

YSS Ltd
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2017

Company Number: 04024428

Charity Number: 1081992

YSS Ltd
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TRUSTEES' REPORT

for the year ended 31 March 2017

The trustees (who are also directors for the purposes of company law), are pleased to present their annual report and the audited accounts for the year ended 31 March 2017. The financial statements comply with the current statutory requirements, the Statement of Recommended Practice and the charitable company's governing document.

Reference and Administration information

| | |
|------------------------------------|---|
| Charitable Company Name | YSS Ltd |
| Charity Registration Number | 1081992 |
| Company Registration Number | 04024428 |
| Registered Office | 13 – 17 Carden Street Worcester Worcestershire WR1 2AT |

Trustees

Helen Barker
Graham Brotherton (appointed 16 September 2016)
David Chantler
Fiona Charny (appointed 16 September 2016)
Joseph Dewi Evans (resigned 6 May 2016)
Catherine Driscoll (resigned 2 December 2016)
Sandra Kelley
Susanna McFarlane (Chair)
Graham Oliver (resigned 24 January 2017)
Ray Peel (resigned 2 December 2016)
Ian Richards (Vice Chair)
Ronald Whitfield (appointed 16 September 2016)

Patron HRH The Princess Royal

Secretary Ian Richards

Chief Executive Officer Lorraine Preece

Auditors PKF Cooper Parry Group Limited
Statutory Auditors
Park View
One Central Boulevard
Blythe Valley Business Park
Solihull
B90 8BG

Bankers Lloyds Bank Plc
4 The Cross
Worcester
WR1 3PY

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

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TRUSTEES' REPORT – continued

for the year ended 31 March 2017

Chair's Report

2016 was our 30th Anniversary year and we used the milestone to put on three events to highlight our work. In September we held a Celebration Conference which our patron, HRH The Princess Royal, attended. At the event we showcased our various projects and hosted many of our volunteers, service users, funders and partners.

In October we were extremely proud, along with the Diocese of Worcester's Criminal Justice Affairs Group, to host Professor Nick Hardwick, Chair of the Parole Board, in Worcester Cathedral to give a lecture to about 150 people. His lecture was entitled "People who Never Make Mistakes Never Make Anything – Managing Risk in the Criminal Justice System" It was an excellent, interesting and insightful talk and very well received. It was very fitting to hold it in the Cathedral as YSS started under the umbrella of the Diocesan Board of Social Responsibility in 1986.

The Justice Affairs Group also invited us to host the main morning service in the Cathedral on Prisons Sunday as part of our celebrations. This was another occasion when we were able to bring our work to the notice of a wider audience.

During this last year, we have at YSS again had to adapt to constantly changing circumstances but we continue to play a significant role in delivering services to some of the most vulnerable people in our society. Reduced public funds have had a severe impact on the welfare and wellbeing of local people with the scale, speed and implementation of contract cuts hitting the voluntary sector hard.

The needs of our service users are more complicated and immediate than ever before, yet the safety net is shrinking. Services are disappearing, thresholds increasing and more and more services have gone online with the assumption that people have got the skills and equipment to access them. This means that those we support are finding it so much harder to access the help they need when they need it.

Through all this YSS remains resilient and adaptable and able to respond to the challenges we encounter and there is much to be hopeful about. We continue to innovate using the knowledge and experiences of those we support to help us improve our services, partnering and collaborating with other third sector organisations to develop and design new services to meet emerging needs and responding to the changing landscape.

I am struck at every turn by the remarkable commitment, hard work, reliability and dedication of our staff and volunteers whose passion and tenacity enable us to achieve the best possible outcomes for the 2000 plus people we support each year. This is why we exist.

Susanna McFarlane

TRUSTEES' REPORT – continued

for the year ended 31 March 2017

Objectives and activities

YSS's vision is that it seeks a society where all people feel safe and have the opportunity to lead positive and constructive lives and to achieve their potential.

YSS's mission is enabling young people, adults and families who are vulnerable, have complex needs and who face difficult life challenges to lead positive and constructive lives in society and to achieve their potential. YSS will do this by designing and delivering innovative support services and by influencing changes to social policy and practice.

YSS's core values are:

- **Respect** - for everyone we are in contact with and who we might have an impact upon;
- **Flexibility** - adapting our work based on feedback from service users, staff and partners; and
- **Innovation** - constantly researching and developing new approaches to achieve better outcomes.

YSS's beliefs include:

- people have the capacity to make positive changes in their lives;
- a 'solution focused' approach achieves the best outcomes;
- a person-centred approach that is holistic in meeting identified needs achieves the best outcomes; and
- partnership working achieves the best outcomes.

The principal activity of the charitable company in the year under review was to provide mainly community based support services for people who are vulnerable, have complex needs and who face difficult life challenges. These activities are delivered through a range of projects.

