



(A company limited by guarantee)



Annual Report and Financial Statements for The Year Ended 31<sup>st</sup> of March 2023

Charity registration number: 1081992

Company registration number: 04024428

## Legal and Administrative Information

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

### Trustees

Fiona Charny	Date of appointment 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

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## **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*

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

Trustees' report (including Directors' Report) – continued

### 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.



# YSS

## Annual Report and Audited Financial Statements

### For the Year Ended 31st March 2023

Trustees' report (including Directors' Report) – continued

#### 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*



# YSS

## Annual Report and Audited Financial Statements

### For the Year Ended 31st March 2023

Trustees' report (including Directors' Report) – continued

## Organisational Review

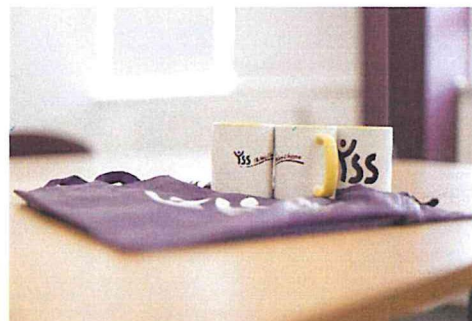
### Our Theory of Change

"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

<b>Inquisitive</b>	We ask questions, and challenge conventions to spark ideas and learning
<b>Adaptive</b>	We are open to change. We are flexible in enabling people to overcome diverse situations or setbacks
<b>Optimistic</b>	We maintain a positive outlook and focus on practical solutions
<b>Trustworthy</b>	We are honest and reliable
<b>Inclusive</b>	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.

# YSS

## Annual Report and Audited Financial Statements

### For the Year Ended 31st March 2023

Trustees' report (including Directors' Report) – continued

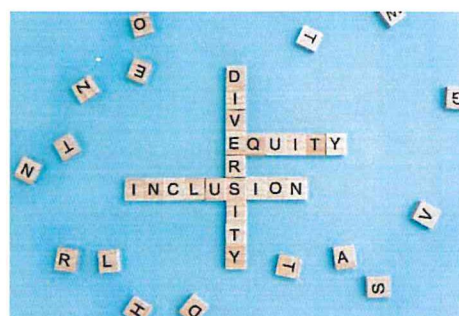
## Environmental, Social and Governance Reporting

### 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.



# YSS

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

Trustees' report (including Directors' Report) – continued

### 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.



# YSS

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

Trustees' report (including Directors' Report) – continued



### 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.

## YSS

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

Trustees' report (including Directors' Report) – continued

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](http://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.



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

Trustees' report (including Directors' Report) – continued

### 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."*



# YSS

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

Trustees' report (including Directors' Report) – continued

### 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





# YSS

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

Trustees' report (including Directors' Report) – continued

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."

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

Trustees' report (including Directors' Report) – continued

### 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.





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

Trustees' report (including Directors' Report) – continued



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



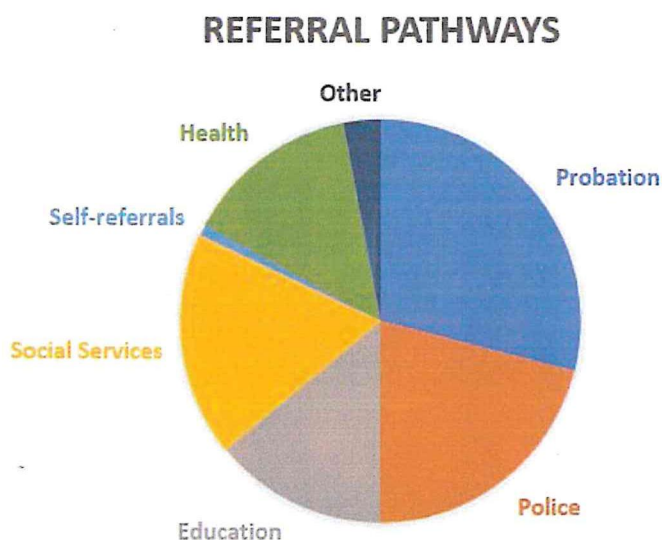
relationship with Neoperl as its main commercial partner. This strong relationship enabled us to approach our partner to financial support/Sponsor our Young Carers conference which will be taking place later in the year.

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 capitalise on the success of this occasion and will be working with Partners and Stakeholders in running more events during summer 2023.



