we will continue to transform lives.

Richard Quallington

Chair

Financial Review

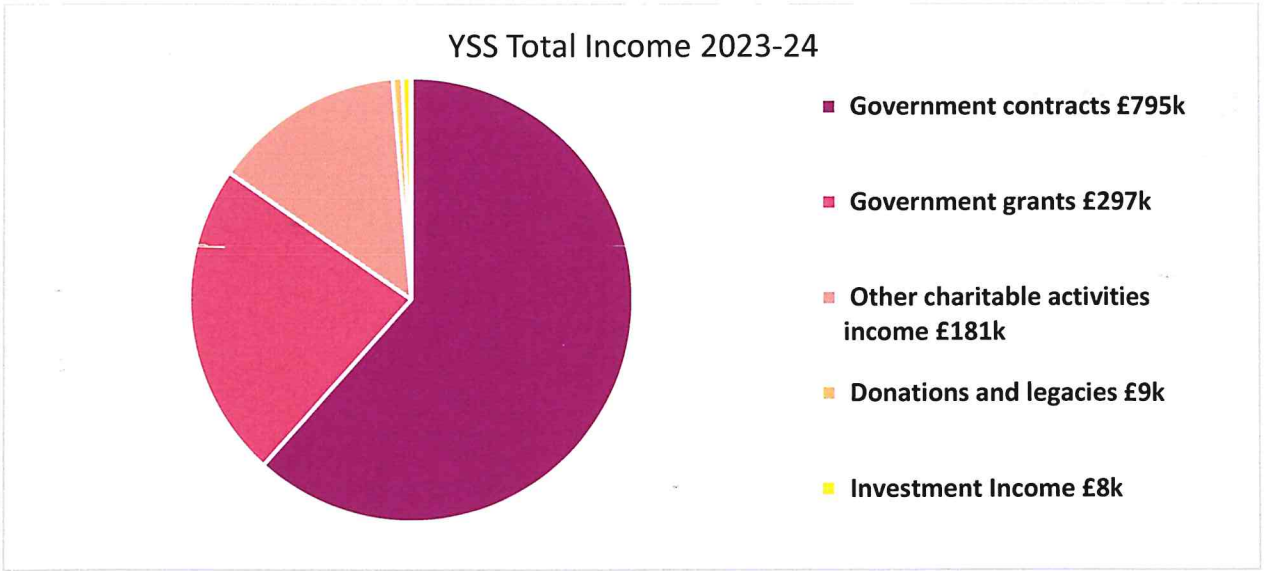
For the year ended 31 March 2024

The Charity reported an operating surplus of £97k (2023: £294k deficit), this has resulted from the early receipt of funding and salary savings made in year, which will both be utilized in the following year 2024/25. YSS has generated a positive cash flow from our charitable activities of £133k (2023: £411k negative).

A summary of YSS' six-year financial performance is as follows:

Year	Total Income	Total Expenditure	Net Surplus	Net Surplus
	£'000	£'000	£'000	%
2018/19	1,309	1,337	(28)	(2.14%)
2019/20	1,705	1,713	(8)	(0.47%)
2020/21	1,510	1,409	101	6.69%
2021/22	1,507	1,454	53	3.52%
2022/23	1,365	1,658	(294)	(21.6%)
2023/24	**1,290**	**1,193**	**97**	**7.52%**

YSS Total Income 2023-24



The position of YSS Reserves at 31 March 2024

Our reserves have to be adequate to carry on our work when faced with difficult, challenging and changing times. They need to be sufficient to allow us to address possible losses from our charitable activities and give us enough time to adjust our strategy to meet changing circumstances and to invest in business development, without having to make hasty decisions.

The balance of unrestricted, available reserves at 31 March 2024 has increased to £310,997 (2023 - £192,684).

Investment Policies

The Trustees invest surplus funds in interest bearing bank and savings accounts with a combination of instant and short notice access, to ensure that the funds are readily available as and when required.

Structure, Governance & Management

YSS is a charitable company limited by guarantee. The current Board of YSS consists of six Trustees who meet six times a year. The Board is led by the Chair and is supported by the Finance Lead.

The Board of Trustees is responsible for setting the organisational strategy with the Managing Director. The day-to-day operational management is delegated to the Managing Director (MD). Trustees undertake various roles to provide scrutiny of the organisation's performance and to review risk. The MD meets regularly with the Chair of Trustees and formally reports to the Board at every meeting.

The Senior Management Team (SMT), led by the MD, meet every month to drive operational and strategic performance. A separate leadership team including all those with line management responsibilities, recognising the significant role they play in day-to-day operational activities, meet for a full day at least annually. SMT meet every week either in person or using virtual meeting rooms to continue delivering strategic and organisational objectives in what has remained, post pandemic, an evolving but consistently difficult economic environment. The Trustee Meetings and discussions also utilise virtual technology.

Method of Appointment of Trustees

New Trustees are appointed by the Board. A formal application procedure is in place to ensure Trustee recruitment is based on organisational needs. This includes a role description and person specification, an application and a formal interview process. The Recruitment and Nominations Panel leads the recruitment process and makes recommendations to the Board which has the final say on all trustee appointments.

All new Trustees will serve for a maximum of 10 years: a one-year initial term followed by up to three further terms of three years. A formal review with the Chair will take place six months prior to the end of each three-year term. Trustee supervision and support is undertaken by the Chair of Trustees.

The Board support the principles of good governance contained within the Charity Governance Code. The Board of Trustees have also agreed that provision be made, subject to ongoing review, that a Board Member with a term of over ten years be reappointed for a further limited period to support transitional arrangements for new trustees. The Board is set to review its succession planning strategy in 2024/25 financial year.

The entity's ability to continue as a going concern

The directors have prepared the financial statements on the going concern basis, which is based on the following:

- The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.
- The Trustees and directors carefully monitor the financial performance during each financial year, and despite the challenging economic environment, we are currently performing ahead of the forecast budget although a deficit for the year has occurred.
- The management continued to assess the financial risk and has undertaken additional stress testing analysis of incoming resources in 2023/24 financial year and determined that there are no material uncertainties that casts significant doubt upon the entity's ability to continue as a going concern for the next 12 months.

Legal proceedings

The Directors are not aware that there are any pending legal proceedings that would have a material adverse effect on the financial position or operations of YSS.

Statement of Trustees' responsibilities

The Trustees (who are also directors of YSS for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2019 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departure disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

Ormerod Rutter has expressed their willingness to continue in office and will be proposed for re-appointment at the Annual General Meeting.

Approved by the Board of Trustees on 11 December 2024 and signed on behalf of the Board:

Richard Quallington

Chair of Trustees

Independent Auditor's Report

To the Members of YSS

Opinion

We have audited the financial statements of YSS Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the company, we identified the principal risks of non-compliance with laws and regulations including those that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, and the extent to which non-compliance might have a material effect on the financial statements. Audit procedures performed included discussions with management, review of board meeting minutes, testing of journals, designing and performing audit procedures and challenging assumptions and judgements made by management in relation to accounting estimates.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Colm McGrory FCA (Senior Statutory Auditor)
for and on behalf of Ormerod Rutter Limited

16/12/2024

Chartered Accountants
Statutory Auditor

Ormerod Rutter Limited
Chartered Accountants
The Oakley
Kidderminster Road
Droitwich
Worcestershire
WR9 9AY

Ormerod Rutter is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Statement of Financial Activities

(Incorporating Income and Expenditure Account)

	Notes	Unrestricted Fund £	Restricted Funds £	Total 2024 £	Total 2023 £
Income from:					
Donations and legacies	2	5,435	4,106	9,541	8,913
Income from charitable activities	3	-	1,273,352	1,273,352	1,352,443
Investment income	4	7,879	-	7,879	3,418
Total income		**13,314**	**1,277,458**	**1,290,772**	**1,364,774**
Expenditure on:					
Charitable activities	5	54,792	1,138,535	1,193,327	1,658,474
Total expenditure		**54,792**	**1,138,535**	**1,193,327**	**1,658,474**
Movement in funds being Income/(expenditure) for the year		(41,478)	138,923	97,445	(293,700)
Transfers between funds		159,790	(159,790)	-	-
Net Movement in Funds		**118,312**	**(20,867)**	**97,445**	**(293,700)**
Reconciliation of funds					
Total funds brought forward	14/15	192,684	250,315	442,999	736,699
Total funds carried forward		**310,996**	**229,448**	**540,444**	**442,999**

All income and expenditure derive from continuing activities. The statement of Financial Activities incorporates all gains and losses recognised in the above two financial periods.

The notes on pages 15 - 34 form part of these financial statements.

Balance Sheet

Registered Number 04024428
As at 31 March 2023

	Note	2024		2023	
		£	£	£	£
Fixed Assets					
Tangible fixed assets	9	5,183		10,704	
			5,183		10,704
Current Assets					
Debtors	10	168,291		221,226	
Cash at bank and in hand		526,019		393,251	
			694,310		614,477
Creditors: amounts falling due within one year	11	(159,049)		(169,113)	
Net current assets			535,261		445,364
Creditors: amounts falling due after one year	11a	-		(13,069)	
Net assets			540,444		442,999
Funds					
Restricted funds	14		229,448		250,315
Unrestricted funds - general	15	310,996		192,684	
- designated	15	-		-	
			310,996		192,684
Total funds			540,444		442,999

The financial statements on pages 14 -34 were approved by the board of Trustees and authorised for issue on 11 December 2024 and are signed on its behalf by:

Richard Quallington
Chair of YSS Board of Trustees

Jared Whitehouse
Trustee, Lead on Finance

Statement of Cash Flows

	Note	2024	2023
		£	£
Cash flow from operating activities	19	124,888	(362,241)
Cash flow from investing activities			
Interest received		7,879	3,418
Purchase of fixed assets		-	(15,550)
Net cash flow from investing activities		7,879	(12,132)
Cash flow from financing activities			
Bank loan		-	(36,142)
Net cash flow from financing activities		-	(36,142)
Net increase in cash and cash equivalents		**132,767**	**(410,515)**
Cash and cash equivalents at 1 April 2023		393,252	803,767
Cash and cash equivalents at 31 March 2024		**526,019**	**393,252**

Notes to the Accounts

1 Accounting Policies

Basis of preparation

YSS (the charity) is a registered incorporated charity in the United Kingdom. The address of the registered office is given in the charity information page of these financial statements. The nature of the charity's operations and principal activities are to provide community based support services for children, young people, adults and families who are vulnerable, have complex needs and who face difficult life challenges.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Company Status

The charitable company is a company limited by guarantee. The members of the charitable company are the Trustees named in the Trustees' Report. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

Fund accounting

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Unrestricted funds

Unrestricted funds are available for use, at the discretion of the Trustees, in furtherance of the general objectives of the charitable company and have not been designated for other purposes.

Designated funds

Designated funds are unrestricted funds earmarked by the Directors for particular purposes.

Incoming Resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102).

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable and when the amounts are known with certainty and are measurable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charitable company, are recognised when it becomes unconditionally entitled to the grant.

- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charitable company earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.

Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charitable company and include audit fees and costs linked to the strategic management of the charitable company.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Tangible fixed assets

Tangible fixed assets are included at cost. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computers	33% straight line
Office equipment	33% straight line
Fixtures and fittings	33% straight line

Fixed assets below £500 are not capitalised.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Pensions

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions payable for the year are charged in the Statement of Financial Activities.

Tax

YSS is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Leasing commitments

Assets acquired under finance leases are capitalised and depreciated over the lease term and expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net future charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure for 2022/23 and 2023/24 financial years are sufficient with the level of reserves. The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.

2 Donations and legacies

	2024	2023
	£	£
Grants and donations – Restricted Funds	4,106	4,675
Grants and donations – Unrestricted Funds	5,435	4,238
	9,541	8,913

3 Incoming resources from charitable activities

		2024	2023
		£	£
Restricted			
West Mercia AA – Appropriate Adult		28,722	40,081
Worcestershire Young Carers	- Core funding	110,804	112,927
	- Children In Need	-	9,278
Shropshire County Council Early Help – Enhance		396,445	417,445
Smallwood Trust – Women's Discretionary Fund		-	40,097
Smallwood Trust – Chrysalis		28,729	20,665
Smallwood Trust – Skills for Life		28,351	7,352
WW OPCC – Morse Safer Roads		235,383	228,742
WM OPCC – Remembering Veterans		25,750	25,000
Action For Children – Worcs Early Help		79,984	89,812
Laslett's Trust		21,219	24,832
Worcestershire Children First – Families First		36,065	60,608
NACRO (MoJ)		259,275	230,604
Defence Medical Welfare Service		22,625	30,000
		1,273,352	1,337,443
Unrestricted			
MoJ Core Cost Funding		-	15,000
Sundry income		-	-
		1,273,352	1,352,443

Further detail on the above projects/income streams can be found in **note 14**.

4	Investment income	2024	2023
		£	£
	Bank deposit interest	7,879	3,418
	COIF deposit interest	-	-
		7,879	3,418

All of the above income for this year and the comparative year was attributable to unrestricted funds.

5 Resources expended – Charitable Activities

	Criminal Justice	Mentoring and Support	Young Carers	Central Costs	2024 Total	2023 Total
Activities Undertaken directly	£	£	£	£	£	£
Employment Costs	390,075	327,286	76,035	95,312	888,707	1,264,964
Staff Training	1,536	1,116	1,063	12,795	16,509	11,312
Advertising and Promotion	-	-	0	3,110	3,110	1,232
Travelling Expenses	5,891	8,096	2,456	3,803	20,245	39,847
Service user Expenses & Club costs	3,299	33,327	14,567	11,853	63,046	47,209
Office Costs and Facilities	-	13	1,660	29,282	30,955	23,988
Admin Costs	302	185	65	5,328	5,879	29,714
IT Costs	10,513	9,241	2,612	29,578	51,945	110,108
Insurance	-	-	-	25,065	25,065	17,609
Legal and Professional	44	-	-	5,804	5,848	15,593
Bank Charges	-	-	-	4,138	4,138	5,837
Trustee's Expenses and Meeting Costs	-	-	-	3,660	3,660	-
Conference Expenditure	-	-	-	-	-	-
Volunteer Costs	2,973	-	451	-	3,424	6,980
Subcontractor Costs	-	55,000	-	-	55,000	60,000
Governance Costs	-	-	741	9,533	10,274	18,600
Depreciation	1,704	1,723	408	1,685	5,520	5,481
	416,338	**435,986**	**100,057**	**240,947**	**1,193,327**	**1,658,474**

Of the total expenditure, a debit of £54,792 (2023: £166,081 debit) related to unrestricted funds and £1,138,535 (2023: £1,492,261) related to restricted funds.

6 Staff costs

	2024	2023
	£	£
Gross Salaries	781,933	1,131,636
Employer's National Insurance	64,158	98,565
Pension Costs	19,641	29,137
Redundancy Costs	18,394	-
Total Payroll Costs	**884,126**	**1,259,338**
Staff Welfare Costs	4,581	5,626
Total Staff Costs	**888,707**	**1,264,964**

Included in the above gross salaries figure are consultancy costs of £16,189 (2023: £14,485).

The average monthly number of employees during the year was as follows:

		2024 Headcount	2024 FTE	2023 Headcount
Administration & management	- Full time	3	3.0	3
	-Part time	3	0.5	3
Support staff	- Full time	18	18.0	24
	-Part time	11	9.1	14
		35	30.6	44

No (2023: NIL) employees earned more than £60,000 per annum (including taxable benefits but excluding employer's pension contributions) during the year ended 31 March 2024.

No remuneration was paid to Trustees during the year.

The total amount of employee benefits received by key management personnel is £189,612 (2023: £185,742). The charity considers its key management personnel comprise of five individuals being the Managing Director, Head of Resources and three Operations Managers

7 Net incoming resources for the year

The net incoming resources are stated after charging:

	2024	2023
	£	£
Auditors' remuneration	9,533	18,600
Pension costs	19,641	29,137
Operating lease rentals	-	241
Depreciation	5,520	5,257

8 Taxation

As a charitable company, YSS, is exempt from tax on income and gains falling within section 478 of the Taxes Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen within the charitable company.

9 Fixed assets

	Office equipment	Computer equipment	Fixtures & fittings	Intangible assets	Total
	£	£			£
Cost					
At 1 April 2023	12,716	18,428	674	2,880	34,698
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
At 31 March 2024	**12,716**	**18,428**	**674**	**2,880**	**34,698**
Depreciation					
At 1 April 2023	11,979	8,910	225	2,880	23,994
Charge for the Year	537	4,759	225	-	5,521
Elimination on disposal	-	-	-	-	-
At 31 March 2024	**12,516**	**13,669**	**450**	**2,880**	**29,515**
Net book value					
At 31 March 2024	**200**	**4,759**	**224**	**-**	**5,183**
At 31 March 2023	737	9,518	449	-	10,704

10 Debtors

	2024	2023
	£	£
Trade debtors	86,314	126,004
Prepayments	-	8,017
Other debtors	81,977	87,205
	168,291	**221,226**

11 Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	21,458	35,015
Social security and other taxes	2,114	65,710
Accruals	38,678	14,600
Deferred income (below)	83,730	3,000
RRLF Loan*	13,069	50,788
	159,049	**169,113**

*YSS took out £100,000 Coronavirus Recovery Loan backed up by UK Government Loan and provided by Social Investment Business in June 2021 to help fund our ICT transformation programme, as we found ourselves indirectly affected by the pandemic in that our ICT needed improvement following the general changes to working patterns and a bigger proportion of staff working remotely / from home.

Deferred income is analysed below:	2024	2023
	£	£
Deferred income brought forward	3,000	59,376
Released in year	(3,000)	(59,376)
Deferred during the year	83,730	3,000
Deferred income carried forward	**83,730**	**3,000**

The amounts are deferred when the charitable company does not have unconditional entitlement to the income or when the invoice relates to the delivery of a service and is therefore only recognised to the extent that the charitable company has provided the service

Creditors: amounts falling due after one year	2024	2023
	£	£
RRLF Loan	-	13,069
	-	13,069

12 Pension Commitments

The charitable company operates a defined contribution pension scheme. Pension costs of £19,641 (2023: £29,137 representing contributions payable by the charitable company to the fund, were charged in the statement of financial activities during the year. No further contributions are payable for the year.

13 Operating leases

The total minimum lease payments due by the charitable company at 31 March 2024 in respect of non-cancellable operating leases are £NIL (2023: £NIL)

14 Restricted Funds - current year (£)

		Balance as at 01/04/2023	Incoming Resources	YSS Match Funding	Resources Expended	Balance as at 31/03/2024
West Mercia AA – Appropriate Adult		-	28,722	-	(28,721)	1
WYC	- Core	(541)	114,910	27,519	(127,570)	14,318
	- General	49,814	-	(49,814)	-	-
	- Children in Need	19,838	-	(19,838)	-	-
	- #iwill	1,788	-	(1,788)	-	-
Shropshire County Council Early Help		-	396,445	(59,192)	(337,253)	-
Smallwood Trust – First Direct		11,925	28,351	-	(36,856)	3,420
Smallwood Trust - Chrysalis		1,134	28,730	-	(22,106)	7,758
WWM CRC – ESS+		7,705	-	(7,705)	-	-
WWM CRC – through the gate		15,757	-	(15,757)	-	-
WWM CRC – Morse Safer Roads		1,106	235,383	1,640	(191,062)	47,067
WM PCC – New ESP		1,000	-	(1,000)	-	-
WM OPCC – Remember Veterans		-	25,750	-	(22,268)	3,482
Action for Children – Worcs Early Help		24,649	79,984	-	(100,179)	4,454
Families First		1,551	36,065	-	(11,372)	26,244
Laslett's trust		5,415	21,219	-	(16,774)	9,860
IOM – Iris		3,486	-	(3,486)	-	-
YSS Discretionary Donations		1,259	-	-	-	1,259
Eveson Trust		20,000	-	(20,000)	-	-
NACRO - MoJ		71,740	259,275	-	(219,430)	111,585
Mentoring - MORSE		1,640	-	(1,640)	-	-
Armed forces Covenant		8,729	-	(8,729)	-	-
VPPP		2,320	22,624	-	(24,944)	-
		250,315	1,277,458	(159,790)	(1,138,535)	229,448

14 Restricted Funds - prior year (£)

		Balance as at 01/04/2022	Incoming Resources	YSS Match Funding	Resources Expended	Balance as at 31/03/2023
West Mercia AA – Appropriate Adult		3,164	40,081	4,451	(47,696)	-
WYC	- Core	22,421	112,927	10,353	(146,242)	(541)
	- General	68,837	4,575	(18,567)	(5,031)	49,814
	- School Awareness	2,993	-	8,214	(11,208)	(1)
	- Children in Need	13,018	9,278	-	(2,458)	19,838
	- #iwill	1,788	-	-		1,788
Shropshire County Council Early Help		55,095	417,445	5,371	(477,911)	-
Smallwood Trust – First Direct		-	25,000		(13,075)	11,925
Smallwood Trust - Chrysalis		(289)	35,762	21,559	(55,898)	1,134
Smallwood Trust - Skills for Life		11,385	7,352	12,882	(31,619)	-
WWM CRC – ESS+		47,989	-	(23,974)	(16,310)	7,705
WWM CRC – through the gate		15,757	-	-	-	15,757
WWM CRC – Morse Safer Roads		1,399	228,742	-	(229,035)	1,106
WM PCC – New ESP		1,000	-	-	-	1,000
WM OPCC – Remember Veterans		5,386	25,000	1,270	(31,656)	-
Action for Children – Worcs Early Help		16,493	89,812	-	(81,656)	24,649
Families First		3,286	60,608	-	(62,343)	1,551
Laslett's trust		(2,429)	24,832	-	(16,988)	5,415
IOM – Iris		3,486	-	-	-	3,486
YSS Discretionary Donations		6,196	100	-	(5,037)	1,259
Eveson Trust		20,000	-	-	-	20,000
NACRO - MoJ		63,678	230,604	-	(222,542)	71,740
Mentoring - MORSE		7,050	-	-	(5,410)	1,640
Armed forces Covenant		9,479	-	-	(750)	8,729
VPPP		1,717	30,000	-	(29,397)	2,320
		378,899	1,342,118	21,559	(1,492,261)	250,315

West Mercia AA (Appropriate Adult) - Provide volunteers to support young people aged 10 to 17 years with appropriate adults within West Mercia.

Worcester Young Carers (WYC) schemes - Provide support for carers aged 7 to 16 years old and young adult carers from age 17 to 24 within Worcestershire.

Worcester Young Carers (WYC) Children in Need – To develop participation activities for young people.

Worcester Young Carers (WYC) #iwill – Community First - To develop and train a group of young Carers to become Worcestershire Young Carers' Ambassador

Shropshire County Council - Early Help - Provide **Early Help** interventions in Shropshire, for children young People and their families when their needs cannot be met by routine universal services.

Smallwood Trust – Women's First Direct - Discretionary Funding across all YSS projects to help women in financial adversity to become more resilient.

Smallwood Trust - Chrysalis - The women-only Chrysalis service, delivered in Shropshire and funded by Smallwood Trust, seeks to enable and empower women and their families to overcome disadvantage, inequality and poverty whilst increasing financial resilience.

Smallwood Trust – Skills for Life – funding to support women in gaining life skills.

WWM CRC – ESS+ - Provides an Enhanced Support Service to target groups of offenders most at risk of reoffending, across the West Mercia region.

WWM CRC – Through the Gate - Provides a Support Service which aims to prepare and help people to find their feet when they are released from custody. The service operates at HMP Hewell and HMP Featherstone.

WM OPCC – Morse Safer Road - An innovative safer roads initiative aimed at reducing the amount of road traffic offences being committed throughout West Mercia.

WM OPCC – Remember Veterans - To continue recruitment, training, support & co-ordination of the Veterans Champions network across West Mercia.

WM OPCC – New ESP – Employment Support Proramme, funding received in 2017/18 to support people aged 18 plus who are in, or at risk of being in, the criminal justice system with mental health issues, in order to break down barriers towards employability (real or perceived) and move them closer towards sustainable employment.

Veterans Voices - Veterans Voices is funded by the Armed Forces Covenant. As part of our work with veterans, YSS works with a small number of ex-military personnel across Shropshire and Telford, who have been involved in the Criminal Justice System and gave them the opportunity to be able to tell their stories in a safe and trusted environment.

Action for Children – Worcester City Early Help - Provide volunteers to deliver interventions for Worcester City Early help to work with young people and their families when their needs cannot be met by routine universal services.

Family First Support – Funded by Worcestershire Children First (part of WCC), offers practical and emotional support to families of those in prison who reside in Worcester city.

IOM – IOM Rehabilitation Intervention Service (IRIS) - Provide Intensive support to a nominated group of IOM ex-offenders across Telford and Shropshire

Laslett's Trust – Funding to support the recruitment and training YSS volunteers

Eveson Trust – Funding received to enhance Your Carers service

YSS Discretionary Donations – donations received from donors who would like the funds to be spent towards any YSS direct project costs (as opposed to any costs).

NACRO – MoJ – contract to support men on probation and leaving custody with their housing needs.

Bromsgrove District Council – one off grant to provide additional mentoring sessions for #MORSE service users

Armed Forces Covenant – one off grant to support veterans in our area of operation

VPPP – funding provided by Medical Defence Welfare Services to support veterans in our area of operation.

15 Unrestricted funds – current year

	Balance at 1 April 2023	Incoming resources	Transfers between funds	Resources expended	Balance at 31 March 2024
	£	£	£	£	£
Designated funds					
Deficit budget funding	-	-	-	-	-
Herefordshire Chrysalis	-	-	-	-	-
General Fund	192,684	13,314	159,790	(54,792)	310,996
Total	**192,684**	**13,314**	**159,790**	**(54,792)**	**310,996**

Unrestricted funds – prior year

	Balance at 1 April 2022	Incoming resources	Transfers between funds	Resources expended	Balance at 31 March 2023
	£	£	£	£	£
Designated funds					
Deficit budget funding	53,000	-	(53,000)	-	-
Herefordshire Chrysalis	24,559	-	(21,559)	-	-
General Fund	283,242	22,656	53,000	(166,214)	192,684
Total	**357,801**	**22,656**	**(21,559)**	**(166,214)**	**192,684**

16 Analysis of net assets between funds – current year

	Designated funds	Unrestricted funds	Restricted funds	2024 Total
	£	£	£	£
Cash at bank and in hand	-	296,571	229,448	526,019
Other net assets/(liabilities)	-	14,425	-	14,425
	-	**310,996**	**229,448**	**540,444**

Analysis of net assets between fund - prior year

	Designated funds	Unrestricted funds	Restricted funds	2023 Total
	£	£	£	£
Cash at bank and in hand	-	142,936	250,315	393,251
Other net assets/(liabilities)	-	49,748	-	49,748
	-	**192,684**	**250,315**	**442,999**

17 Reserves on dissolution

The constitution states that no members shall be entitled, upon dissolution, to any part of the assets of the charitable company. Any assets remaining, after payment of all liabilities, shall be distributed to some other charity or charities having similar objects and which prohibits the distribution of their income and property at the time of dissolution as chosen by the members at the time.

18 Control and members

The charitable company is under the control of the Trustees.

As at 31 March 2024, there were 4 members of the charitable company (2023: 6 members).

19 Reconciliation of net income to net cash flow from operating activities

	2024	2023
	£	£
Net income for the year	97,445	(293,700)
Interest receivable	(7,879)	(3,418)
Depreciation	5,520	5,481
Gain on disposal	-	-
(Increase) in debtors	52,935	(50,302)
Increase/(Decrease) in creditors	(23,133)	(20,302)
Net cash flow from operating activities	**124,888**	**(362,241)**

Thank you and Acknowledgements

We would like to extend a sincere 'thank you' to all our donors, partners and fundraisers who have supported us this year; it is through your support that we are able to reach more people in our local communities and have a greater impact.

We would also like to thank all our staff and volunteers who have worked hard to deliver our services and enable local people to overcome barriers and achieve positive changes to look towards more hopeful futures.

To all our supporters, fundraisers, staff, and volunteers - with your help we continue to grow and support our charity mission; thank you.

Take Action

Get Involved

We are a local charity that is rooted within the local communities we operate in. We love hearing back from you as much as possible so get in touch and get involved with us!

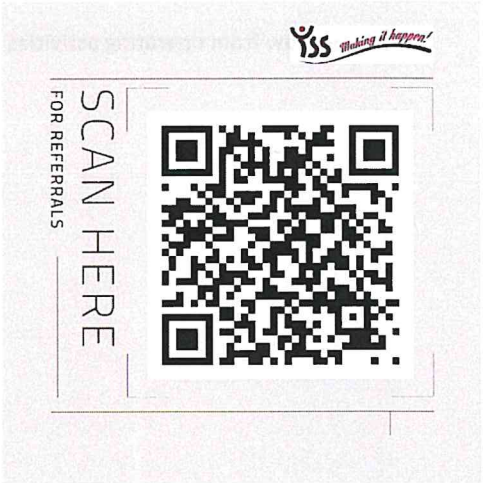
Become a Volunteer

Volunteers and the ethos and values that volunteering brings to YSS are hugely important to us. We aim to provide the highest standards of training and support to the volunteers that work alongside YSS and value the extra dimension and diversity they bring to our work.