YSS delivered 19 main projects across West Mercia (Herefordshire, Worcestershire, Shropshire, Telford and Wrekin) and Warwickshire during 2016/17. Projects covered Criminal Justice, Mentoring, Young Carers, Early Help, Diversion/Prevention, Education, Training and Employment and Social Care

We worked with **2,000 individuals**, **653 families** and achieved **16,400 positive outcomes** across five Local Authority areas

YSS also managed two sub-contracts: one through the Meet and Mentor project commissioned by Warwickshire and West Mercia Community Rehabilitation Company and one through the EnHance project commissioned by Shropshire Council.

Each project had a detailed range of clearly defined outcomes, for example:

- For children and young people, this was to help children have a safe, happy and healthy family life (Working Together 2013)
- For adults in the criminal justice system, the emphasis was on outcomes that help to reduce re-offending. These are focused on the seven national reducing re-offending pathways:
 1. attitude, thinking and behaviour
 2. health (including mental health)
 3. education, employment and training
 4. accommodation
 5. finance and debt
 6. children and families
 7. alcohol and drugs

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TRUSTEES' REPORT – continued

for the year ended 31 March 2017

Public Benefit Statement

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

Achievements and Performance

Key Events for the year ending 31 March 2017

April 2016:

- launch of ARC (Accessing Resources in the Community), a West Mercia wide diversionary/preventative project for 16 -24 year olds (commissioned by the West Mercia Police and Crime Commissioner)

May 2016:

- launch of Remember Veterans, a collaborative project focusing on addressing the key recommendations identified in the Stephen Phillips QC review "Former Members of the Armed Forces within the Criminal Justice System" (funded by the Armed Covenant fund)
- YSS is re-awarded the Approved Provider status for their Mentoring and Befriending work
- YSS hosts the High Sheriff of Worcestershire, Sir Nicholas Lechmere, who meets YSS staff and service users.

June 2016:

- HRH The Princess Royal extends her patronage of YSS for a further three years.
- Family First Support service for families of those in prison is launched in Worcestershire (funded by Action for Children)
- National Young Carers Festival is attended by 12 YSS Worcestershire Young Carers
- High Sheriff of Herefordshire, Bill Jackson, is YSS's guest of honour at our celebration evening for Herefordshire volunteers
- During National Carers Week (6/6 -12/6) – Worcestershire Association of Carers (WAC), Worcestershire Parent Carers Community (WPCC) and YSS Worcestershire Young Carers (WYC) join forces to raise awareness of the campaign, help identify unpaid carers and to signpost people to appropriate support within their community.
- YSS Meet and Mentor volunteer, John Phillips, wins the Worcestershire's Unsung Hero Volunteer Award for his work collecting YSS service users from prisons on their day of release and providing support to them in the community

July 2016

- Celebration of YSS volunteering in Shropshire hosted by The High Sheriff of Shropshire, Christine Holmes.

October 2016:

- YSS 30th year celebration conference , HRH The Princess Royal , is a keynote speaker
- YSS receive an award from the University of Worcester: "Outstanding Practice Learning Environment – Applied Criminology" in relation to our offering work placements and mentoring to their Applied Criminology students.
- YSS Lecture by Professor Nick Hardwick, Chair of the Parole Board and former Chief Inspector of prisons
- Prison's Week service in Worcester Cathedral jointly held with YSS

TRUSTEES' REPORT – continued

for the year ended 31 March 2017

January 2017

- NLP (Neuro Linguistic programming) diploma training for staff commences, delivered by Will Thomas – a multiple author, coach and trainer, with over 25 years' experience in the field of human development.

March 2017:

- Veterans Voices project starts in Shropshire supporting veterans who have been in contact with the criminal justice system to have a voice (funded by Armed Forces Covenant)

Headline Achievements

- Over 16,400 positive outcomes;
- 2,000 service users referred to YSS projects;
- 10% of those without employment were supported into jobs;
- 653 families supported;
- 80% of those in need of accommodation were helped to secure housing;
- Approximately 8,000 volunteer hours given;
- Proxy value of £80,000 volunteer support in the year;
- 352 appropriate adult interventions by volunteers at police stations across West Mercia;
- 64 new volunteers recruited, **an increase of 23%** on 15/16;
- 380 Young Carers supported in Worcestershire; and
- £18,401 raised locally to support YSS Worcestershire Young Carers.

Main projects delivered were:

Children and Young People projects

Appropriate Adult (AA)

When any young person between 10 and 17 years of age is arrested and is to be interviewed under caution by the police, there are strict controls. By law the young person must be accompanied by what is called an 'appropriate adult', i.e. a responsible person over the age of 18. Under normal circumstances that person would be a parent or a relative, but when young people are arrested the circumstances are often far from normal.