### Our Performance

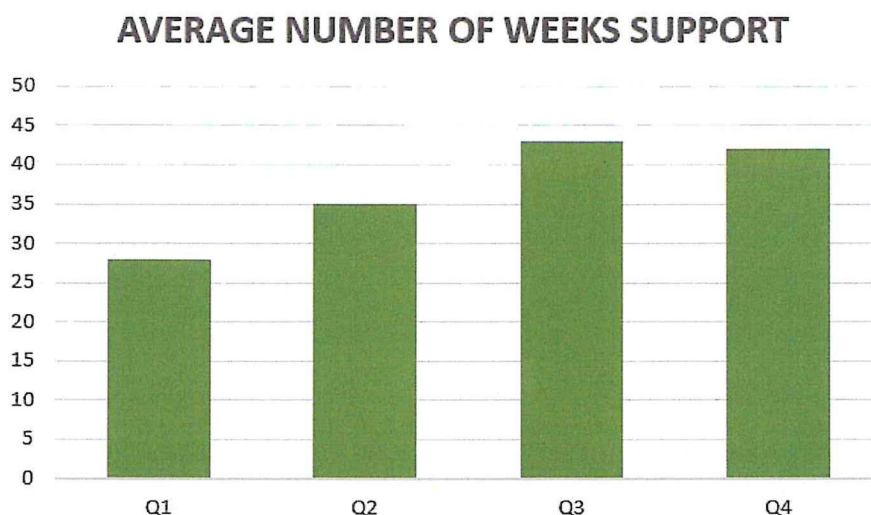
In 2022-23, we received 1,437 referrals across all services and provided support to 98% of the children, families and adults referred in working with multiple agencies and local services to provide the best, wraparound, integrated approach, to ensure the individuals who access our services achieve the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

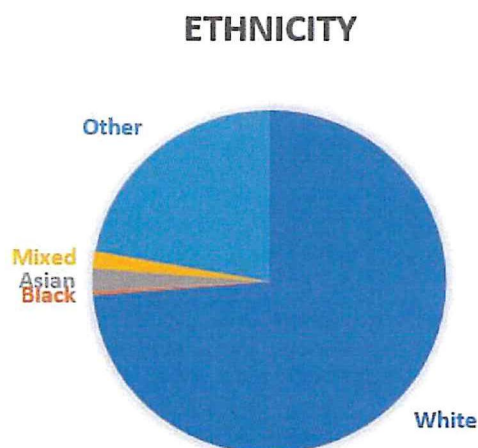
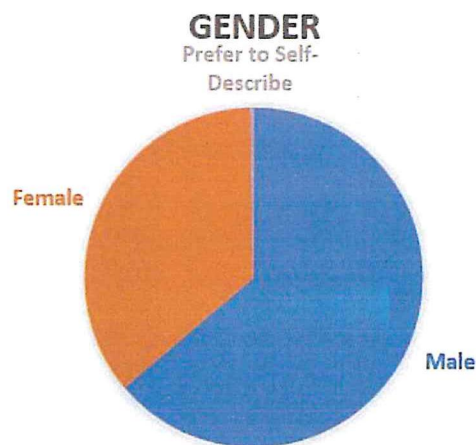
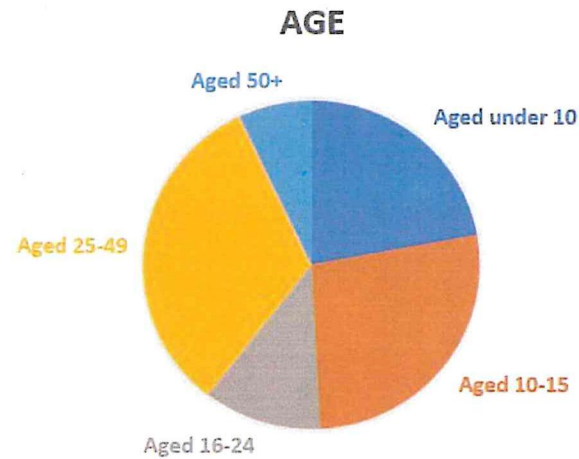
The graph below shows the average number of weeks support per quarter:



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.



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

Trustees' report (including Directors' Report) – continued



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 confident 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.