There are several exciting volunteer roles based within our services; our volunteers are supported by a dedicated, friendly team of Volunteer Coordinators who are responsible for recruiting and supporting our volunteers across the region. If you'd like to volunteer for us, please go to yss.org.uk/why-volunteer and fill in an application form.

Refer

Anyone can refer into our service. Whether you are a practitioner working with someone who can benefit from some MORSE support or a concerned family member you can make a referral using our website. Visit the refer section on our website https://www.yss.org.uk/community-services/refer/ and fill in the form.



Make a Donation

You can donate direct to us through our website's Just Giving page. Many of the people we help are facing greater hardship than ever before. Please donate to our Discretionary Distress Fund and help us to provide practical and emotional support to our service users. Go to yss.org.uk/donate to give online, or write to us at YSS, Polysec House, Blackpole Trading Estate West, Worcester, WR3 8TJ.

Fundraise for Us

We are incredibly grateful to and inspired by, all those who give their time, effort into fundraising for us – it is thanks to all your efforts that we are able to support even more people and have a greater impact.

If you have a fundraising idea, or would like to find some inspiration, please see yss.org.uk/fundraise.

If you're looking for an easy way to support us why not buy a Worcester Community Lottery ticket – just go to - https://www.worcesterlottery.org/support/yss-worcester .

Tickets cost only £1 and you will be making a real difference to people in your local community.

Become a Corporate partner

Are you a local business or an international business with a branch in Worcestershire, Herefordshire, or Shropshire? Would you like to support a local charity that makes a real difference in the lives of people in your local area? Email us and let's have a conversation about how we can best support each other!

Share our News

Did you know we are on social media? Please share our news stories and social media posts with your friends, families and colleagues! Follow us @OfficialYSS on Facebook and Twitter, Thank you!

Get in touch with us

YSS Making it happen

YSS Head Office
Polysec House, Blackpole Trading Estate West
Hindlip Lane, Worcester, WR3 8TJ

Email: info@yss.org.uk
Tel no: 01905 730 786
Website: www.yss.org.uk

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YSS

England & Wales - Charity number 1081992

Accounts

(A company limited by guarantee)

Annual Report and Financial Statements for The Year Ended 31st of March 2023

Charity registration number: 1081992

Company registration number: 04024428

YSS
Annual Report and Audited Financial Statements
For the Year Ended 31st March 2023

Legal and Administrative Information

Charitable Company Name	YSS (A company limited by guarantee)
Charity Registration Number	1081992
Company Registration Number	04024428

Trustees	Date of appointment
Fiona Charny	16/09/2016
Sandra Kelley	08/11/2013
Anthony Lethbridge	20/04/2021 (Int Chr from 27/06/2022 resign 26/09/2022)
Susanna McFarlane	26/03/2004 (Interim Chair from 26/09/2022)
Nerys Thomas	08/06/2018
Ronald Whitfield	16/09/2016 (Interim Chair: 11/02/2022 - 27/06/2022)
Vicki-Anne Perridge	14/12/2021 (resigned 16/01/2023)
Gary Dalton	14/12/2021 (resigned 16/02/2023)
Jared Whitehouse	09/05/2022 (Finance Lead from 27/06/2022)
Wilfred Alves	09/05/2022 (resigned 26/09/2022)

Patron	HRH The Princess Royal

Executive Management Team

Chief Executive Officer	Catherine Kevis (resigned 30/04/23)
Managing Director	Deborah Grantham
Director of Finance and Resources / Deputy CEO	Anna Wykurz (resigned 22/07/2022)
Head of Resources, Secretary, Deputy CEO	Stuart McCulloch (appointed 27/06/2022)
Operations Director	David Andrewartha (resigned 12/05/23)

Registered Office

Polysec House
Blackpole Trading Estate West
Hindlip Lane
Worcester
WR3 8TJ

Auditor

Ormerod Rutter Limited
Statutory Auditors
The Oakley
Kidderminster Road
Droitwich
WR9 9AY

Solicitors

Hallmark Hulme Solicitors
3, 4 & 5 Sansome Place
Worcester
WR1 1UQ

Bankers

Lloyds Bank Plc
4 The Cross
Worcester
WR1 3PY

YSS

Annual Report and Audited Financial Statements
For the Year Ended 31st March 2023

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YSS
Annual Report and Audited Financial Statements
For the Year Ended 31st March 2023

Trustees' Report
(Including Director's Report)

The Trustees are pleased to present their annual report and the audited financial accounts for the year ended 31 March 2023. The financial statements comply with the current statutory requirements, the Statement of Recommended Practice and the charitable company's governing document.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Companies Act 2006, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Trustees of the charity and constitution

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees who have served during the year are set out in the legal and administrative information at the front of the accounts. There were no declarations of interest from any Trustee during the year.

The charitable company is governed by its memorandum of association which was adopted on 30 June 2000. The company trades under the name of YSS.

Objectives and activities

The objectives of the charity for the public benefit are for the relief of children, young adults and others, including adults, families and carers, who have complex needs arising from offending, ill mental health, homelessness or problematic substance misuse. This includes those who face difficult life challenges such as unemployment, financial hardship, lack of positive role models, separation, loss and low self-esteem. The charity helps them to develop new skills and improve their resilience, enabling them to lead more positive and constructive lives in the society and to achieve their potential. The charity's work primarily benefits the West Mercia region: Herefordshire, Shropshire, Telford & Wrekin and Worcestershire.

To pursue our stated aims, YSS is able to recruit and train local volunteers. Volunteers add diversity, they challenge our thinking and help to bring local solutions to local issues. Volunteers can help break down the myths and stereotypes of people who could otherwise be excluded from the society.

Fundraising

- YSS does not rely on fundraising and donations to enable it to continue its work and does not engage fundraising or marketing agencies to target people by telephone, or in person, to persuade them to set up regular donations to YSS.
- We are fortunate to have people who believe in our work and raise money for us or make private donations. YSS does not, and will not, pass on contact details of supporters and donors to anyone else, including other charities. YSS respects the wishes of supporters and donors who ask for no further contact from the charity, and adheres to Data Protection Law.
- YSS employs a part-time communications and fundraising coordinator who works alongside YSS teams and SMT to gain funding for our work from trusts and foundations and to support people who choose to make donations or take part in fundraising activities in whatever way they can.
- YSS follows the Code of Fundraising Practice. YSS has received no complaints over fundraising activities during the period covered by this report.

Public benefit statement

The Trustees confirm that they have complied with the duty in Section 17 (5) of the 2011 Charities Act and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Achievements and performance

Principal risks and uncertainties

The principal commercial, operational and financial risks that have been identified and could seriously impact on performance, future prospects or reputation are as follows:

- Significant reductions in key funding areas. The YSS project snapshot forms an integral part of the risk register and is reviewed at each Trustees' meeting. Business development work continues to take a high priority within the organisation, not only to seek additional funding in order to develop and enhance our current work but to secure continuation funding or to limit further potential cuts to current funding.

- A serious safeguarding incident resulting in harm to a child, young person or vulnerable adult and the subsequent effect on YSS's reputation. YSS has a nominated Trustee lead and a nominated Operational Director with responsibility for safeguarding. Policies are reviewed and disseminated annually and regular training undertaken from local authorities.

- Health and Safety such as a serious incident involving a member of staff or volunteer from lone working in the community and in the homes of some of our most vulnerable service users. A robust lone working policy is in place and all members of staff use a 'Lone Alert' system run through mobile phones and volunteers use a 'Buddy system'.

Safeguarding

It has been difficult to find a replacement for our Lead Safeguarding Trustee and pending a new recruitment round, Susanna McFarlane has continued to act as interim Trustee with a safeguarding portfolio.

Risk Management

The Trustees regularly review the risks to which the charity might be exposed. There is a full risk statement, policy and associated systems in place and an Audit and Risk Trustee subcommittee that meets every six months.

The risk register identifies the major risks, their likelihood and impact and the consequent actions to manage them effectively and the process follows guidance from the Charity Commission.

Susanna McFarlane

Susanna McFarlane
Interim Chair of YSS Board of Trustees

Jared Whitehouse
Trustee, Lead on Finance

Chair's Review

This period had been one of significant challenges and changes for YSS. Whilst the Covid pandemic has slowly receded into the background, its effects have continued to be felt in a variety of different ways, both for the clients of YSS and for the organization as a whole. In particular the economic environment for operations has been challenging and required robust management by SMT with support from the Trustee Board. This period also saw the departure of our CEO, Catherine Kevis who the Board were sorry to see leave and have been grateful for her service. The management team and operations of YSS have since then been led by Debb Grantham. Debb has many years experience working with YSS and was appointed following a robust selection process and is making very positive progress in managing the challenging environment facing YSS and leading the team through this difficult period.

Consequently, with Debb at the helm, we are excited about the capacity for YSS to navigate the current difficult economic environment and continue to provide a hugely important range of services for our clients.

Looking forward to 2023-24 the board has appointed myself as an experienced new chair, and I started in September 2023. Further steps are in place now to ensure board succession with longer serving trustees retiring and plans to recruit new trustees in 2024.

A robust business planning and budgeting exercise has been completed, together with an in depth analysis of our business. The trustees are confident that this gives us a clear picture of our finances and that, together with our reserves, ensures we are well placed to meet the challenges faced by all charities and the public sector in the coming years.

Andrew Fry

Chair

Managing Director's Review

In the year under review, YSS continued to provide a wide variety of support services across Worcestershire, Shropshire, Herefordshire, Telford & Wrekin and Warwickshire. With local services disappearing and thresholds increasing, the demand on, and for, our services has grown along with the increased complexity of unmet needs which you will see reflected in our service reports and case studies.

With falling income, including cuts to contracts, rising operating costs, a recession, and a cost-of-living crisis, YSS, like many other charities, has had to use our reserves to cover core costs including salary increases and investment in infrastructure posts, including 2 volunteer coordinator and a partnerships manager. This is a year where YSS has really had to be "Resilient, Accessible and Adaptive".

It has also been a year of transformational change across the whole organisation. In March 2023 I was appointed Managing Director. YSS is not new to me as I have been with them since 2003 and was originally employed as a criminal justice keyworker and I see my new role as a great honor and a unique opportunity to bring all my skills, experience, knowledge, and passion to the table.

I would like to thank my predecessor, Catherine Kevis, for the work she had already undertaken around our Theory of Change, the design of our new website, the purchase of our new CRM and introducing us to the concept and benefits of Self-Managed Teams. We wish her well in her new adventures.

Part of my strategy for the organisation is to have a flatter structure, with more resources focused on operational delivery and business development. Consequently, a restructuring took place in March 2023 replacing two directors with outward facing operation managers, devolving, and distributing more of the decision making to them and their teams. This model is something we will be exploring and expanding over the next 12 months.

Our new website now has the facility for individuals and organisations to make referrals directly to us. As part of our investment in infrastructure posts, we recruited a centralized referrals coordinator who triages each referral as it comes in and allocates to the most appropriate service. This streamlined approach ensures rapid response to referrals, a single point of contact for referrers and consistency in the information provided. It also supports our long-term commitment to making our services accessible to everyone and increasing the opportunity to be able to self-refer.

The introduction of our new D365 based CRM in January 2023 implemented an assessment and feedback system that finally has a read across the whole organisation. Although it was too late for this year, we are excited to see what reports we can pull through for next year's report.

As an organisation we will continue to monitor the changes and advancement in technology and are exploring how AI (Artificial Intelligence) could be used safely and ethically to support the work we do. I believe it's important for us to keep ourselves abreast of new developments and not be afraid of exploring different ways of working.

Despite all these challenges and changes, we will continue to step up our efforts to ensure we give value for money, that we increase our visibility and accessibility, and we remain a preferred provider for our stakeholders and grant givers. The individuals we support will remain at the heart of everything we do, and their knowledge and experience will help us identify gaps, shape, and design new services. I'm committed to a business development plan that drives collaboration and partnership working in a sector that is becoming saturated and full of duplication.

In Summary

YSS will aim to:

- Continue to effectively deliver existing services with a key focus on quality and evidencing impact and outcomes for service users.
- Continue to pro-actively look for opportunities to innovate through new projects or within existing projects.
- Positively engage with all our stakeholders, partners and those who access our services.
- Continue to develop and improve its marketing and communications strategy to improve its reach and raise our profile.
- Maintain income levels and control expenditure.
- Better evidence Social Value and Environmental, Social Governance (ESG).
- Strengthen existing partnerships and look for opportunities to create and build new partnerships, both strategically and operationally, to have a more joined up approach and to be able to deliver more effective services and reduce duplication.
- Better evidence the contribution of YSS volunteers and the impact of volunteering on them and our service users.

And finally, none of this would have been possible without the professionalism, loyalty, dedication, hard work and passion of our staff and volunteers which never ceases to fill me with pride. Thank you to each and every one of you; if there is one message, I want us to remember is that we are stronger when we all work together.

Debb Grantham

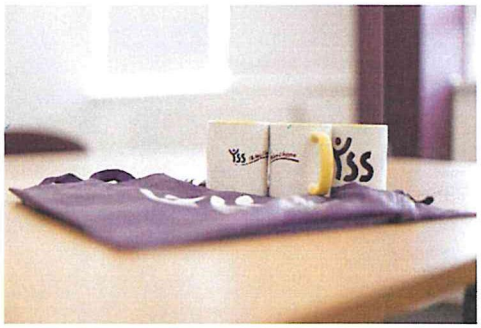
Organisational Review

Our Theory of Change

"People are emotionally resilient, thrive and feel like they belong to their local community" consequently people are more independent and there is less pressure on publicly funded services.

We support families and individuals who face significant challenges. Our activities are community based, one-on-one and consist of practical and emotional interventions.

YSS operates in the West Mercia and Warwickshire areas, with paid staff and volunteers.



Our work is rooted in the local communities we serve, and we work across different public sector systems: criminal justice, youth justice, adult and children social care and health.

Mission Statement

YSS enables people who face significant life challenges to feel safe, have the opportunity to thrive and to realise their potential.

Our values

Inquisitive	We ask questions, and challenge conventions to spark ideas and learning
Adaptive	We are open to change. We are flexible in enabling people to overcome diverse situations or setbacks
Optimistic	We maintain a positive outlook and focus on practical solutions
Trustworthy	We are honest and reliable
Inclusive	We are looking for ways to minimise and remove barriers for individuals, whether they are staff, volunteers, or service users.

Our standards:

- People can break through barriers to thrive and realise their potential.
- The best outcomes result from holistic, person-centered services combined with a solution focused approach. One size does not fit all.
- Our support should be accessible and inclusive.
- Our support should be rooted in our local community.
- Our support should be adaptable and tactfully delivered when and where it is needed the most.
- Support that is collaborative and considers the bigger picture is always the most effective.

Environmental, Social and Governance Reporting

Environmental Social Governance (ESG)

In 1986, YSS was founded on a strong passion and commitment to supporting people so they can do more than survive, they can develop resilience enabling them to thrive and aspire, which still underpins everything we do today.

With a strong local presence across Worcestershire, Shropshire, Herefordshire, Telford & Wrekin, and Warwickshire we have a unique opportunity and responsibility through strong governance and a clear strategy and mission, to ensure the long-term impact of our activities will include a reduction in access to intensive and crisis services such as those of the police, prisons, social services, health care, and emergency services.

We have formalized our commitment to equity, diversity, and inclusion, through the development of an EDI strategy and action plan. Our strategy articulates how we will drive systemic change and our plan ensures we remain focused on developing a workplace culture of respect and dignity for all whilst ensuring psychological safety which encourages professional curiosity, openness, and honesty. What we have achieved so far:

- All staff have received EDI training.
- EDI group members have undertaken EDI Champions training.
- An external consultant was brought in to support the implementation and mobilization of the group, who now meet monthly.
- The group share the minutes of their meeting with the wider organization.
- All new employees attend one group as part of their induction.

In 2023-2024

- All our departments and teams will be encouraged to consider the environment when setting up meetings and tasked with reducing their mileage by a minimum of 10% by using a hybrid approach to our service delivery, thereby helping us meet our commitment to cutting our carbon footprint across our large geographical areas.
- All staff will be asked to switch computers off (even if they work from home) rather than putting them in sleep mode or just locking.
- As part of our office locking up process, the last person in the office will switch off appliances such as kettles, toasters, photocopiers, printers, and microwaves at the plug point.

Additionally

- Our newsletters and applications are all digital.
- Staff already access their pay statements and P60s electronically.
- Wherever possible our bank statements, utility statements, invoicing and payment slips are all electronic. Where they are not, we will strongly encourage a move towards digital invoicing.
- We have implemented an online expense claim system for all staff and volunteers.

Despite being a small charity, YSS is committed to doing what it can to becoming more accountable for its carbon footprint and then taking steps to actively reduce it.

Social Value:

YSS is a registered charity with the Charity Commission and meets the Public Benefit requirement, in compliance with the Charities Act 2011.

YSS promote local volunteering opportunities and work in partnership with other voluntary and community sector organisations.

In a recent tender for the Worcestershire Young Carers contract, YSS scored top score for adding value through fundraising and networking with local academic institutions to support students with work experience and volunteering opportunities. Over the course of the last 5 years alone, we have raised and spent £190,000 for the benefit of young carers, young adult carers and their families in Worcestershire.

We are a Living Wage employer and as a charity we benefit from the generous donations of local trusts, benefactors, and general members of the public.

YSS works in partnership with others and has developed an extensive network of support to deliver better outcomes for our communities.

We are signed up to Worcestershire Making Every Contact Count and Worcestershire Works Well, as well as being members of Worcestershire, Shropshire, Telford and Herefordshire Chambers of Commerce and VCS forums.

We contribute to the development of local strategies and county-wide development, for example: we informed the content of the NHS Suicide Prevention team's training programme, work with schools over the Young Carers' Education programme and their pastoral needs.

Our collaboration with the Open University and local partners identifying the needs of children of prisoners will highlight the work taking place across Worcestershire when the report is published.

Our added social value is recognised by national charities and organisations we are partnered with such as NACRO, who contract us for accommodation support for prison leavers, Action for Children, who we recruit and train of volunteers for on the Worcestershire Starting Well and the Defense Medical Welfare Services, who we supply a wraparound service to military veterans. We have previously commissioned Social Return on Investment reports with a return that ranges from £5.92 to £11.55 for every £1 invested, depending on the service.

EDI as part of our organisation

EDI is an organisational priority, and we all have a shared responsibility to make it happen and keep it alive. We have made the conscious decision not to adopt a separate EDI strategy. Instead, we will ensure that EDI is a cross cutting theme in our main strategy and that we look at everything through an EDI lens. The principles of equity, diversity and inclusion are embedded in the organisation and help to deliver the charity's public benefit.

The Founding Principles for our EDI approach consist of:

- *Principle 1 – We focus on what matters most.*
    - Develop Service Users' Insights groups.
    - Training to develop our knowledge and become more conscious of individual/group bias.
    - Understand the obstacles to access and inclusion.

- *Principle 2 - Lead by example and embed EDI in our work and interactions.*
    - Recognise that there is always room for improvement.
    - Create an organisation-wide EDI group.
    - Comply with legal obligations and have due regard for external strategies.
    - The EDI group and Service Users' Insights groups are core components of the YSS structure.
- *Principle 3 – YSS is a welcoming organisation, where individuals feel safe to work, volunteer and receive support.*
    - Encourage intersectional perspectives from different people, with different views.
    - Listen and engage.
    - Implement recruitment practices that appeal to a broad cross section of the population.

The Leadership Team and EDI:

In autumn 2022, the Leadership Team attended an Inclusive Leadership training workshop. Following an analysis of individual interviews with each team member, the following reasons were identified for prioritising EDI at YSS:

- Enhance support for Service Users
- Improve engagement of staff
- Develop connection and shared identity as an organisation
- To become innovative and solution focused for future challenges /opportunities.
- To ensure we are fully reflective of YSS Service User and the Community we serve.

One of the action points from the day was to include EDI on all staff meeting agendas going forward.

Creation of the EDI Champions group:

The EDI Champions group was created in October 2021 with the aim of gathering staff together in a safe space to raise awareness of EDI issues and challenges, support and encourage EDI engagement and share and promote EDI best practice. They also act as the first point of contact for staff seeking EDI information or raising questions or concerns.

The group initially consisted of a core group of staff who worked alongside an external facilitator to develop an EDI group framework and an action plan for EDI in YSS moving forward. The core members all attended EDI champion training in early 2022 and then met on a 4–6-week basis. All meeting minutes are made publicly available to all YSS staff after each meeting.

In April 2022, the EDI group sent out an EDI survey to all staff members to gauge their understanding of EDI policy within YSS and gather feedback around how YSS could be more inclusive. The answers from this survey shaped the direction of the EDI group for the first 12 months.

EDI in 2023:

The focus for the EDI group in the early stages of 2023 has been around embedding EDI into the induction process for YSS staff from the start. All new starters must now attend one EDI meeting as part of their induction. The EDI team is now made up of 14 members of staff.

The team have also created an EDI induction pack to be shared with all new starters, which includes EDI champion statements, biographies of all EDI members, as well as guidelines around what the EDI team can and can't support staff with.

The EDI team are also working on a Workplace Adjustments Passport which will enable staff to highlight to their line managers any barriers to work related to disabilities or illness and enable a constructive conversation and written agreement around any adjustments that need to be put in place. They are also working on a Wellness plan which staff can work on with their line manager or a member of the EDI team to ensure their work environment is conducive to positive mental wellbeing.

This year the EDI group are also focusing on a range of key subjects, to be explored each quarter. The first theme of 2023 was "Anxiety, mental health and managing change". The EDI group have also been working closely with HR to discuss and develop ideas for how to improve staff wellbeing over the next 12 months.

Digital Transformation and GDPR:

As part of our long-term digital strategy, we have invested in modernising the outlook and operations of our organisation over the past year.

New CRM:

In September 2022, YSS invested in a new cloud-based case management system which allows all our services to centrally record information about their service. To support the integration of this new system, YSS recruited a Referrals Co-Ordinator who manages the CRM, trains, and supports all staff, liaises with referrers, triages and processes all referrers.

With the launch of our new website, all referrals were automatically generated through the website, speeding up the initial referral process. This meant no referrals were missed or sent through different referral pathways.

A guide was created and sent to all staff explaining how the progress bar worked for each service user, and waiting lists were produced for the services to keep track of the service users waiting for triaging and assessments. The referral process was streamlined to incorporate all services, and initial referral questions were reduced. However, feedback from practitioners told us that they felt some essential information they required for each service user was missing.

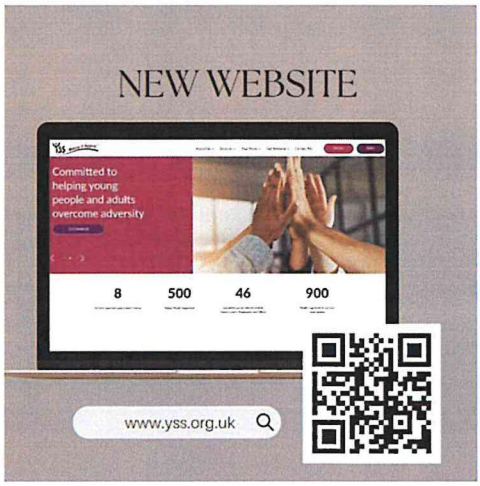
An "additional information" document was then created for each service, with tailored questions for the referrer to fill in, which ensured the referral was ready to be activated when capacity allowed.

One of the benefits of having this new system is the reporting aspect. After a few clicks, a customised report can be created, and then saved for future use, which allows us to capture all sorts of information useful for our monthly/quarterly reports across all services.

The consensus among staff is that the new system is working well. We are still exploring what the system can offer us and we are continuing to tweak the design and layout to optimise its outputs.

Our New Website:

Over this year we have spent a lot of time thinking about how to make our website a more accessible and useful tool for anyone who wants to know more about us or access our services. With the introduction of our new Case Management System, we wanted a website that was easy to use, secure and centralised all activities. With the help of our website provider and IT professionals, we created a website that looks more modern and centralises functions like referrals, donations, volunteer recruitment and contacting us in one place.



While discussions about the brand of the organisation remain ongoing, our new website, commissioned last year, was finalised and made live in January 2023. It has a more modern appearance and contains functions and forms that make it easier for our teams to pick up referrals, volunteer recruitment applications and general requests.

To access and view our website please visit www.yss.org.uk

Our Social Media presence:

During the past year, YSS invested in several jobs that aimed to increase our presence and promote our organisation and the services we provide in our local communities. This goal was achieved as we attended several events, reached out to a lot of local organisations and businesses, and increased our social media reach on apps like Facebook by 200%. On professional applications like LinkedIn created during last year, we managed to reach more than 500 followers, and we managed to reach local businesses and organisations to co-organise events and promote corporate partnerships.

We also started an Instagram account as it was identified as a lacking area to reach our younger audiences, especially for services like Worcestershire Young Carers. Engagement has since grown as features like posts and stories were used. A centralised YouTube account was also created to include all our new videos aiming to raise awareness about who we are and what we have done for over 30 years in Worcestershire, Herefordshire, Shropshire, and Telford.

We strive to maintain a healthy and organic social media presence across all our platforms, to engage with our main audiences which are service users as well as stakeholders. We promote our services and the impact they have on people in our local community on our social media using real testimonials. We are also posting regularly to raise awareness about important issues faced by our service users.

Safeguarding:

The YSS Safeguarding Policy is updated annually by the Designated Safeguarding Lead. Safeguarding is included in all induction processes for new staff and updated training forms part of continued professional development across the workforce.

However, an external audit of safeguarding within YSS identified that there was a need for a more coherent approach regarding safeguarding training and recording across the varied service teams.

Previously, staff teams have sourced relevant safeguarding training within individual projects. There are now plans in place for all staff and volunteers to attend 2 days of safeguarding training (children & adult). This, alongside the introduction of a new Safeguarding Recording Pathway on CRM, creates coherence and consistency throughout the organisation in our knowledge, response, and recording. It also gives us the ability to produce safeguarding reports, both for individual services and organisation wide.

We are exploring options to update our Lone Alert platform, to ensure the safety of our staff, volunteers and service users when working within the community and out of office hours.

Volunteering:

In the future we aim to look forward to building upon our strategy. We would also like to have a new survey for staff and volunteers to identify areas of improvement etc.

During the past year at YSS, we have focused on the importance of volunteers in delivering a successful service across the West Mercia region. There is a general trend across the UK of charities struggling to recruit volunteers. We have found this is also the case across our regions, so in 2023 we will be looking to put more focus into developing new channels and methods for recruiting volunteers as well as ensuring that volunteers feel valued for the work they do and in turn promote YSS as a great place to volunteer to their friends and family. During 2022-2023 it has also been fundamental for us to enable volunteers to feel more included again and part of the YSS team. So where possible and with volunteer safety at the core of everything we do, we have returned to in-person social gatherings, training and appraisals.

Volunteer Training

Volunteer Mentors

In November 2022 we conducted various training sessions for our volunteer mentors. The attendees on the course rated the training as excellent and found the in-depth case studies and group work extremely beneficial.

"I really enjoyed the time we were given to share ideas with each other."

"I feel reassured that I won't be alone and have a supportive team around me."

Appropriate Adult Volunteers

In January-February 2023 we completed two Appropriate Adult training sessions for a total of 12 volunteers. Appropriate Adult is a unique service within YSS as it is the only volunteer led service to which volunteers act at custody suites to advise and support young people held in custody or interviewed by the police. These volunteers are now out supporting young people at Worcester, Kidderminster, Hereford, Telford and Shrewsbury custody suites.

We had some fantastic feedback from the training;

"I have a clear understanding of the role of an Appropriate Adult and how important they are in the police station."

"I have learnt that Appropriate Adults can speak up at any point to help the young person and I now feel confident to do so."

"The training has really helped build my confidence when completing the role."

Volunteer Events

In March 2023 our Volunteer Coordinators arranged and hosted a Volunteer's social gathering in Worcester, which enabled volunteers to meet, chat and exchange ideas. They were treated to refreshments and a buffet, played some games, and then had a chance to hear more about YSS' commitment to Equity, Diversity and Inclusion and how volunteers can be a part of this. It was also a great opportunity for them to get to know staff and trustees they may not have previously met.

The future of volunteering at YSS

We are keen to develop more roles that enable people who may not have transport or are unable to leave their home to volunteer but would still like to contribute and make a difference. Some recent roles developed include.

Virtual Feedback collector role

Feedback collectors will support YSS in gathering feedback over the phone to provide evidence of sustainable change, examples of good practice and influencing service development. Using phone, email, and other digital platforms, they will contact people currently using our services and those who have exited YSS services on a regular basis to collect feedback and track progress.

YSS Champions

YSS Champions would be responsible for promoting YSS services across our region using set presentations and materials. We would be looking for them to source and set up their own promotional events. We would also be interested in having YSS Champions carrying out fundraising activities for YSS and supporting the Partnerships Manager in delivering fundraising events in the community and alongside Corporate Partners.

Volunteer Case Studies

One volunteer has acted as a male mentor for a young man and has been amazing. He provides a listening, non-judgmental ear for this person who has had a lot to cope with in his short life. The young person is currently estranged from his dad and having a male role model has been good for him. He has helped him to make good choices and ultimately think about some of his actions and learn from them. He has helped him decide if he wanted to take medication that helped his ASD and ADHD and has given him positive time out of the family home where things are often chaotic and challenging for him. The young man looks forward to his visits and has benefited from him and will confide in him with how he is feeling.

