

YCG FOUNDATION

England & Wales · Charity number 1205426

Details

Status Registered

Legal form CIO

Registered 2023-10-26

Register [View on the Charity Commission register](#)

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Activities

Objects: THE OBJECT OF THE CIO IS FOR THE PUBLIC BENEFIT THE REHABILITATION AND SUPPORT OF OFFENDERS AND EX-OFFENDERS AND THEIR FAMILIES IN PARTICULAR BUT NOT LIMITED TO: BY PROVIDING EDUCATION, TRAINING, MENTORING, SUPPORT WITH ACCOMMODATION AND OTHER PRACTICAL SUPPORT TO HELP BREAK THE CYCLE OF RE-OFFENDING AND PREVENT FUTURE CRIME.

Activities: The object of the CIO is for the public benefit the rehabilitation and support of offenders and ex-offenders and their families in particular but not limited to: by providing education, training, mentoring, support with accommodation and other practical support to help break the cycle of re-offending and prevent future crime.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Other Charitable Purposes
- **Who:** Other Defined Groups

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£10,000	£5,000	-	-

Trustees

Name	Role	Appointed
Dr Darryl Brock	Chair	2023-10-26
Dr Jeremy Bewley		2023-10-26
James Brock		2025-10-31

YCG FOUNDATION

England & Wales - Charity number 1205426

Accounts

YCG Foundation — Trustees' Annual Report

Chairman's Statement

As Chair of the Board of Trustees, I am proud to present the first annual report of the YCG Foundation.

This report marks the formal beginning of our journey as a registered charity committed to the rehabilitation and reintegration of individuals with lived experience of the criminal justice system. It reflects not only our foundational year of operations but also our values: dignity, inclusion, and public benefit.

The decision to establish the Foundation was driven by a clear need for trauma-informed, rights-based support that bridges the gap between custody and community. Our work is rooted in the belief that every person deserves the opportunity to rebuild their life—and that society benefits when we invest in second chances.

In our first year, the CIO has laid strong foundations. The CIO has built a governance framework that prioritizes safeguarding, legal compliance, and ethical stewardship. The CIO have delivered impactful programmes, forged strategic partnerships, and demonstrated measurable social value. Our Social Impact Report shows a return of £14.24 for every £1 invested; evidence that our model works.

This report is more than a compliance document. It is a statement of intent. It sets out our achievements, our challenges, and our plans for the future. It is also a tribute to our trustees, staff, volunteers, and beneficiaries—especially those with lived experience—whose insight and resilience shape everything the CIO does.

The CIO look forward to building on this foundation in the years ahead, continuing to innovate, collaborate, and lead with purpose.



Dr. Darryl Brock

Chair of Trustees

YCG Foundation

Overview and Executive Summary

Aims

YCG Foundation operates as a Charitable Incorporated Organisation (CIO) with the public benefit of supporting the rehabilitation of offenders and ex-offenders, as well as their families. This is achieved through a holistic range of services including education, vocational training, mentoring, housing support, and access to practical resources, each designed to help break the cycle of reoffending and promote safer communities.

Philosophy

We incorporate the Chrysalis philosophy into every aspect of our work, allowing prisoners and prison leavers the capacity and the opportunities to successfully reintegrate into society. Our aim is to enable our beneficiaries to think more positively, increasing their self-confidence, motivation, and hope to make a positive future for themselves.

Approach

We collaborate with our Justice Partners and stakeholders to ensure the key drivers of change are built into our work with prisoners. By engaging all stakeholders with our five-step 'EETEA' approach, our beneficiaries are focused on their reintegration into the community, dramatically reducing their risk of recidivism.

Support and Empowerment

Our Pathways Programme supports day-to-day sentence and resettlement planning. Sentence planning support is an essential element for regime engagement, establishment of best practice, and an acceptance by all stakeholders that the principles of natural justice, equal opportunity, and equality of outcomes need to be at the heart of decision-making.

Resettlement planning support is necessary to deliver those outcomes, providing opportunity and incentive to change.

Our Support Workers and Case Workers are a trusted source of information for all aspects of prison life, sentence, and resettlement planning. Chrysalis provides the mental toolkit to help our beneficiaries process information and make better, informed decisions.

In our stakeholder consultant role, we inform policymakers of the operational impacts of any proposed policy and legislative changes.

Public Benefit Statement

The trustees confirm they have had due regard to the Charity Commission's public benefit guidance when exercising their duties.

YCG Foundation's charitable purpose is to support the rehabilitation and reintegration of offenders and ex-offenders. During the year, the Foundation delivered:

- Sentence and resettlement planning support
- Access to employability platforms and mentoring
- Strategic partnerships for paid work experience

These activities directly benefit individuals with lived experience of the criminal justice system and contribute to safer, more inclusive communities.

Executive Summary

The CIO operates within prisons.

In 2024 the YCG Foundation (CIO) strategically funded Your Consultation Group CIC (CIC) to deliver trauma-informed safeguarding frameworks, inclusive governance protocols, and reintegration support for individuals with lived experience of the criminal justice system in the community. These outcomes reflect the Foundation's commitment to ethical inclusion and public benefit and the need to provide a continuum of support for prisoners as they transition into the community on release.

Structure, Governance and Management

The Foundation operates as a Charitable Incorporated Organisation (CIO) and provides targeted funding to Your Consultation Group CIC (CIC). This funding relationship enables the CIC to implement sector-leading safeguarding, governance, and operational frameworks that align with the Foundation's charitable objectives.

Relationship to CIC

YCG Foundation (CIO) and Your Consultation Group CIC (CIC) share aligned charitable and social objectives: specifically, the support of rehabilitation, reintegration, and the reduction of reoffending among individuals with lived experience of the criminal justice system.

While these shared aims underpin collaborative funding and delivery arrangements, the CIO and CIC are wholly separate legal entities. Each maintains distinct governance structures, management teams, and operational oversight. The CIO exercises independent charitable stewardship, while the CIC delivers frontline services and policy innovation under its own leadership and regulatory framework.

This separation ensures clarity of roles, legal compliance, and appropriate accountability, while enabling strategic alignment in pursuit of rehabilitative inclusion and public benefit.

Financial Review

- **Total Income:** £10,000
- **Total Expenditure:** £5,000
- **Reserves:** £5,000

The Foundation maintained a lean cost structure, ensuring that every pound spent delivered maximum impact. Expenditure focused on direct service delivery, including sentence planning support, resettlement preparation, and access to employability platforms.

During the reporting period, the Foundation also allocated funding to the CIC to support programmatic delivery, policy development, and strategic infrastructure. This investment was made in accordance with the Foundation's charitable objectives and oversight responsibilities and was subject to appropriate governance and financial controls.

No debts were incurred during the reporting period.

Reserves Policy

The trustees have examined the charity's requirements for reserves in light of the main risks to the organisation. The policy is to hold unrestricted reserves equivalent to 6–12 months of operating costs.

With current expenditure at £5,000, the reserve target is within target. The Foundation's reserves of £5,000 exceed this target, providing a buffer for future programme expansion and unforeseen challenges.

The reserves policy will be reviewed annually in line with strategic growth and risk exposure.

Objectives and Activities

The Foundation's objectives were advanced through its funding of the CIC, which delivered:

- Trauma-informed safeguarding policies tailored to vulnerable populations
- Inclusive employment practices for staff with lived experience
- Strategic governance enhancements across community-facing operations

Risk Management

The trustees maintain a risk register which is reviewed annually.

Key risks identified include:

- Restricted access to prisons due to policy changes
- Funding volatility and reliance on grant income
- Data protection and safeguarding compliance

Mitigation strategies include:

- Diversifying delivery through online platforms and ex-HMPPS staff
- Pursuing multi-source funding and CSR partnerships
- Embedding GDPR and safeguarding protocols across all operations

Internal controls are in place to ensure financial integrity, staff safety, and legal compliance.

Trustees and Governance

The charity is overseen by a committed trustee board:

- Dr. Darryl Brock
- Dr. Jeremy Bewley

- Rosie Mai Iredale (**Appointed 21.03.24**)
- Jane Joy (**Resigned 21.03.24**)

The trustees are supported by a volunteer executive and our team of Support Workers and Peer Mentors, all of whom bring lived experience to their roles.

Trustee Induction and Training

Trustees are recruited through professional networks and community engagement, with an emphasis on diversity, inclusion, and rehabilitative ethos.

Upon appointment, each trustee receives an induction pack including:

- The charity's governing document and latest financial statements
- The safeguarding policy and operational protocols
- The Charity Commission's "Essential Trustee" guidance

Trustees attend an induction session led by the Chair and Executive Lead, covering legal duties, financial oversight, and strategic priorities. They are encouraged to shadow programme delivery and engage with staff and beneficiaries.

Achievements and Performance

During the reporting period, the Foundation:

- Supported serving prisoners with sentence and resettlement planning
- Provided free access to the national Careers Platform
- Delivered soft skills training and 'train the trainer' training for supporting prison leavers on licence
- Secured CSR partnerships for paid work experience placements
- Achieved a social impact ROI of £14.24 per £1 invested

These outcomes reflect the charity's commitment to rehabilitative inclusion and measurable public benefit.

The CIO's funding enabled the CIC to:

- Finalize and operationalize accessible safeguarding frameworks
- Deliver rehabilitative support and inclusive employment pathways

- Strengthen board governance, policy matrices, and strategic planning tools

These achievements directly reflect the Foundation's charitable aims and oversight.

Plans for Future Periods

In the coming year, the Foundation will seek to:

- Launch a pilot Employment Pathway with a major construction company across three regions
- Establish paid work experience placements in construction and social housing
- Develop an executive management board to support operational scaling
- Seek funding to expand digital delivery and enhance safeguarding infrastructure

These initiatives aim to deepen impact, increase reach, and ensure long-term sustainability.

Case Study: Nathan's Journey with YCG

Nathan's early life was defined by instability. As a care leaver and someone who had experienced the prison system, his future was uncertain. With our support, that narrative began to change.

Through mentorship, training, and belief in his potential, Nathan became a qualified youth advocate. Today, he is thriving in full-time employment as a trainee site manager, contributing to CSR projects and inspiring others. Nathan will feature prominently in the delivery of Pre-Start in 2025 and beyond.

"Working with YCG showed me that I could offer value, and now being part of the employment pathway has given me the chance to prove it," Nathan says.

Social Impact Report

The CIO's funding of the CIC resulted in:

- Improved safeguarding outcomes for vulnerable populations
 - Increased inclusion of staff with lived experience of the criminal justice system
 - Strengthened governance and compliance across CIC operations
- These outcomes demonstrate the Foundation's impact in catalysing ethical, trauma-informed practice and reintegration pathways.

Our shared Social Impact Report assesses our model returning **£14.24 for every £1** invested. Key findings for our model include:

- Significant multiplier effects on reducing reoffending
- Improved reintegration outcomes through structured support
- Enhanced stakeholder collaboration and cost savings to public services

The Social Impact Report evidences the Foundation's value proposition and supports our case for continued funding and strategic growth.

Annual Report

1) Administrative details

- **Charity name:** YCG Foundation
- **Legal form:** Charitable Incorporated Organisation (**CIO**) — *Foundation model (the only voting members are the charity trustees).*
- **Registered charity number:** 1205426
- **Date of incorporation:** 26 October 2023
- **Registered office:** Kingsnorth House, Blenheim Way, Birmingham, B44 8LS
- **Website:** www.yourconsultationgroup.com
- **Reporting year: 2024:** (1 Jan 2024 to 31 Dec 2024)
- **Voting members:** are the charity trustees (per Constitution, Foundation model)
- **Trustees who served during the year:** Dr Darryl Brock (Chair), Dr Jeremy Bewley, Jane Joy, Rosie-Mai Iredale
- **Appointment/retirement of trustees:** Trustees are appointed for **three-year terms** by resolution of the trustees at a properly convened meeting. Retiring trustees are eligible for re-appointment, up to three consecutive terms. A trustee ceases to hold office on resignation, prolonged non-attendance (six months) if so resolved, disqualification under the Charities Act 2011, or other reasons set out in the Constitution.
- **Professional advisers:**
 - **Independent examiner / auditor:** “Not required (below threshold)”
 - **Solicitors:** Anthony Collins Solicitors

2) Charitable purposes (objects) and how our activities further them

Objects (verbatim):

“For the public benefit the rehabilitation and support of offenders and ex-offenders and their families in particular but not limited to: by providing education, training, mentoring, support with accommodation and other practical support to help break the cycle of re-offending and prevent future crime.”