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

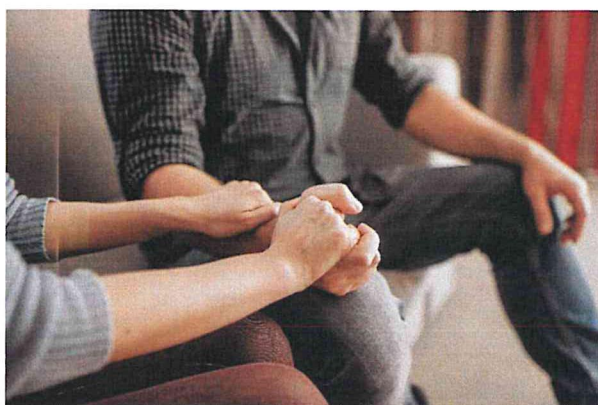
Trustees' report (including Directors' Report) – continued

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

## YSS

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

Trustees' report (including Directors' Report) – continued

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

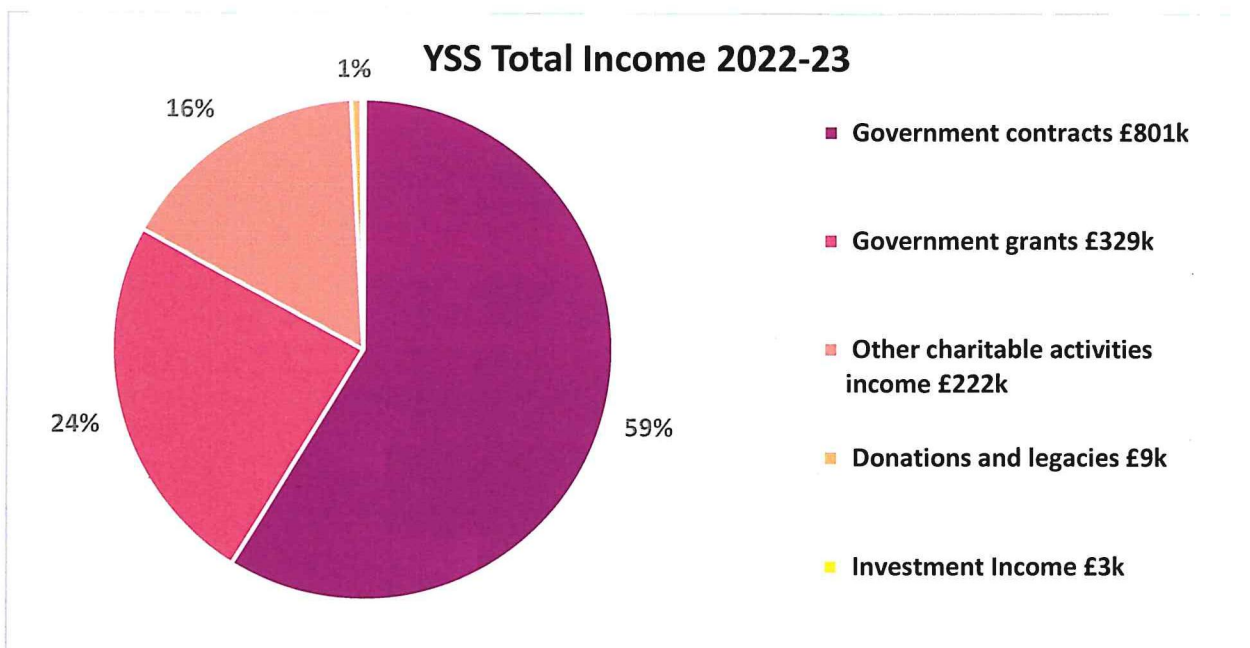
#### For the year ended 31 March 2023

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%
<b>2022/23</b>	<b>1,365</b>	<b>1,658</b>	<b>(294)</b>	<b>(21.6%)</b>

#### 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.



## YSS

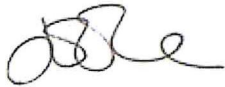
### Annual Report and Audited Financial Statements For the Year Ended 31st March 2023

Trustees' report (including Directors' Report) – continued

#### 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 18<sup>th</sup> 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.