One volunteer took a client to a local men's walking group on a weekly basis. The client was unlikely to attend this on his own. The volunteer picked him and supported him to attend each week for three weeks, after this point the client was confident enough to go on his own. The volunteer also helped with motivational support and being a male role model, he was able to guide him with some emotional difficulties he was having with relationship issues. As a result, the client made significant changes, he addressed his relationship issues, signed up for a college course, stopped using cannabis and continued to attend the walking group after his support from YSS finished.

Feedback from clients supported by volunteers

"Thank you being someone that i could trust, lean on and feel safe with, you're such a wonderful person. Many, many thanks for the time we had together".

"Things are going really well with my mentor; she has supported me with so many things".

"My mentor is helping me with confidence I feel a lot better, also helping me understand that I don't have to be available for mum 24/7 I have to put myself first too sometimes. I am attending more groups and managed to take my mum out to a café for the first time in a very long time."

Feedback from a volunteer

"Volunteering with YSS has been an amazing experience for me. It helped me get out of my comfort zone and see things from a different perspective. I built a genuine relationship with the client which enhanced her self-esteem and confidence. Experiences like this make you aware how important social support is."

Community Engagement

This year we focused our efforts on increasing our visibility in our local areas. We were present at more community events across Worcestershire, Herefordshire, and Shropshire, where we engaged with people in our local communities. Our partnership manager has tried to engage and increase presence at community and partner events, increasing our footprint whilst also solidifying ties with partners and stakeholders.

We attended several volunteering events in Shropshire and Worcester with the aim of increasing recruitment and promoting the services available in the local area. We have presented at Chester University and the University of Worcester, reaching out to potential volunteers and future professionals.

As part of our Ministry of Justice contract we organised and promoted an event at the University of Worcester themed around our Chrysalis service, supporting women with complex needs. It was a day for future practitioners to explore and learn from our team of professionals dealing with women in the criminal justice system.

During this year, we were also happy to have a visit from our patron, Her Royal Highness the Princess Royal in an event for local organisations and professionals to learn about Families First and the upcoming research by the Open University on the support available to families affected by the imprisonment of a loved one. Everyone had a chance to hear more about the research of the Open University's Children Research Center on the support for families affected by parental imprisonment and the Just Economics research on the need to invest in more preventative services.

Our partnerships Manager has worked hard to build liaisons with our local Chamber of commerce, where YSS was recognised by Worcester Chamber of Commerce for procuring and outreaching to more organisations and companies than any other Charity. He also worked closely with our services team managers to attend on a regular basis veteran community event, road safety community events like Project Edwards and many more.

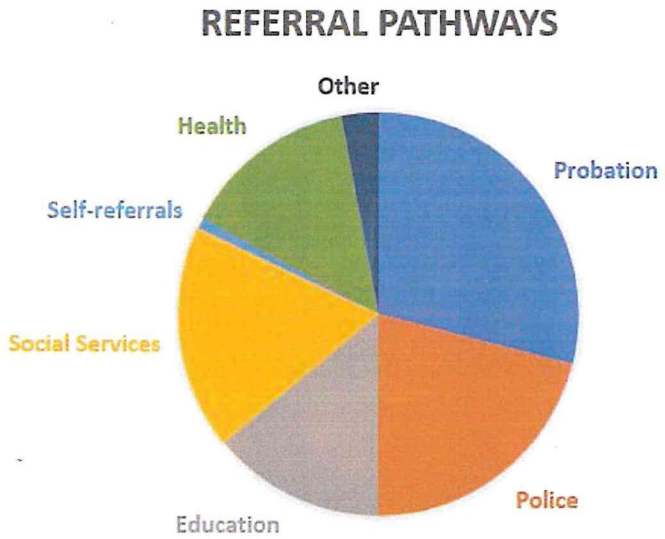
Our team has also started investing more time on building a strong basis for Community Fundraising links with local schools, local churches, groups like the Droitwich Lions and businesses like Neoperl and a Shrewsbury based Furniture shop. We created a link with the Chase High School's charity committee who donated cash and Christmas hampers to support YSS further. We have also supported a fundraising event by Hidelow Grange school who got Fit in February while raising money for our Young Carers service and supported our commercial partners events, like Neoperl (and Malvern science parks) Zumbathon, which proved to be a great opportunity to engage with new businesses and increase YSS's visibility within the commercial sector, whilst giving back to our corporate partner.

Our Corporate Partnerships strategy has progressed and grown throughout the year, and with this YSS was able to build a strong relationship with Neoperl as its main commercial partner. This strong relationship enabled us to approach our partner to financial support/Sponsor our Young Carers conference which will be taking place later in the year.

We are continuously looking at strengthening our relationships and enabling us to support Neoperl to increase their social Value while we increase our community engagement and support more people in our local communities. YSS will be looking to capitilise on the success of this occasion and will be working with Partners and Stakeholders in running more events during summer 2023.

Our Performance

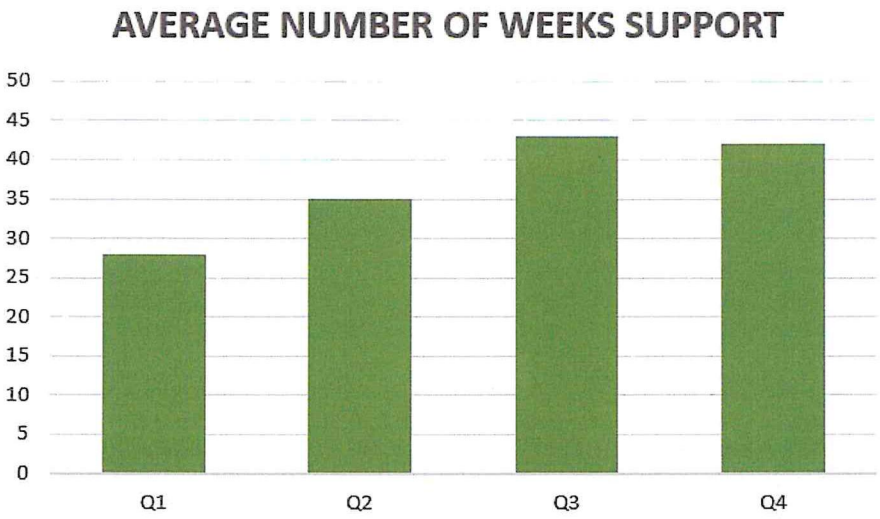
In 2022-23, we received 1,437 referrals across all services and provided support to 98% of the children, families and adults referred in working with multiple agencies and local services to provide the best, wraparound, integrated approach, to ensure the individuals who access our services achieve the best outcomes. Below graph shows the split by the agency type:



At YSS we specialise in providing one-to-one tailored support, making sure that the level and length of the support is based on each and every service user's individual needs and circumstances.

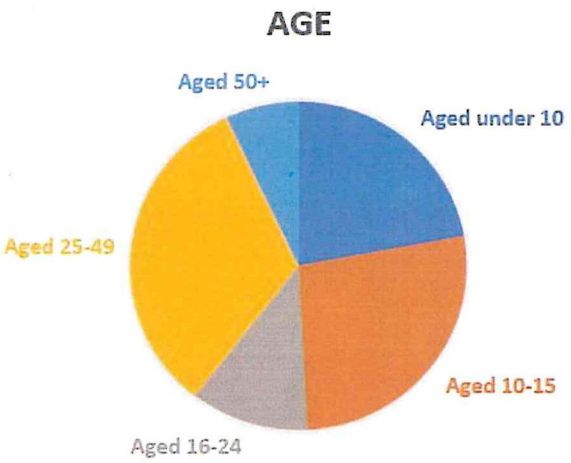
In 2022-23, the average number of weeks we have supported individuals was 37 weeks.

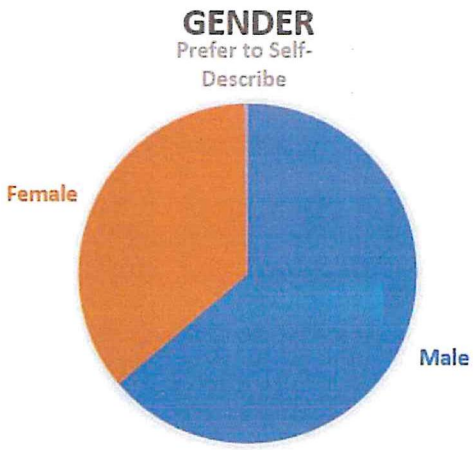
The graph below shows the average number of weeks support per quarter:

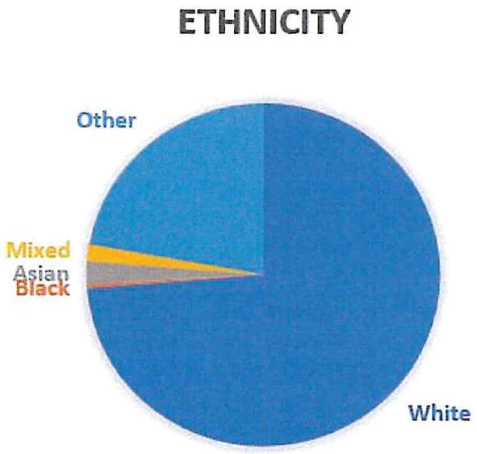


In 2022-23 YSS delivered 8,347 support sessions for our service users. These included a mixture of face-to-face and virtual meetings. Over 83% of our service users engaged with us following our initial contact/assessment.

Service User Demographics 2022 – 2023







What we do in 3 Case studies

*All our case studies are anonymised. Names, Surnames, and locations are replaced with imaginary ones to protect our service users.

Families First:

Families First is a service supporting families affected by the imprisonment of a loved one in a holistic way. It is a two-year pilot service aimed at supporting families across Worcestershire to cope with the demands of a loved one going to prison.

Over the past year we have helped over 25 families across Worcestershire, and we will continue to do so. That was the theme of our recent event in the presence of our Patron, HRH The Princess Royal. We have learned a lot from the families and children we have supported but the main learning was that from the point of arrest, families feel lost and neglected. That is why we are here to support those families.

The Mansell family were originally referred into the Families First service by the youngest son James' school. James' biological father originally served a lengthy prison sentence and was released a few years ago. Following release, he was recalled to prison twice and at the time of the Families First referral was currently in prison.

James had contact with his father each time his father was released from prison, but he was struggling with the fact that Dad kept breaking the terms of his release and was again back in prison. As a result of this James suffered with anger issues and had been involved in anti-social behaviour in the community.

Mum felt unable to manage his behaviour at times and wanted support for the family to manage the impact of dad's prison sentence.

James was already receiving support from a mentor weekly at school, but he did not feel able to talk to them about dad and wanted someone who was knowledgeable about the criminal justice system, could answer his questions and understand how he was feeling.

Following an initial assessment with the family, the Families First worker devised an 8-week support plan which was delivered to James in sessions at school. This support plan covered the following:

1. Enabling James to feel able to identify and talk about his feelings as well as developing some form of emotional regulation.
2. Helping James to identify how he feels about different areas of his life and implement goal setting.
3. Providing a safe space for James to discuss his memories of dad; both good and bad.
4. Talking about why people go to prison and making good and wrong choices.
5. Discussing the police and how the criminal justice system works.
6. Providing James with ideas for how to manage his anger.
7. Enabling James to explore his thoughts about dad and then verbalise how dad's imprisonment has affected him and what his hopes are for the future.

During his sessions, James grew in confidence around his ability to speak about dad and verbalise how he felt about dad and the effect dad's imprisonment had on him. He was also able to engage in interesting discussions around dad's offending behaviour due to dad's drinking.

Following the end of the support, James had a better understanding of how his behaviour and choices at school could affect people's opinion of him and the likelihood of him being blamed for future events. He also got better at apologising when he made wrong choices. His tendency to engage in angry outbursts also appeared to have reduced following our sessions.

Feedback from mum:

"My son really looked forward to the sessions with his support worker and all that she did with him was extremely effective I can't thank her enough."

Stakeholder feedback

"I can't begin to do justice to the impact that the YSS support worker has made on this family! They have gone from being lost and afraid to considerably more confident and assured. She has helped them at every stage of the process from sentencing through to release and probation. The grandparents obviously feel supported they have someone they can speak to for advice and guidance as well as just talking to someone who knows and can offer support. The boys are much happier and feel more secure. The oldest has had the confidence to share with his friends and seek peer support because of the work that she has done."

"Families First has made a significant impact! The mum now feels more supported – she knows her rights and has become more confidence in making decisions for her child and herself, especially regarding issues related to the parent in prison. The difference the financial support has made is also huge. She now feels much happier and safer."

"The YSS support worker has been amazing. She has supported parents and children. Her knowledge and expertise have been invaluable to school staff. She has gone above and beyond to support this family. The family would not be in the positive position they are now in if it was not for her support. She has been informative as to what needed to be done on dad's release and if it was not, for her, school wouldn't have attended a MARAC and the children's voices wouldn't have been taken into account – this has impacted the arrangements that are now in place. Although the progress with the children's emotions haven't moved forwards as much as we had all hoped, they are making small steps and improving. She was quick to acknowledge this and put in appropriate amount of support but stopped it when it became overwhelming for them."

Service user feedback

"The way the YSS support worker helped us as a family to bond again was fantastic. She was very patient and tried many different things to help our daughter to return to school after my imprisonment and periods of absence due to anxiety."

"The YSS support worker constantly supported me during our time together. I now feel me again and I can't thank her enough."

"The regular visits with the children were so helpful, so hopefully they can continue for other families."

MORSE case study

Sam was referred to Morse via her probation officer. She had been drinking and driving recklessly.

Sam suffers with mental health, has learning difficulties, supports and looks after her 21-year-old autistic son and has recently lost her father. She remains in an abusive relationship, however, does not live with her partner.

During her first meeting with her Morse worker, Sam opened and disclosed that on the day of the incident, she had been going through paperwork relating to her late father. She shared that she had been drinking and taking prescribed medication related to her mental health condition and because she was so overwhelmed with grief, she felt she could no longer cope with the anxiety of her situation.

She shared, she left her house, got into her car, and drove it as fast as she could, hoping to get arrested.

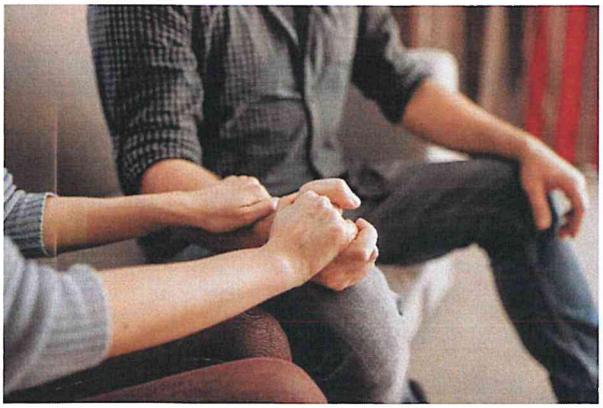
She has been under the medical supervision of psychiatrists for a few years. She has regular contact but describes her relationship with her current psychiatrist is not going as well and feels she is being prescribed medication and then sent away but not finding any help to 'sort her head out'. With MORSE's help and support, it was agreed for Sam to be referred to a counsellor. In the meantime, the Morse link worker would commence work with the Safer Driver Programme.

She was very keen to start these interventions and it was agreed to have weekly face-to-face meetings in a local café. Sam told me her goal was to change her way of thinking and have control over her actions. She was eager to look, learn and understand why she did these things and how it could be prevented from happening again.

She has been and continues to give full attention to the SDP. In fact, whilst doing this she has also commenced a college studying her Level 1 English along with her son, who has joined in the studying.

She has been going through the weekly SDP and been given 'homework' as requested by herself. There is a lot of discussion around not only her driving but looking into the dangers she imposes on other road users and herself. Sam has committed herself to this programme and has completed it within the normal short time.

Sam is now going under review sessions and wants to continue with further support with this. She has described how until doing the SDP she had never stopped to think about others and the danger she had put them in. Looking at the 'ripple effect' has led into discussion about who would be affected and if there had been tragic consequences, how this would affect their families etc. She now wants to go out with a DSA approved driving instructor and complete the Pass Plus programme. She feels that she needs some lessons to put into practice what she has been learning in the SDP to enable her to understand and knowing the consequences of her bad behaviour/driving and wants to make sure it never happens again.



Sam continues having weekly MORSE interventions. She has now passed her English level 1 at college and enrolled for English level 2. She is still having weekly counselling sessions which she finds is helping alongside her MORSE appointments. She has a supportive probation officer and MORSE link worker who work closely together to ensure Sam gets the help and support she needs. Sam continues to have regular monthly appointments with her psychiatrist. Her partner is still on the scene. However, Sam, with the support of her MORSE link worker, has been looking at ways she can make time for herself plus what to do when the pressure is on. She has recently completed a study of wild birds as part of her college course and presented this to her class. She is gaining more confidence in herself.

Sam will continue with MORSE until she is ready and confident to move on. She feels she has a better understanding of her actions and thoughts and wants to continue with the support. She feels remorse for her actions and has told me she does not want anyone put in danger or get hurt. The only way she feels she is learning this is from the help and support she is receiving from the MORSE project.

Shropshire Targeted Early Help Case study

Lisa is a 15-year-old, born female, identifying as non-binary (pronouns they/them requested). The referral to Early Help came from CAMHS following multiple serious suicide attempts and concerns about their mental health.

The parents were going through a very acrimonious break up and CAMHS had concerns that father had been aggressive with mother and both children. The mother, Maria, has Multiple Sclerosis and tires easily. Managing Lisa's deteriorating mental health and trying to understand some emerging challenging behaviours from her 6-year-old son, Adam, was beginning to take its toll on her.

All three had moved out of the family home as mum expressed fear of dad and they were renting a three-storey house which was not helpful as mum found the stairs difficult to negotiate, meaning she felt she could not monitor Lisa's safety

effectively. Mum worked part time from home, but money was tight and rent was high. The house was cramped with very little outside space.

At the time of referral Lisa was not attending school regularly.

Main outcomes of YSS Early Help involvement for Mum:

- Mum given support to access local services such as Police, solicitor, Legal Aid.
- Referred to Employment Advisor for advice on Welfare Discretionary Fund.
- Support given to negotiate tenancy and find new more appropriate housing.
- Laptop funding and purchase for mum to help with current employment needs.
- Parenting advice given on setting and maintaining boundaries.
- Referred to Shropshire Domestic Abuse due to abusive ex-husband.

Main outcomes of YSS Early Help involvement for Lisa:

- Supported mental health – no further suicide attempts and confident with identity.
- Supported to stay in school – exams completed.
- Encouraged GP appointments.

Main outcomes of YSS Early Help involvement for Adam:

- Completed ASD identification toolkit.
- Mum booked onto Autism West Midlands webinars and one to one advice sessions.
- Prompted the school to put in extra support to support his behaviour linked to ASD traits and provided details and support to complete Graduated Funding Pathway to access funds for extra staff.
- Provided Family Worker sessions to observe and collate evidence of behaviour linked to Autism.
- Referred to Empathy group for peer group sessions.

Main outcomes of YSS Early Help involvement for Dad:

- Encouraged dad to be involved in meetings at school.

Lisa is now on course to attend college in September. They see the GP regularly and has the contact information of various crisis organisations.

Adam is more understood at school and resources and assessments are underway to best support him.

Mum is a more confident parent. She is seeking specialised advice from specific organisations.

The support you have given has been really useful and supportive. You've always been on the end of the phone when I needed you, particularly when I was so worried about Lisa. On a personal note, I have found the way you put me in touch with Autism West Midlands and how you helped with Housing have been massively important. I am so proud of the way Lisa has coped with such awful suicidal thoughts and I'll never forget how much you helped with that.

Maria (mum)

Dear Sophia, I want to let you know that you have been great. Without you I don't know where I would have been. We have had talks that have made me feel I can do this and I trusted you. I now feel independent and strong for the future. Thank you so much.

Lisa

This is a piece Lisa wrote for our Early Help Practitioner after we did a session reflecting on the progress they have made and asking what they would say to someone in the same position they were in a year ago.

' I'm so happy that I can now talk about this in a positive light. I've grown and matured and realised that I do deserve to live. Last year it felt like all my efforts to recover were in vain and I should just give up entirely. I attempted suicide almost every week and self harm became a part of my nightly routine. I was in the hospital due to an overdose at least once a month until late summer. Speaking to people felt like an activity I should have been paid for and getting out of bed felt like running a marathon. everything was tiring. Breathing was tiring. I became tired of being tired. I cancelled things that I would have loved to do with people I love just to clear out my schedule and be able to kill myself without disrupting people too much. Every day my rock bottom just got lower and lower and I didn't even think that was possible. Recovery seemed completely out of reach. I thought I was doomed to feel that way forever and I couldn't live like that. I'm glad I carried on. I'm now experiencing incredible things that I never would have been able to if any of my suicide attempts worked. The fact that I can now say that I did get better is amazing and I'm so proud of myself for that. I'm in a healthy relationship and my partner treats me amazingly. Smiling doesn't feel as difficult as it did a year ago. I don't usually speak about things like this because it can be quite depressing to some, but to me it shows how much I've developed as a person. Some days are still hard, but I can now cope with them. I know I will never get to where I was last year and that is incredible. One-time last year while I was waiting for the paramedics after an overdose I had to sit in the middle of the floor to stop myself from bashing my head against the wall. I had to sit on my hands to refrain from hitting myself. I screamed at the paramedics to section me. I cried out of frustration when my mum started locking the knives and medication away because I had no way to kill myself anymore. I feared myself. Writing all this down makes me realise how much I really have gotten better. I deserve to be happy. I deserve to be excited. I deserve to be loved. I deserve to be alive. I deserve to experience great things. So do all of you. It does get better.

I am living proof that no matter how bad life gets, it does get better."

Financial Review

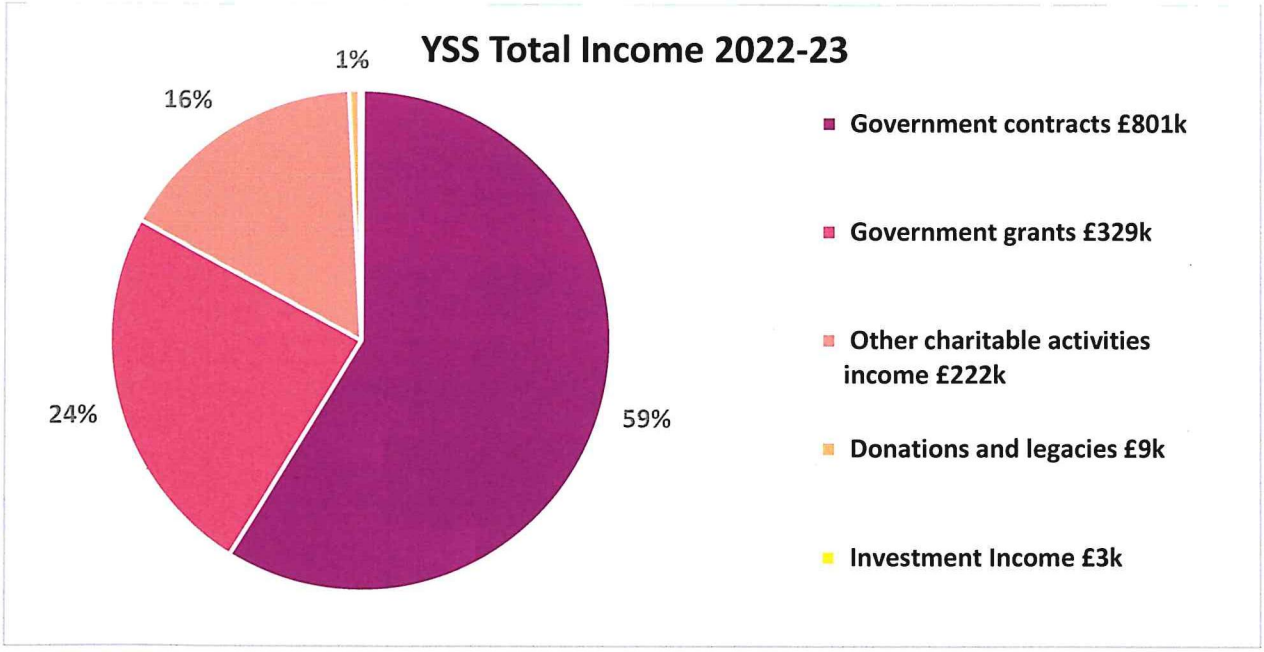
For the year ended 31 March 2023

The Charity reported an operating deficit of £294k (2022: £53k). YSS has generated a negative cash flow from our charitable activities of £398k (2022: £61k).

A summary of YSS' six year financial performance is as follows:

Year	Total Income	Total Expenditure	Net Surplus	Net Surplus
	£'000	£'000	£'000	%
2017/18	1,621	1,528	93	5.74%
2018/19	1,309	1,337	(28)	(2.14%)
2019/20	1,705	1,713	(8)	(0.47%)
2020/21	1,510	1,409	101	6.69%
2021/22	1,507	1,454	53	3.52%
2022/23	**1,365**	**1,658**	**(294)**	**(21.6%)**

YSS Total Income 2022-23



The position of YSS Reserves at 31 March 2023

Our reserves have to be adequate to carry on our work when faced with difficult, challenging and changing times. They need to be sufficient to allow us to address possible losses from our charitable activities and give us enough time to adjust

our strategy to meet changing circumstances and to invest in business development, without having to make hasty decisions.

The balance of unrestricted, available reserves at 31 March 2023 has decreased to £192,684 (2022 - £357,801).

Investment Policies

The Trustees invest surplus funds in interest bearing bank and savings accounts with a combination of instant and short notice access, to ensure that the funds are readily available as and when required.

Structure, Governance & Management

YSS is a charitable company limited by guarantee. The current Board of YSS consists of six Trustees who meet six times a year. The Board is led by the Chair and is supported by the Finance Lead and the Audit and Risk Committee.

The Board of Trustees is responsible for setting the organisational strategy with the Managing Director. The day-to-day operational management is delegated to the Managing Director (MD). Trustees undertake various roles to provide scrutiny of the organisation's performance and to review risk. The MD meets regularly with the Chair of Trustees and formally reports to the Board at every meeting.

The Senior Management Team (SMT), led by the MD, meet every month to drive operational and strategic performance. A separate leadership team including all those with line management responsibilities, recognising the significant role they play in day-to-day operational activities, meet for a full day at least annually. SMT regularly meet every week either in person or using virtual meeting rooms to continue delivering strategic and organisational objectives in what has remained, post pandemic, an evolving but consistently difficult economic environment. The Trustee Meetings and discussions also utilise virtual technology.

Method of Appointment of Trustees

New Trustees are appointed by the Board of Trustees. A formal application procedure is in place to ensure Trustee recruitment is based on its organisational needs. This includes a role description and person specification, an application form and a formal interview process. If successful after the interview stage, applicants are invited to meet the Chair of Trustees and the MD (along with members of SMT) and attend a Trustee Meeting as an observer. The Chair and Appointments Committee then confirm if they are suitable and the Chair recommends their appointment to the Board. Formal approval of appointment follows at the next Trustee Meeting.

All new Trustees will serve for a maximum of 10 years: a one-year probationary period followed by up to three further periods of three years. A formal review with the Chair will take place six months prior to the end of each three-year period. Trustee supervision and support is undertaken by the Chair of Trustees.

The Board support the principles of good governance contained within the Charity Governance Code. The Board of Trustees confirm that the Charity does not fully comply with its own governance in as much as they have agreed that provision be made, subject to ongoing review, that a Board Member with a term of over ten years be reappointed for a further three year term to support transitional period for any new trustees. The Board is set to review its succession planning strategy in 2023/24 financial year.

The entity's ability to continue as a going concern

The directors have prepared the financial statements on the going concern basis, which is based on the following:

- The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.
- The Trustees and directors carefully monitor the financial performance during each financial year, and despite the challenging economic environment, we are currently performing ahead of the forecast budget although a deficit for the year has occurred.
- The management continued to assess the financial risk and has undertaken additional stress testing analysis of incoming resources in 2023/24 financial year and determined that there are no material uncertainties that casts significant doubt upon the entity's ability to continue as a going concern for the next 12 months.

Legal proceedings

The Directors are not aware that there are any pending legal proceedings that would have a material adverse effect on the financial position or operations of the Group.

Statement of Trustees' responsibilities

The Trustees (who are also directors of YSS for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2019 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departure disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

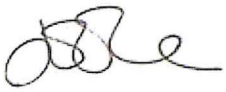
- there is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

Ormerod Rutter has expressed their willingness to continue in office and will be proposed for re-appointment at the Annual General Meeting.

