



(A company limited by guarantee)



Annual Report and Financial Statements for The Year Ended 31<sup>st</sup> March 2025

Charity registration number: 1081992

Company registration number: 04024428

## Legal and Administrative Information

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

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

<b>Patron</b>	HRH The Princess Royal
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### Executive Management Team

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

### Registered Office

Warndon Community Hub  
Shap Drive  
Worcester  
WR4 9NX

### Auditor

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

### Solicitors

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

### Bankers

Lloyds Bank Plc  
4 The Cross  
Worcester  
WR1 3PY

**Contents**

Trustees' Report.....	1
Chair's Review .....	6
Financial Review.....	7
Independent Auditor's Report .....	11
Statement of Financial Activities .....	14
Balance Sheet.....	15
Statement of Cash Flows.....	16
Notes to the Accounts.....	17
Thank you and Acknowledgements.....	35
Take Action.....	35

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

**Trustees' Report**  
**(Including Director's Report)**

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

**Trustees of the charity and constitution**

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

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

**Objectives and activities**

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

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

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

**Fundraising**

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



### Public benefit statement

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

### Achievements and performance

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

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

There were no breaches or compliance issues across the services.

### Governance and Leadership

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

### Risk Management

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

### Key Risks Identified and Mitigated During the Year

- Financial risk from loss of contracts – Addressed through organisational restructure, cost controls, and proactive funding work.
- Safeguarding risk – Maintained robust policies, trained staff and volunteers, and ensured clear leadership oversight. Increased the number of Deputy Designated Safeguarding Leads.
- Health & Safety risk – Maintained lone-working systems and protocols.
- Internal communication risk – Addressed through quarterly whole-organisation meetings, team away days, and the staff survey.

### Service Restructure and Leadership Changes

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

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

### Improved Communication and Staff Engagement

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

### Impact and Outcomes 2024–25

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

### Headline Achievements

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

### Service Highlights

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

### Impact in Action

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

“You’ve been the only person in the five months since I was released who has actually listened to me.”

— *Service User, Connect Programme*

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

### Consistency in Documentation and Impact Measurement:

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

### Staff Development:

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

### Partnerships and Innovation:

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

### Commitment to Quality and Safeguarding

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

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

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



## Looking to the Future

### Key Challenges for 2025–26

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

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

### Key Priorities for 2025–26

- Securing Long-Term Funding – Strengthen financial sustainability through new partnerships, multi-year grant applications, and engagement in national commissioning opportunities, including Ministry of Justice contracts.
- Enhancing Governance and Leadership – Embed newly appointed Trustees, develop Board sub-committees where identified, and continue leadership development across the Senior Management, Leadership team, and wider staff teams.
- Investing in People – Prioritise staff wellbeing, professional development, and retention, ensuring manageable workloads and a strong, trauma-informed culture.
- Improving Data and Digital Systems – Further develop our CRM and reporting frameworks to improve data accuracy, impact measurement, and efficiency.
- Strengthening Service Quality and Reach – Maintain high-quality delivery across all YSS services, explore expansion in Warwickshire and Herefordshire, and respond to emerging community needs.
- Building External Influence and Partnerships – Deepen collaboration with local authorities, the PCC, Probation Service, and voluntary sector partners to influence policy and promote the role of community-based rehabilitation.
- Preparing for YSS’s 40th Anniversary (2026) – Celebrate four decades of impact through our “40 for 40” campaign, strengthening public awareness, supporter engagement, and organisational legacy.

### Strategic Planning and Future Direction

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

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

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



### Chair's Review

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

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

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

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

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

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

Looking ahead, we know we must continue to:

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

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

**Richard Quallington OBE**

**Chair**

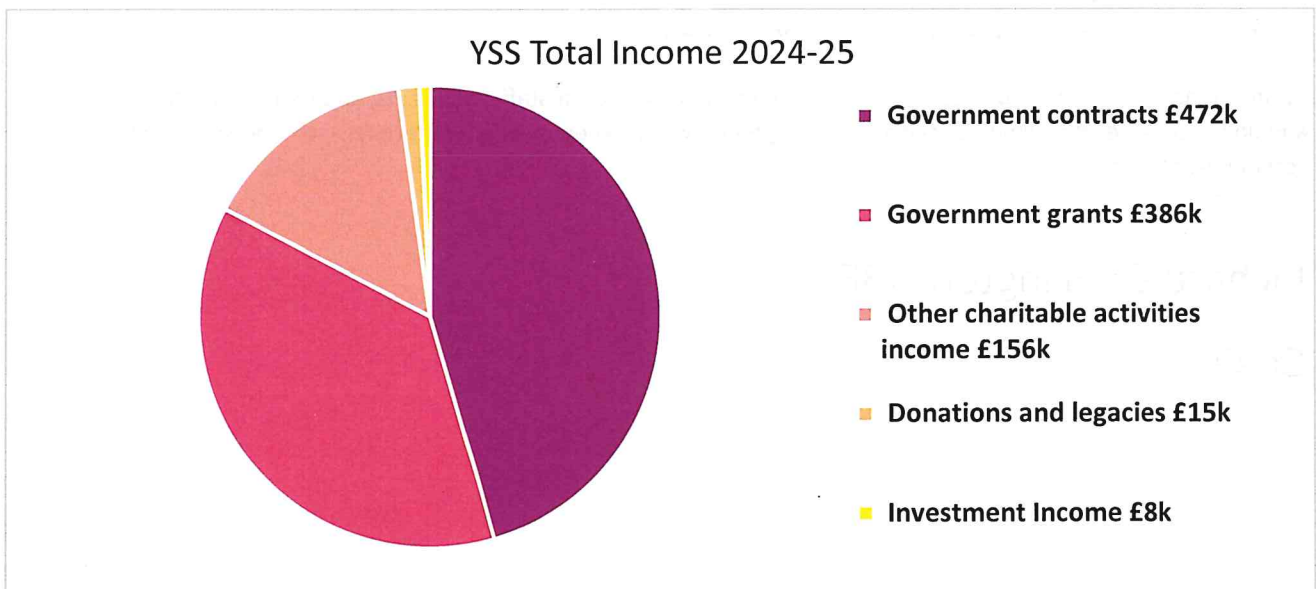
### Financial Review For the year ended 31 March 2025