How our activities further the objects: YCG Foundation (CIO) advances these purposes by delivering and commissioning activity that directly supports rehabilitation and reintegration, including sentence and resettlement planning, employability and mentoring, access to platforms and resources, and **strategic grant-making** to delivery partners where this is in CIO's **best interests**, furthers CIO's objects, and is governed by written agreements, due diligence and proportionate monitoring.

3) Philosophy and approach

- **Chrysalis philosophy.** CIO has adopted the Chrysalis Philosophy; A trauma-informed mindset and practice used across our programmes to build self-confidence, motivation and hope, enabling beneficiaries to make positive, sustained changes so they can lead successful, offence-free lives.
 - *The Chrysalis Programme supports individuals who want to own and drive personal change in their lives. It provides real opportunities for behavioural change; that address the thinking, attitude, core beliefs and values of offenders; as well as equipping them with the skills they need.*
 - In 2024 the CIO received confirmation of serving prisoners successfully establishing changes in critical thinking and a reduction of risk with their Parole Boards sufficient to secure their release from custody based on successful completion of the Chrysalis Programme.
 - In 2025 the CIO will be looking to establish an employment pathway to further establish Chrysalis as a key component for engagement with sentence and resettlement planning in the community.
- **EETEA Delivery Model (our five-step pathway).** Our structured approach for use with our justice partners to focus beneficiaries on reintegration and reduce their risk of reoffending. The five steps are:
 - Engagement with sentence and resettlement planning: Our YCG Caseworkers are graduates of our Prison Law Course and provide support to all stakeholders within participating establishments. This allows staff and serving prisoners to understand the extent of their rights, as well as their obligations and to have confidence that decisions are made according to the correct criteria. This is extremely important for ensuring fairness and best practice. Once engagement with sentence and resettlement planning is established proper focus on offence-free reintegration becomes possible.

- Education: Critical thinking and goal-orientated personal development skills as well as job-specific hard skills training are essential for ensuring job-readiness. Our in-cell online digital platform provides access to a range of educational content. Most learning is modular and can be undertaken at the learner's own pace.
- Training: High-quality, industry specific skills matched to employers' needs. Vocational training is specific to the needs of employers. Completion of courses is a pre-requisite for progression under the YCG Pathways Programme including access to training-based Release on Temporary Licence (ROTL).
- Employment: Graduates of the YCG Pathways Programme will be guaranteed an offer of employment on release by CIC. This creates a powerful incentive for engagement with our Employment Pathway.
- Accommodation: Secure, long-term accommodation on release into the community without needing Local Authority assistance is affordable where prison leavers are released into paid work.
- In isolation, each of these steps is important. In combination they achieve a "multiplier effect" which leads to a step change in anticipated outcomes.
 - In 2024 the CIO was able to test each individual step.
 - In 2025 the CIO anticipates being able to combine these effects through the introduction of an Employment Pathway partnered with a major construction firm.
- These multiplier effects have been independently measured by Developments in Social Enterprise using HMPPS' official data. The data and the methodology employed appear on the CIO's website.

4) Public benefit statement

The trustees confirm they have had **due regard** to the Charity Commission's public benefit guidance when exercising their duties.

During the year the CIO delivered (or funded delivery of):

- Sentence and **resettlement planning** support.
- Access to **employability platforms** and **mentoring**.
- **CSR partnerships** leading to **paid work experience** for prison leavers.

Evidence of public benefit and outcomes:

Evidence of public benefit and outcomes is detailed in our Social Impact Report and associated case studies:

- **Social impact ROI:** £14.24 per £1 invested. A copy of YCG's Social Impact Report is appended to this report.
- **Case study — *Nathan's Journey*.** Nathan's progression to full-time employment as a trainee site manager and youth advocate via mentoring, training and structured support shows how YCG's ETEA approach works in practice. Other case studies appear in our Social Impact Report.

5) Achievements and performance (reporting year)

Workstreams & selected outcomes

1. **Support & Empowerment (custody).** Sentence and resettlement planning; information, advice and guidance; *Chrysalis* mindset coaching.
 - *So what?* Improves regime engagement, supports rehabilitation plans, and prepares for community reintegration (objects: education, mentoring, practical support).
2. **Employability & mentoring (community).** Free access to: YCG's national careers platform; structured mentoring; soft-skills training; and "train-the-trainer" support for employers.
 - *So what?* Builds work readiness and sustained employment pathways, reducing risk of reoffending (objects: education, training, mentoring).
3. **Paid placements via CSR partners.** Stakeholder engagement with employers to create **paid work experiences**.
 - *So what?* Practical routes to income and stability; strengthens reintegration (objects: practical support; preventing future crime).
4. **Enabling impact via strategic funding to the CIC.** Development and implementation of accessible **safeguarding frameworks**, inclusive employment pathways, and strengthened governance and planning tools.
 - *So what?* Enhances beneficiary safety and programme quality; multiplies impact of CIO funds through partner capacity while maintaining CIO independence.

- **Indicative metrics:** In 2024 YCG Caseworkers delivered 10,000 formal appointments, addressing a range of sentence and resettlement planning issues.
- Our social impact report suggests that our strategic funding to CIC in 2024 will result in an additional £71,200 of social value.

6) Structure, governance and management

- **CIO model & membership.** YCG Foundation is a CIO with a **foundation constitution:** the only voting members are the **charity trustees**.
- **Trustee recruitment & induction.** Recruitment is through professional networks and community engagement, emphasising inclusion and a rehabilitative ethos. On appointment, trustees receive an **induction pack** (governing document; latest financial statements; **Safeguarding** and operational protocols; the Commission's *Essential Trustee* guidance) and attend an induction session led by the Chair/Executive Lead.
- **Decision-making & delegation.** Trustees meet to transact business; decisions may also be taken by **written/electronic resolution** where appropriate. The board has the power to establish standing committees and delegate functions with documented terms with delegated decisions reported back to the board. During 2024 the trustees met quarterly. There were no standing committees.
- **Conflicts of interest.** Trustees must declare relevant interests; a conflicted trustee **absents** themselves for the item, **does not vote**, and is **not counted in the quorum** for that decision. Conflicts of Interest is a **standing agenda item**; declarations and recusal are **minuted**. The CIO maintains a **register of interests** and reviews it regularly. During 2024 there were no conflicts recorded.
- **Policies in force** (*adoption/review dates in Annex D*): **Safeguarding** (Lead Trustee: **Dr Darryl Brock**; annual review; Serious Incident Reporting awareness; partner due diligence); **Conflict of Interest**; **Ethical Fundraising** (Code of Fundraising Practice; vulnerable-supporter safeguards; complaints handling); **Equality, Diversity & Inclusion (EDI)**; **Financial controls**; **Data protection/Privacy**; **Volunteer** policy.

Risk management

The trustees maintain a **risk register**. Risks are reviewed **at least annually**, with **red-rated** items reviewed more frequently by the Chair/Lead trustee(s) as needed. Key risks presently include:

1. **Restricted access to prisons** due to policy/operational constraints within prisons.
2. **Funding volatility** in early-stage growth, and
3. **Data protection & safeguarding** compliance across delivery partners.
Mitigations include delivery diversification (digital and community-based), CSR partnerships for paid placements, and embedding GDPR/safeguarding protocols (training, DBS register, incident reporting, and partner due diligence).
 - In 2024 CIO's access to prisons continued to be severely constrained due to HMPPS change in security protocols. This resulted in YCG Volunteer Support Workers with convictions being denied access to prisons and a pivot by CIO to increasing use by CIO of its online platform for delivery of support services to serving prisoners and/or engagement of ex-HMPPS staff to provide support.

7) Relationship with related/connected organisations (CIO ↔ CIC)

YCG Foundation (CIO) and **Your Consultation Group CIC** share aligned aims around rehabilitation and reintegration but are **separate legal entities** with distinct governance and management. The CIO exercises independent charitable stewardship. The CIC delivers frontline services in the community and policy innovation under its own leadership and regulatory framework.

Independence safeguards (applied in 2024):

- **Grant-making policy & criteria** used to assess best-interests, eligibility and permitted costs.
- **Documented trustee decisions** with conflicts declared and recusals minuted.
- **Written agreements/SLA** setting outputs, outcomes and **monitoring**; proportionate reporting on schedule.
- **Branding/communications** that avoid public confusion.
- **Annual review of performance** feeding into future funding decisions.

Where the CIO funds the CIC, trustees record **why the grant is in the CIO's best interests** (objects-fit; due diligence; expected outcomes) and ensure that outcomes are tracked through monitoring reports.

In 2024 CIO provided a grant to CIC of £5,000 for the supporting CIC's establishment of an employment pathway for serving prisoners and prison leavers. There were no conflicts of interest declared or recusals.

8) Financial review

- **Total income: £10,000**
- **Total expenditure: £5,000**
- **Year-end reserves: £5,000** (all unrestricted unless stated otherwise)
- **Debts:** none during the reporting period.

Income. Income in the period was derived by way of unrestricted grant (of £10,000) from The Albert Hunt Trust.

Expenditure. Costs comprised direct programme delivery (custody planning, resettlement preparation, access to employability platforms) and **strategic funding** to delivery partners to develop safeguarding, governance and inclusive employment pathways aligned to the CIO's objects.

- *Strategic funding is defined* as targeted, time-bound grants made in the CIO's **best interests** to achieve specific outcomes that further the objects, subject to due diligence, written agreement, monitoring and learning feedback to trustees.

2024 grant(s) comprised £5,000 awarded to CIC for supporting the establishment of an employment pathway for serving prisoners and prison leavers.

Expected outcomes included:

- Expansion of soft skills programmes in 2024 (including completion of a digital version of Chrysalis- which was achieved in collaboration with Bath Spa University and completion of the Careers Mentoring Programme).
- the establishment of an employment pathway in 2025 allowing participants the opportunity to receive both hard and soft skills training and careers mentoring in paid work. (Progress of the pathway is being monitored).

Reserves policy and going concern

The trustees aim to hold **unrestricted reserves equivalent to 6–12 months** of operating costs. With current annual expenditure at **£5,000**, the target range is **£5000–£10,000**. Actual reserves of **£5,000** meet this target, providing a prudent buffer for programme development and risk management as the CIO scales. The last reserves review took place on 31 December 2024. The board's rationale for holding at target in 2024 was to allow potential future donors and grant providers confidence that the CIO can operate within its anticipated expenditures.

Basis of accounts and external scrutiny

The CIO operates a **Receipts & Payments** basis of accounting. As the CIO had income of only £10,000 and expenditure of £5,000 within the reporting period, no **Independent Examination** is required or has been undertaken to verify receipts and payments during the reporting period.

- Expenditure on verification of Accounts was considered inconsistent with the CIO's approach to reducing expenditure where it does not contribute to frontline services.
- The trustees are mindful of their responsibilities in relation to the Accounts (see below).

9) Fundraising and volunteers

Fundraising. The CIO adheres to the **Code of Fundraising Practice**, respects donor privacy and preferences, safeguards vulnerable supporters, and operates a clear complaints process. Where working with partners or volunteers, the CIO ensures training and safeguards are in place; the CIO does not expect individuals to donate to the Foundation, and no public fundraising was undertaken during 2024.

Volunteers. Volunteers contribute to mentoring, training, governance support and lived-experience advocacy. Screening/induction, role descriptions and safeguarding practices apply; relevant DBS/NPS checks, and training are tracked via a central register. The estimated number of volunteers and total hours in 2024 was 14 and 5,600 respectively.

- One impact example mapped to the objects is the work undertaken by our Executive Lead who successfully developed Mentoring by YCG, a programme which assists employers assimilate people with convictions into their workforces.

10) Plans for future periods

- Launch **the Employment Pathway** across **three regions**.
- Establish **paid work experience** placements in construction and social housing.
- Develop an **executive management board** to support scaling.
- Expand **digital delivery** and enhance **safeguarding infrastructure**.

Each initiative is aligned to the objects and will be governed by CIO's policies (Safeguarding, COI, Grant-making, EDI).


- The target for 2025 is to secure a pilot in the Southwest with the support of a major construction company.

11) Statement of trustees' responsibilities

The trustees are responsible for preparing the trustees' annual report and the accounts in accordance with applicable law and the Charity Commission's requirements. The trustees are aware they must not approve the accounts unless they are satisfied that they present a faithful record of the CIO's incoming resources and application of resources for the period and that they are responsible for **keeping proper accounting records, safeguarding the CIO's assets**, and taking reasonable steps for the **prevention and detection of fraud and other irregularities**, and for complying with statutory filing deadlines.