Approved by the Board of Trustees on 18th January 2024 and signed on behalf of the Board:



Jared Whitehouse

Trustee, Lead on Finance

Independent Auditor's Report

To the Members of YSS

Opinion

We have audited the financial statements of YSS Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *'The Financial Reporting Standard applicable in the UK and Republic of Ireland'* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the company, we identified the principal risks of non-compliance with laws and regulations including those that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, and the extent to which non-compliance might have a material effect on the financial statements. Audit procedures performed included discussions with management, review of board meeting minutes, testing of journals, designing and performing audit procedures and challenging assumptions and judgements made by management in relation to accounting estimates.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Colm McGrory FCA (Senior Statutory Auditor)
for and on behalf of Ormerod Rutter Limited

23/1/2024

Chartered Accountants
Statutory Auditor

Ormerod Rutter Limited
Chartered Accountants
The Oakley
Kidderminster Road
Droitwich
Worcestershire
WR9 9AY

Ormerod Rutter is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Statement of Financial Activities

(Incorporating Income and Expenditure Account)

	Notes	Unrestricted Fund £	Restricted Funds £	Total 2023 £	Total 2022 £
Income from:					
Donations and legacies	2	4,238	4,675	8,913	11,871
Income from charitable activities	3	15,000	1,337,443	1,352,443	1,492,635
Investment income	4	3,418	-	3,418	2,185
Total income		**22,656**	**1,342,118**	**1,364,774**	**1,506,691**
Expenditure on:					
Charitable activities	5	166,214	1,492,260	1,658,474	1,453,593
Total expenditure		**166,214**	**1,492,260**	**1,658,474**	**1,453,593**
Movement in funds being Income/(expenditure) for the year		(143,558)	(150,142)	(293,700)	53,098
Transfers between funds		(21,559)	21,559	-	-
Net Movement in Funds		**(165,117)**	**(128,583)**	**(293,700)**	**53,098**
Reconciliation of funds					
Total funds brought forward	14/15	357,801	378,898	736,699	**683,601**
Total funds carried forward		**192,684**	**250,315**	**442,999**	**736,699**

All income and expenditure derive from continuing activities. The statement of Financial Activities incorporates all gains and losses recognised in the above two financial periods.

The notes on pages 37 - 54 form part of these financial statements.

Balance Sheet

Registered Number 04024428
As at 31 March 2023

	Note	2023		2022	
		£	£	£	£
Fixed Assets					
Tangible fixed assets	9	10,704		635	
Intangible Fixed Assets	9	-		-	
			10,704		635
Current Assets					
Debtors	10	221,226		170,924	
Cash at bank and in hand		393,251		803,767	
			614,477		974,691
Creditors: amounts falling due within one year	11	(169,113)		(162,416)	
Net current assets			445,364		812,275
Creditors: amounts falling due after one year	11a	(13,069)		(76,211)	
Net assets			442,999		736,699
Funds					
Restricted funds	14		250,315		378,898
Unrestricted funds - general	15	192,684		283,242	
designated	15	-		74,559	
			192,684		357,801
Total funds			442,999		736,699

The financial statements on pages 34 - 57 were approved by the board of Trustees and authorised for issue on 18th January 2024 and are signed on its behalf by:

Susanna McFarlane

Susanna McFarlane
Interim Chair of YSS Board of Trustees

Jared Whitehouse
Trustee, Lead on Finance

Statement of Cash Flows

	Note	2023	2022
		£	£
Cash flow from operating activities	19	(362,241)	60,177
Cash flow from investing activities			
Interest received		3,418	2,185
Purchase of fixed assets		(15,550)	(894)
Net cash flow from investing activities		(12,132)	1,291
Cash flow from financing activities			
Bank loan		(36,142)	-
Net cash flow from financing activities		(36,142)	-
Net increase in cash and cash equivalents		**(410,515)**	**61,468**
Cash and cash equivalents at 1 April 2022		803,767	742,299
Cash and cash equivalents at 31 March 2023		**393,252**	**803,767**

Notes to the Accounts

1 Accounting Policies

Basis of preparation

YSS (the charity) is a registered incorporated charity in the United Kingdom. The address of the registered office is given in the charity information on page 3 of these financial statements. The nature of the charity's operations and principal activities are to provide community based support services for children, young people, adults and families who are vulnerable, have complex needs and who face difficult life challenges.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Company Status

The charitable company is a company limited by guarantee. The members of the charitable company are the Trustees named in the Trustees' Report. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

Fund accounting

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Unrestricted funds

Unrestricted funds are available for use, at the discretion of the Trustees, in furtherance of the general objectives of the charitable company and have not been designated for other purposes.

Designated funds

Designated funds are unrestricted funds earmarked by the Directors for particular purposes.

Incoming Resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102).

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable and when the amounts are known with certainty and are measurable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charitable company, are recognised when it becomes unconditionally entitled to the grant.

- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charitable company earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.

Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charitable company and include audit fees and costs linked to the strategic management of the charitable company.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Tangible fixed assets

Tangible fixed assets are included at cost. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computers	33% straight line
Office equipment	33% straight line
Fixtures and fittings	33% straight line

Fixed assets below £500 are not capitalised.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Pensions

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions payable for the year are charged in the Statement of Financial Activities.

Tax

YSS is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Leasing commitments

Assets acquired under finance leases are capitalised and depreciated over the lease term and expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net future charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure for 2022/23 and 2023/24 financial years are sufficient with the level of reserves. The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.

2 Voluntary income

	2023	2022
	£	£
Grants and donations – Restricted Funds	4,675	7,119
Grants and donations – Unrestricted Funds	4,238	4,752
	8,913	11,871

3 Incoming resources from charitable activities

		2023	2022
		£	£
Restricted			
West Mercia AA – Appropriate Adult		40,081	40,307
Worcestershire Young Carers	- Core funding	112,927	120,289
	- Schools Awareness	-	12,000
	- Children In Need	9,278	13,488
Shropshire County Council Early Help – Enhance		417,445	417,445
Smallwood Trust – Women's Discretionary Fund		40,097	6,000
Smallwood Trust – Chrysalis		20,665	50,430
Smallwood Trust – Skills for Life		7,352	29,348
WWM CRC – ESS+		-	54,324
WWM CRC – Through the Gate		-	25,447
WW OPCC – Morse Safer Roads		228,742	198,742
WM OPCC – Remembering Veterans		25,000	25,000
Action For Children – Worcs Early Help		89,812	60,328
Laslett's Trust		24,832	16,250
Worcestershire Children First – Families First		60,608	57,608
NACRO (MoJ)		230,604	278,650
Bromsgrove District Council		-	10,000
Armed Forces Covenant Grant		-	9,479
Defence Medical Welfare Service		30,000	7,500
		1,337,443	1,432,635
Unrestricted			
MoJ Core Cost Funding		15,000	60,000
Sundry income		-	-
		1,352,443	1,492,635

Further detail on the above projects/income streams can be found in **note 14**.

4 Investment income	2023	2022
	£	£
Bank deposit interest	3,418	2,149
COIF deposit interest	-	36
	3,418	2,185

All of the above income for this year and the comparative year was attributable to unrestricted funds.

5 Resources expended – Charitable Activities

	Criminal Justice	Mentoring and Support	Young Carers	Central Costs	2023 Total	2022 Total
Activities Undertaken directly	£	£	£	£	£	£
Employment Costs	256,602	715,624	112,857	179,881	1,264,964	1,126,272
Staff Training	1,364	5,909	593	3,446	11,312	38,773
Advertising and Promotion	-	317	112	803	1,232	18,554
Travelling Expenses	10,335	24,375	3,949	1,188	39,847	20,326
Service user Expenses & Club costs	4,794	27,613	14,802	-	47,209	37,212
Office costs and facilities	-	800	-	23,188	23,988	28,286
Admin Costs	3,114	8,165	2,589	15,846	29,714	25,370
IT Costs	1,716	14,136	4,839	89,417	110,108	51,393
Insurance	-	-	-	17,609	17,609	8,797
Legal and Professional	84	9,786	-	5,723	15,593	15,124
Bank Charges	-	-	-	5,837	5,837	1,268
Trustee's Expenses and Meeting Costs	-	-	-	-	-	690
Conference Expenditure	-	-	-	-	-	1,350
Volunteer Costs	5,420	930	630	-	6,980	4,698
Subcontractor Costs	-	60,000	-	-	60,000	63,316
Governance Costs	-	-	-	18,600	18,600	7,638
Depreciation	-	182	-	5,299	5,481	4,524
	283,429	**867,837**	**140,371**	**366,837**	**1,658,474**	**1,453,593**

Of the total expenditure, a debit of £166,214 (2022: £59,194) related to unrestricted funds and £1,492,260 (2022: £1,394,399) related to restricted funds.

6 Staff costs

	2023	2022
	£	£
Gross Salaries	1,131,636	1,013,171
Employer's National Insurance	98,565	78,511
Pension Costs	29,137	26,614
Total Payroll Costs	**1,259,338**	**1,118,296**
Staff Welfare Costs	5,626	5,976
Total Staff Costs	**1,264,964**	**1,126,272**

Included in the above gross salaries figure are consultancy costs of £14,485 (2022 - £25,211) and ex-gratia payments of £10,000 (2022: £NIL).

The average monthly number of employee during the year was as follows:

		2023 Headcount	2023 FTE	2022 Headcount
Administration & management	- Full time	3	3.1	4
	-Part time	3	2.1	4
Support staff	- Full time	24	24.3	20
	-Part time	14	10.1	16
Seconded staff		-	-	1
		44	39.6	45

No (2022: NIL) employees earned more than £60,000 per annum (including taxable benefits but excluding employer's pension contributions) during the year ended 31 March 2023.

No remuneration was paid to Trustees during the year.

The total amount of employee benefits received by key management personnel is £190,135 (2022: £181,438) The charity considers its key management personnel comprise of four individuals being the Chief Executive and the Directors.

7 Net incoming resources for the year

The net incoming resources are stated after charging:

	2023	2022
	£	£
Auditors' remuneration	18,600	7,638
Pension costs	29,137	28,614
Operating lease rentals	241	18,655
Depreciation	5,257	4,524

8 Taxation

As a charitable company, YSS, is exempt from tax on income and gains falling within section 478 of the Taxes Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen within the charitable company.

9 Fixed assets

	Office equipment	Computer equipment	Fixtures & fittings	Intangible assets	Total
	£	£			£
Cost					
At 1 April 2022	12,116	4,152	-	2,880	19,148
Additions	600	14,276	674	-	15,550
Disposals	-	-	-	-	-
At 31 March 2023	**12,716**	**18,428**	**674**	**2,880**	**34,698**
Depreciation					
At 1 April 2022	11,481	4,152	-	2,880	18,513
Charge for the Year	498	4,758	225	-	5,481
Elimination on disposal	-	-	-	-	-
At 31 March 2023	**11,979**	**8,910**	**225**	**2,880**	**23,994**
Net book value					
At 31 March 2023	**737**	**9,518**	**449**	**-**	**10,704**
At 31 March 2022	635	-	-	-	635

10 Debtors

	2023	2022
	£	£
Trade debtors	126,004	74,101
Prepayments	8,017	11,354
Other debtors	87,205	85,469
	221,226	**170,924**

11 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	35,015	43,903
Social security and other taxes	65,710	26,164
Accruals	14,600	9,184
Deferred income (below)	3,000	59,376
RRLF Loan*	50,788	23,789
	169,113	**162,416**

*YSS took out £100,000 Coronavirus Recovery Loan backed up by UK Government Loan and provided by Social Investment Business in June 2021 to help fund our ICT transformation programme, as we found ourselves indirectly affected by the pandemic in that our ICT needed improvement following the general changes to working patterns and a bigger proportion of staff working remotely / from home.

Deferred income is analysed below:

	2023	2022
	£	£
Deferred income brought forward	59,376	29,083
Released in year	(59,376)	(29,083)
Deferred during the year	3,000	59,376
Deferred income carried forward	**3,000**	**59,376**

The amounts are deferred when the charitable company does not have unconditional entitlement to the income or when the invoice relates to the delivery of a service and is therefore only recognised to the extent that the charitable company has provided the service

Creditors: amounts falling due after one year	2023	2022
	£	£
RRLF Loan	13,069	76,211
	13,069	**76,211**

12 Pension Commitments

The charitable company operates a defined contribution pension scheme. Pension costs of £29,137 (2022: £28,614) representing contributions payable by the charitable company to the fund, were charged in the statement of financial activities during the year. No further contributions are payable for the year.

13 Operating leases

The total minimum lease payments due by the charitable company at 31 March 2023 in respect of non-cancellable operating leases are £NIL (2022: £NIL)

14 Restricted Funds - current year (£)

		Balance as at 01/04/2022	Incoming Resources	YSS Match Funding	Resources Expended	Balance as at 31/03/2023
West Mercia AA – Appropriate Adult		3,164	40,081	4,451	(47,696)	-
WYC	- Core	22,421	112,927	10,353	(146,242)	(541)
	- General	68,837	4,575	(18,567)	(5,031)	49,814
	- School Awareness	2,993	-	8,214	(11,208)	(1)
	- Children in Need	13,018	9,278	-	(2,458)	19,838
	- #iwill	1,788	-	-		1,788
Shropshire County Council Early Help		55,095	417,445	5,371	(477,911)	-
Smallwood Trust – First Direct		-	25,000		(13,075)	11,925
Smallwood Trust - Chrysalis		(289)	35,762	21,559	(55,898)	1,134
Smallwood Trust - Skills for Life		11,385	7,352	12,882	(31,619)	-
WWM CRC – ESS+		47,989	-	(23,974)	(16,310)	7,705
WWM CRC – through the gate		15,757	-	-	-	15,757
WWM CRC – Morse Safer Roads		1,399	228,742	-	(229,035)	1,106
WM PCC – New ESP		1,000	-	-	-	1,000
WM OPCC – Remember Veterans		5,386	25,000	1,270	(31,656)	-
Action for Children – Worcs Early Help		16,493	89,812	-	(81,656)	24,649
Families First		3,286	60,608	-	(62,343)	1,551
Laslett's trust		(2,429)	24,832	-	(16,988)	5,415
IOM – Iris		3,486	-	-	-	3,486
YSS Discretionary Donations		6,196	100	-	(5,037)	1,259
Eveson Trust		20,000	-	-	-	20,000
NACRO - MoJ		63,678	230,604	-	(222,541)	71,741
Mentoring - MORSE		7,050	-	-	(5,410)	1,640
Armed forces Covenant		9,479	-	-	(750)	8,729
VPPP		1,717	30,000	-	(29,397)	2,320
		378,899	1,342,118	21,559	(1,492,260)	250,315

14 Restricted Funds - prior year (£)

		Balance as at 01/04/2021	Incoming Resources	YSS Match Funding	Resources Expended	Balance as at 31/03/2022
West Mercia AA		4,668	40,307		(41,811)	3,164
WYC	- Core	5,219	120,289		(103,087)	22,421
	- General	67,854	7,119		(6,136)	68,837
	- School Awareness	7,100	12,000		(16,106)	2,993
	- Children in Need	7,815	13,488		(8,286)	13,018
	- #iwill	1,788	0		0	1,788
Shropshire County Council Early Help		67,586	417,445		(429,936)	55,095
Smallwood Trust – First Direct		2,914	6,000		(8,914)	0
Smallwood Trust - Chrysalis		(2,476)	50,430	3,424	(51,667)	(289)
Smallwood Trust - Tampax Tax		1,688			(1,688)	0
Smallwood Trust - Skills for Life		7,264	29,348		(25,227)	11,385
WWM CRC – ESS+		64,822	54,324		(71,157)	47,989
WWM CRC – through the gate		10,509	25,447		(20,199)	15,757
WM OPCC – Morse Safer Roads		(325)	198,742		(197,018)	1,399
WM OPCC – New ESP		1,000	0		0	1,000
WM OPCC – Remember Veterans		5,228	25,000		(24,842)	5,386
Veteran Voices		1,746	0		(1,746)	(0)
Action for Children		8,689	60,328		(52,524)	16,493
Families First		24,627	57,608		(78,950)	3,286
Laslett's trust		184	16,250		(18,863)	(2,429)
IOM – Iris		3,486	0		0	3,486
YSS Discretionary Donations		18,732	0		(12,536)	6,196
Eveson Trust		20,000	0		0	20,000
NACRO - MoJ		0	278,650		(214,972)	63,678
Mentoring - MORSE		0	10,000		(2,950)	7,050
Armed forces Covenant		0	9,479		0	9,479
VPPP		0	7,500		(5,783)	1,717
		330,119	1,439,754	3,424	(1,394,399)	378,899

West Mercia AA (Appropriate Adult) - Provide volunteers to support young people aged 10 to 17 years with appropriate adults within West Mercia.

Worcester Young Carers (WYC) schemes - Provide support for carers aged 7 to 16 years old and young adult carers from age 17 to 24 within Worcestershire.

Worcester Young Carers (WYC) school awareness - Private donation to increase awareness of young Carers in schools.

Worcester Young Carers (WYC) Children in Need – To develop participation activities for young people.

Worcester Young Carers (WYC) #iwill – Community First - To develop and train a group of young Carers to become Worcestershire Young Carers' Ambassador

Shropshire County Council - Early Help - Provide **Early Help** interventions in Shropshire, for children young People and their families when their needs cannot be met by routine universal services.

Smallwood Trust – Women's First Direct - Discretionary Funding across all YSS projects to help women in financial adversity to become more resilient.

Smallwood Trust - Chrysalis - The women-only Chrysalis service, delivered in Shropshire and funded by Smallwood Trust, seeks to enable and empower women and their families to overcome disadvantage, inequality and poverty whilst increasing financial resilience.

Smallwood Trust – Skills for Life – funding to support women in gaining life skills.

WWM CRC – ESS+ - Provides an Enhanced Support Service to target groups of offenders most at risk of reoffending, across the West Mercia region.

WWM CRC – Through the Gate - Provides a Support Service which aims to prepare and help people to find their feet when they are released from custody. The service operates at HMP Hewell and HMP Featherstone.

WM OPCC – Morse Safer Road - An innovative safer roads initiative aimed at reducing the amount of road traffic offences being committed throughout West Mercia.

WM OPCC – Remember Veterans - To continue recruitment, training, support & co-ordination of the Veterans Champions network across West Mercia.

WM OPCC – New ESP – Employment Support Proramme, funding received in 2017/18 to support people aged 18 plus who are in, or at risk of being in, the criminal justice system with mental health issues, in order to break down barriers towards employability (real or perceived) and move them closer towards sustainable employment.

Veterans Voices - Veterans Voices is funded by the Armed Forces Covenant. As part of our work with veterans, YSS works with a small number of ex-military personnel across Shropshire and Telford, who have been involved in the Criminal Justice System and gave them the opportunity to be able to tell their stories in a safe and trusted environment.

Action for Children – Worcester City Early Help - Provide volunteers to deliver interventions for Worcester City Early help to work with young people and their families when their needs cannot be met by routine universal services.

Family First Support – Funded by Worcestershire Children First (part of WCC), offers practical and emotional support to families of those in prison who reside in Worcester city.

IOM – IOM Rehabilitation Intervention Service (IRIS) - Provide Intensive support to a nominated group of IOM ex-offenders across Telford and Shropshire

Laslett's Trust – Funding to support the recruitment and training YSS volunteers

Eveson Trust – Funding received to enhance Your Carers service

YSS Discretionary Donations – donations received from donors who would like the funds to be spent towards any YSS direct project costs (as opposed to any costs).

NACRO – MoJ – contract to support men on probation and leaving custody with their housing needs.

Bromsgrove District Council – one off grant to provide additional mentoring sessions for #MORSE service users

Armed Forces Covenant – one off grant to support veterans in our area of operation

VPPP – funding provided by Medical Defence Welfare Services to support veterans in our area of operation.

15 Unrestricted funds – current year

	Balance at 1 April 2022	Incoming resources	Transfers between funds	Resources expended	Balance at 31 March 2023
	£	£	£	£	£
Designated funds					
Deficit budget funding	53,000	-	(53,000)	-	-
Herefordshire Chrysalis	21,559	-	(21,559)	-	-
General Fund	283,242	22,656	53,000	(166,214)	192,684
Total	**357,801**	**22,656**	**(21,559)**	**(166,214)**	**192,684**

Unrestricted funds – prior year

	Balance at 1 April 2021	Incoming resources	Transfers between funds	Resources expended	Balance at 31 March 2022
	£	£	£	£	£
Designated funds					
Deficit budget funding	53,000	-	-	-	53,000
Herefordshire Chrysalis	24,983	-	(3,424)	-	21,559
General Fund	274,499	66,937		(59,194)	283,242
Total	**353,482**	**66,937**	**(3,424)**	**(59,194)**	**357,801**

Designated funds

Deficit budget funding – To finance the deficit budget for 2022/23. Fully utilised in 2023.

Herefordshire Chrysalis Service – The Trustees have agreed to utilise free reserves to extend our reach to female service users at risk or already in the criminal justice system in Herefordshire.

Transfers in the year

During the year re-allocation of funds took place to the value of £53,000 from fund created in preparation for in year deficit and £21,559 from unrestricted reserves to restricted funds for Chrysalis project.

16 Analysis of net assets between funds – current year

	Designated funds	Unrestricted funds	Restricted funds	2023 Total
	£	£	£	£
Cash at bank and in hand	-	142,936	250,315	393,251
Other net assets/(liabilities)	-	49,748	-	49,748
	-	**192,684**	**250,315**	**442,999**

Analysis of net assets between funds - prior year

	Designated funds	Unrestricted funds	Restricted funds	2022 Total
	£	£	£	£
Cash at bank and in hand	74,559	350,309	378,899	803,767
Other net assets/(liabilities)	-	(67,069)	-	(67,069)
	74,559	**283,241**	**378,899**	**736,699**

17 Reserves on dissolution

The constitution states that no members shall be entitled, upon dissolution, to any part of the assets of the charitable company. Any assets remaining, after payment of all liabilities, shall be distributed to some other charity or charities having similar objects and which prohibits the distribution of their income and property at the time of dissolution as chosen by the members at the time.

18 Control and members

The charitable company is under the control of the Trustees.

As at 31 March 2023, there were 6 members of the charitable company (2022: 8 members).

19 Reconciliation of net income to net cash flow from operating activities

	2023	2022
	£	£
Net income for the year	(293,700)	53,099
Interest receivable	(3,418)	(2,185)
Depreciation	5,481	4,524
Gain on disposal	-	-
(Increase) in debtors	(50,302)	(103,929)
Increase/(Decrease) in creditors	(20,302)	108,668
Net cash flow from operating activities	**(362,241)**	**60,177**

Thank you and Acknowledgements

We would like to extend a sincere 'thank you' to all our donors, partners and fundraisers who have supported us this year; it is through your support that we are able to reach more people in our local communities and have a greater impact.

We would also like to thank all our staff and volunteers who have worked hard to deliver our services and enable local people to overcome barriers and achieve positive changes to look towards more hopeful futures.

To all our supporters, fundraisers, staff, and volunteers - with your help we continue to grow and support our charity mission; thank you.

Take Action

Get Involved

We are a local charity that is rooted within the local communities we operate in. We love hearing back from you as much as possible so get in touch and get involved with us!

Become a Volunteer

Volunteers and the ethos and values that volunteering brings to YSS are hugely important to us. We aim to provide the highest standards of training and support to the volunteers that work alongside YSS and value the extra dimension and diversity they bring to our work.

There are several exciting volunteer roles based within our services; our volunteers are supported by a dedicated, friendly team of Volunteer Coordinators who are responsible for recruiting and supporting our volunteers across the region. If you'd like to volunteer for us, please go to yss.org.uk/why-volunteer and fill in an application form.

Refer

Anyone can refer into our service. Whether you are a practitioner working with someone who can benefit from some MORSE support or a concerned family member you can make a referral using our website. Visit the refer section on our website https://www.yss.org.uk/community-services/refer/ and fill in the form.

Make a Donation

You can donate direct to us through our website's Just Giving page. Many of the people we help are facing greater hardship than ever before. Please donate to our Discretionary Distress Fund and help us to provide practical and emotional support to our service users. Go to yss.org.uk/donate to give online, or write to us at YSS, Polysec House, Blackpole Trading Estate West, Worcester, WR3 8TJ.

Fundraise for Us

We are incredibly grateful to and inspired by, all those who give their time, effort into fundraising for us – it is thanks to all your efforts that we are able to support even more people and have a greater impact.

If you have a fundraising idea, or would like to find some inspiration, please see yss.org.uk/fundraise.

If you're looking for an easy way to support us why not buy a Worcester Community Lottery ticket – just go to - https://www.worcesterlottery.org/support/yss-worcester .

Tickets cost only £1 and you will be making a real difference to people in your local community.

Become a Corporate partner

Are you a local business or an international business with a branch in Worcestershire, Herefordshire, or Shropshire? Would you like to support a local charity that makes a real difference in the lives of people in your local area? Email us and let's have a conversation about how we can best support each other!

Share our News

Did you know we are on social media? Please share our news stories and social media posts with your friends, families and colleagues! Follow us @OfficialYSS on Facebook and Twitter, Thank you!

Get in touch with us

YSS Making it happen

YSS Head Office
Polysec House, Blackpole Trading Estate West
Hindlip Lane, Worcester, WR3 8TJ

Email: info@yss.org.uk
Tel no: 01905 730 786
Website: www.yss.org.uk

OfficialYSS | OfficialYSS
Official YSS | yss_official_ | YSS official

YSS

England & Wales - Charity number 1081992

Accounts

YSS

(A company limited by guarantee)

Financial Statements For The Year Ended 31st March 2022

Charity registration number: 1081992
Company registration number: 04024428

Annual Report and Financial Statements
the year ended 31 March 2022

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General Information

For the year ended 31 March 2022

Charitable Company Name	YSS (A company limited by guarantee)
Charity Registration Number	1081992
Company Registration Number	04024428

Trustees	**Date of appointment**
David Chantler (Chair)	15/04/2015 (resigned 14/02/2022)
Fiona Charny	16/09/2016
Sandra Kelley	23/01/2014
Anthony Lethbridge	20/04/2021 (Interim Chair from 27/06/2022)
Susanna McFarlane	26/03/2004
Ian Richards (Finance Lead, Vice Chair)	11/11/2010 (retired 04/08/2021)
Nerys Thomas	08/06/2018
Ronald Whitfield	16/09/2016 (Interim Chair: 11/02/2022 - 27/06/2022)
Vicki-Anne Perridge	14/12/2021
Gary Dalton	14/12/2021
Jared Whitehouse	09/05/2022 (Finance Lead from 27/06/2022)
Wilfred Alves	09/05/2022

Patron	HRH The Princess Royal

Executive Management Team	
Chief Executive Officer	Catherine Kevis
Director of Finance and Resources	Anna Wykurz
Director of Improvements and Innovation (p/t)	Deborah Grantham
Operations Director	David Andrewartha

Company Secretary	Ian Richards (resigned 06/08/2021) Anthony Lethbridge (appointed 06/08/2021)

Registered Office	**Auditor**
Polysec House Blackpole Trading Estate West Hindlip Lane Worcester WR3 8TJ	Cooper Parry Group Limited Statutory Auditors CuBo Birmingham Office 401 4th Floor Two Chamberlain Square Birmingham, B3 3AX

Solicitors	**Bankers**
Hallmark Hulme Solicitors 3, 4 & 5 Sansome Place Worcester WR1 1UQ	Lloyds Bank Plc 4 The Cross Worcester WR1 3PY

2021-22 has been a year of challenge and change for YSS and its trustees.

David Chantler resigned as a trustee and chair in February 2022 having served on the Board of Trustees for 7 years and having been chair since November 2018. David resigned for health reasons, and we wish him well.

Following David's sudden departure, Ron Whitfield stepped up into the chair's role until Anthony Lethbridge was appointed interim chair in July 2022, pending the appointment of a chair at the AGM in September 2022.

New Trustees joined the Board during 2021 following a recruitment campaign and we are pleased to welcome Jared Whitehouse, Client Services Director at St James' Place Wealth Management, Vicki Davies, Director of Internal Communication at National Highways, Gary Dalton, Head of Legal and Compliance at Birmingham City University and Freddie Alves, with experience in global organisations on diversity and inclusive practices. Together, the recomposed Board of Trustees will bring a wealth of knowledge and expertise to YSS operations.

Under David's leadership we were able to consolidate on initiatives started in previous years, which for a charity the size of YSS represent a step change for ensuring our sustainability. David has brought his knowledge of the Criminal Justice System and Probation which stood us in good stead to manage the transition to new contracts over the course of 2020-2021.

We have achieved a lot considering our operating environment: geographically we cover West Mercia and Warwickshire, criminal justice boundaries that involve large MoJ contracts which cover the whole of the West Midlands region, a PCC and Youth Justice Service who cover West Mercia and Local Authorities and districts. Each one of these geographical boundaries have strategies and make decisions that affect us and our service users and require the constant juggling of multiple relationships.

Domestic abuse and violence against women and girls, racism and exclusion continue to be hot topics as is the living environment and health and wellbeing of our communities, and YSS is playing its part on these fronts in whatever way we can. We know that collaboration is our key to sustainability and have started to invest in building exiting partnerships: with researchers, with other like-minded agencies and individuals and will continue to develop such relationships where they benefit our service users and increase the skills and knowledge of our workforce.

On a practical note, I am pleased to report that we are making good progress on our roll out of new IT and Dynamics365 system, which in time will enable us to produce impact reports and monitor performance across the whole portfolio of services in an efficient way.

We adopted a new strategy in July 2021 with 4 key pillars, which we have made progress on and report upon later in this annual report.