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

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

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

### YSS Total Income 2024-5



### The position of YSS Reserves at 31 March 2025

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

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

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

### Investment Policies

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

### Structure, Governance & Management

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

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

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

### Method of Appointment of Trustees

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

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

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



### The entity's ability to continue as a going concern

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

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

### Legal proceedings

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

### Statement of Trustees' responsibilities

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

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

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

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

In so far as the Trustees are aware:

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

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



Auditor

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

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

A handwritten signature in black ink, appearing to read 'Richard Quallington'.

Richard Quallington OBE

Chair of Trustee

## Independent Auditor's Report to the Members of YSS

### Opinion

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

In our opinion, the financial statements:

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

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

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

We have nothing to report in this regard.

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

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

**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 2025**

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

27/1/2026

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

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



## Statement of Financial Activities

(Incorporating Income and Expenditure Account)

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

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

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

## Balance Sheet

Registered Number 04024428

As at 31 March 2025

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

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



Richard Quallington OBE  
Chair of YSS Board of Trustees



Jared Whitehouse  
Trustee, Lead on Finance

## Statement of Cash Flows

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

## Notes to the Accounts

### 1 Accounting Policies

#### Basis of preparation

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

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

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

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

#### Company Status

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

#### Fund accounting

##### Restricted funds

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

##### Unrestricted funds

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

##### Designated funds

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



### Incoming Resources

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

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

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable and when the amounts are known with certainty and are measurable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charitable company, are recognised when it becomes unconditionally entitled to the grant.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charitable company earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.

### Resources Expended

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

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

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

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

### Tangible fixed assets

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

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

Fixed assets below £500 are not capitalised.

#### Debtors and creditors receivable / payable within one year

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

#### Recognition of liabilities

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

#### Pensions

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

#### Tax

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

#### Leasing commitments

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

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

#### Going concern

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

2	Donations and legacies	2025	2024
		£	£
	Grants and donations – Restricted Funds	3,775	4,106
	Grants and donations – Unrestricted Funds	11,278	5,435
		<u>15,053</u>	<u>9,541</u>

**YSS**  
**Annual Report and Audited Financial Statements**  
**For the Year Ended 31st March 2025**  
 Notes to the Financial Statements – continued

**3 Incoming resources from charitable activities**

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

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



**YSS**  
**Annual Report and Audited Financial Statements**  
**For the Year Ended 31st March 2025**  
Notes to the Financial Statements – continued

4	Investment income	2025	2024
		£	£
	Bank deposit interest	8,072	7,879
		<hr/>	<hr/>
		8,072	7,879
		<hr/>	<hr/>

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

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

Notes to the Financial Statements – continued

### 5 Resources expended – Charitable Activities

#### Activities Undertaken directly

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

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

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

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

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

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

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

No remuneration was paid to Trustees during the year.



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

## 7 Net incoming resources for the year

The net incoming resources are stated after charging:

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

## 8 Taxation

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

## 9 Fixed assets

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

# YSS

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

Notes to the Financial Statements - continued

10	Debtors	2025	2024
		£	£
	Trade debtors	156,635	86,314
	Prepayments	2,049	-
	Other debtors	<u>78,890</u>	<u>81,977</u>
		<u>237,574</u>	<u>168,291</u>

11	Creditors: amounts falling due within one year	2025	2024
		£	£
	Trade creditors	11,817	21,458
	Social security and other taxes	13	2,114
	Accruals	29,981	38,678
	Deferred income (below)	30,600	83,730
	RRLF Loan*	-	13,069
		<u>72,411</u>	<u>159,049</u>

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

Deferred income is analysed below:	2025	2024
	£	£
Deferred income brought forward	83,730	3,000
Released in year	(83,730)	(3,000)
Deferred during the year	<u>30,600</u>	<u>83,730</u>
Deferred income carried forward	<u>30,600</u>	<u>83,730</u>



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

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

## 12 Pension Commitments

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

## 13 Operating leases

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

**14 Restricted Funds - current year (£)**

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

## 14 Restricted Funds - prior year (£)

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



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

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

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

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

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

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

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

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

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

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

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

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

**WM OPCC – New ESP** – Employment Support 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.

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

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.

15 Unrestricted funds – current year

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

Unrestricted funds – prior year

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

## 16 Analysis of net assets between funds – current year

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

## Analysis of net assets between fund - prior year

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

## 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.



# YSS

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

Notes to the Financial Statements - continued

### 18 Control and members

The charitable company is under the control of the Trustees.

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

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

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

#### Fundraise for Us

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

If you have a fundraising idea, or would like to find some inspiration, please see [yss.org.uk/fundraise](https://yss.org.uk/fundraise).

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

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

#### Become a Corporate partner

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

#### Share our News

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