12) Approval

Approved by the trustees on 23 September 2025 and signed on their behalf by:



Dr Darryl Brock
Chair of Trustees

Annexes (to be appended at finalisation)

- **Annex A:** Social Impact Report.
- **Annex B:** Grant-making policy and **SLA/Monitoring** summary for 2024 grant(s).
- **Annex C:** Risk register — summary extract and next review date.
- **Annex D:** Policy index with adoption/review dates (Safeguarding; COI; Ethical Fundraising; EDI; Financial Controls; Data Protection/Privacy; Volunteer).

YCSG GROUP

Working Together to Change Prisoners' Futures



Breaking the Cycle

A Forecast Social Return on Investment study by DISE into the societal value of Your Consultation Group's work to **Break the Cycle of Re-offending.**



We estimate that for every

£1

invested in Your Consultation
Group approximately

£14.24

of social value has been generated through
a mixture of improved economic benefits
and avoided costs to the Exchequer

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Foreword

Framing the Report

By David Apparicio MBE, JP, FRSA, FITOL. Non-executive Director | Oversight

Very rarely are social enterprises like YCG Trust able to demonstrate their true financial contribution to society. My enormous thanks to DISE for writing such a robust and rigorous 'value added' evaluation of our integrated model for reducing re-offending.

I would also like to thank our sponsoring employers and justice partners who are working so hard to make our model the success it deserves to be.

We are not a conventional charity or social enterprise. We are, at our core, a social enterprise group run by prison leavers and professionals that offers serving prisoners and prison leavers assistance with sentence planning, vocational training, apprenticeships, and employment.

Uniquely, we support all stakeholders within the prison system, and we work collaboratively with our sponsoring employers and our justice partners within the Ministry of Justice for the benefit of everyone in society.

This exemplar approach underpins our success, and we applaud the foresight of our sponsoring employers, individual prison governors, and policymakers for their willingness to make prisoner re-integration possible at scale.

We have a simple mantra:

“We need to effectively equip serving prisoners with the tools they need to successfully re-integrate into society on release”.

This starts with prisoner engagement early in sentence and carries through every element of our integrated model for the Engagement, Education, Training, Employment, and Accommodation of serving prisoners and prison leavers.

Our highly trained staff consists of professionals and prison leavers who bring to their job professionalism, expertise, and credibility in supporting all stakeholders; this is unique.

All of our support workers are graduates of our Prison Law Course and they are able to provide all stakeholders with technically accurate and up to date information which is crucial for delivering high-quality sentence planning and progression as well as ensuring best practice in every sphere of operation.

Our support services deliver consistently better results not only for those they support, but crucially those that have faith in purchasing our services. We want to deliver services where each stakeholder's success is at the core of our delivery.

To get this right, we first listened to prisoners and prison leavers, took time to understand their needs, then designed every element of our services in conformity with The Prisons White Paper and current legislation so we can offer something truly exceptional in the upskilling of serving prisoners and their future employment.



“Our highly trained staff consists of professionals and prison leavers who bring to their job professionalism, expertise, and credibility in supporting all stakeholders; this is unique.”

Our model for engagement of prisoners is now underpinned by real opportunities for re-integration. As well as providing access to careers opportunities for every prisoner via our online Prison Digital Hub, we now guarantee an offer of employment with one of our sponsoring employers to every prisoner who joins our YCG Citizen Programme.

From April 2023, YCG Citizens will receive ongoing mentoring during their first 12 months of employment. This work will be delivered in collaboration with The Corbett Network.

Because our model is multi-faceted, I have asked for contributions from our partners and from members of our team. They provide an insight as to how we deliver on our promises.

Additional information appears on our website at yourconsultationgroup.com.

We offer our sincere thanks to DISE for bringing this to life for us and for enabling us to qualify our net contribution in striving for a healthier, safer, more prosperous society. It is our hope that this helps to demonstrate the importance in not only supporting us but also in investing in other social enterprises and charities that both deliver on their promises and who generate a huge multiplier effect on their initial investment.

**David Apparicio MBE, JP, FRSA, FITOL
Non-executive Director | Oversight**

Our approach to prisoner engagement

Founder's thoughts

By Raffaele Esposito, LLB. Founder | Company Director | Director for Social Impact

Having spent 20 years in prison where I gained a law degree before successfully returning to the community, I feel well-placed to speak for all stakeholders about the essential elements needed to enable prison leavers to successfully re-integrate into society.

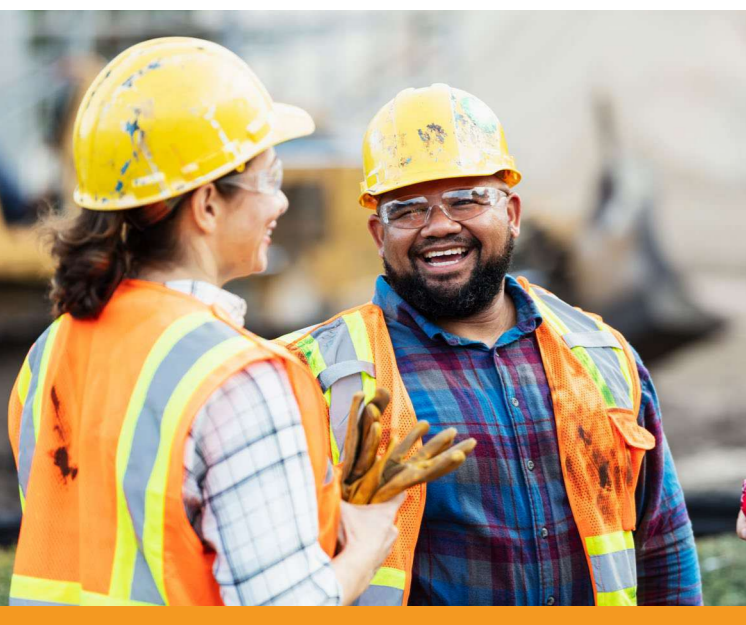
I am delighted and humbled by DISE's Report. I have been truly fortunate to build and inspire a team of incredibly talented individuals around me at YCG. With their help, and the support of all stakeholders, together we have developed a fully integrated Engagement, Education, Training, Employment, and Accommodation (EETEA) model for reducing re-offending.

Like all models, our model is dependent on stakeholder engagement, which is provided by our social enterprise company, YCG Trust. This essential umbrella service supports our entire EETEA strategy, ensuring the active participation of all stakeholders in setting prisoners on a path to success.

Our journey with serving prisoners starts with a deep philosophical commitment underpinned by our technical training and empowerment of YCG Caseworkers who are a trusted source of information for all stakeholders on all aspects of prison law, sentence planning, and progression to employment and reintegration on release.

Effective educational opportunities and formal training for work are also essential for reintegrating prisoners into society. We have partnered with the Chrysalis Foundation to develop a world-class critical thinking skills programme which we will shortly be announcing alongside the launch of our Academy.

YCG Pathways delivers a managed service to prisons, matching the training needs of our sponsoring employers and serving prisoners. This service is supported by The Corbett Network with whom we have also partnered. Under our partnership, employers will can secure 12-months on-going mentoring and support for newly released employees.



Our Careers Service for employers is aimed at prisoners in the last 3 months of custody and prison leavers. It is freely accessible by all stakeholders across the prison estate and is being widely adopted by socially responsible employers who want to employ prison leavers.

Our Programmes are fully compliant with the aims of our colleagues in the Ministry of Justice who fund our access to justice work through the Criminal Cases Review Commission.

YCG Citizens who upskill via YCG's Pathways Programme are paid by us for having successfully upskilled whilst in custody. This ensures a degree of financial security on release, which would not

otherwise be available to them. By securing an offer of guaranteed employment, prisoners can also afford decent accommodation on release.

If you would like to join our team, donate to our work, or become one of our sponsoring employers, I would love to hear from you.

Raffaele Esposito LLB.
Founder | Company Director
Director for Social Impact

Re-offending in the UK



The cost of re-offending is complex and significant. The Ministry of Justice published an analytical report, “The Economic and Social Costs of Re-offending”, in 2019. The report considered the cost of re-offending in England and Wales.

The estimated total societal cost of re-offending (expressed in 2017/18 prices) was £18.1 billion per annum. Of this, costs related to adult re-offending totalled £16.7 billion, with theft re-offending being £9.3 billion, followed by violence against the person (VATP) estimated to cost £4.2 billion. Those who had received a court order or custodial sentence accounted for the largest proportion of costs at £6.5 billion and £6.0 billion respectively.

At the end of 2021 it was estimated that there were 85,500 people in custody¹, with 78,700 in England and Wales alone. The reported cost of a prisoner for one year in England and Wales amounts to £45,658 per annum.

Breaking this cycle of re-offending is therefore hugely beneficial to prisoners, their families and society alike.

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/814650/economic-social-costs-reoffending.pdf

85,500
people in custody

Adult re-offending totalled
£16.7 billion

Prisoners cost
£45,658
each per year

Re-offending costs
£18.1 billion
per year

Theft re-offending costs
£9.3 billion
per year



YCG employs those who have lived experience

YCG employs those who have lived experience of the prison and criminal justice systems. With this lived experience YCG has developed a much-improved integrated model of support.

YCG provides:

- Peer mentor training
- In-cell learning
- In-prison, employer-led work-based training
- Guaranteed accommodation on release
- Guaranteed employment on release
- Post-release mentor support

The model is the result of years of development to identify and address the key systemic issues that contribute to prisoners being stuck in a cycle of re-offending and often re-imprisonment.

As such, the integrated model significantly reduces a prisoner's likelihood of re-offending, it increases their economic well-being through improved earning potential and reduces costs to society.

Scope of the report

This forecast study has been compiled by David Lane (SFEDI Accredited 2009), Chief Executive of Development in Social Enterprise, a specialist social enterprise development organisation.

David became interested in impact measurement and impact valuation in the early 2000s and undertook training in Social Accounting and Auditing, Social Return on Investment and Local Multiplier (LM3) methodologies.

To develop this forecast, David has worked with key members of YCG to identify our theory of change and the outcomes that we expect to derive from the integrated delivery model.

The study has applied the principles and methodology of Social Return on Investment (SROI) to identify the social impact of YCG's work with prisoners during and post custody.

The SROI framework was chosen because it enables the impact to be expressed in monetary terms which is understood by the majority of the population.

The scope of this forecast is limited in that it could only consider direct outcomes which can be evidenced through published research and statistical information.

During the discussions it was noted that there is potentially additional material impact derived from YCG work - for example, improved health and well-being, improved relationships, reduction in violence within prison - which are deemed to be softer outcomes, and can not be measured without engagement with clients. They are therefore outside the scope and resource of this study.

YCG will be using this forecast to monitor their performance against the identified outcomes and will be undertaking an evaluative SROI study in the coming years. As such, YCG will be able to compare the intended outcomes against their actual impact, which will be evidenced post-intervention.





Social Return on Investment

This SROI study is a forecast study. That is, it has considered the theory of change and the outcomes that YCG aim to achieve within a yearly cycle of working intensively with 160 prisoners within four prisons.

The programme delivery is an integrated model that aims to remove the barriers which often create a revolving door and a cycle of re-offending.