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

Independent Auditors' Report to the Members of YSS Limited – continued

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

**Chartered Accountants**  
**Statutory Auditor**

23/11/2024

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 £
<b>Income from:</b>					
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
<b>Total income</b>		<b>22,656</b>	<b>1,342,118</b>	<b>1,364,774</b>	<b>1,506,691</b>
<b>Expenditure on:</b>					
Charitable activities	5	166,214	1,492,260	1,658,474	1,453,593
<b>Total expenditure</b>		<b>166,214</b>	<b>1,492,260</b>	<b>1,658,474</b>	<b>1,453,593</b>
Movement in funds being Income/(expenditure) for the year		(143,558)	(150,142)	(293,700)	53,098
Transfers between funds		(21,559)	21,559	-	-
<b>Net Movement in Funds</b>		<b>(165,117)</b>	<b>(128,583)</b>	<b>(293,700)</b>	<b>53,098</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	14/15	357,801	378,898	736,699	<b>683,601</b>
<b>Total funds carried forward</b>		<b>192,684</b>	<b>250,315</b>	<b>442,999</b>	<b>736,699</b>

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

The financial statements on pages 34 - 57 were approved by the board of Trustees and authorised for issue on 18<sup>th</sup> 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 £
<b>Cash flow from operating activities</b>	19	(362,241)	60,177
<b>Cash flow from investing activities</b>			
Interest received		3,418	2,185
Purchase of fixed assets		(15,550)	(894)
<b>Net cash flow from investing activities</b>		(12,132)	1,291
<b>Cash flow from financing activities</b>			
Bank loan		(36,142)	-
<b>Net cash flow from financing activities</b>		(36,142)	-
<b>Net increase in cash and cash equivalents</b>		(410,515)	61,468
Cash and cash equivalents at 1 April 2022		803,767	742,299
<b>Cash and cash equivalents at 31 March 2023</b>		<b>393,252</b>	<b>803,767</b>

## 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.

## Annual Report and Audited Financial Statements

### For the Year Ended 31st March 2023

#### Notes to the Financial Statements - continued

#### 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
		<u>8,913</u>	<u>11,871</u>



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

Notes to the Financial Statements - continued

**3 Incoming resources from charitable activities**

	2023	2022
	£	£
<u>Restricted</u>		
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
	<hr/>	<hr/>
	1,337,443	1,432,635
<u>Unrestricted</u>		
MoJ Core Cost Funding	15,000	60,000
Sundry income	<hr/>	<hr/>
	1,352,443	1,492,635
	<hr/>	<hr/>

## Annual Report and Audited Financial Statements

## For the Year Ended 31st March 2023

Notes to the Financial Statements - continued

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

<b>4</b>	<b>Investment income</b>	<b>2023</b>	<b>2022</b>
		<b>£</b>	<b>£</b>
	Bank deposit interest	3,418	2,149
	COIF deposit interest	-	36
		<hr/>	<hr/>
		3,418	2,185
		<hr/>	<hr/>

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





# YSS

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

Notes to the Financial Statements - continued

### 5 Resources expended – Charitable Activities

	Criminal Justice	Mentoring and Support	Young Carers	Central Costs	2023 Total	2022 Total
	£	£	£	£	£	£
<u>Activities Undertaken directly</u>						
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
	<b>283,429</b>	<b>867,837</b>	<b>140,371</b>	<b>366,837</b>	<b>1,658,474</b>	<b>1,453,593</b>

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.

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

Notes to the Financial Statements - continued



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
	<b>Total Payroll Costs</b>	<b>1,259,338</b>	<b>1,118,296</b>
	Staff Welfare Costs	5,626	5,976
	<b>Total Staff Costs</b>	<b>1,264,964</b>	<b>1,126,272</b>

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	2023	2022
		Headcount	FTE	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



# YSS

## Annual Report and Audited Financial Statements

### For the Year Ended 31st March 2023

Notes to the Financial Statements - continued

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
	<u>          </u>	<u>          </u>

## 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.

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

Notes to the Financial Statements - continued

**9 Fixed assets**

	Office equipment	Computer equipment	Fixtures & fittings	Intangible assets	Total
	£	£			£
<b>Cost</b>					
At 1 April 2022	12,116	4,152	-	2,880	19,148
Additions	600	14,276	674	-	15,550
Disposals	-	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>At 31 March 2023</b>	<b>12,716</b>	<b>18,428</b>	<b>674</b>	<b>2,880</b>	<b>34,698</b>
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Depreciation</b>					
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	-	-	-	-	-
<b>At 31 March 2023</b>	<b>11,979</b>	<b>8,910</b>	<b>225</b>	<b>2,880</b>	<b>23,994</b>
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Net book value</b>					
<b>At 31 March 2023</b>	<b>737</b>	<b>9,518</b>	<b>449</b>	<b>-</b>	<b>10,704</b>
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2022	635	-	-	-	635
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