When a young person has no one else to call on, YSS provide a volunteer Appropriate Adult. We set up the service in 1999 at the request of the Youth Offending Service and over the years have helped thousands of young people in trouble. We recruit and train volunteers to carry out this specialist role (we have a **team of 50 volunteers**, 20 of whom were newly recruited and trained during the year) and deliver the service 365 days a year from 8am to 10pm.

YSS carried out 352 appropriate adult interventions during 2016/17

Accessing Resources in the Community (ARC) was commissioned by the OPCC (Office of the Police and Crime Commissioner, West Mercia) in April 2016 and uses Keyworkers and Volunteer Mentors to provide individual on-to-one support to 16-24 year olds in, or at risk of being involved in, the Criminal Justice System, across West Mercia. The focus of the work is to support individuals referred to access community based activities. ARC seeks to break down the barriers, real or perceived, that stop young people engaging in positive activities. eg poor transport links, equipment costs being too high or people feeling that an activity is not accessible for people "like them". As well as working directly with an ARC project Worker, each young person can also be allocated a volunteer mentor to provide ongoing motivation and support. They will help them to decide what activities they want to be involved in and what outcomes they want e.g. better social relationships, improved educational attainment, addressing health concerns. A total of **130 referrals** have been made to the project of which 39 were females and 91 were males. The project uses the "Outcome Star" to record distance travelled and the annual report for this period showed there had been a

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TRUSTEES' REPORT – continued

for the year ended 31 March 2017

78% increase in progress for the young people we are working with, **of which 39% are an Outcome Star “Big Increase”** (1 or more positive steps across all the areas). **The engagement rate for this period was 77%** ; all appointments are attended on a voluntary basis.

Following the resounding success of ARC in year one and the demand for a similar service for a younger age group, YSS were awarded further funding from the West Mercia Police and Crime Commissioner to work with young people aged 13-16, this project which we have called Divert, starts in August 2017.

EnHance is commissioned by Shropshire Council to provide Targeted Early Help support for children young people and their families. EnHance keyworkers are co-located with partner agencies around the county. The aim of the EnHance Service is to improve outcomes for children and young people aged 0 - 19 years by ensuring that they and their families receive appropriate support at the earliest opportunity. There have been 1,243 since the project started in September 2013, including **232 referrals** this year.

EnHance is an integral part of Shropshire's Early Help offer and provides a flexible service to build resilience in children, young people and their families, helping children have a safe, happy and healthy family life. Referrals to the service include improving family relationships, emotional wellbeing, and anger management amongst others. The service offers a wide range of support and 91% of service users report positive outcomes.

“It has been good to talk about my relationships and how I feel. I've now got friends who come to my house to walk to school with me. I still get cross with mum but I don't let it get to me as much”

EnHance helps parents to make things better for their children by working in partnership with parents/carers as well as other agencies

“I've changed the way I am with him. When he gets into a temper I don't raise my voice. I talk quietly or even back off, and it has worked. Things don't get worse, they calm down much more quickly”
(Mum)

Volunteering enables people to utilise skills and experience for the benefit of their community as well as enabling individuals to gain new skills, knowledge and confidence. Eight EnHance volunteers have secured work or training, including starting university courses, during this year.

Worcestershire Young Carers (aged 7 -15) and Young Adult Carers (aged 16 -24): A young carer or young adult carer is a child or young person who looks after a parent, sibling or close family member who is ill or has a disability. The support provided by YSS is tailored to meet individual need and can include individual support, respite breaks, trips, activities, newsletters, information about other support agencies and monthly club sessions which allow young carers to have time and space away from what can sometimes be a difficult home environment.

The year saw **94 new referrals** into the service and assessed and **380 Young/Young Adult Carers supported**, an increase of 10%. During this period, **42 young carers received intensive one-to-one support** from a keyworker. In addition, **we ran 24 monthly young carers clubs** during the year – with **just under 400 young carers attending** in total. On top of this **we delivered 19 different trips and activities** throughout the year ranging from residential camping trips to the National Young Carers festival, to fishing trips and woodworking workshops. **Attendances for these activities totalled 285 young carers.**

YSS was re-commissioned to deliver this service for a further 3 years from April 2016 by Worcestershire County Council. YSS was also awarded a further 3 years from Children in Need from December 2016 for the highly successful Participation project which ensures that young carers have a voice in services that affect them. This helped fund the acclaimed young carer-designed, planned and led Young Carers conference in May 2017.

TRUSTEES' REPORT – continued

for the year ended 31 March 2017

Feedback from a young carer: *"Hi all, I thought you all deserve a thank you for everything you have done for not only us but every other family that you help on a day to day basis!! You all mean a lot to all us young carers and our families! Yes it's your job but you all go above and beyond, that's what makes you all amazing and we all are very thankful! Thank you once again. Have a great weekend☺"*

South Worcestershire Parenting and Family Support is an innovative service funded by Worcestershire County Council providing help to young people aged 0-19 and their families. The provision offers advice and guidance across South Worcestershire and aims to help families by providing local activities and educational parenting courses.