The integrated model addresses:

- Frustration and injustice whilst the prisoner serves their sentence
- Lack of employment on release
- Lack of secure accommodation on release

YCG supports prisoners to:

- Manage their sentence effectively
- Undertake employer-based training to become job-ready
- Undertake a level four equivalent law certificate (YCG caseworkers only)
- Secure appropriate accommodation on release
- Secure employment on release

Upon release, YCG provides:

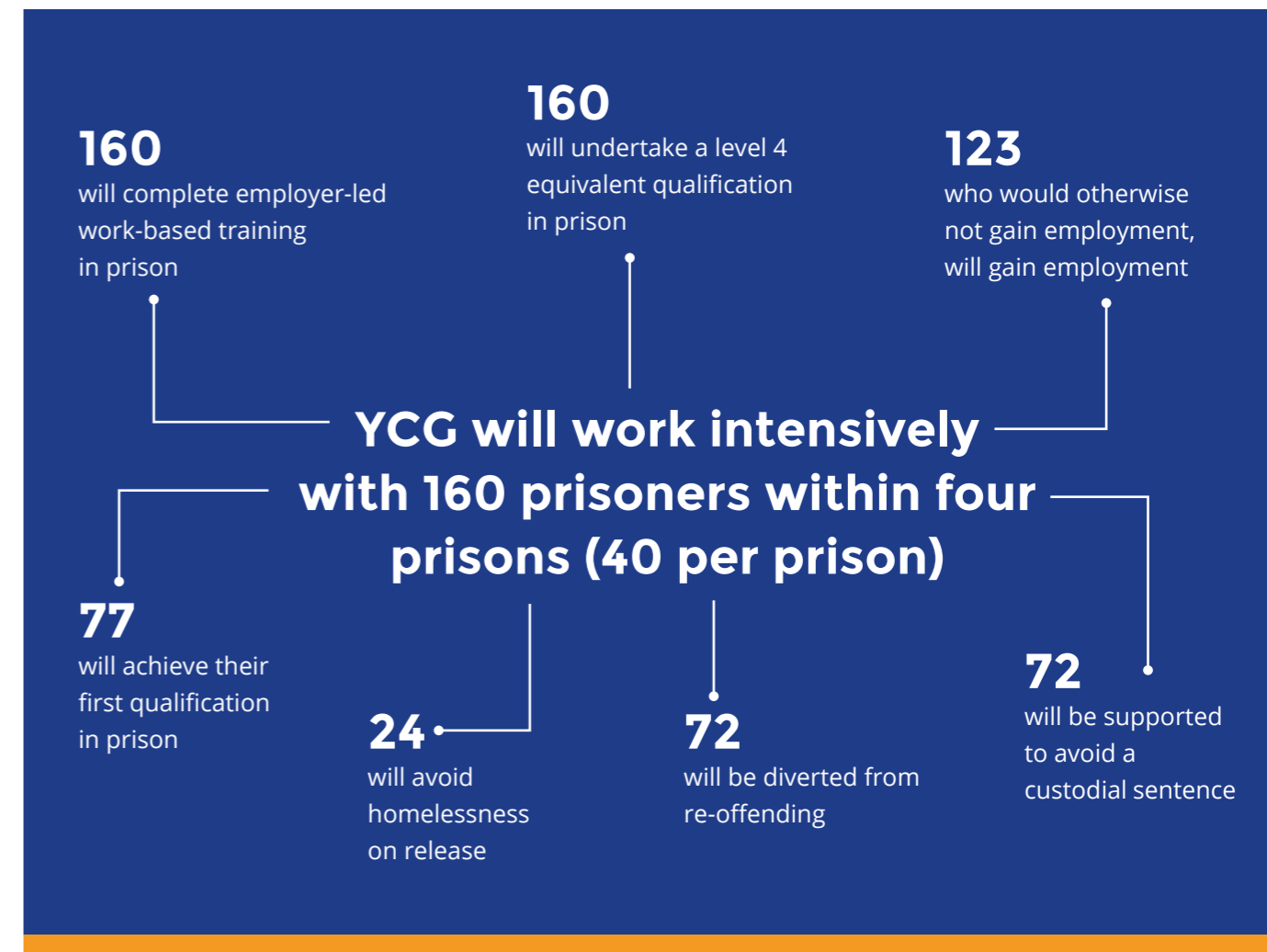
- Continued peer mentor support
- Employer engagement
- Engagement and support with prisoner management services.

Impact outcomes expected

Based on the following outcomes, it is estimated that for every £1 invested in YCG, £14.24 in social value is generated.

The value has been identified using SROI methodology and value map 2018 version 2.

A more detailed explanation of how this social value is arrived at is provided on the following pages.



Case Studies



Expected outcome for a YCG Citizen

Prisoner A

Gains a qualification

A level three qualification is evidenced to increase earning potential per annum by £2000 (90k lifetime earnings) for a male.

Undertakes work-based training

They are rewarded with earnings on their release of c. £19,760

Gains employment

£19,760 for a year (post-release). This ensures that the prisoner does not require benefits from the state of c. £11,500 per year on release (saving).

Does not re-offend

They now do not re-offend because they've broken the cycle, saving £2,988 (the average for just one non-violent offence, where evidence notes the average released prisoner re-offends 3.5 times).

In addition

This prisoner would have gone back to custody if they had re-offended, giving a saving of £45,658.

In total

An individual economic impact of £41,520 (over 2 years) and a societal saving of £60,146 (1 year).

Total impact £101,666

Typical prison leaver scenario

Prisoner B

Does not gain a qualification

Undertakes work-based training

They are rewarded with earnings on their release of c. £19,760.

Gains employment

But leave employment after 6 months - £9,880.

Does not need benefits

This has ensured the prisoner does not require benefits from the state for six months c. £6,250 per year on release (saving).

Total impact £35,890

A collaborative approach to achieving prisoner engagement

How we work with others: contributions from our Justice Partners and our Sponsoring Employers.

CCRC

Criminal Cases
Review Commission

By Helen Pitcher OBE

CCRC Chairman | Chair of the Judicial Appointments Commission

I'm the Chairman of the CCRC and I'm also a commissioner. My role is to run the Board to make sure the governance is appropriate, and also to make sure that the decisions we are making in relation to the cases that come to us are appropriately researched and developed, then taken through to decision making and finally, the decision is communicated.

I have been working in and around the justice system for around 40 years. The main value that I bring to the organization is that I spread the message about our work externally; I talk to politicians and to people in the criminal justice system to reassure them about the value of what we do.

Miscarriages of justice are a big issue. A good day in the commission is when you uncover a potential referral, and you can actually feel it here because everybody gets so excited by the fact that yes, there's something in this and we can refer.

We get some 1600 applications a year, and typically we will refer about 2% of cases, so we disappoint a lot of people, but it is important to remember that we disappoint them because we cannot find a reasonable possibility that the appeal court will overturn their conviction.

At the CCRC, we want to uncover not just miscarriages of justice, but also systemic issues in the legal system (as we did with the Post Office cases). Letting people know who we are, where we are, and how to access us is a really important part of this.

The CCRC is 25 years old this year. I have been the Chair for just over 3 years and my term has recently been extended by another 5 years. Throughout

my time in post, we have been supported by YCG, who have been providing bridging services to the Commission since 2016. YCG are really helpful to the Commission in overcoming obstacles to prisoner access and engagement and play a big part in educating prisoners about when to elicit our help.

Without this crucial filter, applicants will sometimes come to us when their case isn't ready. Something like 40% of our current cases are 'no appeals' cases where we inevitably end up going back to the prisoner and saying "you haven't exhausted your appeal rights. You need to go back to the courts". That's a difficult message because often those individuals have lost faith in the judiciary and criminal justice system. But we have to help them to go through the correct channels, and what I've found working with YCG is that they are very good at talking to the prison population and explaining at what point in time, and how, they should come to us. This makes our job just that little bit easier to do.

I'd like to see our collaboration grow. As Mark and Raff know, I am very keen that YCG goes in to more prisons and anything I can do to smooth those wheels I will happily do. Their access to justice programme is a very important resource to all stakeholders.

Our collaboration with YCG is key to our outreach programme, which is why we're looking for more funding from the Government to fund our operations so we can together spend more time out there spreading the message.

Helen Pitcher OBE
CCRC Chairman | Chair of the Judicial Appointments Commission



By Colin Skellett OBE, Wessex Water | Group Chief Executive

I was reading with interest the South West Reducing Re-offending Plan 2022-2025, in which one of their ultimate goals is to reduce re-offending. The South West is a large and diverse geographical region, covering large metropolitan cities and isolated rural locations with a population of over five million. Wessex Water has operations covering a large part of the South West.

Social mobility is something that features high on my agenda. As per all other disadvantaged groups such as disability, ethnic origin etc, the South West is one of the most unequally diverse areas in the country, with around 600,000 working-age adults in the South West living in poverty.

Often, poverty leads to crime.

I was particularly disheartened to learn that around 80% of people who received cautions or convictions in the South West have offended before.

I believe that Wessex Water has a responsibility to address this and I know that we can have a real impact in supporting people on probation or those leaving prison, by developing their skills, confidence and ability to re-enter life in our community.

Being a business that employs well-trained and experienced managers, we can provide the mentoring and guidance from which people can truly benefit and which can help to rebuild their lives. At Wessex Water, we can provide access to work

opportunities to develop both technical and soft skills.

We know that drugs, alcohol and gambling addictions often play a key role in the decisions that people make in life. We have policies, guidelines and mental health first aiders on the ground, supporting our people and their managers to ensure that we do whatever we can to battle this illness and provide everyone with the best possible chance of success.

A team has been appointed to work with YCG to look at what opportunities we can create together, from work experience while on probation to providing practical training to increase physical skills.

YCG have been very helpful to Wessex Water in providing information so that everyone on the team is aligned in our thinking and we have a clear, achievable and focused plan to ensure success. I look forward to seeing the results from our programme as we move forward in our quest to continue to improve the diversity of our business and realise our continued commitment to social mobility.

Colin Skellett OBE
Wessex Water | Group Chief Executive



By Lady Val Corbett

Founder and Chair | The Corbett Network for Prisoner Reintegration

I am delighted that The Corbett Network will partner with YCG's Careers Service by assisting them with mentoring and other services. This is a groundbreaking partnership that will bring together online, for the first time, serving prisoners, prison leavers, HMPPS, and employers, providing each of them access to specialist recruitment, mentoring, and other services.

YCG's game-changing service provides jobs for serving prisoners in the last 3 months of custody, and for prison leavers. The partnership with YCG will enable The Corbett Network's 115 members to use YCG's careers service to fill job vacancies with the returning citizens they support. Mentoring services will be provided exclusively by our members. Serving prisoners will also be able to directly access our members' services via YCG's Digital Prison Hub.

The Corbett Network was set up in 2017 as a legacy to the prison reform work of my husband, Robin, Lord Corbett of Castle Vale, who was Chair of the All-Party Penal Affairs Group for 10 years until his death in 2012. Our members comprise charities, social enterprises, CICs, non-profit organisations, and businesses with a social mission who work with those in prison and after release. The re-offending rate in the UK costs £18 billion and over 55% re-offend within two years of release. That figure drops to 19% when they have a job, which is why YCG's careers service is vital in enabling our members' clients to

secure sustainable employment.

Other advantages of belonging to The Corbett Network: we share pertinent information to members in Newsletters, giving latest initiatives and news in the Ministry of Justice and prison reform sector, opportunities for collaboration plus regular virtual meetings, providing direct access to top policy makers from the sector. Together, we have created a powerful lobbying voice, heard at the highest levels of government, and recognised by those in the criminal justice sector as a force for change.

Our partnership with YCG will also allow us to provide 12 months of mentoring and other services such as coaching, training and education as part of their managed service to employers so that the service is more than a traditional recruitment service.

I am pleased that YCG has been in long-term collaboration with The Chrysalis Foundation, one of our members, in developing their services. YCG has adopted the Chrysalis philosophy in every aspect of their model and the availability, for the first time, for prisoners and prison leavers to access a digital version of this very important critical thinking skills course which addresses barriers to prisoner reintegration, sentence planning and progression, is also going to be integral to the success of the project. The course will also be available as part of the service to employers.

YCG has been diligent in talking to all stakeholders and building a service that works for everyone – serving prisoners, prison leavers, HMPPS, and employers. All stakeholders should embrace YCG's careers service because I believe this initiative is ground-breaking; it could be the biggest improvement to the prison system, and bring about the biggest reduction in re-offending, numbers in years.

The 85% of employers who have hired people from prison praise their work ethic, loyalty, commitment and gratitude for a second chance.

As one of our members says:

'Judge them on their abilities, not on their past.'

Or as David Apparicio, CEO of The Chrysalis Foundation says:

'There is nothing about a caterpillar that tells you it is going to become a butterfly!'

Lady Val Corbett
Founder and Chair | The Corbett Network for Prisoner Reintegration

Over **55%** re-offend within two years of release

Re-offend figure drops to **19%** when they have a job

85% of employers who have hired people from prison praise their work ethic, loyalty, commitment and gratitude

The Impact Map

Inputs	Outputs	Outcomes	Impacts
Cost of YCG support staff and facilities	Employer led work-based training	Client is trained and job ready	Economic improvement earnings
Cost of work-based training	Mentoring and law-based course	Client gains level 4 qualification	Earnings uplift from qualification
Cost of prison workshop & resources	Employment	Client secures employment	Earnings from employment
	Secured housing	Client lives in secure accommodation	Savings due to reduced homelessness
	Reduction in benefit claim	Client is diverted from claiming benefits	Savings due to reduced costs of crime (CJS)
	Reduction in custodial sentences	Client is diverted from re-offending	Savings due to reduced benefit claims (DWP)
			Savings due to reduced cost of crime (Prison Service)



Methodology How it was identified and measured

This report is a forecast report using Social Return on Investment (SROI) principles and framework to identify the economic and societal benefit that YCG expect to achieve working in its formative years with 160 prisoners within four prisons.

As it is a forecast, the study it is limited in scope. Not all outcomes, particularly softer outcomes such as improved health and well-being, improved family relationships and reduced violence can be effectively measured within a forecast study. It is therefore noted that the impact stated within this report is likely to be a conservative estimate of the impact provided by YCG's activities.