# YSS

## Annual Report and Audited Financial Statements

### For the Year Ended 31st March 2023

Notes to the Financial Statements - continued

10	Debtors	2023	2022
		£	£
	Trade debtors	126,004	74,101
	Prepayments	8,017	11,354
	Other debtors	<u>87,205</u>	<u>85,469</u>
		<b>221,226</b>	<b>170,924</b>

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
		<b>169,113</b>	<b>162,416</b>

\*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	<u>3,000</u>	<u>59,376</u>
Deferred income carried forward	<b>3,000</b>	<b>59,376</b>



# YSS

## Annual Report and Audited Financial Statements

### For the Year Ended 31st March 2023

Notes to the Financial Statements - continued

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	<u>13,069</u>	<u>76,211</u>
	<b>13,069</b>	<b>76,211</b>

#### 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)

## Annual Report and Audited Financial Statements

For the Year Ended 31st March 2023

Notes to the Financial Statements - continued

## 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 (£)

## Annual Report and Audited Financial Statements

For the Year Ended 31st March 2023

Notes to the Financial Statements - continued

	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.



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

Notes to the Financial Statements - continued

**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 Programme, 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.

## YSS

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

Notes to the Financial Statements - continued

**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.

# YSS

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

Notes to the Financial Statements - continued

### 15 Unrestricted funds – current year

	Balance at 1 April 2022	Incoming resources	Transfers between funds	Resources expended	Balance at 31 March 2023
	£	£	£	£	£
<b>Designated funds</b>					
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
<b>Total</b>	<b>357,801</b>	<b>22,656</b>	<b>(21,559)</b>	<b>(166,214)</b>	<b>192,684</b>

### Unrestricted funds – prior year

	Balance at 1 April 2021	Incoming resources	Transfers between funds	Resources expended	Balance at 31 March 2022
	£	£	£	£	£
<b>Designated funds</b>					
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
<b>Total</b>	<b>353,482</b>	<b>66,937</b>	<b>(3,424)</b>	<b>(59,194)</b>	<b>357,801</b>

### 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
	<hr/>	<hr/>	<hr/>	<hr/>
	-	192,684	250,315	442,999
	<hr/>	<hr/>	<hr/>	<hr/>

**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)
	<hr/>	<hr/>	<hr/>	<hr/>
	74,559	283,241	378,899	736,699
	<hr/>	<hr/>	<hr/>	<hr/>

# YSS

## Annual Report and Audited Financial Statements

### For the Year Ended 31st March 2023

Notes to the Financial Statements - continued

#### 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
	<hr/>	<hr/>
<b>Net cash flow from operating activities</b>	<b>(362,241)</b>	<b>60,177</b>
	<hr/>	<hr/>

### **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.

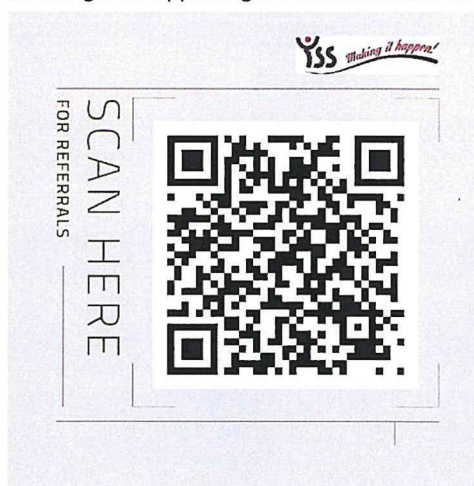
There are several exciting volunteer roles based within our services; our volunteers are supported by a dedicated, friendly team of Volunteer Coordinators who are responsible for recruiting and supporting our volunteers across the region. If you'd like to volunteer for us, please go to [yss.org.uk/why-volunteer](https://www.yss.org.uk/why-volunteer) 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](https://www.yss.org.uk/donate) to give online, or write to us at YSS, Polysec House, Blackpole Trading Estate West, Worcester, WR3 8TJ.







## YSS

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

#### 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 [yys.org.uk/fundraise](https://yys.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/yys-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 Head Office

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