The service, delivered by Action for Children, places a great emphasis on the importance of engaging local people within their community. This is to help combat social exclusion and isolation. That being the case, Volunteers play a huge part in the delivery of the service and are essential to its ongoing success.

Volunteers currently deliver 10 groups across 6 designated centres. These centres also house an integrated range of health and wellbeing services.

YSS has a long track record of recruiting, training and supporting local volunteers. Action for Children have commissioned YSS to oversee the volunteering element of the service, a role that YSS has undertaken since March 2014.

There are 46 active volunteers plus 18 in training and they have completed over 2500 volunteer hours.

Main Adult Criminal Justice projects

Enhanced Support Service (ESS): Commissioned by Warwickshire and West Mercia Community Rehabilitation Company. Offender Managers make referrals for those on a prison licence or community order who are most at risk of re-offending, who have complex needs and who have a degree of motivation to change. One-to-one meetings take place with a skilled YSS keyworker in the community at times and places that are suitable for the individual. Meetings are backed up by regular telephone and text contact and an out of hours helpline is available 365 days a year. An integral part of the partnership approach is the robust communication processes in place between YSS staff partners. This ensures that risk is managed and updated by everyone involved as well as identifying and addressing need in a fluid and immediate way.

A total of 531 referrals were made to the project during the report period and there was a phenomenal engagement rate of 86% across all the areas. An independent Social Return on Investment analysis demonstrated that ESS brought about substantial positive changes for those who have used the service. ESS was deemed to have created social value of nearly £9 for every £1 invested.

When asked if they would recommend ESS to others, a service user responded: *"Yes definitely 100% if they are serious about changing their life!!! Just would like to say that if it wasn't for Julie (YSS Keyworker) I would not be here today, I don't know what I would have done without her. I've had enough of jail, had enough of the lifestyle, I have had a taste of 'normality' and that's where I want to be. I don't want to let people down that have so helped me get where I am today. I am thinking more positively, trying to look after myself better, cleaner nicer environment I am thinking more about the consequences of my actions and don't want to take any steps backwards. I now believe I have a good support network around me and I feel part of a family"*.

Meet and Mentor: Commissioned by Warwickshire and West Mercia Community Rehabilitation Company as part of their wider Through The Gate (TTG) strategy for those serving prison sentences of 1 year or less. Individuals being released from either HMP Featherstone or HMP Hewell into Herefordshire, Telford, Shropshire, Warwickshire or Worcestershire are offered pre and post release support. Those referred to the YSS meet and mentor service are identified as being vulnerable, complex and chaotic, who require a

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complete wrap-around service that includes transport home on the day of release. The project uses a combination of staff and volunteers.

During the report period, **104 individuals were worked with** pre and post release **with 92% attending pre-arranged gate collections** from their prison. Engagement with the service is voluntary with an **average engagement rate of 83%**. Feedback from a service user stated ***"I am grateful for the mentor having sorted out the contact with my daughters through Social Services as it has been a long and frustrating process"***.

Remember Veterans is funded by the Armed Forces Covenant, overseen by the West Mercia Police and Crime Commissioner, and delivered by 3 key delivery partners: YSS, Ubique Partnerships and the Veterans Contact Point.

The key aims of the project are:

- To develop an exemplar model of a joined up strategy that delivers improvements in the services delivered to offender veterans, which can be adopted by other criminal justice areas.
- To develop robust identification processes for veterans who have offended at each stage of the criminal justice system, with appropriate and timely information sharing referral routes into other service provision as required.
- To develop a structured partnership between criminal justice agencies and the various UK military charities and support sector within West Mercia and Warwickshire, ensuring there is a veterans' voice at a strategic level within the CJS.
- To develop the capacity of service providers and the knowledge and understanding of professionals and practitioners working within them to improve outcomes for service users
- To develop the capacity of the voluntary sector to engage with and work alongside criminal justice professionals.

Key outcomes include: Regular data returns now being produced by Police, National Probation Service, Community Rehabilitation Companies and HMP Featherstone with plans to develop tracking of individuals throughout the criminal justice system are in progress; **90 veterans** have received initial information, support and advice. In **addition 419 have used the Veteran Contact Point drop in service** in Nuneaton in 2016/17; we have focused on awareness raising and training - and anticipate an increase in referrals now that the project has gained momentum; **briefings delivered to 771 staff** across Criminal Justice agencies and community organisations.

YSS has been awarded additional funding for a 'Veterans Voices' project which will commence in April 2017.