YCG employs those who have lived experience

To involve stakeholders

This is a forecast study and therefore the stakeholder involvement is limited to that of the staff within YCG. However, YCG employs those with lived experience.

Understand what changes

The changes, or outcomes, described in this report are hard outcomes such as secured employment and achieving a qualification. They are demonstrable through significant data and research undertaken and published by the Government.

Value the things that matter

Within this study we have sought to value what matters to YCG and those we work with. We have identified additional outcomes that matter, such as health and well-being outcomes; however, these cannot be backed up with robust research data and have not been included.

Only include what is material

We have considered materiality over the course of this study. Diverting prisoners from re-offending and into work has significant material impact both for individuals and society.

Be transparent

In this forecast we have detailed our rationale and fully evidenced the proxies used.

Do not overclaim

In a forecast study this is a difficult area, as we are considering what is expected to happen rather than what has happened. To try to ensure a balanced report, we have sought hard statistical data and many outcomes are only claimed to have impact for a single year, whereas many SROI studies consider three years of impact. The impact figure in this study is significant; however, it is important to note that YCG work with prisoners both whilst they are in prison and following their release, and investigating and processing prisoners and keeping prisoners in custody is hugely expensive.

Verify the result

Verifying the result is a process of submitting a report to SROI Auditors and ensuring that the report and author understand the SROI principles. This does not usually test the proxies used and is an expensive process. It is also difficult to verify a forecast study, hence why we have detailed the rationale and proxies so that the reader can make a judgment in their own right. YCG intend to undertake an evaluative study which will compare the actual value created to that expected.



Calculating Impact

Outcome one - Completion of Employer Based Real Work Training

The Social Value created for this outcome is £2,703,168. This is the amount of actual economic benefit that the 160 prisoners receive as additional (over and above that which they would have earned) income on release.

Our model of support ensures prisoners receive real work, employer-based training like, but better than, an apprenticeship model. The work-based training takes place in prison during year one. During the training, the prisoner earns wages that are equivalent to what the employer would expect to pay to train individuals to fill their employment vacancies outside of prison. The wages are banked by YCG and provided to the prison leaver on release.

Duration

This outcome is set at a duration of 1 year. However, completing the learning programme also enables the person to gain guaranteed employment on release. The employment outcome and impact are considered separately later in this report.

Deadweight

The study did not identify deadweight for this specific outcome. The rationale for zero deadweight is that prisoners would otherwise be required to work in prisons, for example in the canteen or cleaning. In addition, whilst the employer pays the salary to YCG, it is not a resource to deliver the course but a direct economic benefit to the prisoner.

Attribution

Although the provision is entirely delivered by YCG, we have added 10% attribution to others. This is to take account of the likely support prisoners will receive from prison-based support staff.

Displacement

The prisoners' earning potential whilst working in alternative roles would be much lower, so there is an element of displacement. This displacement is estimated by identifying the difference between the earning potential of a prisoner working in prison versus the earning achieved through this course. The earning potential of a prisoner not undertaking this course is 5% of the earning potential on the course. The displacement is therefore set at 5%; that is, without YCG the prisoner would have achieved 5% of the outcome value.

Proxy

The proxy used for this outcome is the economic benefit achieved by the prisoner. That is: the National Minimum Wage (NMW) x 40 hours X 52 weeks, making £19,760. As noted above, the difference in what they would have earned is removed using displacement.

Drop off

As this is a one-year single outcome, there is no estimated drop off.

Inputs

The input (cost of achieving the outcome) is £280,000 which is: The reported costs of apprenticeship funding (lower band)² which has been identified as an appropriate input for the learning provider costs. That is £1,500 x 160 beneficiaries = £240,000 and £10,000 per prison (£40,000) to provide a workshop and a small level of resource to support learning.

YCG support costs contribute to this outcome, as they do to all outcomes. The YCG support costs have therefore been included in the range of inputs to ensure the estimated return on investment is accurate.



² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1087466/2022-06-01_Apprenticeship_funding_in_England_from_June_2022_Final_.pdf

Outcome Two – Achieves Qualification (L4)

The integrated model provides both work-based learning and formal learning delivered by YCG to support prisoners to manage their sentence effectively. The course is yet to be accredited but is set at level four.

The social value created for this outcome is £255,287.04.

Duration

The duration of this impact is set at three years. The rationale for this is that achievement of qualifications is known to have a lifelong effect in terms of improved earning potential.

Deadweight

The deadweight attributed to this outcome is 52%. This is because it is reported that 48% of prisoners have no formal qualifications, therefore 52% will have a qualification already. Whilst the qualifications that the 52% hold may not be significant, and therefore some may have an uplift, it is important not to overclaim. It is therefore considered to be cautious to apply a deadweight value of 52%.

Attribution

The course delivery, learning platform and framework is provided by YCG as part of an integrated model. However, there is likely some to be some support that would be provided by prison staff and that would contribute to the prisoners' learning, so the attribution is estimated at 10%.

Displacement

Displacement is set at nil. The evidence provided in the Unlocking Potential report³ noted that only 100 out of 101,600 (0.098%) learners in prisons undertook a course at Level 3 or above, but many were able to and wanted to, which suggests that there would be little displacement.

Proxy

The proxy used is taken from the Department of Education's report into the lifetime economic return of key qualifications⁴. This report notes that those with qualifications have an uplift in earnings over their lifetime. For a level three qualification, the uplift for men is as high as £90,000 and for women £76,000. YCG will be working in male prisons during the forecast period. To identify an appropriate proxy, we have taken the reported uplift for males and divided by 45 (years working life) = £2000.

Drop off

Drop off is set at nil because the improved qualification has a proven lifetime effect. The impact is limited to the first three years.

Inputs

The input over and above that noted for learning provision against previous outcomes is £40,000. This is to allow for workshop spaces and resources to support in-cell learning.

Like other outcomes, YCG staff resource will contribute to this outcome, and this input cost has been shared across all outcomes, rather than allocated to a specific outcome.



³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/524013/education-review-report.pdf

⁴ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/387160/RR398A_-_Economic_Value_of_Key_Qualifications.pdf

Outcome Three – Secured Employment Post Release

YCG have a unique model of support that is integrated and has three key elements, one of which is guaranteed employment on release.

The social value created for this outcome is £3,279,484.21 over three years. This is a gross figure so no amount has been allocated to HMRC for tax.

Duration

The duration of the employment impact is three years. This is considered appropriate as most SROI reports consider three-year impact and significant work is undertaken by YCG to engage employers and train the prisoner to be job-ready.

Deadweight

The deadweight applied to this employment outcome is 23%. The evidence notes that around 23% of prisoners leaving prison have employment on release. It is therefore likely that without YCG intervention, 23% of the cohort it works with would find work anyway.

Attribution

It is felt that this outcome is solely down to the guaranteed employment from YCG's integrated model and therefore attribution is nil.

Displacement

Displacement has been set to nil for this specific outcome. The activity is not considered to displace other activity, nor would the guaranteed job reduce the likelihood of others gaining employment with the employer, as the current issue is that there are insufficient workers to fill vacancies.

Proxy

The proxy value used here is NMW based on a 40-hour week - £19,760. Whilst the employment is semi-skilled, we have opted for minimum wage in part because uplift for qualifications gained is an outcome. It therefore avoids any potential double counting or overclaiming.

Drop off

Drop off is set at 33%. Whilst the outcome in year one is entirely down to the model and support provided by YCG, the impact would reduce over time as the employee gains in skill; their continued employment would be more likely related to the employee rather than YCG's ongoing support. This drop off assumes therefore that the impact is completely removed by the end of year three.

Inputs

The input for this outcome is within the YCG staff support costs of £275,000.

Outcome Four – Avoided Homelessness

The social value created for this outcome is £484,458.36

It is widely reported that those without secure accommodation on release are more likely to re-offend within a year.

The MOJ research summary

The Accommodation, Homelessness and Re-Offending summary paper⁵ noted that 60% of prisoners believed that a secure home was important in stopping them re-offending and 79% of those who reported being homeless were re-convicted in the first year after release. It is therefore vital to secure housing to support the prisoner to break the cycle. The YCG model ensures the participants have sufficient resources on release to gain and manage a tenancy while they move into the world of work, and they have a range of housing providers engaged to provide housing for prison leavers.

Duration

The duration of this outcome is set at two years.

Deadweight

The deadweight for this outcome is high, estimated at 85%. This is based on the evidence which notes that around 15% of prisoners leaving prison do so without a secure home and therefore require assistance. It is therefore forecast that 15% of YCG cohorts will require significant help to secure housing and without YCG would become homeless after release.

Attribution

Attribution is set at 10%. Whilst the majority of housing support will be provided by YCG staff, other agencies may support this outcome too, for example, the prisoner may have some housing advice or a referral from the probation service.

Displacement

The displacement for this outcome is set at nil. This is because it is unlikely that this support will displace other support for housing.

Proxy

The proxy used to measure the economic benefit of this outcome is the reported⁶ costs of homelessness for one year, being £20,128.

Drop off

Drop off, similar to other outcomes, is set quite high at 50%. This is to recognise that once the prisoner has been supported to manage their tenancy for a year, the level of support will likely reduce in following years as they learn how to manage their tenancy effectively.

Inputs

The input cost is within the YCG staff costs which spread across outcomes.

⁵ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/278806/homelessness-reoffending-prisoners.pdf

⁶ <https://www.bigissue.com/news/housing/explained-the-real-cost-of-homelessness/>

Outcome Five – Reduced Benefits

YCG's model ensures that participants enter the world of work with a guaranteed job offer after their in-prison work-based training, a key element of ensuring the cycle of offending is broken. A high proportion of prison leavers, would, on release, access the benefit system if they were unable to gain meaningful employment. YCG's work therefore has a considerable societal value of reducing benefit claimants. 23%⁷ of prisoners are likely to gain work, and therefore 77% will require benefit support on release.

Duration

The duration of this outcome is set at 3 years, as it is likely that a prisoner who leaves prison without securing employment will find it extremely difficult to gain work. They are then likely to remain on benefits for a significant period of time.

Deadweight

Whilst it is noted that some 77% of prisoners will likely access benefits on release, the deadweight is set at 38% (13% points higher). The reason for this is that we have included an outcome of reduced homelessness for a small proportion of prisoners supported by YCG. Those who are homeless would receive benefits as part of the proxy noted for homelessness, so they have been removed to avoid any possible double counting.

Attribution

Attribution for this outcome is set at 10% to recognise that whilst the majority of support will be provided by YCG, some support may be provided by others which will help the prisoner seek work or training and therefore reduce their likelihood of seeking benefits.

Displacement

We have not identified any displacement for this specific outcome.

Proxy

The proxy used for this outcome is £11,505 which has been calculated using the "Entitled to" benefit checker website. The proxy is a mixture of Universal Credit and housing allowance support for a single person.

Drop off

Although we note that a prison leaver will have great difficulties in securing work without support and therefore, they would likely be long-term benefit claimants, the drop off is set at 33% to reach a nil value by the end of the forecast period.

Inputs

Inputs for this outcome have been included previously with input costs for YCG staff.

Outcome Six – Reduction in Re-Offending

It is reported that adults released from custodial sentences of less than one year have a proven re-offending rate of 57.5%⁸. The report also noted that this rate had reduced by 2.4% which was due to restrictions during the COVID pandemic, and therefore the temporary reduction was expected to rise post-COVID. The YCG model will ensure a significant proportion of the cohort that we work with will break the cycle of re-offending.

Duration

The duration for this outcome is set at one year.

Deadweight

The deadweight has been set at 55%. This has been identified by multiplying the re-offending rates of those with shorter or longer than one-year custodial sentences and dividing this figure by two to gain an appropriate percentage across the prison population. The rationale for this is that those with sentences shorter than one year are more likely to offend within a year than those who have longer sentences.

Attribution

Attribution is set at 10% to recognise a prison leaver supported by YCG may have some additional support from another service, for example the probation service.

Displacement

Displacement for this outcome is set at nil.

Proxy

The proxy for this outcome is taken from the MOJ's Economic and Social Cost of Re-Offending, analytical report⁹. This report notes the costs of specific categories of offences. The proxy used is the lower-level cost to the Police and CJS for non-violent crime, which is averaged at £2,988.

Drop off

Drop off, similar to other outcomes, is set quite high at 50%. This is to recognise that once the prisoner has been supported to manage their tenancy for a year, the level of support will likely reduce in following years as they learn how to manage their tenancy effectively.

Inputs

Input for this outcome is within the YCG staff support costs.