Thank you for reading this annual report,

With thanks to all stakeholders, funders, individual donors, decision makers, our staff and fellow trustees for their faith and trust in our ability to deliver on our mission.

Signed on behalf of the trustees

Chair

CEO Review of Performance Report 2021-2022

A year of change and renewal for YSS during this period. We made the most of lessons learnt from the previous two years and adopted a new strategy.
Over the course of the first year of our strategy we can report the following progress in each priority:

1. Increase our support where needed:

Over the 1st year of our strategy, priority was given to maintenance of services, welcoming more volunteers and increasing support where our skills matched funding opportunities.

- Review of volunteers' recruitment and training focussed on our 3 key geographies: Herefordshire, Shropshire and Worcestershire. We deployed new volunteer co-ordinators to develop local support networks focussed on community rehabilitation & mentoring, Appropriate Adult call outs, Families and young people support including young carers and children of prisoners. Volunteers are also an asset to our central office functions.
- Deployment of a new volunteer co-ordinator hosted by our long-standing partner Action for Children thanks to the additional funding provided by the NHS Care Trust Starting Well programme for early years.
- We can continue with our support to hundreds of Young Carers in Worcestershire, following a competitive tender process during December 2021. The new contract is administered by Worcestershire Children First and the team works closely with other Early Help partners to ensure that Young Carers' health and wellbeing needs are safeguarded at a time when families are feeling the stresses of high costs of living.
- We are increasing support for up to 36 Veterans and their families who face complex life issues, with funding from the Armed Forces Covenant programme: Veterans, Places, Pathways and People.
- Unfortunately, we were not able to increase support to people in the criminal justice system in need of finance and debt advice or those who need support with addiction and recovery from drugs and alcohol. Our joint bids to the MoJ with Nacro were unsuccessful.

We are currently exploring how YSS can maintain a holistic support package to all people in need, especially those in the criminal justice system following the changes in contracts at the MoJ.

2. Shared power and devolved decision-making:

Over the 1st year of our strategy, priorities were to roll out a long overdue Digital programme to improve use of data and internal communications and to improve staff engagement.

- We selected a new IT supplier, and we are proceeding with a move to the Cloud. Shared folders will be accessible on the new system and our databases will no longer be dependent on a server. Work is underway to train our workforce on the new systems and our supplier, Formus Pro are rolling out a bespoke Microsoft Dynamics365 database to capture services data and outcomes measures, enabling cross services analysis of trends and patterns.
- Our staff Conference in September 2021 was welcomed by all, as our first opportunity for over 2 years to gather together in one location. The Conference was facilitated by NCVO. Following from SMT presentations in May, the staff conference presented further opportunity for interactive workshops enabling staff input into key elements of the strategy: involving service users, working with volunteers, partnerships and working together.
- The Senior Management Team and Services Managers started to meet quarterly for a performance review of all services – the meetings enhance our corporate intelligence and encourage sharing of good practice and joint problem solving.
- Local funding opportunities enhance the level of support we can offer and all staff can now apply for funding up to £20,000 for their service and service users. Guidance has been issued for this purpose and releases senior managers' time to focus on funding to maintain essential services for the longer term. One such example was the successful application made by Team Manager Chris Cosgrove for funding from Redditch Borough Council to support service users with counselling sessions.
- The CEO and Director of Improvements and Innovation have begun a course on *Moving Towards Self-Management*. The course, run by Trust Works, will inform our strategy for being at the forefront of innovation for empowerment and autonomy amongst our teams and to become a workplace of choice.

3. Collaborations and Partnerships:

For year 1, the priorities focussed on developing our new relationship with Nacro upon the Accommodation support for prison leavers, firming up our agreement with MORSE partners, developing a West Mercia-wide Women' services Caucus and developing a partnership with Defence Medical Welfare Services for the Armed Forces Covenant's Veterans, Places, Pathways and People programme. To assist with these and to develop corporate partnerships, a Community Partnerships Manager was recruited in January 2022.

- We experienced serious difficulties in recruiting for the Connect Accommodation service, especially with all contracted day 1 providers recruiting at the same time. This affected the key performance indicators over the course of the year, but we are taking remedial action in conjunction with Nacro, who are experiencing the same issues across the West Midlands region. The service received an unprecedented level of referrals and we increased the staff capacity to respond to demand by investing from reserves.
- We held a number of facilitated conversations between May and December with other Women's services providers across the region: Connexus Domestic Abuse Support Service, Hope Family Centre, Sandycroft, Worcester Community Trust, Women's Aid, WMRSASC and Willowdene. The sessions were facilitated by Polly Trenow and resulted in a 4 year proposed plan of action and Terms of Reference for future adoption.
- Funding from the MoJ enabled us to commission research from Just Economics upon the future strategic direction of travel for YSS's Women's services, the findings of which will be published later in 2022.

- As mentioned earlier, we are pleased to work with the charity Defence Medical Welfare Service to support more Veterans across West Mercia, with funding from the Armed Forces Covenant.
- A partnership agreement was signed for the delivery of our MORSE Safer Roads project in conjunction with the Police and Operation Snap and H&W and Shropshire Fire Services. As of April 2022, YSS is the accountable body to the PCC on behalf of the partnership.
- Our Young Carers hosted an online broadcast and shared their experiences during the pandemic. The broadcast was facilitated by DRP Group.
- We continue to represent services at local Reducing-Re-offending groups, The Worcestershire Community Safety Partnership Board, the Shropshire Voluntary and Community Sector (VCS) Assembly and Worcestershire's new VCS Alliance. Managers attend relevant meetings according to the nature of the service: Early Help, Carers' Action Group, NHS Liaison & Diversion, Veterans. YSS remains a member of the Diocese Criminal Justice Affairs Group.

4. Governance

- Safeguarding: We undertook an internal audit of safeguarding practices and procedures with a view to harmonising them across services. The improvement plan is near complete and the new IT system will enable a read across all safeguarding cases (adults and children) and a systematic prompt to review outcomes and close cases as appropriate.
- Staff training and development undertaken: ABC of Trauma Tier 2, Safer Recruitment, Challenging stigma and discrimination, EDI Champion, Appropriate Adult, EDI Awareness, NAAN, Attachment Training Level 2, Safeguarding, Motivational Skills, substance misuse, Recognising and responding to child neglect, Mental Health, Solihull Parenting approach. Directors benefitted from Executive Coaching.
- Financial Standing Orders were reviewed and approved. The new FSOs enable higher budget virements when necessary to respond to a dynamic operating environment whilst maintaining oversight from the Chair and Finance Lead.
- A revised Equity, Diversity and Inclusion policy was approved with an overarching statement to create a "golden thread" approach to all that we do. Staff were invited to form an EDI group and were trained to become EDI Champions. The group has developed Terms of Reference and will work with colleagues across the organisation to agree EDI priorities over 2022-2023. An earlier Trustees and SMT governance code review highlighted EDI and the inclusion of Lived Experience as key organisational priorities.
- Public Relations/Communications & Marketing:
  Discussions have begun over the branding of YSS and our ability to reach new audiences and funders.
  A new website has been commissioned.
  The CEO has attended a course on Media management.
  The High Sheriffs for Shropshire and Worcestershire, Dean Harris and Richard Amphlett, visited YSS services in their respective areas.
- We successfully achieved our Re-Accreditation to Matrix with special mention of our new strategic plan and improved governance processes adapted to a post-covid world.

I am grateful to our staff, volunteers, trustees and especially to my colleagues on the Senior Management Team who constantly remind me what a great organisation YSS is and for all the work that they do.

Catherine Kevis

Objectives and Activities

Our Theory of Change – the impact we want to have

"People are emotionally resilient, thrive and feel like they belong to their local community" consequently people are more independent and there is less pressure on publicly funded services.

We support families and individuals who face significant challenges. Our activities are community based, one-on-one and consist of practical and emotional interventions.

YSS operates in the West Mercia and Warwickshire areas, with paid staff and volunteers.

Our work is rooted in the local communities we serve, and we work across different public sector systems: criminal justice, youth justice, adult and children social care and health.

Mission Statement

YSS enables people who face significant life challenges to feel safe, have the opportunity to thrive and to realise their potential.

Our Values

Dignity & Respect	We seek an inclusive and welcoming environment for all through behaviours that show empathy and care for others.
Flexibility	We continually assess and adapt our practice based on feedback from service users, staff and partners. We provide greater flexibility and responsiveness to the needs of service users.
Innovation	We constantly research and develop new approaches and new ways of working; we actively listen to the views and experiences of our service users.
Making it happen	Honouring our commitment to our funders and our service users, we are connecting people and building networks.

Our Beliefs

- People can break through barriers to thrive and realise their potential.
- The best outcomes result from holistic, person centred services combined with a solution focused approach. One size does not fit all.
- To be effective we have to continually develop and work in partnership to improve services and increase the reach and outcomes for those with whom we work.
- Organisations should be embedded in the local communities they serve and have an intimate knowledge and understanding of a community's assets and needs.

Environmental, Social and Governance Reporting:

How we conduct our work as a charity is as important as what we do in our communities.

The adoption of the Charities Code of Governance in 2020 was the first step towards appraising our ESG impact. The Code consists of 7 Principles:
1. Organisational purpose
2. Leadership
3. Integrity
4. Decision-making, risk and control
5. Board effectiveness
6. Equality, Diversity and Inclusion
7. Openness and Accountability.

The relevant principle is Principle 6 of The Code of Governance which states that "The board has a clear, agreed and effective approach to supporting equality, diversity and inclusion (EDI) throughout the organisation and in its own practice. This approach supports good governance and the delivery of the organisation's charitable purposes." YSS takes a people first approach with employee culture, employees being recognised as an important stakeholder group.
The charity is embedding EDI practices throughout its activities:

- Employees, volunteers and trustees' interviews include a question on candidates' perceptions of EDI, including an illustration of EDI practice,
- A zero-tolerance approach of harassment, bullying and oppressive practice. This applies to YSS staff, volunteers, trustees, service users and contractors,
- We undertook a review of our referrals system to make our services more accessible to those who need them. In the first instance, we are centralising referrals for MORSE, Chrysalis, Young Carers, Families First and AA; this will enable better analysis of needs and a targeted approach to the promotion of our services.
- Over the course of the next few months, Trustees will need to work towards:
    - An audit of skills, experience and diversity of background of its members to find imbalances and gaps and inform trustee recruitment and training.
    - attracting a diverse pool of candidates and to aim for diversity in any trustee appointment panels.
    - Recognising the increasing importance of the lived experience of past or present service users.

Energy efficiency activities:
We work in a largely rural area, the size of a country like Cyprus. Our service users are dispersed and given the nature of our 121 work, we are required to travel across the region. Unfortunately, this is not considered when we bid for contracts, which apply the same costs benchmarks regardless of area of operation. As a small charity, we do consider our impact on the environment and have taken the following steps to reduce our carbon footprint:

- Holding more local meetings to minimise travel across the West Mercia region to a central office in Worcester
- substantial reduction in use of paper as a result of increased use of online sharing of documents, files and folders
- keeping a close watch on travel and encourage car shares for longer journeys
- provide 121 support by telephone or video link when appropriate to do so

- share location with partners, this is the case in Shropshire where our team operates from council premises

Social Value:
YSS is a registered charity with the Charity Commission and meets the Public Benefit requirement, in compliance with the Charities Act 2011.
YSS promote local volunteering opportunities and work in partnership with other voluntary and community sector organisations.
In a recent tender for the Worcestershire Young Carers contract, YSS scored top score for adding value through fundraising and networking with local academic institutions to support students with work experience and volunteering opportunities. Over the course of the last 5 years alone, we have raised and spent £190,000 for the benefit of young carers, young adult carers and their families in Worcestershire.
We are a Living Wage employer and as a charity we benefit from the generous donations of local trusts, benefactors and general members of the public.
YSS works in partnership with others and has developed an extensive network of support to deliver better outcomes for Worcestershire residents. We are signed up to Worcestershire Making Every Contact Count and Worcestershire Works Well, are members of our local Chambers of Commerce, a VCS representative on the Worcestershire Community Safety Partnership Board and on the Governance Board of the Worcestershire VCS Alliance.

We are also a contributor to the Integrated Wellbeing Offer steering group and the Here2Help Transformation Programme. We contribute to the development of local strategies and county-wide development, for example: we informed the content of the NHS Suicide Prevention team's training programme, work with schools over the Young Carers' Education programme and their pastoral needs and are currently identifying the needs of children of prisoners in collaboration with the Open University and local partners, which will shine a light on the county when the report is published.

Our added social value is recognised by national charities operating in Worcestershire, such as Action for Children and NACRO who contract us for accommodation support for prison leavers and the recruitment and training of volunteers on the Worcestershire Starting Well project, respectively.

We have previously commissioned Social Return on Investment reports with a return that ranges from £5.92 to £11.55 for every £1 invested, depending on the service.

Financial Review

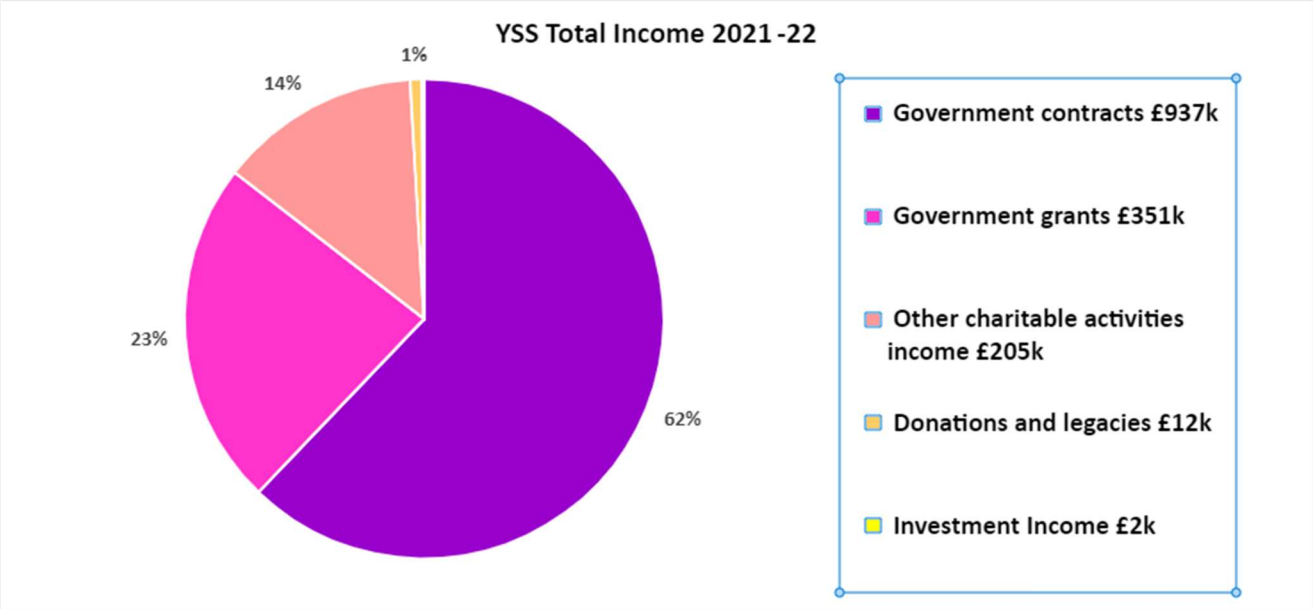
For the year ended 31 March 2022

The Charity reported an operating surplus of £53k (2021: £101k). YSS has generated a net cash inflow from our charitable activities of £61k (2021: £81k).

A summary of YSS' six-year financial performance is as follows:

Year	Total Income	Total Expenditure	Net Surplus	Net Surplus
	£'000	£'000	£'000	%
2016/17	1,702	1,665	37	2.17%
2017/18	1,621	1,528	93	5.74%
2018/19	1,309	1,337	(28)	(2.14%)
2019/20	1,705	1,713	(8)	(0.47%)
2020/21	1,510	1,409	101	6.69%
2021/22	**1,507**	**1,454**	**53**	**3.52%**

YSS Total Income 2021-22



The position of YSS Reserves on 31 March 2022

Our reserves must be adequate to carry on our work when faced with difficult, challenging and changing times. They need to be sufficient to allow us to address possible losses from our charitable activities and give us enough time to adjust our strategy to meet changing circumstances and to invest in business development, without having to make hasty decisions. The balance of unrestricted, available reserves on 31 March 2022 has increased for another year to £357,801 (2021 - £353,482).

Investment Policies

The Trustees invest surplus funds in interest bearing bank and savings accounts with a combination of instant and short notice access, to ensure that the funds are readily available as and when required.

Trustees' Report

The Trustees are pleased to present their annual report and the audited financial accounts for the year ended 31 March 2022. The financial statements comply with the current statutory requirements, the Statement of Recommended Practice and the charitable company's governing document.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Companies Act 2006, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Trustees of the charity and constitution

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees who have served during the year are set out on Page 3. There were no declarations of interest from any Trustee during the year.
The charitable company is governed by its memorandum of association which was adopted on 30 June 2000. The company trades under the name of YSS.

Structure, Governance & Management

The current Board of YSS consists of ten who meet six times a year. The Board is led by the Chair. The company secretary is also the Finance Lead for the charity. The Board is supported by the Audit and Risk Committee.

The Board of Trustees is responsible for setting the organisational strategy with the Chief Executive Officer. The day-to-day operational management is delegated to the Chief Executive Officer. Trustees undertake various roles to provide scrutiny of the organisation's performance and to review risk. The Chief Executive Officer meets regularly with the Chair of Trustees and formally reports to the Board at every meeting.

The Senior Management Team (SMT), led by the Chief Executive Officer, meet every month to drive operational and strategic performance. A separate leadership team including all those with line management responsibilities, recognising the significant role they play in day-to-day operational activities, meet for a full day at least annually. When the UK went into its first lockdown on 23 March 2020 in response to the rising cases and mortality rates of Covid-19, the SMT have facilitated the roll out of working from home for all staff. Since that time, the SMT have been meeting regularly every week using virtual meeting rooms to continue delivering strategic and organisational objectives while managing the rapidly changing situation relating to the ongoing pandemic and its effects on the charity's clients, staff and suppliers. The Trustee Meetings have also been successfully facilitated using virtual technology.

Method of Appointment of Trustees

New Trustees are appointed by the Board of Trustees with a dedicated Trustee taking the lead for this process. A formal application procedure is in place to ensure Trustee recruitment is based on organisational needs. This includes a role description and person specification, an application form and a formal interview process. If successful after the interview stage, applicants are invited to meet the Chair of Trustees and the CEO (along with members of SMT) and attend a Trustee Meeting as an observer. The Chair and Appointments Committee then confirm if they are suitable, and the Chair recommends their appointment to the Board. Formal approval of appointment follows at the next Trustee Meeting.

All new Trustees will serve for a maximum of 10 years: a one-year probationary period followed by up to three further periods of three years. A formal review with the Chair will take place six months prior to the end of each three-year period. Trustee supervision and support is undertaken by the Chair of Trustees.

Compliance with the Charity Governance Code

The Board support the principles of good governance contained within the Charity Governance Code. The Board of Trustees confirm that the Charity does not currently fully comply with its own governance in as much as that the Board currently

includes one Member with a term of over ten years. The appointment of four new trustees over the last 12 months has now provided the opportunity to review the Board membership at an appropriate juncture. The recruitment of a new Chair is under consideration by the Board which will continue to review its succession planning strategy in accordance with the expectations of the Code.

Safeguarding

Pending a further review of the arrangements, Susanna McFarlane has agreed to act as interim Trustee with a safeguarding portfolio.

Risk Management

The Trustees regularly review the risks to which the charity might be exposed. There is a full risk statement, policy and associated systems in place and an Audit and Risk Trustee subcommittee that meets every six months.

The risk register identifies the major risks, their likelihood and impact and the consequent actions to manage them effectively and the process follows guidance from the Charity Commission.

Principal Risks and Uncertainties

The principal commercial, operational and financial risks that have been identified and could seriously impact on performance, future prospects or reputation are as follows:

- Significant reductions in key funding areas. The YSS project snapshot forms an integral part of the risk register and is reviewed at each Trustees' meeting. Business development work continues to take a high priority within the organisation, not only to seek additional funding in order to develop and enhance our current work but to secure continuation funding or to limit further potential cuts to current funding.

- A serious safeguarding incident resulting in harm to a child, young person or vulnerable adult and the subsequent effect on YSS's reputation. YSS has a nominated Trustee lead and a nominated Operational Director with responsibility for safeguarding. Policies are reviewed and disseminated annually, and regular training undertaken from local authorities.

- Health and Safety such as a serious incident involving a member of staff or volunteer from lone working in the community and in the homes of some of our most vulnerable service users. A robust lone working policy is in place and all members of staff use a 'Lone Alert' system run through mobile phones and volunteers use a 'Buddy system'.

Fundraising

- YSS does not rely on fundraising and donations to enable it to continue its work and does not engage fundraising or marketing agencies to target people by telephone, or in person, to persuade them to set up regular donations to YSS.
- We are fortunate to have people who believe in our work and raise money for us or make private donations. YSS does not, and will not, pass on contact details of supporters and donors to anyone else, including other charities. YSS respects the wishes of supporters and donors who ask for no further contact from the charity and adheres to Data Protection Law.
- YSS employs a part-time communications and fundraising coordinator who works alongside YSS teams and SMT to gain funding for our work from trusts and foundations and to support people who choose to make donations or take part in fundraising activities in whatever way they can.
- YSS follows the Code of Fundraising Practice. YSS has received no complaints over fundraising activities during the period covered by this report.

Legal proceedings

The Directors are not aware that there are any pending legal proceedings that would have a material adverse effect on the financial position or operations of the Group.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in Section 17 (5) of the 2011 Charities Act and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The objectives of the charity for the public benefit are for the relief of children, young adults and others, including adults, families and carers, who have complex needs arising from offending, ill mental health, homelessness or problematic substance misuse. This includes those who face difficult life challenges such as unemployment, financial hardship, lack of positive role models, separation, loss and low self-esteem. The charity helps them to develop new skills and improve their resilience, enabling them to lead more positive and constructive lives in the society and to achieve their potential. The charity's work primarily benefits the West Mercia region: Herefordshire, Shropshire, Telford & Wrekin and Worcestershire.

To pursue our stated aims, YSS is able to recruit and train local volunteers. Volunteers add diversity, they challenge our thinking and help to bring local solutions to local issues. Volunteers can help break down the myths and stereotypes of people who could otherwise be excluded from the society.

Statement of Trustees' responsibilities

The Trustees (who are also directors of YSS for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the situation of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP 2019 (FRS 102);
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departure disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

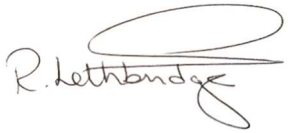
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

Cooper Parry Group Limited has expressed their willingness to continue in office and will be proposed for re-appointment at the Annual General Meeting.

In preparing this report, the directors have taken advantage of the small company's exemptions provided by section 415A of the Companies Act 2006.

Approved by the Board of Trustees on 26th September 2022 and signed on behalf of the Board:



Anthony Lethbridge
Interim Chair of YSS Board of Trustees

Independent Auditor's Report to the members of YSS (A company limited by guarantee)

Opinion
We have audited the financial statements of YSS (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information
The trustees are responsible for the other information. The other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Report of the Trustees and from the requirement to prepare a strategic report.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statement
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:
Our assessment focussed on key laws and regulations the Charitable Company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, Charities (Protection and Social Investment) Act 2016, taxation legislation, data protection, anti-bribery and employment legislation.

Auditor's responsibilities for the audit of the financial statements (continued)
We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

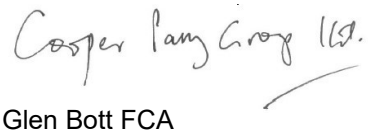
- obtaining an understanding of the legal and regulatory framework applicable to the Charitable Company and how the Charitable Company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Charitable Company's control environment and how the Charitable Company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the Charitable Company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Glen Bott FCA
Senior Statutory Auditor
for and on behalf of:

Cooper Parry Group Limited
Chartered Accountants
Statutory Auditor
CuBo Birmingham Office 401
4th Floor
Two Chamberlain Square
Birmingham
B3 3AX

Date: 15 November 2022

Statement of Financial Activities

(incorporating the Income and Expenditure Account)
For the year ended 31 March 2022

	Notes	Unrestricted Fund £	Restricted Funds £	Total 2022 £	Total 2021 £
Income from:					
Donations and legacies	2	4,752	7,119	11,871	45,360
Income from charitable activities	3	60,000	1,432,635	1,492,635	1,461,176
Investment income	4	2,185	-	2,185	3,641
Total income		**66,937**	**1,439,754**	**1,506,691**	**1,510,177**
Expenditure on:					
Charitable activities	5	59,194	1,394,399	1,453,593	1,409,070
Total expenditure		59,194	1,394,399	1,453,593	**1,409,070**
Movement in funds being Income/(expenditure) for the year		7,743	45,355	53,098	101,107
YSS Match Funding		(3,424)	3,424	-	-
Net Movement in Funds		**4,319**	**48,779**	**53,098**	**101,107**
Reconciliation of funds					
Total funds brought forward	14/15	353,482	330,119	683,601	**582,494**
Total funds carried forward		**357,801**	**378,898**	**736,699**	**683,601**

All income and expenditure derive from continuing activities. The statement of Financial Activities incorporates all gains and losses recognised in the above two financial periods.

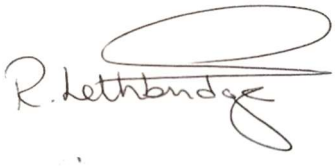
The notes on pages 21-33 form part of these financial statements.

Balance Sheet

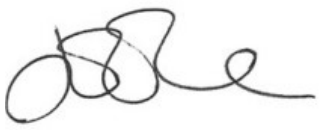
Registered Number 04024428
as at 31 March 2022

	Note	2022		2021	
		£	£	£	£
Fixed Assets					
Tangible fixed assets	9	635		1,385	
Intangible Fixed Assets	9	-		2,880	
			635		4,265
Current Assets					
Debtors	10	170,924		66,995	
Cash at bank and in hand		803,767		742,299	
			974,691		809,294
Creditors: amounts falling due within one year	11	(162,416)		(129,958)	
Net current assets			**812,275**		**679,336**
Creditors: amounts falling due after one year		(76,211)			-
Net assets			736,699		683,601
Funds					
Restricted funds	14		378,898		330,119
Unrestricted funds - general	15	283,242		275,500	
designated	15	74,559		77,982	
			357,801		353,482
Total funds			**736,699**		**683,601**

The financial statements on pages 18-33 were approved by the board of Trustees and authorised for issue on 26 September 2022 and are signed on its behalf by:



Anthony Richard Lethbridge
Interim Chair of YSS Board of Trustees



Jared Whitehouse
Trustee, Lead on Finance

Statement of cash flows

as at 31 March 2022

	Note	2022 £	2021 £
Cash flow from operating activities	19	60,177	79,863
Cash flow from investing activities			
Interest received		2,185	3,641
Purchase of fixed assets		(894)	(2,880)
Net cash flow from investing activities		1,291	761
Net increase in cash and cash equivalents		**61,468**	**80,624**
Cash and cash equivalents at 1 April 2021		742,299	661,675
Cash and cash equivalents at 31 March 2022		**803,767**	**742,299**

Notes to the Accounts
for the year ended 31 March 2022

1 Accounting Policies

Basis of preparation

YSS (the charity) is a registered incorporated charity in the United Kingdom. The address of the registered office is given in the charity information on page 3 of these financial statements. The nature of the charity's operations and principal activities are to provide community-based support services for children, young people, adults and families who are vulnerable, have complex needs and who face difficult life challenges.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Company Status

The charitable company is a company limited by guarantee. The members of the charitable company are the Trustees named in the Trustees' Report. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

Fund accounting

Restricted funds
Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Unrestricted funds
Unrestricted funds are available for use, at the discretion of the Trustees, in furtherance of the general objectives of the charitable company and have not been designated for other purposes.

Designated funds

Designated funds are unrestricted funds earmarked by the Directors for purposes.

Incoming Resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102).

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable and when the amounts are known with certainty and are measurable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charitable company, are recognised when it becomes unconditionally entitled to the grant.

- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charitable company earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.

Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charitable company and include audit fees and costs linked to the strategic management of the charitable company.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Tangible fixed assets

Tangible fixed assets are included at cost. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computers	33% straight line
Office equipment	25% straight line
Intangible assets	33% straight line

Fixed assets below £500 are not capitalised.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Pensions

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions payable for the year are charged in the Statement of Financial Activities.

Tax

YSS is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Leasing commitments

Assets acquired under finance leases are capitalised and depreciated over the lease term and expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net future charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure for 2022/23 and 2023/24 financial years are sufficient with the level of reserves. The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.