Employment Support Programme: funded by the OPCC, is designed for those have been in the criminal justice system, living in Worcestershire and are unemployed. The goal is to break down barriers to employability with the ultimate aim of finding sustainable employment and instilling hope in those we work with that their situation can change for the better. The programme offers a 'pick-and-mix' menu of support tailored to meet the needs of the individual. The Government's 2001 Social Exclusion report found that the single most important factor in reducing reoffending was sustainable employment. YSS has pioneered new ways of supporting offenders/ex-offenders in breaking down barriers to employment. Based on our knowledge and experience of what works, the Employment Support Programme, offers a unique opportunity under one roof where YSS use our extensive network of partners to deliver joined up services to participants. This includes work taster sessions, job club sessions, debt and finance management and building confidence and motivation. Service users also have access to one to one sessions with a qualified mental health worker and Moodmasters group. **102 people were supported, 25% moved to employment or progressed to volunteer/work experience/ placements. 75% completed job club sessions and 54% completed work tasters** at Carden Street. YSS volunteers support the delivery of this project which, due to the success, is being extended into Telford from April 2017.

Other projects

Digital Connectors: YSS are part of a partnership that aims to make Worcestershire a place where everyone has the skills and opportunity to go online. The partnership, Go ON Worcestershire, comprises a range of organisations including the County Council, the Library Service, Job Centres, social housing providers and Age Concern. Our team of trained volunteers act as digital champions specifically for adults caught up in the Criminal Justice System. When anyone is referred to YSS we check on their computer literacy and if they need help we can either offer one-to-one training and support or direct them to computer skills workshops. We are funded to be part of Go ON Worcestershire by the County Council and the West Mercia Police and Crime Commissioner to concentrate on offenders; in reality we now help any of our service users who need to develop or improve their computer skills and it has become one of the basic elements of all of our projects where and when it is required.

Building Better Opportunities (BBO), ESF and Big Lottery funded, **BBO** is a job search support programme for the residents of Worcestershire. YSS and other local housing and charitable organisations have formed a partnership called Fusion to progress unemployed residents of Worcestershire towards employment. Our Job Coach meets participants on a one to one basis in the local community and supports people with:

- Creating a CV
- Setting up an email account
- Signing up to and using job search websites
- Creating covering letters
- Filling in application forms
- Interview preparation

Our job coach can also support with careers guidance and training and education needs.

Participants who have used the service have progressed into full and part time work, on to apprenticeships and into training/education. Others have progressed in terms of their confidence and being able to use a computer. All have increased their job search and their number of interviews.

Laslett's Project: William Laslett was a 19th century philanthropist and the charity he established in Worcester is still going strong. The Laslett's Charity's financial support allows us to work specifically in Worcester city with vulnerable adults with complex and multiple issues (often drugs and alcohol, accommodation issues, debt etc.) Our YSS volunteers provide long-term, one-to-one, community-based practical and emotional support to help those involved make positive life choices.

For many of them YSS is their only reliable source of help. Finding suitable accommodation is often the first priority and we also work with local drug and alcohol agencies to try to establish a sustainable route to rehabilitation.

Refugee Action as the lead provider for the Worcestershire Refugee Integration and Independence Service (for the Syrian Vulnerable Person's Relocation Scheme) is working in partnership with The British Red Cross, Spring Housing and YSS for the Partnership Service Model. In the first year 2016/17 a total of 50 Syrians were resettled in locations across Worcestershire.

Refugee Action, recognising the extensive local knowledge and networks held by YSS, commissioned YSS to conduct a mapping exercise and to build the capacity of the local Voluntary and Community Sector (VCS) provision in the main towns and cities of relocation, so that they are better equipped to support refugees.

TRUSTEES' REPORT – continued

for the year ended 31 March 2017

Volunteers

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

We have an enthusiastic team of volunteer co-ordinators across West Mercia who are responsible for recruiting and supporting our volunteers across our region - **118 volunteers** were involved in a range of different roles within the organisation. We received 84 enquiries about volunteering, **trained 64** new volunteers (**up 25%** on previous year), gave existing volunteers **5 opportunities for further training** and **held 10 volunteer support evenings**.

8,000 hours were given by volunteers with an estimated proxy value of £80,000

The latest feedback from YSS volunteers was collated and can be found in: ["Celebrating Volunteering- a volunteer's perspective" on our website.](#)

Accreditations:

YSS was re-accredited (May 2016) with the Mentoring and Befriending Foundation "Approved Provider" status for our work in recruiting, training and supporting volunteer mentors. Feedback from the independent assessor included;

"YSS has robust procedures in place for the safety of their staff, volunteers and service users. This includes risk assessments for referrals, the application of a thoroughly applied 'buddy' system for lone working situations for volunteers and staff are supported by the 'Lone Alert' application. Interviews confirm that back up support is readily available if needed. Clear protocols are established ensuring confidentiality and data protection including service user consent for media and reports".