⁷ <https://www.gov.uk/government/news/number-of-prison-leavers-in-work-picks-up-speed-due-to-turbo-charged-push-to-cut-crime>

⁸ <https://www.gov.uk/government/statistics/proven-reoffending-statistics-january-to-march-2020/proven-reoffending-statistics-january-to-march-2020>

⁹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/814650/economic-social-costs-reoffending.pdf

Outcome Seven – Reduction in Custodial Sentencing

The final outcome we have identified in this forecast study is a reduction in the proportion of prisoners who would otherwise have re-offended and been returned to custody.

Duration

The duration of this outcome is set at one year.

Deadweight

The deadweight for this outcome is set at 91% because the evidence notes that a small proportion of those released who re-offend (9% of those released) are given a further custodial sentence.

Attribution

We have set the attribution for this outcome at 10% to note that some support will be provided by other services for example, probation services or voluntary sector providers.

Displacement

We have not identified any displacement with regard to this outcome, as the cohort will be supported by YCG.

Proxy

The proxy used is the reported costs of a prison place for one year¹⁰. Custodial sentences are expensive; the reported costs of keeping a single person in custody for one year is £45,658.

Drop off

The duration of the impact is set at one year so there would be no drop off.

Inputs

Inputs for this outcome are within the staffing cost input for YCG.

¹⁰ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/929417/costs-prison-place-costs-prisoner-2019-2020-summary.pdf



Sensitivity

To test the sensitivity of the expected impact, we have considered alternative attribution, drop off and removing one outcome (the largest proxy) completely.

Doubling attribution across the board, that is, allocating more impact to others such as prison staff or probation services, would reduce the expected impact to 1:13.79.

Increasing drop off to 17% across the board, so making the projected impact reduce 17% faster, would reduce the impact to 1:11.82.

Removing the highest proxy, (£45,658) for the 14 prisoners it is expected will be supported to avoid custodial sentences would reduce impact to 1:14.75.

Arriving at the reported impact

The difference between the highest and the lowest reduction in sensitivity is £3.62.

Therefore, for the purpose of ensuring that there is no overstatement (principle 5), we have identified the likely impact to be the highest score minus the average reduction in our sensitivity process = £1.20, giving a social impact of £14.24.



How we approach prisoner engagement

How we work: contributions from members of our team.

Shaping and Informing Policy

By Mark Hodge, LLB
Group Chairman | Director for Policy

The best part of being involved in a social enterprise project is the ability to work with decision makers in shaping policy frameworks. This has a massive impact on the day-to-day experience of custody for thousands of prisoners.

As part of my role with YCG, for several years now, I have been submitting technical contributions about policy anomalies and areas for further policy consideration to the Ministry of Justice's Deregulation and Operational Policy Team. This process has been significantly assisted by the wide range of technical contributions I receive from YCG caseworkers, each of whom has completed our Prison Law Course. Collectively, our caseworkers interface with thousands of serving prisoners every month in formal appointment settings, and this allows us to gain a very detailed understanding of the subject areas they need assistance with.

I was pleased to be asked by the Ministry of Justice to consider and submit recommendations for policy change on Release on Temporary Licence (ROTL), as part of their consultation process for change in 2018. The Ministry of Justice considered YCG's submissions alongside those of other stakeholder consultees, including the Prison Reform Trust with whom we work very closely. The result was perhaps one of the most well-considered policies produced to date: The ROTL Policy Framework 2019. The Framework has dramatically changed the prospects for the effective re-integration for thousands of serving prisoners as it allows standard ROTL category prisoners the opportunity to be released on temporary licence for sentence planning purposes from closed conditions.

About 75% of the recommendations for policy change made by myself and my colleagues at YCG

were adopted by policymakers, and decisions were based on empirical evidence showing a statistical link between a reduction in re-offending rates and each period of ROTL. The Framework changes were brought into effect shortly before COVID and have yet to be fully utilised for the benefit of serving prisoners as regimes are only now becoming fully operational. However, our model for upskilling serving prisoners whilst on temporary licence seeks to take full advantage of the opportunities afforded under the Framework for upskilling whilst in custody and forms an integral part of our Citizen Programme. Hopefully, this model will be widely adopted as it illustrates best practice and best policy in combination.

My most recent submission to the Ministry of Justice Deregulation and Operational Policy Team was in response to the Prisons White Paper. The White Paper has explicitly recognised the link between re-offending and lack of employment, and seeks to promote an expansion of digital services across the prison estate. This enlightened and informed approach by policymakers is very welcome. Our new online careers service will allow every opportunity for stakeholder engagement and is truly groundbreaking in the practical realisation of policy improvement.

This is an exciting time for YCG, and I am very proud to be part of these initiatives. The increased scope for digital access to our Academy and our careers services which form part of our Pathways Programme will, I hope, dramatically improve outcomes for all stakeholders.

Mark Hodge, LLB
Group Chairman | Director for Policy

Barriers to reintegration - Proceeds of Crime Act (POCA)

By Dr Timothy Shaw
Managing Director | YCG Trust

There are many reasons why prisoners find it hard to successfully reintegrate into their communities. Sometimes, it is because of the way we sentence them. Once convicted by the courts, one would think that the process would be to serve their time, be released and then re-integrate into society. This is not always the case.

One area within the legal system that causes uncertainty and frustration for those incarcerated is where an individual has been deemed to have benefited from their criminal activities. In this case, they are likely to be given a confiscation order on top of their sentence under the Proceeds of Crime Act 2002 (POCA). A benefit figure will be calculated by the court which the individual will have to pay back or face spending further time in prison. This is a praiseworthy concept; however, in practice, the actual benefit received may be less than that ordered to be recovered and/or the benefit has been spent, in which case those individuals who are subject to confiscation orders will be unable to make payment of the benefit figure. This normally results in additional time spent in custody; but the debt remains with the individual indefinitely. This has a bearing on everything the individual does in the future and acts as a disincentive to leading a law-abiding life upon release, thus ensuring that the cycle of re-offending continues. It is important therefore that in each case the benefit is correctly calculated, and a payment plan is agreed upon with the court which will allow re-integration to take place.

As Managing Director of YCG Trust, I have oversight of all the appointments conducted by YCG Caseworkers, and POCA concerns have consistently been an area of acute demand for our services.

Since 2018, we have supported serving prisoners by offering signposting services for those who need access to specialist firms of solicitors. Access to justice and signposting services are an essential aspect of prisoner engagement.

Our model for prisoner engagement embraces the adoption of best practice in every part of decision-making as well as the adoption of principles of fairness and transparency of decision-making.

Our experience as a group has also been that prisoners are more accepting of decisions and more likely to engage with regime and sentence planning where they feel they have been treated fairly and they are confident that the decision-maker understands what has been asked of them and has applied the rules correctly.

Our work has been recognised by others, such as the Prison Reform Trust, as a model for adoption and by His Majesty's Inspectorate of Prisons.

We always get a lot of interest from prisoners in attending legal clinics. This is probably explained by the abolition of Legal Services Officers within prisons.

Dr Timothy Shaw
Managing Director | YCG Trust

Working at YCG - A snapshot of daily demands of YCG Caseworkers

By Dr Darryl Brock
Business Development Manager

YCG Caseworkers have been providing appointments to serving prisoners and staff since 2018.

The figure below describes 987 appointments which took place at HMP Oakwood, a category C training establishment, between 20th July and 24th August 2018. These appointments remain representative of the work we do in supporting all stakeholders and seeking to make their experience of prison life as positive as possible, as well as demonstrating the sheer scale of our contribution. All appointments were held in response to requests made by serving prisoners.

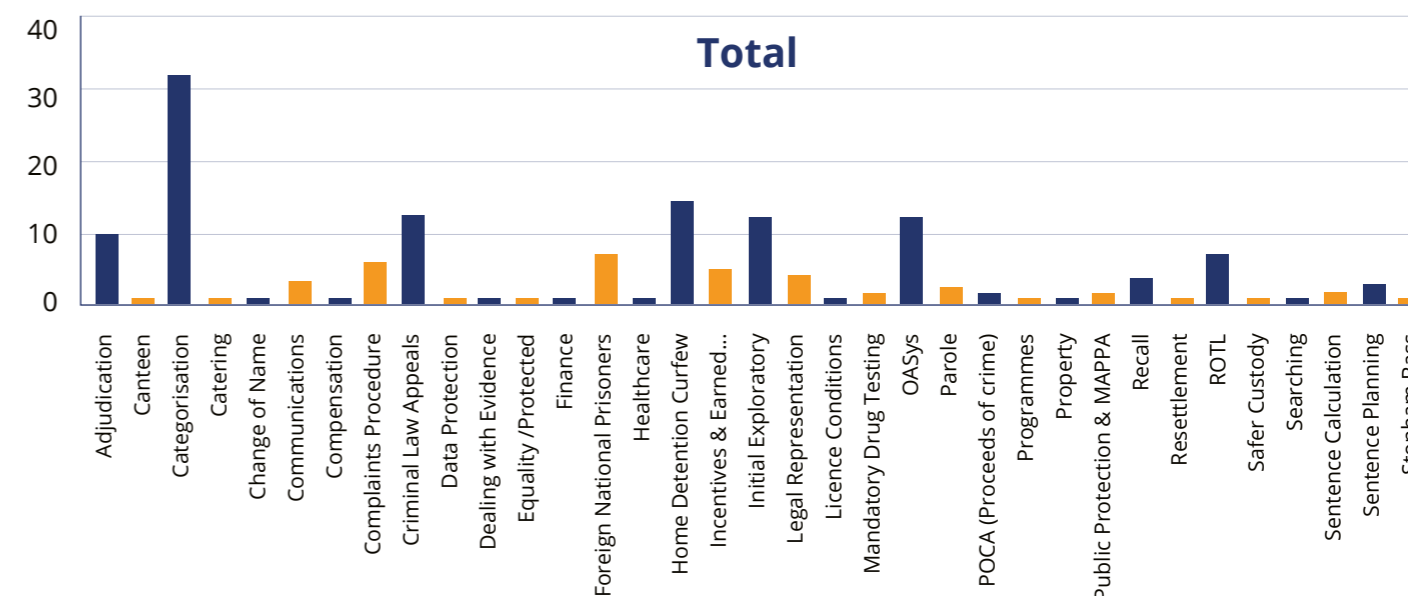
Before undertaking appointments, all 16 of our caseworkers had to complete a bespoke 16-week training course in Prison Law which comprised 3 modules:

- Sentence planning & progression
- Prison Life
- Equalities & foreign national prisoners

Using the appropriate Prison Service Instruction (PSI), Prison Service Order (PSO) or Policy Framework (PF), our YCG Caseworkers were able to provide information and support in all the category areas below, from Adjudications for those seeking assistance with disciplinary matters through to Nacro Bass support applications for accommodation on release.

Our Prison Law Course continues to provide the basis of our training and we have trained successive generations of YCG Caseworkers, some of whom are now employed by us and oversee our PLI support service. We have also been providing staff training and assistance to senior management within prisons via our Complaints Oversight Service, which helps improve complaints outcomes.

Dr Darryl Brock
Business Development Manager



Typical monthly appointments snapshot for YCG Caseworkers at a prison

Backstory of a YCG PLI Support Worker

By Junior Morris PLI Support Worker

I am a 40-year-old man who has just finished a sentence of nine years and seven months, starting in March 2017 and finishing in December 2021. All I had ever done before 2017 was sell drugs to make a living.

In 2018, while serving my sentence at HMP Oakwood, I was offered a job in a Prisoner Led Initiative (PLI) called YCG which had been created by a prisoner who was serving a life sentence. His name was Raff. I knew that Raff had been studying with the Open University and had a law degree, and I was keen to learn. Raff taught me how to understand prison law and encouraged me to complete the YCG Prison Law Course so I could become a YCG Caseworker.

The course was hard work: 16 weeks in a classroom and working in my cell at night! While we were training, we even wore T-shirts with L plates embroidered on them!

Every unit of every module was marked rigorously but I got the hang of it, and I found myself enjoying each set of challenging questions.

Completing the course gave me the ability to help others understand their rights, responsibilities and what to do when they received formal information that they couldn't grasp or may have understood in the wrong way.

What I particularly liked was the professional and even-handed approach which we as a group

operated. Everyone we met, staff and prisoners alike, appreciated that we were there for them and that we were a trusted and reliable source of technically accurate and up-to-date information.

I was proud to have graduated the course; I felt a real and lasting sense of achievement. Whilst in prison working at YCG, I was able to see the impact we had on the prison. The prisoners were grateful for the help they were receiving from us with their applications and complaints, even when we were able to show that they were not eligible for something, or that a complaint was not appropriate.