2 Voluntary income

	2022 £	2021 £
Grants and donations – Restricted Funds	7,119	26,701
Grants and donations – Unrestricted Funds	4,752	18,659
	11,871	45,360

3 Incoming resources from charitable activities

		2022	2021
		£	£
Restricted			
West Mercia AA – Appropriate Adult		40,307	40,306
Worcestershire Young Carers	- Core funding	120,289	121,734
	- Schools Awareness	12,000	12,000
	- Children In Need	13,488	13,735
Shropshire County Council Early Help – Enhance		417,445	417,445
Smallwood Trust – Women's Discretionary Fund		6,000	15,000
Smallwood Trust – Chrysalis		50,430	50,317
Smallwood Trust – Tampax Tax		-	7,500
Smallwood Trust – Skills for Life		29,348	30,800
WWM CRC – ESS+		54,324	230,712
WWM CRC – Through the Gate		25,447	108,000
WW OPCC – Morse Safer Roads		198,742	174,745
WM OPCC – Remembering Veterans		25,000	25,000
WM OPCC - Divert		-	(10,037)
Veterans Voices		-	51,752
Action For Children – Worcs Early Help		60,328	50,500
Laslett's Trust		16,250	15,000
IOM – Iris		-	1,800
Worcestershire Children First – Families First		57,608	54,868
Eveson Trust		-	20,000
NACRO (MoJ)		278,650	-
Bromsgrove District Council		10,000	-
Armed Forces Covenant Grant		9,479	-
Defence Medical Welfare Service		7,500	-
		1,432,635	1,431,176
Unrestricted			
MoJ Core Cost Funding		60,000	30,000
Sundry income		-	-
		1,492,635	1,461,176

Further detail on the above projects/income streams can be found in **note 14**.

4 Investment income

	2022	2021
	£	£
Bank deposit interest	2,149	3,571
COIF deposit interest	36	70
	2,185	3,641

All of the above income for this year and the comparative year was attributable to unrestricted funds.

5 Resources expended – Charitable Activities

Activities Undertaken directly	Criminal Justice £	Mentoring and Support £	Young Carers £	Central Costs £	**2022 Total £**	2021 Total £
Employment Costs (Note 6)	284,035	599,402	85,377	157,458	1,126,272	1,119,402
Staff Training	25,976	3,467	661	8,669	38,773	15,424
Advertising and Promotions	2,339	8,928	3,600	3,688	18,555	13,770
Travelling Expenses	5,562	13,532	1,074	158	20,326	7,674
Service user Expenses & Club costs	756	28,010	8,446	-	37,212	28,825
Office costs and facilities	3,332	3,279	-	21,675	28,286	30,398
Admin Costs	6,967	7,311	2,531	8,561	25,370	25,614
IT Costs	7,946	26,051	6,174	11,222	51,393	59,850
Insurance	-	-	-	8,797	8,797	8,765
Legal and Professional	2,250	-	-	12,874	15,124	13,953
Bank Charges	-	-	-	1,268	1,268	1,008
Trustee's Expenses and Meeting Costs	-	-	-	690	690	1,560
Conference Expenditure	-	-	-	1,351	1,351	18
Volunteer Costs	3,073	931	694	-	4,698	2,600
Subcontractor Costs	3,316	60,000	-	-	63,316	73,264
Governance Costs	-	-	-	7,638	7,638	5,562
Depreciation	-	182	-	4,342	4,524	1,384
	345,552	**751,093**	**108,557**	**248,391**	1,453,593	1,409,070

Of the total expenditure, a debit of £59,194 (2021: £20,577) related to unrestricted funds and £1,394,399 (2021: £1,388,493) related to restricted funds.

6 Staff costs

	2022	2021
	£	£
Gross Salaries	1,013,171	1,004,610
Employer's National Insurance	78,511	73,475
Pension Costs	28,614	33,710
Staff Welfare Costs	5,976	7,607
	1,126,272	1,119,402

Included in the above gross salaries figure are consultancy costs of £25,211 (2021 - £23,822).

The average monthly number of employees during the year was as follows:

		2022 Headcount	2022 FTE	2021 Headcount
Administration & management	- Full time	4	3.7	3
	Part time	4	2.6	6
Support staff	- Full time	20	19.8	18
	Part time	16	11.3	21
Seconded staff		1	1.0	-
		45	38.4	48

No (2021: nil) employees earned more than £60,000 per annum (including taxable benefits but excluding employer's pension contributions) during the year ended 31 March 2022.

No remuneration was paid to Trustees during the year.

The total amount of employee benefits received by key management personnel is £181,438 (2021: £177,613) The charity considers its key management personnel comprise of five individuals being the Chief Executive and the Directors.

7 Net incoming resources for the year

The net incoming resources are stated after charging:

	2022	2021
	£	£
Auditors' remuneration	7,638	5,562
Pension costs	28,614	33,710
Operating lease rentals	18,655	18,655
Depreciation	4,524	1,384

8 Taxation

As a charitable company, YSS, is exempt from tax on income and gains falling within section 478 of the Taxes Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen within the charitable company.

9 Fixed assets

	Office Equipment	Computer Equipment	Intangible Assets	Total
Cost	£	£	£	£
At 1 April 2021	11,222	4,152	2,880	18,254
Additions	894	-	-	894
Disposals	-	-	-	-
At 31 March 2022	**12,116**	**4,152**	**2,880**	**19,148**
Depreciation				
At 1 April 2021	11,222	2,767	-	13,989
Charge for the Year	259	1,385	2,880	4,524
Eliminated on disposal	-	-	-	-
At 31 March 2022	**11,481**	**4,152**	**2,880**	**18,513**
Net book value				
At 31 March 2022	**635**	**-**	**-**	**635**
At 31 March 2021	-	1,385	2,880	4,265

10 Debtors

	2022 £	2021 £
Trade debtors	74,101	8,160
Prepayments	11,354	18,301
Other debtors	85,469	40,534
	170,924	**66,995**

11 Creditors: amounts falling due within one-year

	2022	2021
	£	£
Trade creditors	43,903	20,866
Social security and other taxes	26,164	29,543
Accruals	9,184	50,466
Deferred income (below)	59,376	29,083
RRLF Loan*	23,789	-
	162,416	**129,958**

*YSS took out £100,000 Coronavirus Recovery Loan backed up by UK Government Loan and provided by Social Investment Business in June 2021 to help fund our ICT transformation programme, as we found ourselves indirectly affected by the pandemic in that our ICT needed improvement following the general changes to working patterns and a bigger proportion of staff working remotely / from home.

Deferred income is analysed below:	2022	2021
	£	£
Deferred income brought forward	29,083	28,655
Released in year	(29,083)	(28,665)
Deferred during the year	59,376	29,083
Deferred income carried forward	**59,376**	**29,083**

The amounts are deferred when the charitable company does not have unconditional entitlement to the income or when the invoice relates to the delivery of a service and is therefore only recognised to the extent that the charitable company has provided the service

Creditors: amounts falling due after one year	2022	2021
	£	£
RRLF Loan	76,211	-
	76,211	**-**

12 Pension Commitments

The charitable company operates a defined contribution pension scheme. Pension costs of £28,614 (2021: £33,710) representing contributions payable by the charitable company to the fund, were charged in the statement of financial activities during the year. No further contributions are payable for the year.

13 Operating leases

The total minimum lease payments due by the charitable company at 31 March 2022 in respect of non-cancellable operating leases are NIL (2021: NIL)

14 Restricted Funds - current year (£)

		Balance as at 01/04/2021	Incoming Resources	YSS Match Funding	Resources Expended	Balance as at 31/03/2022
West Mercia AA		4,668	40,307		(41,811)	3,164
WYC	- Core	5,219	120,289		(103,087)	22,421
	- General	67,854	7,119		(6,136)	68,837
	- School Awareness	7,100	12,000		(16,106)	2,993
	- Children in Need	7,815	13,488		(8,286)	13,018
	- #iwill	1,788	0		0	1,788
Shropshire County Council Early Help		67,586	417,445		(429,936)	55,095
Smallwood Trust – First Direct		2,914	6,000		(8,914)	0
Smallwood Trust - Chrysalis		(2,476)	50,430	3,424	(51,667)	(289)
Smallwood Trust - Tampax Tax		1,688			(1,688)	0
Smallwood Trust - Skills for Life		7,264	29,348		(25,227)	11,385
WWM CRC – ESS+		64,822	54,324		(71,157)	47,989
WWM CRC – through the gate		10,509	25,447		(20,199)	15,757
WM OPCC – Morse Safer Roads		(325)	198,742		(197,018)	1,399
WM OPCC – New ESP		1,000	0		0	1,000
WM OPCC – Remember Veterans		5,228	25,000		(24,842)	5,386
Veteran Voices		1,746	0		(1,746)	(0)
Action for Children		8,689	60,328		(52,524)	16,493
Families First		24,627	57,608		(78,950)	3,286
Laslett's trust		184	16,250		(18,863)	(2,429)
IOM – Iris		3,486	0		0	3,486
YSS Discretionary Donations		18,732	0		(12,536)	6,196
Eveson Trust		20,000	0		0	20,000
NACRO - MoJ		0	278,650		(214,972)	63,678
Mentoring - MORSE		0	10,000		(2,950)	7,050
Armed forces Covenant		0	9,479		0	9,479
VPPP		0	7,500		(5,783)	1,717
		330,119	1,439,754	3,424	(1,394,399)	378,899

14 Restricted Funds - prior year (£)

	Balance at 01/04/2020	Incoming Resources	YSS Match Funding	Resources Expended	Balance at 31/03/2021
Worcestershire Young Carers:					
- Core	1,012	121,734		(117,527)	5,219
- General (donation towards WYC)	47,346	21,850		(1,342)	67,854
- School Awareness	5,782	12,000		(10,682)	7,100
- Children in Need	1,154	13,735		(7,074)	7,815
- #iwill	1,788	-		-	1,788
West Mercia AA – Appropriate Adult	-	40,306		(35,638)	4,668
Shropshire County Council Early Help	62,556	417,445		(412,415)	67,586
Smallwood Trust – First Direct	6,857	15,000		(18,943)	2,914
Smallwood Trust - Chrysalis	21	50,317	2,484	(55,298)	(2,476)
Smallwood Trust - Tampax Tax	2,025	7,500		(7,837)	1,688
Smallwood Trust - Skills for Life	-	30,800		(23,536)	7,264
WWM CRC – ESS+	64,734	230,712		(230,624)	64,822
WWM CRC – through the gate	825	108,000		(98,316)	10,509
WM OPCC – Morse Safer Roads	18,398	174,745		(193,468)	(325)
WM 0PCC – New ESP	1,000	-		-	1,000
WM OPCC - Divert	10,037	(10,037)		-	-
WM OPCC – Remember Veterans	6,682	25,000		(26,454)	5,228
WM OPCC – PDC	-	-		-	-
Veterans' Voices	1,650	51,751		(51,655)	1,746
Action for Children – Starting Well South Worc.	4,305	50,500		(46,116)	8,689
Families First	1,000	54,868		(31,241)	24,627
Laslett's Trust	-	15,000		(14,816)	184
IOM – Iris	1,921	1,800		(234)	3,486
YSS Discretionary Donations	19,158	4,851		(5,277)	18,732
Eveson Trust	-	20,000		-	20,000
	258,251	**1,457,877**	**2,484**	**(1,388,493)**	**330,119**

West Mercia AA (Appropriate Adult) - Provide volunteers to support young people aged 10 to 17 years with appropriate adults within West Mercia.

Worcester Young Carers (WYC) schemes - Provide support for carers aged 7 to 16 years old and young adult carers from age 17 to 24 within Worcestershire.

Worcester Young Carers (WYC) school awareness - Private donation to increase awareness of young Carers in schools.

Worcester Young Carers (WYC) E to E – LJC Fund - To support and motivate those young carers aged 16 and over specifically around education, training and employment.

Worcester Young Carers (WYC) #iwill – Community First - To develop and train a group of young Carers to become Worcestershire Young Carers' Ambassador

Shropshire County Council - Early Help - Provide **Early Help** interventions in Shropshire, for children young People and their families when their needs cannot be met by routine universal services.

Smallwood Trust – Women's First Direct - Discretionary Funding across all YSS projects to help women in financial adversity to become more resilient.

14 Restricted Funds – continued

Smallwood Trust - Chrysalis - The women-only Chrysalis service, delivered in Shropshire and funded by Smallwood Trust, seeks to enable and empower women and their families to overcome disadvantage, inequality and poverty whilst increasing financial resilience.

Smallwood Trust – Skills for Life – funding to support women in gaining life skills.

WWM CRC – ESS+ - Provides an Enhanced Support Service to target groups of offenders most at risk of reoffending, across the West Mercia region.

WWM CRC – Through the Gate - Provides a Support Service which aims to prepare and help people to find their feet when they are released from custody. The service operates at HMP Hewell and HMP Featherstone.

WM OPCC – Morse Safer Road - An innovative safer roads initiative aimed at reducing the amount of road traffic offences being committed throughout West Mercia.

WM OPCC – Remember Veterans - To continue recruitment, training, support & co-ordination of the Veterans Champions network across West Mercia.

WM OPCC – New ESP – Employment Support Proramme, funding received in 2017/18 to support people aged 18 plus who are in, or at risk of being in, the criminal justice system with mental health issues, in order to break down barriers towards employability (real or perceived) and move them closer towards sustainable employment.

WM OPCC – Divert – to provide early support to children and young people who are at risk of criminal exploitation.

Veterans Voices - Veterans Voices is funded by the Armed Forces Covenant. As part of our work with veterans, YSS works with a small number of ex-military personnel across Shropshire and Telford, who have been involved in the Criminal Justice System and gave them the opportunity to be able to tell their stories in a safe and trusted environment.

Action for Children – Worcester City Early Help - Provide volunteers to deliver interventions for Worcester City Early help to work with young people and their families when their needs cannot be met by routine universal services.

Family First Support – Funded by Worcestershire Children First (part of WCC), offers practical and emotional support to families of those in prison who reside in Worcester city.

IOM – IOM Rehabilitation Intervention Service (IRIS) - Provide Intensive support to a nominated group of IOM ex-offenders across Telford and Shropshire

Laslett's Trust – Funding to support the recruitment and training YSS volunteers

Eveson Trust – Funding received to enhance Your Carers service

YSS Discretionary Donations – donations received from donors who would like the funds to be spent towards any YSS direct project costs (as opposed to any costs)**.**

NACRO – MoJ – contract to support men on probation and leaving custody with their housing needs.

Bromsgrove District Council – one off grant to provide additional mentoring sessions for #MORSE service users

Armed Forces Covenant – one off grant to support veterans in our area of operation

VPPP – funding provided by Medical Defence Welfare Services to support veterans in our area of operation.

15 Unrestricted funds – current year

	Balance at 1 April 2021 £	Incoming resources £	Allocation in year £	Resources expended £	Balance at 31 March 2022 £
Designated funds					
Deficit budget funding	53,000	-	-	-	53,000
Herefordshire Chrysalis	24,983	-	(3,424)	-	21,559
General Fund	274,499	66,937		(59,194)	283,242
Total	**353,482**	**66,937**	**(3,424)**	**(59,194)**	**357,801**

Unrestricted funds – prior year

	Balance at 1 April 2020 £	Incoming resources £	Allocation in year £	Resources expended £	Balance at 31 March 2021 £
Designated funds					
Deficit budget funding	53,000	-	-	-	53,000
Herefordshire Chrysalis	27,467	-	(2,484)	-	24,983
General Fund	243,776	52,300		(20,577)	274,499
Total	**324,243**	**52,300**	**(2,484)**	**(20,577)**	**353,482**

Purpose of designated funds

Deficit budget funding

The purpose of this fund is to finance the deficit budget set for 2022/23.

Herefordshire Chrysalis Service

The Trustees have agreed to utilise free reserves to extend our reach to female service users at risk or already in the criminal justice system in Herefordshire.

16 Analysis of net assets between funds – current year

	Designated funds £	Unrestricted funds £	Restricted funds £	2022 Total £
Cash at bank and in hand	74,559	350,309	378,899	803,767
Other net assets/(liabilities)	-	(67,069)	-	(67,069)
	74,559	**283,241**	**378,899**	**736,699**

Analysis of net assets between funds - prior year

	Designated funds £	Unrestricted funds £	Restricted funds £	2021 Total £
Cash at bank and in hand	77,983	334,197	330,119	742,299
Other net assets/(liabilities)	-	(58,698)	-	(58,698)
	77,983	**275,499**	**330,119**	**683,601**

17 Reserves on dissolution

The constitution states that no members shall be entitled, upon dissolution, to any part of the assets of the charitable company. Any assets remaining, after payment of all liabilities, shall be distributed to some other charity or charities having similar objects and which prohibits the distribution of their income and property at the time of dissolution as chosen by the members at the time.

18 Control and members

The charitable company is under the control of the Trustees.
As at 31 March 2022, there were 8 members of the charitable company (2021: 8 members).

19 Reconciliation of net income to net cash flow from operating activities

	2022 £	2021 £
Net income for the year	53,099	101,107
Interest receivable	(2,185)	(3,641)
Depreciation	4,524	1,384
Gain on disposal	-	-
(Increase) in debtors	(103,929)	(31,631)
Increase/(Decrease) in creditors	108,668	12,646
Net cash flow from operating activities	**60,177**	**79,865**

Thanks and acknowledgement

We would like to extend a sincere 'thank you' to all our donors, who have supported us this year; it is through your support that we are able to reach more beneficiaries and have a greater impact.

To all our supporters, fundraisers, staff and volunteers - with your help we continue to grow and support our charity mission; thank you.

Take action

If you've been inspired to get involved with YSS and want to support our mission for a society where all people feel safe and have the opportunity to lead positive and constructive lives, and to achieve their potential, take action today.

Become a volunteer

Volunteers and the ethos and values that volunteering brings to YSS are hugely important to us. We aim to provide the highest standards of training and support to the volunteers that work alongside YSS and value the extra dimension and diversity they bring to our work.

There are a number of exciting volunteer roles based within our services; our volunteers are supported by a dedicated, friendly team of Volunteer Coordinators who are responsible for recruiting and supporting our volunteers across the region. If you'd like to volunteer for us, please go to yss.org.uk/why-volunteer and fill in an application form.

Donate

You can donate direct to us through our website's Just Giving page. Many of the people we help are facing greater hardship than ever before. Please donate to our Discretionary Distress Fund and help us to provide practical and emotional support to our service users. Go to yss.org.uk/donate to give online, or write to us at YSS, Polysec House, Blackpole Trading Estate West, Worcester, WR3 8TJ.

Fundraise for us

We are incredibly grateful to and inspired by, all those who give their time, effort and often sweat and tears, into fundraising for us – it is thanks to all your efforts that we are able to support even more people and have a greater impact. If you have a fundraising idea, or would like to find some inspiration, please see yss.org.uk/fundraise. If you're looking for

an easy way to support us why not buy a Worcester Community Lottery ticket – just go to - https://www.worcesterlottery.org/support/yss-worcester. Tickets cost £1 and there is a chance of winning up to £25,000.

Join our mailing list

If you'd like to be kept informed about the latest news, events and opportunities, join our mailing list by registering with us online: simply go to yss.org.uk to register your details.

Share our news

Did you know we are on social media? Please share our news stories and social media posts with your friends, families and colleagues! Follow us @OfficialYSS on Facebook and Twitter, and for news about Worcestershire Young Carers follow @WorcestershireYoungCarers on Facebook and @WorcYoungCarers on Twitter. Thank you!

Talk to us

If you'd like more information about any of the services YSS delivers, or if you want to get involved but you're not sure how, email info@yss.org.uk or speak to us on 01905 730 780; we'd love to hear from you.

yss.org.uk

info@yss.org.uk

01905 730 780

@OfficialYSS
@WorcestershireYoungCarers

@OfficialYSS
@WorcYoungCarers

linkedin.com/company/21737428

YSS

England & Wales - Charity number 1081992

Accounts

(A company limited by guarantee)

Financial Statements For The Year Ended 31st March 2021

Charity registration number: 1081992

Annual Report and Financial Statements
the year ended 31 March 2021

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General Information

For the year ended 31 March 2021

Charitable Company Name	YSS (A company limited by guarantee)
Charity Registration Number	1081992
Company Registration Number	04024428

Trustees	**Date of appointment**
Helen Barker	23/01/2014 (resigned 11/02/2021)
David Chantler (Chair)	15/04/2015
Fiona Charny	16/09/2016
Sandra Kelley	23/01/2014
Anthony Lethbridge	20/04/2021
Susanna McFarlane	26/03/2004
Ian Richards (Finance Lead, Vice Chair)	11/11/2010 (retired 04/08/2021)
Nerys Thomas	08/06/2018
Ronald Whitfield	16/09/2016

Patron	HRH The Princess Royal

Executive Management Team	
Chief Executive Officer	Catherine Kevis
Director of Finance and Resources / Deputy CEO	Anna Wykurz (appointed 24/08/2020)
Operations Director (p/t)	Deborah Grantham
Operations Director (p/t)	Angela Parton (retired 31/03/2021)
Operations Director	David Andrewartha

Company Secretary	Ian Richards (resigned 06/08/2021) Anthony Lethbridge (appointed 06/08/2021)

Registered Office
Polysec House
Blackpole Trading Estate West
Hindlip Lane
Worcester
WR3 8TJ

Auditor
Cooper Parry Group Limited
Statutory Auditors
Park View
One Central Boulevard
Blythe Valley Business Park
Solihull, B90 8BG

Solicitors
Hallmark Hulme Solicitors
3, 4 & 5 Sansome Place
Worcester
WR1 1UQ

Bankers
Lloyds Bank Plc
4 The Cross
Worcester
WR1 3PY

Chair's Review

Welcome to our Annual Report for 2020-21. This has been my third year as Chair of YSS, having joined the Board in 2015 when I retired as Chief Probation Officer for West Mercia. In that role I had worked closely with YSS on developing a number of innovative approaches in the criminal justice sector so this introduction is not just the warm words that you might expect from the Chair; this comes from long experience and respect for YSS and its record of achievement and for what it stands for.

From that experience and now from my current position I know that YSS has always been up for a challenge, has always wanted to find out "what works" and has always been solution focused rather than hung up on "doing it like this, because that's what we always do" – and we all know that if "you do what you always did you'll get what you always got". And sometimes that is not very good at all.

We serve a wide range of people and understanding their different "lived experiences" will be key to moving forward as a multifaceted organisation. This is not something to be done with a one cap fits all approach, claiming we understand "lived experience". Understanding my experience, understand your experience, his and hers, them and us requires working at time and time again and is why I welcome the formation of the Equality Diversity and Inclusion group this year, with its focus on the impact we have on people's lives.

Alongside the challenges of delivering services through a second year of Covid-19 restrictions, we have been busy implementing our strategy to create "One YSS" by which we mean an organisation which manifests itself in all sorts of projects, work streams, initiatives etc. where there is a need. Previously we have tended to add another project and organisation has grown by accretion. It has not been financially helpful to maintain this structure and it has hindered learning and inhibited referrals across the organisation.

During the course of the year we were re-inspected for our Matrix accreditation in Advice and Guidance, and that very thorough review provided strong evidence that staff understood and supported the strategy and direction of travel of the organisation, which is very heartening for the Board.

This will have implications across the piece. On a staffing we mean to ensure that core common skills are shared both so that we have flexibility as the shape of the organisation changes and that as we take on new tasks our own people are best suited to meet those new needs.

We will need to review and act on changing our website and our social media presence to underpin this approach and make sure that everybody can easily find out what we do, what our skills and expertise are and how willing we are to innovate and co-operate to get the job done.

We will be investing in new information systems that will support our more integrated approach whilst still providing our funders with the performance and financial information they need. This capacity will help us bid for funds ourselves and to be strong partners to others who may be lead bidders but who need partnerships which meet their need to deliver. In time this sort of investment will enable us to take the lead ourselves more often. My gratitude goes to our CEO and Director of Finance and Resources for obtaining funding on favourable terms from Social Investment Bank for us to do this.

Funding becomes ever tighter as demands for services increase both as a direct result of the pandemic and because responding to it have taken such a priority for the public purse. We will need to develop some independence from contracting models that have come to dominate the sector. Contracts will for the foreseeable future be an important part of our income, and we need to do that work, and to account for it very well, but it cannot define the nature and extent of our business. Meeting need in West Mercia, using our knowledge of our communities and mobilising them is our business. We cannot limit our understanding of what is required to what is specified in a contract. We can help inform contract managers about what is needed locally, and being "local" is a huge strength for anyone wanting to develop and deliver effective interventions.

For this reason I commend, amongst all of our very good work - Families First, and MORSE which provide us with different models of how we can develop services in line with developing needs. Families First recognising the damage done to families and children by the incarceration of an adult, and MORSE providing an active response to poor driving in an interagency partnership coordinated by YSS and including the police and fire

service. In addition Worcestershire Young Carers shows how we can deepen and widen the service specified in the contract. All of these, and others, also provide us with a living laboratory to work out new approaches and continue our tradition in being market leaders in innovation, for instance T2A (Transition to Adulthood) and in working with short sentence prisoners.

I was asked recently whether I saw YSS as an organisaton that worked with individuals disadvantaged by a less than perfect system which is under pressure or as champion for change in that system. My response may have sounded a bit weak because it was, of course that we have to do both. We cannot be comfortable as part of a system that only blames individuals for their perceived failures, we have to recognise and champion the need for systemic change, but equally we cannot ignore people until the change comes. I often think that Food Banks encapsulate this dilemma. They articulate the unfairness of food poverty whilst doing something practical about it, but their existence is not a long term solution and the number of food banks in an area is not a token of success. That can only come with an end to food poverty itself.

Let's look forward to the day in which there is less need for organisations such as ours, but until that day comes let's be clear that we will work together, unafraid of the future, to make YSS the best it can.

David Chantler OBE, Chair of YSS Board of Trustees

2020-21 CEO Summary

The pandemic dominated last year's activities, adding enormous stresses on the families and individuals that we support and consequently on our teams. The crisis accentuated the best and worst of human emotions: sadness, fear, anxiety but also kindness, thoughtfulness and humility, and Covid-19 brought those of us working in the social sector together, mobilising against a common enemy. Managing dispersed teams during that time required agility, trust and regular monitoring and review of risks.

We are now building on these strengths and developing an adaptive strategy. Connectivity, remote working and online practice have increased over the course of the last year. Technology has accelerated change and enabled us to reach more people, but increasingly we will need to keep up with the level of information and data we receive and turn it quickly into insight and action.

Inequalities were visible during the pandemic and we have seen a marked increase in mental health and suicidal thoughts reported by our service users as a result of Covid-19. The long term effects of Covid-19 are already well documented and whilst we know that support one on one helps people in the short-term, we will have to work collaboratively, building on community strengths and assets to meet the increasing need. Inequalities were exacerbated in rural parts of our patch with poor transport links, poor connectivity and restricted access to both, at a time when connecting with others was needed more than ever.

This year, more than any year since YSS started in 1986, our mission to help people overcome obstacles and inequality has never been truer. Cash donations from members of the public and grants from Charitable Trusts and Foundations enabled us to distribute food parcels, toiletries and other essentials for people who otherwise would have been overlooked – online connectivity was a big issue for some, we were able to give 100 tablets and SIM cards to service users (in rural areas and who couldn't afford internet connection) thanks to a donation from Shropshire Fire Service and cash donations.
Young carers and families in our Early Help service had regular calls and online one to one sessions and activities. The Appropriate Adult service continued to respond to requests, with a reduced pool of volunteers, some of whom understandably were shielding during

(From left: YSS CEO Catherine Kevis, HRH The Princess Royal, YSS Chairman David Chantler)

lockdown. With fewer releases from prison, our criminal justice team provided phone and doorstep support to those in the community, working with other charities, reaching out to Veterans, and people housed in temporary accommodation.

In the middle of 2020, the Government announced the re-unification of Probation, effectively a reversal of earlier reforms. We are still recovering from this change, which involved the end of our contracts with the Community Rehabilitation Company and our applying for new contracts on the Dynamic Purchasing System. This involved staff consultations, communications with partners, completion of selection questionnaires, search for new partners, responses to invitations to tender and inevitably, disruption to services and service users' lives. We mobilised a new contract with a new partner Nacro in less than a year, to support prison leavers with accommodation advice and support in West Mercia and Warwickshire. This was a major achievement for a charity of our size and limited resources. This large scale change affected a whole team under the TUPE regulations and required us to recruit new team members. Credit goes to my colleagues on the Senior Management Team – Dave Andrewartha, Debb Grantham and Anna Wykurz for helping to secure this contract and for their fortitude over this time. We have come out of the experience stronger, with new knowledge and resilience.

I am proud of recent innovative developments:

There is no targeted intervention for children and families who experience the incarceration of a loved one. We launched the Families First pilot last year – a 2 year pilot in parallel with research undertaken by the Open University. BBC Hereford & Worcester is plotting the

progress of this initiative. The final report for this project funded in part by Worcestershire County Council and in part by a local Trust, will be published in 2023.

We had funding from the MoJ towards core costs to sustain our Women's services – this grant enabled us to meet with other providers of Women's services, valuable time which is too often neglected because of service delivery. We witness the long term impact of adverse childhood experiences and trauma on the life of the individuals that we support in the criminal justice system; we also know how an early intervention can make a difference on a young person's future life chances. Yet, funding is stubbornly focused on today's issues. Grants for core funding are rare but should be considered by all funders as essential fuel to help charities like YSS to innovate for long term impact. We need a mix of charitable and philanthropic giving to survive – charity's hands' on response for today and philanthropy to tackle society's problems, at root, in a strategic way over the longer term.