Service User Voice:

YSS is fully committed to promoting and supporting service user voice which is embedded throughout our practice. The people we support are a vital source of intelligence about how we can continuously improve and develop the services we deliver in order to have the greatest impact. During the year we have consulted with our service users both formally and informally – through workshops, forums, independent reviews, evaluations, phone calls and postcards.

Staff

At the end of the financial year, YSS employed 53 staff (13 male, 40 female), 26 full-time and 27 part-time (including 2 seconded part-time staff). 28 based in Worcestershire & Herefordshire; 23 based in Shropshire, Telford & Wrekin and 2 based in Warwickshire. YSS is proud of its enthusiastic, efficient and effective staff that are committed to delivering a range of quality services to service users and are always willing to go the extra mile.

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TRUSTEES' REPORT – continued

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Business Development

YSS continued to receive funding from a range of sources including Public, Private and Voluntary Sector contracts and grant giving organisations, these included: Worcestershire County Council, Shropshire Council, Warwickshire & West Mercia Community Rehabilitation Company, West Mercia Youth Offending Service, West Mercia Police and Crime Commissioner, Action for Children, Laslett's Charity, Children In Need, Refugee Action.

Business development work continued throughout the year, seeking additional and/or continuation funding in order to develop and enhance our work.

Results of successful bids in 2016/2017 included: West Mercia Police and Crime Commissioner for ARC, a diversionary project for 16 - 24 year olds and further funding for the Employment Support Programme supporting those farthest from the job market; Army Covenant Funding for Remember Veterans; Action for Children funding for Family First, working with families of prisoners; Refugee Action for Worcestershire support for Syrian migrants; ESF/Big Lottery funding for the Fusion consortium for YSS to employ a job coach.

Successful bids for delivery in 2017/18 already include Army Covenant funding for Veterans Voices in Shropshire, Police and Crime Commissioner funding for Divert, a diversionary project for 13 – 16 year olds across West Mercia and the Transform Foundation for new website design.

YSS also pro-actively seeks opportunities to engage with and secure income from individuals, groups and other bodies in order to support our work on a more local level. £18,401 was raised locally to support the YSS Worcestershire Young Carers project.

Marketing and Communications

We continued to raise the profile of YSS, the services we offer and the people we work with in a number of ways. By adapting and reviewing the communications strategy of YSS to reflect the digital age with Facebook and Twitter pages, and building on the continued success of the YSS website, with regular news stories, updates and e-bulletins. There have been over 700 different news items published in this period utilising a wide variety of the media channels including local radio stations and press. www.yss.org.uk continued to attract approximately 1,300 users per month, totalling 15,366 in 2016/2017, an increase of 8% on 2015/16 with 33% returning users and 67% new users. YSS is delighted that following a successful bid to the Transform Foundation, we have been awarded funding for the design of a new website/ platform, YSS will be launching the new website in 2017 that will be mobile friendly and will maximise fundraising opportunities.

In 2017/18 we are looking to invest in a dedicated communications officer in order to drive our marketing and communications strategy forward. The post-holder will work closely with the Chief Executive to pro-actively develop and deliver YSS communications strategy and to lead and continually improve YSS digital communications, including our website, e-newsletters and social media channels. Also to lead and deliver the organisation's internal communications strategy to staff members and to oversee the production of attractive and cost effective electronic and print versions of newsletters, bulletins, reports and other materials.

Structure, Governance and management

Constitution

The charitable company is governed by its memorandum of association which was adopted on 30 June 2000. The charitable company passed a special resolution on 8 November 2013 to change its name from Youth Support Services Limited to YSS Ltd. The Memorandum and Articles of Association are currently under review.

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for the year ended 31 March 2017

Method of Appointment of Trustees

New trustees are appointed by the Board of Trustees with a dedicated trustee taking the lead for this process. A formal application procedure is in place to ensure trustee recruitment is based on organisational need. This includes a role description and person specification, an application form and interview process. If successful after the interview stage, applicants are invited to meet the chair of trustees and CEO (along with members of the senior management team) and attend a trustee meeting as an observer. The Chair and Appointments Committee then confirm if they are suitable and the Chair recommends their appointment to the board. Formal approval of appointment follows at the next trustee meeting. A recent review of trustee tenure has resulted in a limitation being placed on time served. All new trustees will serve for a maximum of 10 years: a one-year probationary period followed by up to three further periods of three years. A formal review with the Chair will take place six months prior to the end of each three year period. Trustee supervision and support is undertaken by the Chair of Trustees.

Organisation

The Board of Trustees is responsible for setting organisational strategy with the Chief Executive Officer, Lorraine Preece. Day to day operational management is delegated to the Chief Executive Officer. Trustees undertake various roles to provide scrutiny of the organisation's performance and to review risk. The Chief Executive Officer receives regular supervision from the Chair of Trustees and formally reports to the Board at every meeting.