When we did write applications or complaints on behalf of prisoners, we always framed them according to the eligibility criteria set out in the policy,

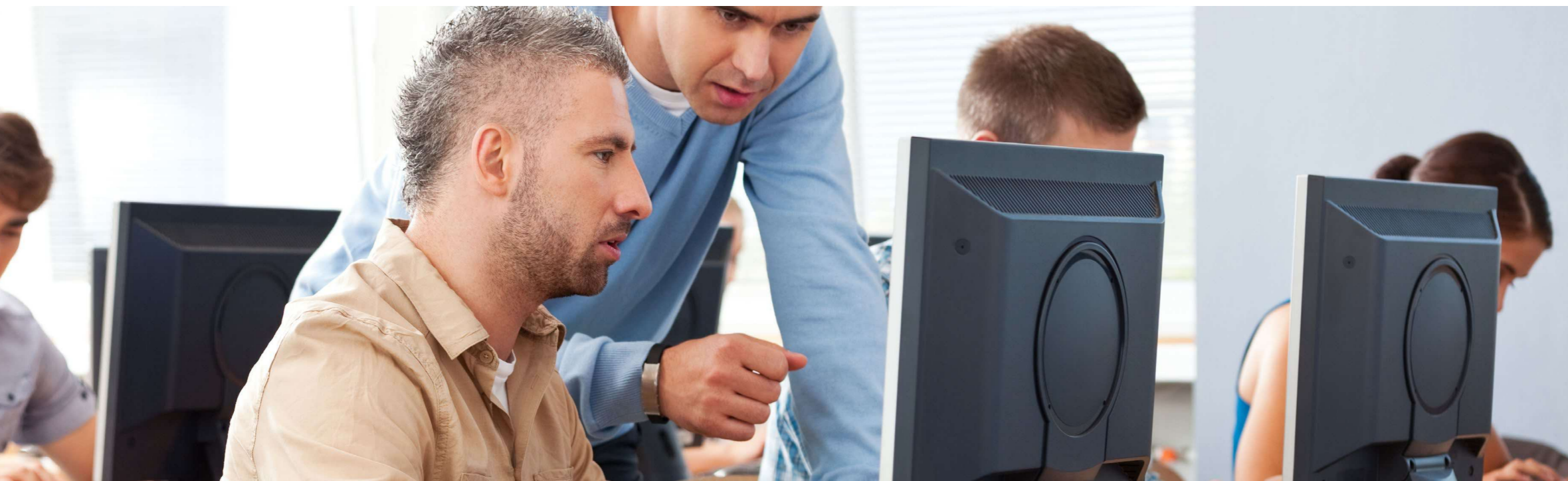
so that the decision-maker was helped in applying the right test. Senior Management and Staff quickly warmed to the idea of prisoners helping staff members and other prisoners. We were given huge support from the Director and the whole of his senior management team; good relationships were built and being a YCG Caseworker helped my sentence planning and progression.

Finally, I got released from Prison into shared accommodation, where I found it hard to start all over again. I placed myself on a construction course, which unfortunately I failed. Months went by as I tried to find work and financial problems started creeping into my life. Then, I received a call from a familiar voice, Raff, offering me a job as part of YCG on the outside of the wall this time. I now help train YCG Caseworkers and have written some of the coursework!

Being a prison leaver, I have experienced failings within the system and upon release. Access to legal support in prison is scarce, due to there being little access to legal aid, and there is a lack of support upon release regarding training, employment, and housing.

As a YCG PLI Support Worker, I am now able to do something about the problems I experienced that will have a positive impact on those in similar situations to mine. YCG has enabled me to turn my life around. Thank you, Raff!

Junior Morris
PLI Support Worker



Our Careers and Pathway Services

By Nicholas Wright Managing Director | YCG Pathways

I am the Managing Director of both YCG Careers and YCG Pathways. I have a background in logistics having worked internationally in the oil and gas sector and this informs my approach to my role, which I see as grounded in logistics. I work with socially responsible employers and with HMPPS to help prisoners and prison leavers into work at scale.

According to the National Audit Office there are 600,000 prison leavers who are unemployed, with 50,000 working age prison leavers each year. This is an untapped 'talent pool' with socially responsible employers unable to access serving prisoners and prison leavers.

This means that solutions in this area need to be innovative and scalable. I have, therefore, been pleased to be asked to assist in the design of our online platforms and to assume responsibility for rolling out our Careers Service and our Pathways Programme - the third 'E' in our integrated (EETEA) model for Engagement, Education, Training, Employment, and Accommodation of prisoners. Our national Careers Service is designed for socially responsible employers and allows them for the first time to be able to advertise vacancies to serving prisoners and prison leavers. This online platform service is designed to meet immediate skills shortages and is aimed at prisoners in the last three months of custody and those who are already released.

As part of the application process, I ensure candidates have the necessary skills qualifications for roles that are advertised on our platform and that they have been risk-assessed as suitable for the role. All our candidates are risk-assessed by HMPPS

as suitable for roles advertised. This allows for streamlining of the recruitment framework for employers who can rely on certification rather than undertaking DBS checks.

Our Pathways Programme is designed for those employers who are looking to forward-recruit at scale to meet anticipated skills shortages. It uses the same digital platform as our Careers Service but is a recruitment logistics service which allows us to work with serving prisoners a couple of years before their release dates to ensure employer-specific training and certification for roles can take place whilst in custody. As we know the candidates' release dates, this is an effective way for employers to forward-recruit to order.

Our Pathways Programme has an additional benefit in that training can take place at the employer's place of business for candidates who are eligible for release on temporary licence. Alternatively, training can take place in the workshops.

In all cases we can also provide mentoring support for the first 12 months of employment as part of our managed service to employers.

If you are a socially responsible employer, please contact me to learn more about our services.

Nicholas Wright Managing Director | YCG Pathways

Chairman's Concluding Remarks

By Mark Hodge

I want to thank you sincerely for taking the time to read and consider this Report.

I am sure that you are excited by the opportunities to help others that our model affords.

The prognosis for prison leavers does not need to be bleak. As a society we can assume responsibility for ensuring prison leavers have real opportunities to reintegrate into their communities.

The work that I and my colleagues have done for many years now is based on the premise that returning citizens need to feel they have a stake in their communities. This starts with a job and decent accommodation, so they can support themselves and their families.

Our role is to support all stakeholders. To make

everyone's experience of prison as positive as it can be. This starts with fairness, equality, transparency with decision-making, and the adoption of best practice. Once prisoners feel they are being treated fairly, they can engage positively with their sentence planning.

Our view is that every prisoner ought to upskill whilst in custody, so that they are equipped to find work on release.

Our model is designed to help them achieve this goal.

I sincerely hope that you will support us in any way you can.

Mark Hodge Chairman



YCG GROUP

Working Together to Change Prisoners' Futures

YCG Trust is part funded by:



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 yourconsultationgroup.org.uk

 Kingsnorth House, Blenheim Way, Birmingham, B44 8LS

YCG Foundation

Grant Making Policy

This policy lays out our aims and principles in awarding grants as the range of specific checks which will be applied to any given grant will depend on the nature of the grant application and will be decided on a case for case basis.

GRANT MAKING PURPOSES

We can only fund projects and activities that are exclusively charitable and fall within the objects of the charity, which are:

“for the public benefit the rehabilitation and support of offenders and ex-offenders and their families in particular but not limited to: by providing education, training, mentoring, support with accommodation and other practical support to help break the cycle of re-offending and prevent future crime”.

GUIDANCE TO APPLICANTS

Funding Criteria

The charity will consider all applications that fall within our charitable purposes and meet our funding criteria and, for which, the due diligence process has not identified any unacceptable issues.

- **Charities** - organisations must have a written constitution, with exclusively charitable aims, and be run by a minimum of at least 2 trustees.
 - In making grants, trustees will comply with [Charity Commission guidance](#), to ensure that it is in the charity’s best interests, check that any money is used as it is expected it to be and the decision recorded in the minutes.
- **Governmental Agencies** - support will only be considered where there is either no, or inadequate statutory provision.
- **Other Organisations** - in the event that the trustees wished to support an organisation that isn’t a charity, they are aware of and would comply with the [Charity Commission’s guidance on doing so](#).

- In particular, they would ensure that the grant is only for furthering the charity's purposes
- Any funding of support costs would be limited to the specified activities, services or outcomes, the grant agreement requires the above be complied with
- There is no more than incidental [personal benefit](#) and
- The trustees can demonstrate that the decision is in the charity's best interests.

The charity does not set any limits on the amount of funding that may be made available, but please note that our funding is limited and, inevitably, we are able to only make small grants. In exceptional circumstances, we may make repeat grants. Grants will be made based on the funding available and solely on merit. All grantees must be UK resident.

Funding Statutory Services

Whilst there is no general legal prohibition on charities funding public services, we would only consider doing so if there was either no, or inadequate provision.

Were we to do so, we would follow [Charity Commission CC37](#) guidelines and only subsidise public services where there was a clear justification for doing so. We would:

- Ensure that decisions were based on the law and in the interests of the charity's beneficiaries.
- Ask questions and challenge assumptions about what public authorities are prepared to fund or have a duty to fund.
- Use such considerations to inform grant-making policies.

Funding Priorities

The number of good applications is likely to exceed the funding available, so the trustees use the following criteria to help them in making decisions on how best to allocate funding.

- Those most in need, particularly excluded groups such as the BAME community.
- The most vulnerable, such as children and older people.
- Families with children, particularly single parent families and orphans.
- Where a small grant might enable a larger project to go ahead, such as meeting a shortfall in funding.
- Any other priorities that the trustees may from time to time decide.

Reporting

All grantees will be required to provide a report on how their grant was used and the impact this has had. The content and nature of information to be reported will be appropriate for the size and type of grant awarded. The charity will monitor such reports to not only ensure that grants are being used for the purposes intended, but also to assess the impact grants have made. This learning will be used to inform future decision making and policy to maximise the charity's impact.

Grants To Individuals

We may make small grants to individuals to meet a particular sentence plan or resettlement plan need, or in response to a crisis or disaster. For example, grants for bedding, clothing, or essential domestic appliances, or for energy or water bills, or repairs.

We don't wish to pry into peoples' lives unnecessarily or make it more difficult for them to apply. However, sadly, there are many fraudsters out there and their techniques can be very effective. Equally, some individuals may not understand their own needs (e.g. medically) and supporting them in taking an inappropriate course of action may potentially be detrimental to their wellbeing.

Therefore, we may require you to submit your application through an organisation that has relevant expertise and is familiar with your circumstances, and/or provide supporting information to support your application. For example, we may ask for:

- Details of why an item or service is needed, the cost and why you cannot afford it. For example, by providing details of your monthly income and expenditure.
- An invoice, bank statement or similar and/or.
- Specific recommendations from a trustworthy 3rd party, such as a debt counsellor, doctor, or school, as appropriate.

We may ask for supporting evidence, such as entitlement to specific benefits, and/or make payments directly to suppliers on your behalf. For grant payments directly to individuals, we ask you to provide receipts.

Grants To Organisations

Listed below is confirmation and/or information that you will be required to submit with your application, in order to be considered for a grant. Not all will apply in all circumstances, and you should seek guidance from us, if you are unsure.

Ethics

Confirmation that neither the company, directors nor senior management have been the subject of regulatory censure, criminal or civil court action (other than trivial offences), currently, or within the last 3 years.

Use of funds

Confirmation that funding will be used for exclusively charitable purposes, no bribes, facilitation fees or similar will be paid and that no payments will be made to related parties, such as family members or business associates.

Finance

Submission of the latest audited accounts or, if not available, latest company/management accounts, with an explanation as to why audited accounts are unavailable.

An explanation of any material finance related issues that the grantor may reasonably wish to be aware of. These include but are not limited to a recent modified or qualified audit opinion, or emphasis of matter statement in your most recent accounts, potential loan default, action by creditors to recover debts, cash flow (liquidity) issues, major financial risks, or concerns over longer term sustainability.

Compliance

Details of company/NGO registration, professional and/or trade body membership, including registration/membership numbers.

Confirmation that any regulatory permissions, licences, or approvals required for the project have been obtained, or an explanation of what action is/will be taken to do so.

Safety

Safeguarding – Applications are to include details of the procedures used to ensure people are kept safe from harm and how management ensure these are applied consistently. These must comply with the charity's safeguarding policy and legislation, and any regulation specific to the activity.

Health & Safety at Work (H&SW) – the organisation has a robust H&SW framework and management oversight, with adequate policies that are consistently applied and training that is undertaken by everyone who needs to and is up to date.