MORSE, the West Mercia PCC funded Safer Roads initiative has completed its second year. This innovative project is delivered in partnership with colleagues in West Mercia Police and the Fire Services (H&W and Shropshire). An external evaluation is due for publication in late 2021; feedback from service users is excellent and we are keen to examine the evaluation, to support anecdotal evidence that one to one support and behaviour change interventions could contribute to a reduction of driving offences, and subsequent road traffic incidents.

Together, these new initiatives contribute to the prevention agenda: practical interventions today to prevent a pattern of re-offending and offending behaviours in the future.

Over the last year, we majored on increasing our presence in various networks and now collaborate on the boards of local Voluntary and Community Sector (VCS) Assemblies in three local authorities. We attend operational and strategic forums: Reducing Re-offending Groups, Community Safety Boards, Early Help Partnerships and Veterans Partnerships. We increased our reach to referral agencies: Liaison & Diversion teams, social prescribers, Worcestershire YMCA and Barnardo's Team at Hewell Grange and continued to deliver volunteer training and support to our partner Action for Children. Another change on the horizon is the integration of health and social care systems, which will be shaped locally by MoUs between local authorities, the NHS and the VCS – YSS was instrumental in setting up facilitated conversations to prepare the Worcestershire VCS for the Integration of Health and Social Care systems with ten local charity CEOs, working with NPC (New Philanthropy Capital) in early 2021.

As the year draws to a close, I will be relieved to hear of the status of several pipeline proposals to sustain our activities. Our scenario planning is stable and with investment in better systems, a rationalisation of our Senior Management Team, a focus on EDI and co-production of future services, my intent is for YSS to be more visible and accessible to individuals and families who need us today and in future.

Catherine Kevis, CEO

Operational Review

Our Theory of Change – the impact we want to have

"People are emotionally resilient, thrive and feel like they belong to their local community" consequently people are more independent and there is less pressure on publicly funded services.

We support families and individuals who face significant challenges. Our activities are community based, one-on-one and consist of practical and emotional interventions.

YSS operates in the West Mercia and Warwickshire areas, with paid staff and volunteers.

Our work is rooted in the local communities we serve, and we work across different public sector systems: criminal justice, youth justice, adult and children social care and health.

Mission Statement

YSS enables people who face significant life challenges to feel safe, have the opportunity to thrive and to realise their potential.

Our Values

Dignity & Respect	We seek an inclusive and welcoming environment for all through behaviours that show empathy and care for others.
Flexibility	We continually assess and adapt our practice based on feedback from service users, staff and partners. We provide greater flexibility and responsiveness to the needs of service users.
Innovation	We constantly research and develop new approaches and new ways of working; we actively listen to the views and experiences of our service users.
Making it happen	Honouring our commitment to our funders and our service users, we are connecting people and building networks.

Our Beliefs

- People can break through barriers to thrive and realise their potential.
- The best outcomes result from holistic, person centred services combined with a solution focused approach. One size does not fit all.
- To be effective we have to continually develop and work in partnership to improve services and increase the reach and outcomes for those with whom we work.
- Organisations should be embedded in the local communities they serve and have an intimate knowledge and understanding of a community's assets and needs.

Strategy Development

In 2020 our CEO with the Board of Trustees have started work on developing a new, adaptable YSS strategy. The strategy will follow on from work undertaken to develop a YSS-wide Theory of Change. The strategy's key aspects will include new developments with volunteers, service users, collaborations and working better together.

EDI Organisational Approach

Equity, Diversity and Inclusion are a golden thread throughout the organisation and we all have a shared responsibility to abide by the legal and moral aspects of EDI.

In 2020-21 we have made the conscious decision not to adopt a separate EDI strategy. Instead we will ensure that EDI is a cross cutting theme in our main strategy and that we look at everything through an EDI lens. The principles of equity, diversity and inclusion are embedded in the organisation and help to deliver the charity's public benefit.

With that in mind we have planned to create an organisation-wide EDI group and Service Users' Insights group, which will become the core components of the YSS structure moving forward.

Digital & GDPR

We live in a digital world, and charities are not exempt from this. Digital is becoming the norm in many areas of our life, which has been recently accelerated by effects of the pandemic and the need for social distancing measures. And yet the Charity Digital Skills Report from 2019 highlights that 52% of charities don't have a digital strategy. Many organisations are still reliant on traditional ways of working, particularly when it comes to organisational systems and processes and offering support to service users. These organisations are at risk of getting left behind and, in the case of YSS, the evidence of this has become increasingly visible during the pandemic where the shift to remote working highlighted the technological debt of years of underinvestment in digital solutions.

At YSS, we have recognised that an investment in ICT transformation is inevitable and we recognised that now is the time. We will seek every avenue for ICT transformation funding and actively look to address the digital technology gap. The work of YSS should be enhanced by our use of digital, and the new and exciting ways it allows us to communicate with our audience.

Towards the end of 2020-21 financial year we have therefore undertaken an ICT systems assessment and recognised that we are in the early stages of the digital journey and have the appetite to move forward digitally. We also strongly believe that investing in our digital technology will provide opportunities to further strengthen our governance around GDPR and set us on a good path to achieving higher Cyber Security accreditations in the future.

Theory of Change

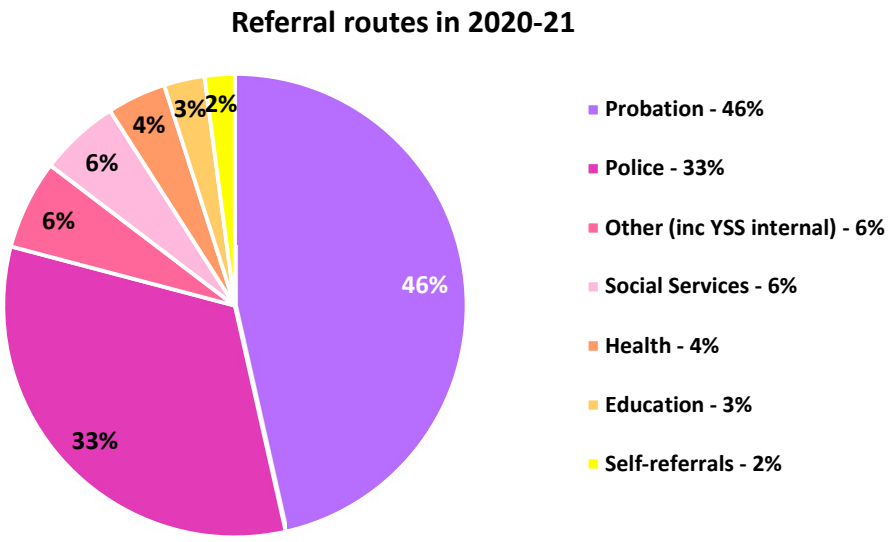
During 2020 we have made a substantial investment, both financial and in terms of colleagues' time, into the development of YSS' Theory of Change. As part of that process we have started from our data maturity assessment and moved onto establishing a set of universal YSS impact measures. We have concluded that the data management systems and processes currently used provide our individual funders / services with good tooling and reporting mechanisms in order to measure their KPI's and impact, however they could give us more in terms of understanding our combined impact, which usually is a common problem of a multifaceted organisation such as YSS.

The process also helped us see where we work as part of a system comprised of several interventions and how difficult it is to own outcomes which often occur as a result of multiple interventions over a long time. We undertook the review of needs/problems, activities and short term outcomes, which are elements which we can account for and in future will be able to report on. The list of short term outcomes will inform the data we need to collect pre and post service and include: Feel better equipped to deal with challenges, more confident in getting help when needed, improved emotional wellbeing, improved personal relationships, feel more in control of my life, engaged in positive activities (job, volunteer, learning), less socially isolated, more involved in society. We have not decided whether we will include these questions as part of individual assessments or by conducting separate surveys yet, mainly because this may change as a result of new contracts for our criminal justice services.

The Theory of Change does not affect the monitoring we have to do nor the reporting to funders, but it helps to redefine our strengths and uniqueness and evidence our impact.

Our Performance

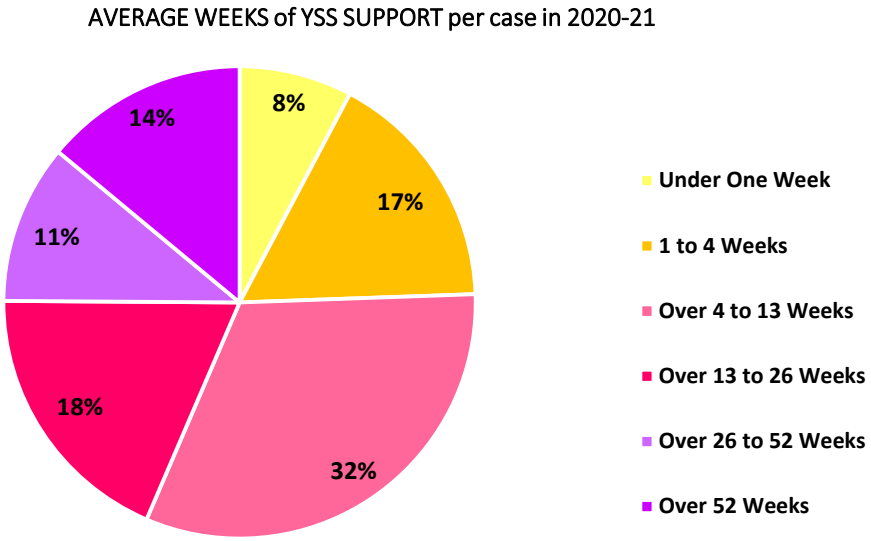
In 2020-21 we have actively supported 1,741 people and their families and worked with multiple agencies and local services to provide best, holistic approach and best outcomes. During the year we have received 1,091 referrals for support. Below graph shows the % split by the agency type:



At YSS we specialise in providing one to one tailored support, making sure that the level and length of the support is based on each and every service users' individual needs and circumstances.

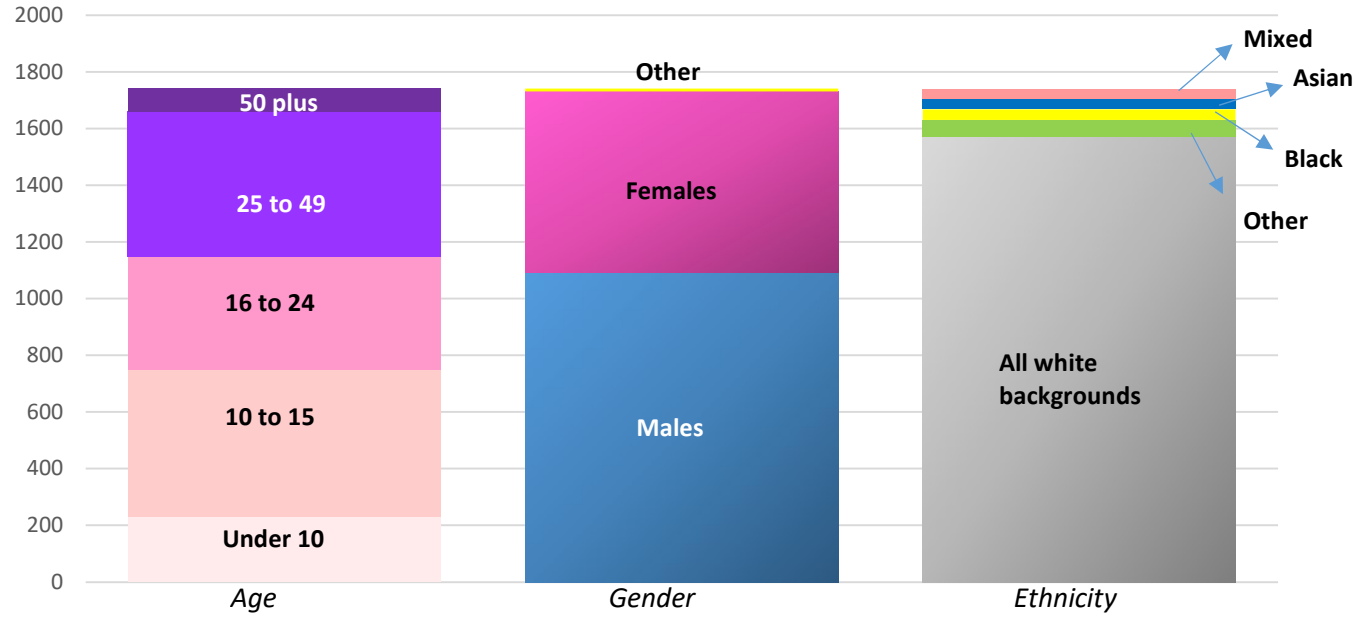
Following the work and research we have undertaken during YSS Data Maturity Assessment, we are looking at enhancing and optimisisng YSS referral routs to make them more accessible and inclusive and seek for ways how we can continue to enhance our service provision to make sure that we do not let anyone slip through the net.

In 2020-21 the average number of weeks we have supported individuals was 18 weeks. The graph below splits that figure further.



In 2020-21 YSS delivered 6420 support sessions for our service users. These included a mixture of face to face and virtual meetings. Over 86% of our service users engaged with us following our initial contact / assessment.

Our Service User Profile in 2020-21



Volunteering

YSS has a long history of recruiting, training and supporting volunteers from our local communities. During the Covid-19 pandemic and the subsequent lockdowns, like many other organisations, our volunteer pool reduced due to a number of reasons including stopping all face to face activity and the average age of our volunteers meant they fell into the vulnerable group which reduced their availability.

However, there were still be groups of people who were being referred into us and who continued to need our support, so we adapted our volunteering model and developed a telephone befriender service with a role description and framework for the volunteer to work within. This has proved to be extremely well received and we intend to continue with this volunteer opportunity.

We also adapted all of our volunteer training so that it could take place online, which allowed us to bring together volunteers across a wide geographical area. Delegates' fed back they enjoyed the opportunity to meet other volunteers from different areas as well as YSS staff and active volunteers who helped facilitate the training.

In 2020, as part of our commitment to continuous improvement, we undertook a series of staff and volunteer surveys. These surveys identified the need to increase awareness across the organisation around the role of volunteers, offer more diverse volunteering opportunities and look at the internal structure of our volunteer programme. As a consequence of the feedback, we have now committed to developing a new 3 year volunteer strategy with a renewed focus on the value volunteers bring to the organisation.

Covid-19

This Annual Report has been written during the global pandemic of Covid-19. The Charity has continued providing its services, which has taken a vast amount of resources to ensure that our response to the Covid-19 outbreak has followed rapidly changing guidance and mitigated the risks posed by the pandemic on our staff and services users. The Board and the Senior Management Team have undertaken additional business risks reviews specifically in relation to Covid-19 to ensure YSS' financial and operational viability going forward.

Due to the nature of our income our funding has continued unaffected however as the first UK-wide lockdown was put in place on 23 March 2020 and YSS moved to 100% remote working, the pandemic exposed some operational weaknesses. The move to remote working has highlighted the need for business processes review and improvement and an investment in our ICT infrastructure. Our teams have been able to adapt in the short run, but in order for YSS to thrive and continue delivering value for money for our funders, we need to seek to implement modern digital solutions.

A flavour of what we do - in three stories

(***The names have been changed for the individuals and families' protection)***

1. Jim's story

Project: #MORSE
Brief History/Background to the case:

Jim is a 38-year-old male who struggles with an alcohol addiction as well as several other severe health issues. He was referred to YSS during the first UK-wide lockdown in May 2020, after receiving a 43-month driving ban and an 80-hour community service order. Usually, a client of #MORSE service will be with us for a few months, due to lockdown and the complexity, Jim was one of our longest standing clients. Even though the progress was slow, it was happening and therefore it was right for us to continue to support Jim as far as we could.

Using the behavour change model #Morse keyworker worked on Jim's triggers and motivation as well as assistied with each crisis as it arose such as homelessness, safeguarding, benefits or health matters. We often took one step forward and two steps back but each time Jim continued to engage and eventually accepted the help of alcohol services. Due to the limited capacity of alcohol services, which were able to offer only short sessions every 2/3 weeks, #MORSE keyworker played a major role in motivating Jim and helping him to see the benefits of accessing detox and rehab.

Outcomes achieved & Objectives completed:

- Jim was rehomed after his own safety was compromised reporting a serious issue to the police (YSS assisted throughout).
- Jim's engagement improved with alcohol services and he attended all his medical appointments.
- YSS Supported Jim to source Detox and Rehab.
- YSS funded Jim's clothing and food when required.
- Jim's motivation to change and to take action improved.
- YSS funded mindfulness sessions for Jim to help him control his anxiety.
- Jim explored the benefits of making change and consequences of not making change.
- Jim completed the Behaviour Change programme.

Summary:

Due to the intensity of the support Jim received it was imperative that he was prepared for life after #MORSE. To enable this to happen Jim was referred to our volunteer mentor service so he knew YSS keyworker was still around and overseeing the support but someone else was now supporting him to get ready to go into Rehab and deal with any issues should they arise. This proved successful as Jim started to become less reliant on #MORSE and our volunteer, who was able to help Jim keep his focus and motivation.

Some months later, Jim called YSS to let us know he had successfully completed detox, and for the first time in many years he was alcohol free!

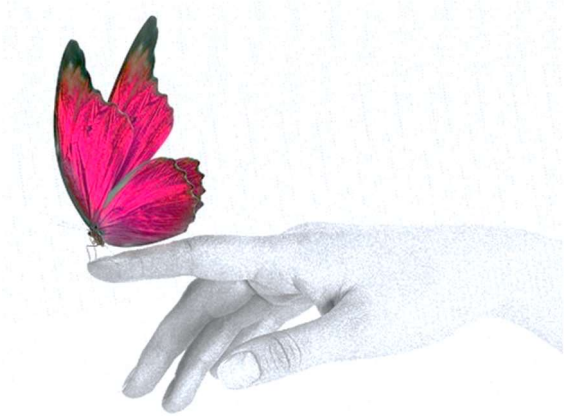
Jim's feedback:

"The support and care that I have received from YSS keyworker has been amazing, it has pulled me from the dark side and got my life back on track. Without this I would never have had this opportunity. It has given me a new opening in life that I didn't see was there. As I have been told that there are opportunities out there and with guidance I have been able to make a plan to get me through each stage, now I feel my life is more functional. I have an ongoing plan that I am working on and am keen to succeed. YSS is a compassionate and thoughtful organisation that give sound advice and support. They help you access services that otherwise I would struggle to access. I looked at my diary from the 12 months of support I have received and where I am now to where I was is down to YSS , I can't thank you enough. My elderly mum is also ***very*** *grateful for what you have done for me.*

I pledge I will abide by the rules of the law to make myself and others safer on the road and never drink and drive. "

2. Tracy's Story

Project: Chrysalis
Brief History/Background to the case:



Tracy was referred to the Chrysalis project through the local NHS Liaison and Diversionary team. Other services already involved at the time of the referral were social services, CCP and CRC (probation). Due to fluctuating mental health and circumstances Tracy's engagement was initially ad hoc. This improved tremendously over time.
Tracy describes herself as always being a busy person, but due to the pandemic and being furloughed, this caused Tracy a lot of mental distress to the point that she felt she could no longer cope.
TS identified that she needed to deal with her issues head on so it was decided that her two children would live with their auntie for a period of time in 2020 so Tracy could access and engage with the support she desperately needed.

- Prior to the Covid-19 pandemic Tracy was in employment.
- Suffered a recent separation from long term abusive partner.
- Tracy was diagnosed and medicated for anxiety and depression.
- Several family members passed away during 2020 through suicide and Covid-19.
- Tracy presented with risky behaviours.
- Although Tracy had accommodation, she chooses to sofa surf/sleeps rough.
- At time of referral she had a high daily alcohol intake and/or illicit drug use.
- Was under probation for assault and possession of illicit drugs.

Outcomes achieved & Objectives completed. Describe what has changed / improved:

Through professional discussions and in consultation with Tracy, it was agreed that YSS support would be beneficial and complimentary to the services already in place. During our engagement with Tracy:

- We worked on breaking down issues into more manageable tasks. This prevented the cycle of feeling overwhelmed and retreating from the support available.
- When Tracy initially engaged she was sofa surfing/sleeping rough due to not feeling safe or confident enough to go to her accommodation due to the domestic violence memories.
- Tracy has self-reported that she started abstaining from using alcohol or drugs to cope with life.
- Tracy felt she needed to keep busy and started exploring options of online classes/courses.
- Tracy felt like she needed some organisational skills/tools. YSS have provided her with appropriate coaching and a pack of organisational resources, including a magnetic diary/week sheet, pens, paper and folders to keep important documents together/safe.
- Other agencies have expressed that her engagement with them have improved also.
- Tracy's children have returned to live with her full time.

Summary:
Tracy began engaging with the Chrysalis Project in October 2020, all contacts were completed via structured telephone calls. At this time her substance misuse was a major concern and an influencing factor in her displaying risky behaviours and having suicidal ideation thoughts.

By February 2021 Tracy made significant life changes. She felt able to manage daily life better and achieved many of her goals. Overall, Tracy has created a more positive and stable environment for herself and her children.

Feedback from Tracy:
'Thank you for the support you've given me and for the resources you sent to me. They are/will be a helpful and support me to organise myself each day. I am looking forward to getting involved with some courses - this will give me something to do and keep me occupied'.

3. The Evans Family

Story relayed by one of our Families First Keyworkers, Lia:

This referral initially came in from a primary school head teacher in a small town in Worcestershire. She had heard about the Families First service from an Early Help bulletin sent in to their school and had immediately thought of two brothers in her school.

Ben is 6 and Thomas is 8 and all through their lives dad has been in and out of prison for various offences relating to theft and drugs. Dad recently went to prison again and while initially he was in a reception prison with an in cell phone and could speak to the children almost every evening, he then got moved onto an older prison where phones were only on the prison landings. Due to the Coronavirus lockdown, he was only allowed out of his cell for an hour a day and during that time he could call his children, but this tended to be during the school day. Suddenly the children went from speaking to dad every day, to having very limited contact with him. The boys were getting quite emotional in school and crying about how much they missed their dad. This led to the head teacher making the initial referral.

When I first made contact with mum I learnt that there were two other children in the family; Sophie aged 12 and James aged 14. There had also been another sibling who unfortunately died 6 years ago from a brain tumor and mum and the family were still struggling to process the grief and trauma from his long period of illness.

Although the initial referral was for the two boys, because at YSS we always want our services to provide a whole family holistic support, I started to work with all the family on a variety of issues providing both emotional and practical support. Some of the family's problems were a direct result of dad's imprisonment, but there were also other emotional and practical issues which were aggravated by not having dad around.

Mum has been with dad for about 16 years and during that time he has been in and out of prisons around the UK multiple times. As a result of this he has not always been around for the births of his children and mum has had to spend a lot of time bringing up the children on her own. She had made it clear to him that this was the last time she would stand by him. Support offered to mum so far has included the following:

- Helping to consolidate her debts, set up a management plan and advocate on her behalf with the council to stop the bailiffs, when it could come out of her universal credit.
- Helping to liaise with the GP and opticians as she has anxiety around that.
- Supporting with some of her own childhood trauma.
- Providing emotional support when she wants to talk about the difficulties of having a partner in prison and looking after children.

I was also able to secure funding via the Smallwood Trust and the YSS Hardship Fund, which has meant we have been able to order and start the process of designing a headstone/memorial for her son. This has not only taken a huge weight of her shoulders in terms of a financial burden, but it has allowed her to move further through the grieving process and know that in future there will be a place where she can go to remember her son.
For the older children I have been supporting them on accessing and verbalising their feelings regarding dad and his imprisonment, as well as helping them to manage their emotions and build their confidence.

Financial Review

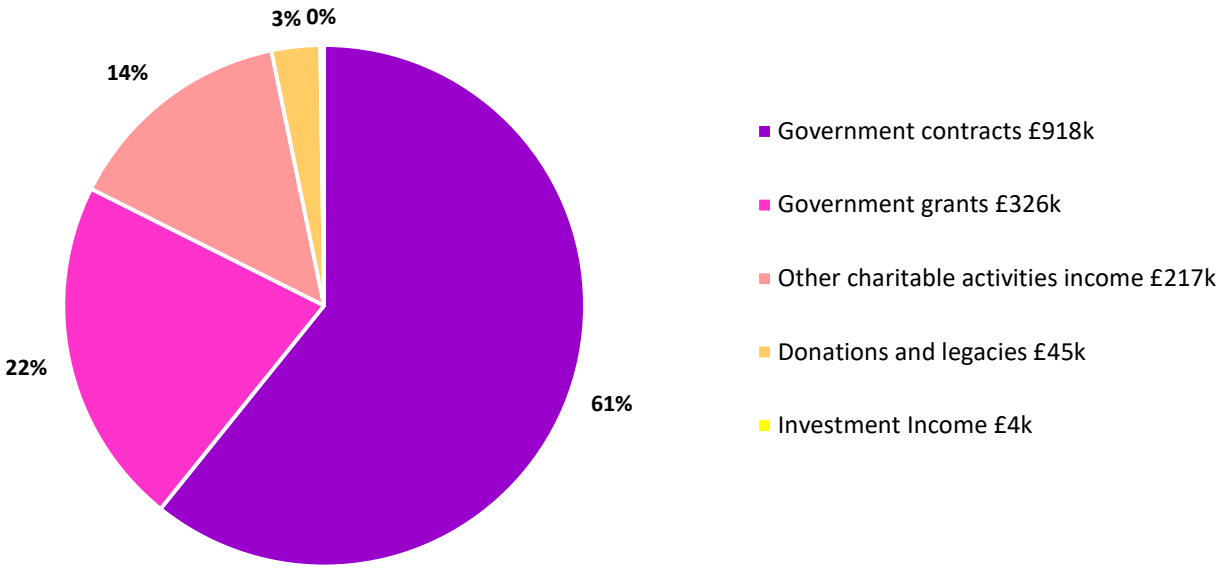
For the year ended 31 March 2021

The Charity reported an operating surplus of £101k (2019/20: £8k deficit). YSS has generated a net cash inflow from our charitable activities of £81k.

A summary of YSS' five year financial performance is as follows:

Year	Total Income	Total Expenditure	Net Surplus	Net Surplus
	£'000	£'000	£'000	%
2016/17	1,702	1,665	37	2.17%
2017/18	1,621	1,528	93	5.74%
2018/19	1,309	1,337	(28)	(2.14%)
2019/20	1,705	1,713	(8)	(0.47%)
2020/21	**1,510**	**1,409**	**101**	**6.69%**

YSS Total Income 2020-21



The position of YSS Reserves at 31 March 2021

Our reserves have to be adequate to carry on our work when faced with difficult, challenging and changing times. They need to be sufficient to allow us to address possible losses from our charitable activities and give us enough time to adjust our strategy to meet changing circumstances and to invest in business development, without having to make hasty decisions.

The balance of unrestricted, available reserves at 31 March 2021 has increased to £353,482 (2020 - £324,243).

Investment Policies

The Trustees invest surplus funds in interest bearing bank and savings accounts with a combination of instant and short notice access, to ensure that the funds are readily available as and when required.

Trustees' Report

The Trustees are pleased to present their annual report and the audited financial accounts for the year ended 31 March 2021. The financial statements comply with the current statutory requirements, the Statement of Recommended Practice and the charitable company's governing document.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Companies Act 2006, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Trustees of the charity and constitution

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees who have served during the year are set out on Page 3. There were no declarations of interest from any Trustee during the year.
The charitable company is governed by its memorandum of association which was adopted on 30 June 2000. The company trades under the name of YSS.

Structure, Governance & Management

The current Board of YSS consists of eight Trustees who meet six times a year. The Board is led by the Chair and assisted by the Vice-Chair. The Vice-Chair is the company secretary and a Finance Lead for the charity. The Board is supported by the Audit and Risk Committee.

The Board of Trustees is responsible for setting the organisational strategy with the Chief Executive Officer. The day to day operational management is delegated to the Chief Executive Officer. Trustees undertake various roles to provide scrutiny of the organisation's performance and to review risk. The Chief Executive Officer meets regularly with the Chair of Trustees and formally reports to the Board at every meeting.

The Senior Management Team (SMT), led by the Chief Executive Officer, meet every month to drive operational and strategic performance. A separate leadership team including all those with line management responsibilities, recognising the significant role they play in day to day operational activities, meet for a full day at least annually. When the UK went into its first lockdown on 23 March 2020 in response to the rising cases and mortality rates of Covid-19, the SMT have facilitated the roll out of working from home for all staff. Since that time, the SMT have been meeting regularly every week using virtual meeting rooms to continue delivering strategic and organisational objectives while managing the rapidly changing situation relating to the ongoing pandemic and its effects on the charity's clients, staff and suppliers. The Trustee Meetings have also been successfully facilitated using virtual technology.

Method of Appointment of Trustees

New Trustees are appointed by the Board of Trustees with a dedicated Trustee taking the lead for this process. A formal application procedure is in place to ensure Trustee recruitment is based on organisational needs. This includes a role description and person specification, an application form and a formal interview process. If successful after the interview stage, applicants are invited to meet the Chair of Trustees and the CEO (along with members of SMT) and attend a Trustee Meeting as an observer. The Chair and Appointments Committee then confirm if they are suitable and the Chair recommends their appointment to the Board. Formal approval of appointment follows at the next Trustee Meeting.