A Senior Management Team (SMT), led by the CEO, meets every month to drive operational and strategic performance. The Leadership team includes all those with line management responsibilities in the organisation, recognising the significant role they play in day to day operational activities.

There is a structured pay grading structure within YSS for all roles. Any proposal for an increased grade/pay review would be proposed by the CEO for discussion by the Trustee HR subcommittee and any recommendations taken to the full Trustees' meeting for approval. The grading of the CEO position has been in place for a number of years, a benchmarking exercise has been undertaken for the role by an independent HR Company specialising in the voluntary sector and as result, and in consultation with the CEO, the salary of the CEO has been reduced to take effect from 1 April 2017.

Risk Management

The trustees regularly review the risks to which the charity might be exposed at their meetings, held approximately every six weeks. There is a full risk statement, policy and associated systems in place.

The risk register identifies the top risks, their likelihood and impact and the consequent actions to manage them effectively and the process follows guidance from the Charity Commission. The principal commercial, operational and financial risks that have been identified and could seriously impact on performance, future prospects or reputation are as follows:

- Significant reductions in key funding areas. The YSS project snapshot forms an integral part of the risk register and is reviewed at each Trustees' meeting. During 2016/17, two significant funding streams accounted for more than 36% and 28% respectively of total income, (2015/16 - 35% and 28 %) and from 1 January 2018 there will be a significant reduction (66%) in one of these income streams as the Warwickshire and West Mercia CRC withdraw funding from the ESS+ project. Business development work continues to take a high priority within the organisation, not only to seek additional funding in order to develop and enhance our current work but to secure continuation funding or to limit further potential cuts to current funding.
- A serious safeguarding incident resulting in harm to a child, young person or vulnerable adult and the subsequent effect on YSS's reputation. YSS has a nominated Trustee lead and Operational Director with responsibility for safeguarding. Policies are reviewed and disseminated annually and regular training undertaken from local authorities.

TRUSTEES' REPORT – continued

for the year ended 31 March 2017

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

Financial Review

The result for the year and financial position of the charity are as shown in the attached financial statements.

The total income has decreased from £1,852,636 in 2016 to £1,701,986 in 2017, a decrease of £150,650 (8%). There were significant losses to some main income streams in the year, including the loss of the West Mercia YOS contract of £120,000 where services were taken back in house. The reduction in funding from Shropshire County Council for the Early Help Enhance service was £57,000 but by restructuring the team and by targeted cost reduction exercises there was minimal disruption to the service offered by YSS. The other significant loss of funding of £100,000 was from the cessation of NSS (Non Statutory Service), a bespoke service to target groups of offenders most at risk of reoffending across West Mercia which had been funded by the West Mercia Police and Crime Commissioner.

Significant additional grant income was received from the West Mercia Police and Crime Commissioner of £114,000 pa for 3 years for the provision of individual one-to-one support to 17-24 year olds in, or at risk of being involved in, the Criminal Justice System, across West Mercia with the focus on accessing community based activities, and of £25,000 to deliver tailored programmes of support to improve employment outcomes or prospects of future employment outcomes for those long term unemployed either in or at risk of entering the criminal justice system. Remember Veterans is a two year project funded through the Armed Forces Covenant, led by the West Mercia Office of the Police and Crime Commissioner (OPCC) for which YSS a key delivery partner received a grant of £59,000 pa for 2 years. Remember Veterans will focus on addressing the key recommendations identified in the Stephen Phillips QC review "Former Members of the Armed Forces within the Criminal Justice System".

Expenditure decreased from £1,789,233 in 2016 to £1,664,601 in 2017, a decrease of £124,632 (7%). This reflects the corresponding reduction in project related expenditure but also reflects cost reductions from a review and subsequent streamlining of back-office functions. Overall the charity recorded a net surplus of £37,385 for the year (2016 - surplus £63,403), which represents an increase in unrestricted reserves of £4,189 and an increase in restricted funds of £33,196.

The decision was taken early in 2017 to cease trading at our Carden St Café which had been running since Sept 2014. Despite efforts to increase turnover, to reorganise staffing structures and review opening hours the café continued to return trading losses.

Reserves and the position at the Year End

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

The Balance Sheet shows unrestricted, available reserves, that is reserves that do not show any restriction on how they can be used, at 31 March 2017 of £303,566 (2016 - £299,377), an increase of 1.4%. There continues to be a difficult operating environment for the voluntary sector and given the current uncertainties over future levels of funding, the Trustees consider that, ideally, unrestricted reserves should equate to approximately nine months' running costs, budgeted to be £225,000. The available unrestricted reserves are therefore above target by £78,566 (2016 - £49,046). £30,000 of the unrestricted reserves have been designated to cover a potential budget deficit in the year to 31 March 2018, which includes removal costs from our Carden St premises and relocation costs to the new head office at Polysec House, and £24,000 to support the initial set up and first year costs of a new 3 year criminal justice project to support women and veterans in Herefordshire. This is following the cut in funding by the Warwickshire and West Mercia CRC in this geographical area.