[Charity Excellence](#) – a completely free one-stop-shop for everything your charity needs. Alumna © 2019-23

Insurance - Details of insurances held, with a certified true copy of the insurance policy.

Property/Assets Created

Confirmation that any assets, intellectual property or other material of financial value created will not be disposed of at any point, without confirmation that any proceeds will be used for an approved charitable purpose and the prior written permission of the trustees. In the event this is not forthcoming, the asset is to be disposed of in accordance with the trustees' instructions.

Intellectual Property

Ownership of copyright or other IP, licensing of use. Any new Intellectual Property rights created will be owned by the Donor, to the fullest extent permitted by law.

If you the grantee wishes to use anything that is created, a request may be submitted to the charity for consideration to grant a non-exclusive licence to use it for non-commercial purposes, either in perpetuity, or for a set time period.

Submission of Applications

- We require submissions to be made using our application form and these may not be considered if the word count limits are exceeded.
 - However, you may include relevant supporting documents, such as a programme plan or budget.
- Applications may be sent to us by post or as an e mail attachment.
- Check your submission to ensure that you have included the following:
 - How you meet our funding criteria.
 - And our funding priorities.
 - Information on your organisation/individual.
 - Project/bid details, such as amounts, numbers, timetable.
 - Budget.
 - Evidence of the need and impact the funding would have.

GRANT MANAGEMENT

Systems and Procedures

This grant making policy ensures that the trustees have appropriate systems and procedures in place. Specifically, it:

- Allows trustees to set priorities for funding, which they may change or depart from at their discretion.
- Requires sufficient detail in the grant application, and monitoring procedures, to enable the trustees to identify and assess risks and make informed decisions.
- Enables the charity to carry out appropriate due diligence on organisations applying for grants
- Ensures grants are authorised by the trustees, or within a framework of delegation that ensures appropriate oversight and scrutiny.

Trustee Decision Making

Applications will be considered by our trustee board, who work to the [Charity Commission C27](#) guidelines on trustee decision making. If appropriate, the trustees may accept referrals from suitably professional organisations and, if necessary, seek independent specialist advice on technical aspects of applications. However, decision making rests at all times with the trustees, grants are awarded entirely at their discretion and their decision is final.

Remedies

In the event that the grantee fails to comply with our grant policy or other instructions in their grant agreement, action that may be taken, such as

- (a) Rescinding the grant agreement; or.
- (b) Refusing to accept the provision of any further services and to require the immediate repayment of some/all sums previously paid.
- (c) Requiring the grantee without charge to the charity, to carry out such additional work as is necessary to make good the failure.

Notification

All applicants will be notified of the outcome of their bid and successful applicants will have funding made available once they have signed a grant agreement.

For organisational grants, we have a formal grant agreement.

For small grants and any to individuals, we advise applicants of their award and include their obligations in receiving it.

- Confirming receipt.
- It may only be spent for the purposes for which it was given.
- Any unused portion of the grant is to be returned to the charity.
- Reporting back on how the grant was spent.
- Reporting back on the impact the grant had and.
- Any supporting evidence required, such as receipts.
- Including any deadline for doing so.

Data Protection

Applicants' data will be held in accordance with data protection legislation. It will be held securely, disclosed if subject to an access request, treated as confidential, only used for the purpose for which it has been provided and destroyed, once no longer needed.

Safeguarding

In making grants to or working with other organisations we will comply with [Charity Commission guidance](#) by carrying out relevant due diligence and having a written agreement that sets out:

- Our relationship.
- The role of each organisation.
- Monitoring and reporting arrangements.

Checks and Due Diligence

The charity will carry out sufficient due diligence on grant applicants to confirm the identity of the applicant and that.

- Any funding will be applied in accordance with the charity's charitable purposes.
- Funds will not be knowingly used for illegal purposes, such as money laundering, bribery, or financing terrorism.
- The applicant does not hold views or have any involvement in activities contrary to the charity's values and charitable purposes.

We have a robust, risk based Due Diligence procedure.

Promotion

Often those we are trying to reach are the least able to be able to research and find us and to make effective applications. Consequently, it is important to ensure that those we are seeking to reach are made aware and that the application process is kept as simple as possible.

Ways in which people can be made aware include promotion:

- Via websites, such as funders, local community groups and foundations.
- Social media – either groups relevant to our activity, or local town/village/community groups.
- Posters in village/town, churches or mosques, doctors’ surgeries and shops.
- Through networks of those who come into contact with potential beneficiaries, such as relevant statutory services and charities.

For some groups, we may provide information a different way, such as an additional language, or to make these accessible to people who have disabilities.

Version Control - Approval and Review

Version No	Approved By	Approval Date	Main Changes	Review Period
1.0	Board	OCT 23	Initial draft approved	Annually
	Reviewed by Mark Hodge	31 st Oct 24	None	

Regulatory Guidance

1. [Grant Funding an Organisation That Isn't A Charity.](#)
2. [Work with other charities: making grants to other charities.](#)
3. [Know your partner, key issues to think about.](#)
4. [CC37: Charities and public service delivery.](#)

YCG Foundation Policy Index

Policy	Date adopted	Review	Next Review
Safeguarding	Oct 23	31.10.24	Oct 25
Conflicts of interest	Oct 23	31.10.24	Oct 25
Ethical Fundraising	Oct 23	31.10.24	Oct 25
EDI	Oct 23	31.10.24	Oct 25
Financial Controls	Oct 23	31.10.24	Oct 25
Data Protection	Oct 23	31.10.24	Oct 25
Volunteer	Oct 23	31.10.24	Oct 25

There were no changes to any of the Foundation's policies following review in October 2024

Reviewed and approved by the trustees of YCG Foundation on 25th September 2025.

Signed by:



Dr Darryl Brock, Chair of Trustees

YCG FOUNDATION

Service Level Agreement (SLA) & Monitoring Summary – 2024 Grant Cycle

1. Overview

- **Grant Provider:** The Albert Hunt Trust
 - **Grant Amount Received:** £10,000
 - **Date Received:** 3 May 2024
 - **Purpose:** To support trauma-informed safeguarding and rehabilitation initiatives aligned with YCG Foundation’s charitable objectives
 - **Delivery Partner:** Your Consultation Group CIC
 - **Amount Disbursed:** £5,000
 - **Disbursement Date:** 18 June 2024
-

2. SLA Commitments

Area	Commitment
Safeguarding Standards	Delivery partner must adhere to YCG Foundation’s trauma-informed safeguarding framework and reporting protocols
Use of Funds	Restricted to activities outlined in the grant agreement, including direct service delivery and capacity building
Reporting Frequency	Quarterly by Delivery partner
Impact Metrics	Platform development, Beneficiary reach, engagement outcomes, and safeguarding
Governance Alignment	Delivery partner must maintain alignment with YCG Foundation’s charitable objectives and public benefit duty
Transparency	Full disclosure of expenditure, staffing, and safeguarding incidents (if any)
Review Mechanism	Mid-year and year-end trustee review of delivery partner performance and compliance

3. Monitoring Summary

Monitoring Activity	Status	Notes
Grant Agreement Signed	<input checked="" type="checkbox"/> Completed	Signed by both parties prior to disbursement via letter of exchange
Quarterly Reports Received	<input checked="" type="checkbox"/> On Schedule	All reports submitted/evidence of completed programmes received
Safeguarding Compliance	<input checked="" type="checkbox"/> Verified	No breaches reported; protocols followed
Impact Data Submitted	<input checked="" type="checkbox"/> Received	Includes anonymised case studies and engagement metrics (Nathan's journey)
Trustee Review (Mid-Year)	<input checked="" type="checkbox"/> Conducted	Trustees confirmed alignment with CIO objectives
Trustee Review (Year-End)	<input type="checkbox"/> Pending	Scheduled for January 2026 (as part of the 2025 grant reporting cycle)
Financial Reconciliation	<input checked="" type="checkbox"/> Balanced	£5,000 disbursed; no overspend reported

4. Observations & Recommendations

- **Strengths:**
 - Delivery partner demonstrated strong alignment with trauma-informed practice
 - Reporting was timely and transparent
 - Impact narratives reflected meaningful beneficiary engagement
- **Areas for Development:**
 - Consider formalising escalation protocol for safeguarding disclosures
 - Explore co-designed impact metrics for future grants

5. Trustee Sign-Off

This SLA and Monitoring Summary was reviewed and approved by the trustees of YCG Foundation on 25th September 2025.

Signed:



Dr Darryl Brock, Chair of Trustees

YCG FOUNDATION

Risk Register

Reporting Year: 1 January 2024 to 31 December 2024

Risk Area	Description	Likelihood	Impact	Mitigation Measures	Owner
Safeguarding Compliance	Breach of safeguarding protocols or failure to act on disclosures	Medium	High	Trauma-informed safeguarding policy; trustee training; external audit if needed	Chair of Trustees
Statutory Reporting	Late or inaccurate submission of accounts or annual return	Low	High	Internal compliance calendar; delegated oversight	Chair of Trustees
Reputational Risk	Misrepresentation of charitable activities or trustee identity	Medium	High	Clear public statements; trustee bios; logos and branding aligned with statutory truth	Strategic Lead
Data Protection	Breach of GDPR or mishandling of sensitive beneficiary data	Medium	High	Encrypted storage; access controls; DPIA for new projects	Safeguarding Trustee
Financial Mismanagement	Inaccurate grant allocation or failure to track restricted funds	Low	High	Receipts and payments accounts; trustee sign-off; external verification if required	Chair of Trustees
Governance Failure	Trustee disengagement or conflict of interest not declared	Medium	Medium	Annual declarations; Foundation model clarity; trustee induction	Chair of Trustees
Funding Volatility	Loss of key grants or inability to secure future funding	Medium	Medium	Diversified funding strategy; impact reporting	Strategic Lead

Risk Area	Description	Likelihood	Impact	Mitigation Measures	Owner
Brand Misuse or Confusion	Misuse of brand elements that undermine identity or dignity	Low	Medium	Controlled design iterations; embedded meaning statements; trustee approval	Strategic Lead
Partnership Risk	Misalignment with Your Consultation Group CIC or other delivery partners	Medium	Medium	Shared values statement; grant agreements; joint safeguarding protocols	Chair of Trustees
Legal Challenge	Dispute over charitable status, grant use, or governance structure	Low	High	Legal review of constitution; documented decisions; external advice if needed	Chair of Trustees

Review Frequency

- **Quarterly by Trustees**
- **Annually for Charity Commission submission**
- **Ad hoc review following any incident or material change**

Reviewed and approved by the trustees of YCG Foundation on 25th September 2025.

Signed:



Dr Darryl Brock, Chair of Trustees

YCG FOUNDATION
Receipts and Payments Accounts
For the Year Ended 31 December 2024

Charity Information

- **Registered Charity Number:** 1205426
 - **Constitution:** Charitable Incorporated Organisation (CIO)
 - **Registered Office:** Kingsnorth House, Blenheim Way, Birmingham, B44 8LS
 - **Trustees Serving During the Year:**
 - Dr Darryl Brock (Chair)
 - Dr Jeremy Bewley
 - Jane Joy (retired 21.03.24)
 - Rosie Mai Iredale (appointed 21.03.24)
-

Receipts

Source of Income	Amount (£)
Grant from The Albert Hunt Trust	10,000
Total Receipts	10,000

Payments

Purpose of Expenditure	Amount (£)
Grant to Your Consultation Group CIC	5,000
Other charitable activities	–
Governance / admin costs	–
Total Payments	5,000

Net Movement in Funds

Description	Amount (£)
Surplus/(Deficit)	5,000

Description	Amount (£)
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Opening balance	0
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Closing balance	5,000
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Statement of Assets and Liabilities

Assets Held at Year End Amount (£)

Cash at bank	5,000
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Other assets	–
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Total Assets	5,000
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Liabilities at Year End Amount (£)

Creditors	–
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Total Liabilities	–
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Notes to the Accounts

1. Basis of Preparation

These accounts have been prepared on a receipts and payments basis in accordance with the Charities Act 2011 and Charity Commission guidance for CIOs with income under £250,000.

2. Grant Income

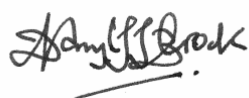
The £10,000 grant from The Albert Hunt Trust was awarded to support charitable activities aligned with YCG Foundation's trauma-informed safeguarding and rehabilitation objectives.

3. Grant Expenditure

£5,000 was granted to Your Consultation Group CIC to deliver trauma-informed services consistent with the CIO's charitable aims.

Trustee Approval

These accounts were approved by the trustees on [Insert Date] and signed on their behalf by:



Dr Darryl Brock
Chair of Trustees