All new Trustees will serve for a maximum of 10 years: a one-year probationary period followed by up to three further periods of three years. A formal review with the Chair will take place six months prior to the end of each three-year period. Trustee supervision and support is undertaken by the Chair of Trustees.

The Board support the principles of good governance contained within the Charity Governance Code. The Board of Trustees confirm that the Charity does not fully comply with its own governance in as much as it agreed on the proposal of the incoming Chair that provision be made, subject to review at a later date, that a Board Member with a term of over ten

years be reappointed for a further three year term to provide for a smooth transition. This has applied to the immediate past Chair. This provided for a sufficient overlap of time between the retiring Chair of Trustees and the newly appointed Chair at a time of change for YSS with the recruitment of a new CEO in the pipeline. The Board is set to review its succession planning strategy in 2020/21 financial year, as agreed at the time of adopting this provision.

Safeguarding

It has been difficult to find a replacement for our Lead Safeguarding Trustee and pending a new recruitment round, Susanna McFarlane has agreed to act as interim Trustee with a safeguarding portfolio.

Risk Management

The Trustees regularly review the risks to which the charity might be exposed. There is a full risk statement, policy and associated systems in place and an Audit and Risk Trustee subcommittee that meets every six months.

The risk register identifies the major risks, their likelihood and impact and the consequent actions to manage them effectively and the process follows guidance from the Charity Commission.

Principal Risks and Uncertainties

The principal commercial, operational and financial risks that have been identified and could seriously impact on performance, future prospects or reputation are as follows:

- Significant reductions in key funding areas. The YSS project snapshot forms an integral part of the risk register and is reviewed at each Trustees' meeting. Business development work continues to take a high priority within the organisation, not only to seek additional funding in order to develop and enhance our current work but to secure continuation funding or to limit further potential cuts to current funding.

- A serious safeguarding incident resulting in harm to a child, young person or vulnerable adult and the subsequent effect on YSS's reputation. YSS has a nominated Trustee lead and a nominated Operational Director with responsibility for safeguarding. Policies are reviewed and disseminated annually and regular training undertaken from local authorities.

- Health and Safety such as a serious incident involving a member of staff or volunteer from lone working in the community and in the homes of some of our most vulnerable service users. A robust lone working policy is in place and all members of staff use a 'Lone Alert' system run through mobile phones and volunteers use a 'Buddy system'.

The entity's ability to continue as a going concern

The directors have prepared the financial statements on the going concern basis, which is based on the following:

- The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.
- The Board and the SMT have reviewed and considered the consequences of Covid-19 pandemic on YSS operations and the sustainability of income sources. Our 2020/21 budget was revised in June 2020 and the 2021/22 budget was prepared to reflect the initial impact of Covid-19 and the new funding opportunities. Both returned positive results for the charity's ability to continue as a going concern.
- The Trustees and directors carefully monitor the financial performance during each financial year, and despite the disruption of Covid-19, we are currently performing ahead of 21/22 budget.
- The management continued to assess the financial risk and has undertaken additional stress testing analysis of incoming resources in 2022/23 financial year and determined that there are no material uncertainties that casts significant doubt upon the entity's ability to continue as a going concern for the next 12 months.

Fundraising

- YSS does not rely on fundraising and donations to enable it to continue its work and does not engage fundraising or marketing agencies to target people by telephone, or in person, to persuade them to set up regular donations to YSS.
- We are fortunate to have people who believe in our work and raise money for us or make private donations. YSS does not, and will not, pass on contact details of supporters and donors to anyone else, including other charities. YSS respects the wishes of supporters and donors who ask for no further contact from the charity, and adheres to Data Protection Law.

- YSS employs a part-time communications and fundraising coordinator who works alongside YSS teams and SMT to gain funding for our work from trusts and foundations and to support people who choose to make donations or take part in fundraising activities in whatever way they can.
- YSS follows the Code of Fundraising Practice. YSS has received no complaints over fundraising activities during the period covered by this report.

Legal proceedings

The Directors are not aware that there are any pending legal proceedings that would have a material adverse effect on the financial position or operations of the Group.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in Section 17 (5) of the 2011 Charities Act and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The objectives of the charity for the public benefit are for the relief of children, young adults and others, including adults, families and carers, who have complex needs arising from offending, ill mental health, homelessness or problematic substance misuse. This includes those who face difficult life challenges such as unemployment, financial hardship, lack of positive role models, separation, loss and low self-esteem. The charity helps them to develop new skills and improve their resilience, enabling them to lead more positive and constructive lives in the society and to achieve their potential. The charity's work primarily benefits the West Mercia region: Herefordshire, Shropshire, Telford & Wrekin and Worcestershire.

To pursue our stated aims, YSS is able to recruit and train local volunteers. Volunteers add diversity, they challenge our thinking and help to bring local solutions to local issues. Volunteers can help break down the myths and stereotypes of people who could otherwise be excluded from the society.

Statement of Trustees' responsibilities

The Trustees (who are also directors of YSS for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2019 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departure disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

Cooper Parry Group Limited has expressed their willingness to continue in office and will be proposed for re-appointment at the Annual General Meeting.

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by the Board of Trustees on 14 December 2021 and signed on behalf of the Board:

David Chantler OBE
Chair of YSS Board of Trustees

Independent Auditor's Report to the members of YSS (A company limited by guarantee)

Opinion
We have audited the financial statements of YSS (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information
The trustees are responsible for the other information. The other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Report of the Trustees and from the requirement to prepare a strategic report.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statement
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:
Our assessment focussed on key laws and regulations the Charitable Company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, Charities (Protection and Social Investment) Act 2016, taxation legislation, data protection, anti-bribery and employment legislation.

Independent Auditor's Report to the Members of YSS (A company limited by guarantee) (continued)

Auditor's responsibilities for the audit of the financial statements (continued)
We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

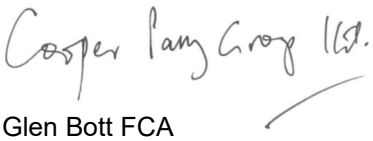
- obtaining an understanding of the legal and regulatory framework applicable to the Charitable Company and how the Charitable Company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Charitable Company's control environment and how the Charitable Company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the Charitable Company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Glen Bott FCA
Senior Statutory Auditor
for and on behalf of:

Cooper Parry Group Limited
Chartered Accountants
Statutory Auditor
One Central Boulevard
Blythe Valley Park
Solihull
West Midlands
B90 8BG

Date: 14 December 2021

Statement of Financial Activities

(incorporating the Income and Expenditure Account)
For the year ended 31 March 2021

	Notes	Unrestricted Fund £	Restricted Funds £	Total 2021 £	Total 2020 £
Income from:					
Donations and legacies	2	18,659	26,701	45,360	27,303
Income from charitable activities	3	30,000	1,431,176	1,461,176	1,670,762
Investment income	4	3,641	-	3,641	6,676
Total income		**52,300**	**1,457,877**	**1,510,177**	**1,704,741**
Expenditure on:					
Charitable activities	5	20,577	1,388,493	1,409,070	1,712,782
Total expenditure		**20,577**	**1,388,493**	**1,409,070**	**1,712,782**
Movement in funds being Income/(expenditure) for the year		31,723	69,384	101,107	(8,041)
YSS Match Funding		(2,484)	2,484	-	-
Net Movement in Funds		**29,239**	**71,868**	**101,107**	**(8,041)**
Reconciliation of funds					
Total funds brought forward	14/15	324,243	258,251	582,494	590,535
Total funds carried forward		**353,482**	**330,119**	**683,601**	**582,494**

All income and expenditure derive from continuing activities. The statement of Financial Activities incorporates all gains and losses recognised in the above two financial periods.

The notes on pages 26 - 38 form part of these financial statements.

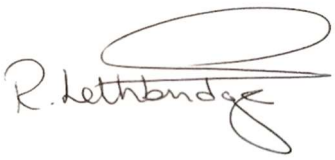
Balance Sheet

Registered Number 04024428
as at 31 March 2021

	Note	2021		2020	
		£	£	£	£
Fixed Assets					
Tangible fixed assets	9	1,385		2,769	
Intangible Fixed Assets	9	2,880		-	
			4,265		2,769
Current Assets					
Debtors	10	66,995		35,364	
Cash at bank and in hand		742,299		661,675	
			809,294		697,039
Creditors: amounts falling due within one year	11	(129,958)		(117,314)	
Net current assets			**679,336**		**579,725**
Net assets			683,601		582,494
Funds					
Restricted funds	14		330,119		258,251
Unrestricted funds - general	15	275,500		243,776	
designated	15	77,982		80,467	
			353,482		324,243
Total funds			**683,601**		**582,494**

The financial statements on pages 23-38 were approved by the board of Trustees and authorised for issue on 14 December 2021 and are signed on its behalf by:

David Chantler OBE
Chair of YSS Board of Trustees



Anthony Richard Lethbridge
Trustee, Lead on Finance

Statement of cash flows

as at 31 March 2021

	Note	2021 £	2020 £
Cash flow from operating activities	19	79,863	(29,803)
Cash flow from investing activities			
Interest received		3,641	6,676
Purchase of fixed assets		(2,880)	(4,152)
Net cash flow from investing activities		761	2,524
Net increase/ (decrease) in cash and cash equivalents		**80,624**	**(27,279)**
Cash and cash equivalents at 1 April 2020		661,675	688,954
Cash and cash equivalents at 31 March 2021		**742,299**	**661,675**

Notes to the Accounts
for the year ended 31 March 2021

1 Accounting Policies

Basis of preparation

YSS (the charity) is a registered incorporated charity in the United Kingdom. The address of the registered office is given in the charity information on page 3 of these financial statements. The nature of the charity's operations and principal activities are to provide community based support services for children, young people, adults and families who are vulnerable, have complex needs and who face difficult life challenges.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Company Status

The charitable company is a company limited by guarantee. The members of the charitable company are the Trustees named in the Trustees' Report. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

Fund accounting

Restricted funds
Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Unrestricted funds
Unrestricted funds are available for use, at the discretion of the Trustees, in furtherance of the general objectives of the charitable company and have not been designated for other purposes.

Designated funds

Designated funds are unrestricted funds earmarked by the Directors for particular purposes.

Incoming Resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102).

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable and when the amounts are known with certainty and are measurable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charitable company, are recognised when it becomes unconditionally entitled to the grant.

- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charitable company earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.

Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charitable company and include audit fees and costs linked to the strategic management of the charitable company.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Tangible fixed assets

Tangible fixed assets are included at cost. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computers	33% straight line
Office equipment	25% straight line
Intangible assets	33% straight line

Fixed assets below £500 are not capitalised.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Pensions

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions payable for the year are charged in the Statement of Financial Activities.

Tax

YSS is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Leasing commitments

Assets acquired under finance leases are capitalised and depreciated over the lease term and expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net future charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure for 2021/22 and 2022/23 financial years are sufficient with the level of reserves. The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.

2 Voluntary income

	2021 £	2020 £
Grants and donations – Restricted Funds	26,701	27,303
Grants and donations – Unrestricted Funds	18,659	-
	45,360	27,303

3 Incoming resources from charitable activities

		2021	2020
		£	£
Restricted			
West Mercia AA – Appropriate Adult		40,306	36,145
Worcestershire Young Carers	- Core funding	121,734	122,614
	- Schools Awareness	12,000	10,000
	- Children In Need	13,735	15,540
Shropshire County Council Early Help – Enhance		417,445	417,444
Smallwood Trust – Women's Discretionary Fund		15,000	-
Smallwood Trust – Chrysalis		50,317	44,728
Smallwood Trust – Tampax Tax		7,500	2,500
Smallwood Trust – Skills for Life		30,800	
WWM CRC – ESS+		230,712	229,338
WWM CRC – Through the Gate		108,000	115,545
WW OPCC – Morse Safer Roads		174,745	140,658
WM OPCC – Remembering Veterans		25,000	25,000
WM OPCC - Divert		(10,037)	396,367
WM OPCC-PDC		-	1,267
Veterans Voices		51,751	51,750
Action For Children – Worcs Early Help		50,500	33,000
Laslett's Trust		15,000	15,000
Fusion - BBO		-	4,672
IOM – Iris		1,800	8,800
Worcestershire Children First – Families First		54,868	-
Eveson Trust		20,000	-
		1,431,176	1,670,368
Unrestricted			
MoJ Core Cost Funding		30,000	-
Sundry income		-	394
		1,461,176	1,670,762

Further detail on the above projects/income streams can be found in **note 14**.

4 Investment income

	2021	2020
	£	£
Bank deposit interest	3,571	6,219
COIF deposit interest	70	457
	3,641	6,676

All of the above income for this year and the comparative year was attributable to unrestricted funds.

5 Resources expended – Charitable Activities

Activities Undertaken directly	Criminal Justice £	Mentoring and Support £	Young Carers £	Central Costs £	**2021 Total £**	2020 Total £
Employment Costs (Note 6)	332,945	554,641	98,961	132,855	**1,119,402**	1,246,676
Staff Training	3,862	10,364	299	899	**15,424**	25,870
Advertising and Promotions	2,468	11,135	167	-	**13,770**	11,760
Travelling Expenses	3,917	2,997	760	-	**7,674**	77,420
Service user Expenses & Club costs	2,637	23,994	2,194	-	**28,825**	66,725
Office costs and facilities	2,803	5,278	755	21,562	**30,398**	27,225
Admin Costs	5,977	8,852	2,914	7,871	**25,614**	37,281
IT Costs	16,007	21,804	6,704	15,335	**59,850**	86,947
Insurance	-	-	-	8,765	**8,765**	8,250
Legal and Professional	-	-	-	13,952	**13,952**	29,897
Bank Charges	-	-	-	1,000	**1,008**	609
Trustee's Expenses and Meeting Costs	-	-	-	1,560	**1,560**	3,090
Conference Expenditure	-	-	-	18	**18**	198
Volunteer Costs	2,120	381	99	-	**2,600**	10,347
Subcontractor Costs	13,264	60,000	-	-	**73,264**	73,264
Governance Costs	-	-	-	5,562	**5,562**	5,842
Depreciation	-	-	-	1,384	**1,384**	1,385
	386,000	**699,445**	**112,853**	**210,372**	**1,409,070**	**1,712,782**

Of the total expenditure, a debit of £20,577 (2020: £7,270) related to unrestricted funds and £1,388,493 (2020: £1,705,512) related to restricted funds.

6 Staff costs

	2021	2020
	£	£
Gross Salaries	1,004,610	1,118,738
Employer's National Insurance	73,475	89,459
Pension Costs	33,710	38,475
Redundancy Costs	-	-
Staff Welfare Costs	7,607	-
	1,119,402	1,246,672

Included in the above gross salaries figure are consultancy costs of £23,822 (2020 - £9,532).

The average monthly number of employee during the year was as follows:

		2021	2020
		No.	No.
Administration and management	- Full time	3	2
	Part time	6	8
Support staff	- Full time	18	26
	Part time	21	19
Seconded staff		-	-
		48	55

No (2020: nil) employees earned more than £60,000 per annum (including taxable benefits but excluding employer's pension contributions) during the year ended 31 March 2021.

No remuneration was paid to Trustees during the year.

The total amount of employee benefits received by key management personnel is £181,438 (2020: £194,303). The charity considers its key management personnel comprise of five individuals being the Chief Executive, Finance Director and three Operations Directors (one Full Time, two Part Time).

7 Net incoming resources for the year

The net incoming resources are stated after charging:

	2021	2020
	£	£
Auditors' remuneration	5,562	5,592
Pension costs	33,710	38,475
Operating lease rentals	18,655	19,325
Depreciation	1,384	1,383

8 Taxation

As a charitable company, YSS, is exempt from tax on income and gains falling within section 478 of the Taxes Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen within the charitable company.

9 Tangible fixed assets

	Office Equipment	Computer Equipment	Intangible Assets	Total
Cost	£	£	£	£
At 1 April 2020	11,222	4,152	-	15,374
Additions	-	-	2,880	2,880
Disposals	-	-	-	-
At 31 March 2021	**11,222**	**4,152**	**2,880**	**18,254**
Depreciation				
At 1 April 2020	11,222	1,383	-	12,605
Charge for the Year	-	1,384	-	1,384
Eliminated on disposal	-	-	-	-
At 31 March 2021	**11,222**	**2,767**	**2,880**	**13,989**
Net book value				
At 31 March 2021	**-**	**1,385**	**2,880**	**4,265**
At 31 March 2020	-	2,769	-	2,769

10 Debtors

	2021 £	2020 £
Trade debtors	8,160	467
Prepayments	18,301	24,054
Other debtors	40,534	10,843
	66,995	35,364

11 Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	20,866	28,763
Social security and other taxes	29,543	23,720
Accruals	50,466	36,166
Deferred income (below)	29,083	28,665
	129,958	**117,314**

Deferred income is analysed below:	£	£
Deferred income brought forward	28,665	29,544
Released in year	(28,665)	(29,544)
Deferred during the year	29,083	28,665
Deferred income carried forward	**29,083**	**28,665**

The amounts are deferred when the charitable company does not have unconditional entitlement to the income or when the invoice relates to the delivery of a service and is therefore only recognised to the extent that the charitable company has provided the service.

12 Pension Commitments

The charitable company operates a defined contribution pension scheme. Pension costs of £33,710 (2020: £38,475) representing contributions payable by the charitable company to the fund, were charged in the statement of financial activities during the year. No further contributions are payable for the year.

13 Operating leases

The total minimum lease payments due by the charitable company at 31 March 2021 in respect of non-cancellable operating leases are as follows:

Leases expiring:

	Land and buildings	
	2021	**2020**
	£	**£**
Within one year	-	13,991
	-	**13,991**

14 Restricted Funds - current year

	Balance at 01/04/2020	Incoming Resources	YSS Match Funding	Resources Expended	Balance at 31/03/2021
Worcestershire Young Carers:					
- Core	1,012	121,734		(117,527)	5,219
- General (donation towards WYC)	47,346	21,850		(1,342)	67,854
- School Awareness	5,782	12,000		(10,682)	7,100
- Children in Need	1,154	13,735		(7,074)	7,815
- #iwill	1,788	-		-	1,788
West Mercia AA – Appropriate Adult	-	40,306		(35,638)	4,668
Shropshire County Council Early Help	62,556	417,445		(412,415)	67,586
Smallwood Trust – First Direct	6,857	15,000		(18,943)	2,914
Smallwood Trust - Chrysalis	21	50,317	2,484	(55,298)	(2,476)
Smallwood Trust - Tampax Tax	2,025	7,500		(7,837)	1,688
Smallwood Trust - Skills for Life	-	30,800		(23,536)	7,264
WWM CRC – ESS+	64,734	230,712		(230,624)	64,822
WWM CRC – through the gate	825	108,000		(98,316)	10,509
WM OPCC – Morse Safer Roads	18,398	174,745		(193,468)	(325)
WM 0PCC – New ESP	1,000	-		-	1,000
WM OPCC - Divert	10,037	(10,037)		-	-
WM OPCC – Remember Veterans	6,682	25,000		(26,454)	5,228
WM OPCC – PDC	-	-		-	-
Veterans' Voices	1,650	51,751		(51,655)	1,746
Action for Children – Starting Well South Worc.	4,305	50,500		(46,116)	8,689
Families First	1,000	54,868		(31,241)	24,627
Laslett's Trust	-	15,000		(14,816)	184
IOM – Iris	1,921	1,800		(234)	3,486
YSS Discretionary Donations	19,158	4,851		(5,277)	18,732
Eveson Trust	-	20,000		-	20,000
	258,251	**1,457,877**	**2,484**	**(1,388,493)**	**330,119**

14 Restricted Funds - prior year

	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Balance at 31 March 2020 £
West Mercia AA – Appropriate Adult	1,535	36,145	(37,680)	-
WYC - Core	-	122,614	(121,602)	1,012
- General (donations toward WYC)	49,787	20,571	(23,012)	47,346
- School Awareness	5,336	10,000	(9,554)	5,782
- E to E – LJC Fund	1,570	-	(1,570)	-
- Children in Need	1,939	15,540	(16,325)	1,154
- #iwill	4,779	-	(2,991)	1,788
Shropshire County Council Early Help	71,689	417,444	(426,577)	62,556
Smallwood Trust – First Direct	15,446	-	(8,589)	6,857
Smallwood Trust - Chrysalis	786	44,728	(45,493)	21
Smallwood Trust – Tampax Tax	-	2,500	(475)	2,025
WWM CRC – ESS+	64,275	229,338	(228,879)	64,734
WWM CRC – through the gate	(7,426)	115,545	(107,294)	825
WW OPCC – Morse Safer Roads	-	140,658	(122,260)	18,398
WM OPCC - ARC	5,469	-	(5,469)	-
WM OPCC – New ESP	1,000	-	-	1,000
WM OPCC - Divert	11,187	396,367	(397,517)	10,037
WM OPCC – Remember Veterans	6,721	25,000	(25,039)	6,682
WM OPCC – PDC	2,404	1,267	(3,671)	-
Veteran Voices	-	51,570	(50,100)	1,650
Action for Children – Worcs Early Help	12,533	33,000	(41,228)	4,305
Action for Children – FFS	1,000	-	-	1,000
Laslett's trust	355	15,000	(15,355)	-
Fusion – BBO	-	4,672	(4,672)	-
IOM – Iris	2,310	8,800	(9,189)	1,921
YSS Discretionary Donations	13,397	6,732	(971)	19,158
	266,092	**1,697,671**	**(1,705,512)**	**258,251**

West Mercia AA (Appropriate Adult) - Provide volunteers to support young people aged 10 to 17 years with appropriate adults within West Mercia.

Worcester Young Carers (WYC) schemes - Provide support for carers aged 7 to 16 years old and young adult carers from age 17 to 24 within Worcestershire.

Worcester Young Carers (WYC) school awareness - Private donation to increase awareness of young Carers in schools.

Worcester Young Carers (WYC) E to E – LJC Fund - To support and motivate those young carers aged 16 and over specifically around education, training and employment.

Worcester Young Carers (WYC) #iwill – Community First - To develop and train a group of young Carers to become Worcestershire Young Carers' Ambassador

Shropshire County Council - Early Help - Provide **Early Help** interventions in Shropshire, for children young People and their families when their needs cannot be met by routine universal services.

Smallwood Trust – Women's First Direct - Discretionary Funding across all YSS projects to help women in financial adversity to become more resilient.

14 Restricted Funds – continued

Smallwood Trust - Chrysalis - The women-only Chrysalis service, delivered in Shropshire and funded by Smallwood Trust, seeks to enable and empower women and their families to overcome disadvantage, inequality and poverty whilst increasing financial resilience.

Smallwood Trust – Skills for Life

WWM CRC – ESS+ - Provides an Enhanced Support Service to target groups of offenders most at risk of reoffending, across the West Mercia region.

WWM CRC – Through the Gate - Provides a Support Service which aims to prepare and help people to find their feet when they are released from custody. The service operates at HMP Hewell and HMP Featherstone.

WM OPCC – Morse Safer Road - An innovative safer roads initiative aimed at reducing the amount of road traffic offences being committed throughout West Mercia.

WM OPCC – Remember Veterans - To continue recruitment, training, support & co-ordination of the Veterans Champions network across West Mercia.

WM OPCC – New ESP – Employment Support Proramme, funding received in 2017/18 to support people aged 18 plus who are in, or at risk of being in, the criminal justice system with mental health issues, in order to break down barriers towards employability (real or perceived) and move them closer towards sustainable employment.

WM OPCC – Divert – to provide early support to children and young people who are at risk of criminal exploitation.

Veterans Voices - Veterans Voices is funded by the Armed Forces Covenant. As part of our work with veterans, YSS works with a small number of ex-military personnel across Shropshire and Telford, who have been involved in the Criminal Justice System and gave them the opportunity to be able to tell their stories in a safe and trusted environment.

Action for Children – Worcester City Early Help - Provide volunteers to deliver interventions for Worcester City Early help to work with young people and their families when their needs cannot be met by routine universal services.

Family First Support – Funded by Worcestershire Children First (part of WCC), offers practical and emotional support to families of those in prison who reside in Worcester city.

IOM – IOM Rehabilitation Intervention Service (IRIS) - Provide Intensive support to a nominated group of IOM ex-offenders across Telford and Shropshire

Laslett's Trust – Funding to support the recruitment and training YSS volunteers

Eveson Trust – Funding received to enhance Your Carers service

YSS Discretionary Donations – donations received from donors who would like the funds to be spent towards any YSS direct project costs (as opposed to any costs)**.**

15 Unrestricted funds – current year

	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Allocation in year £	Balance at 31 March 2021 £
Designated funds					
Deficit budget funding	53,000	-	-	-	53,000
Herefordshire Chrysalis	27,467	-	(2,484)	-	24,983
General Fund	243,776	52,300		(20,577)	274,499
Total	**324,243**	**52,300**	**(2,484)**	**(20,577)**	**353,482**

Unrestricted funds – prior year

	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Allocation in year £	Balance at 31 March 2020 £
Designated funds					
Deficit budget funding	41,000	-	(4,737)	16,737	53,000
Herefordshire Chrysalis	30,000	-	(2,533)	-	27,467
General Fund	253,443	7,070		(16,737)	243,776
	324,443	**7,070**	**(7,270)**	**-**	**324,243**

Purpose of designated funds

Deficit budget funding

The purpose of this fund is to finance the deficit budget set for 2021/22.

Herefordshire Chrysalis Service

The Trustees have agreed to utilise free reserves to extend our reach to female service users at risk or already in the criminal justice system in Herefordshire.

16 Analysis of net assets between funds – current year

	Designated funds £	Unrestricted funds £	Restricted funds £	2021 Total £
Cash at bank and in hand	77,983	334,197	330,119	742,299
Other net current assets/(liabilities)	-	(58,698)	-	(58,698)
	77,983	**275,499**	**330,119**	**683,601**

Analysis of net assets between funds - prior year

	Designated funds £	Unrestricted funds £	Restricted funds £	2020 Total
Cash at bank and in hand	80,467	322,957	258,251	661,675
Other net current assets/(liabilities)	-	(79,181)	-	(79,181)
	80,467	**243,776**	**258,251**	**582,494**

17 Reserves on dissolution

The constitution states that no members shall be entitled, upon dissolution, to any part of the assets of the charitable company. Any assets remaining, after payment of all liabilities, shall be distributed to some other charity or charities having similar objects and which prohibits the distribution of their income and property at the time of dissolution as chosen by the members at the time.

18 Control and members

The charitable company is under the control of the Trustees.
As at 31 March 2021, there were 7 members of the charitable company (2020: 8 members).

19 Reconciliation of net income to net cash flow from operating activities

	2021 £	2020 £
Net income for the year	101,107	(8,041)
Interest receivable	(3,641)	(6,676)
Depreciation	1,384	1,383
Gain on disposal	-	-
(Increase) in debtors	(31,631)	(12,335)
Increase/(Decrease) in creditors	12,646	(4,134)
Net cash flow from operating activities	**79,865**	**(29,803)**

Thanks and acknowledgement

We would like to extend a sincere 'thank you' to all our donors, who have supported us this year; it is through your support that we are able to reach more beneficiaries and have a greater impact.

To all of our supporters, fundraisers, staff and volunteers - with your help we continue to grow and support our charity mission; thank you.

Take action

If you've been inspired to get involved with YSS and want to support our mission for a society where all people feel safe and have the opportunity to lead positive and constructive lives, and to achieve their potential, take action today.

Become a volunteer

Volunteers and the ethos and values that volunteering brings to YSS are hugely important to us. We aim to provide the highest standards of training and support to the volunteers that work alongside YSS and value the extra dimension and diversity they bring to our work.

There are a number of exciting volunteer roles based within our services; our volunteers are supported by a dedicated, friendly team of Volunteer Coordinators who are responsible for recruiting and supporting our volunteers across the region. If you'd like to volunteer for us, please go to yss.org.uk/why-volunteer and fill in an application form.

Make a donation

Many of the people we help are facing greater hardship than ever before. Please donate to our Discretionary Distress Fund and help us to provide practical and emotional support to our service users. Go to yss.org.uk/donate to give online, or write to us at YSS, Polysec House, Blackpole Trading Estate West, Worcester, WR3 8TJ.

Fundraise for us

We are incredibly grateful to and inspired by, all those who give their time, effort and often sweat and tears, into fundraising for us – it is thanks to all your efforts that we are able to support even more people and have a greater impact. If you have a fundraising idea, or would like to find some inspiration, please see yss.org.uk/fundraise. If you're looking for an easy way to support us why not buy a Worcester Community Lottery ticket – just go to - https://www.worcesterlottery.org/support/yss-worcester. Tickets cost £1 and there is a chance of winning up to £25,000.

Join our mailing list

If you'd like to be kept informed about the latest news, events and opportunities, join our mailing list by registering with us online: simply go to yss.org.uk to register your details.

Share our news

Did you know we are on social media? Please share our news stories and social media posts with your friends, families and colleagues! Follow us @OfficialYSS on Facebook and Twitter, and for news about Worcestershire Young Carers follow @WorcestershireYoungCarers on Facebook and @WorcYoungCarers on Twitter. Thank you!

Talk to us

If you'd like more information about any of the services YSS delivers, or if you want to get involved but you're not sure how, email info@yss.org.uk or speak to us on 01905 730 780; we'd love to hear from you.

yss.org.uk

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