YSS Ltd
(a company limited by guarantee)

TRUSTEES' REPORT – continued

for the year ended 31 March 2017

Our restricted reserves are represented by the fund balances that are shown on page 30.

Investment Policies

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

Plans for the future

YSS were delighted to have won an award in June 2017 that will help with our strategic planning for the future. The annual Weston Charity Awards celebrate and support front-line charities across the North of England and the Midlands working in the fields of youth, welfare and community and YSS are one of just seventeen winners – chosen from more than one hundred applicants.

The award will provide YSS with a fully-funded year working with Pilotlight – a specialist London-based organisation that provides business mentors to help charities become more effective and efficient. Over a 12 month period we will have the chance to build on our existing strengths, increase our effectiveness and encourage innovation to ensure that YSS is fit for purpose for the future, by being able to support the hardest to reach and impact positively on their lives. The award also comes with funding of £6,500 to support us to make the most of the Pilotlight experience and to cover travel expenses for meetings with our business mentors in London.

As well as working with Pilotlight to build on our existing strengths and increase effectiveness YSS will aim to:

- focus on quality and evidencing impact and outcomes for service users;
- look for opportunities to innovate through new projects or within existing projects; specifically looking to build on our work with **veterans, women** and those with **mental health issues**
- employ a dedicated communications co-ordinator to develop a marketing and communications strategy to maximise social media, improve our reach and raise our profile;
- maintain income levels and control expenditure;
- better evidence Social Value;
- strengthen existing partnerships and look for opportunities to create and build new partnerships, both strategically and operationally, in order to have a more joined up approach and to be able to deliver more effective services;
- Launch a new website.

YSS Ltd
(a company limited by guarantee)

TRUSTEES' REPORT – continued

for the year ended 31 March 2017

Statement of trustees' responsibilities

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

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

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

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

In so far as the trustees are aware:

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

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

Auditors

PKF Cooper Parry Group Limited have expressed their willingness to continue in office and will be proposed for re-appointment at the Annual General Meeting.

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by the Board of Trustees on 10th November 2017 and signed on behalf of the Board:

Susanna McFarlane - Chairman

Susanna McFarlane

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
YSS Ltd
(A company limited by guarantee)**

We have audited the financial statements of YSS Ltd for the year ended 31 March 2017 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland".

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
YSS Ltd
(A company limited by guarantee)**

Opinion on other matter prescribed by the Companies Act 2006

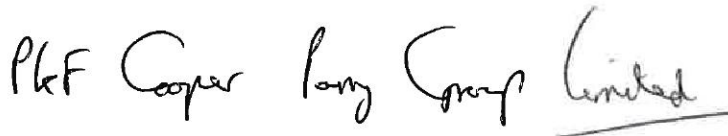
In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements and the Trustees' Report has been prepared in accordance with applicable legal requirements.

In the light of our knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

Matters on which we are required to report by exception

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

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



Simon Atkins FCA

Senior Statutory Auditor
for and on behalf of:

Date: 10 November 2017

**PKF Cooper Parry Group Limited
Statutory Auditors**

Park View
One Central Boulevard
Blythe Valley Park
Solihull
B90 8BG

YSS Ltd
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the Income and Expenditure Account)
for the year ended 31 March 2017

| | Notes | Unrestricted Fund £ | Restricted Funds £ | Total 2017 £ | Total 2016 £ |
|---|-------|---------------------------|--------------------------|--------------------|--------------------|
| Income from: | | | | | |
| Donations and Legacies | 2 | 1,160 | 25,656 | 26,816 | 16,019 |
| Income from Charitable activities | 3 | 23,978 | 1,583,433 | 1,607,411 | 1,761,706 |
| Investment Income | 4 | 4,848 | - | 4,848 | 5,661 |
| Income from other trading activities | 5 | 62,911 | - | 62,911 | 69,250 |
| | | <hr/> | <hr/> | <hr/> | <hr/> |
| Total income | | 92,897 | 1,609,089 | 1,701,986 | 1,852,636 |
| | | <hr/> | <hr/> | <hr/> | <hr/> |
| Expenditure on: | | | | | |
| Raising Funds | | 21,477 | - | 21,477 | 61,318 |
| Charitable activities | 6 | 67,231 | 1,575,893 | 1,643,124 | 1,727,915 |
| | | <hr/> | <hr/> | <hr/> | <hr/> |
| Total expenditure | | 88,708 | 1,575,893 | 1,664,601 | 1,789,233 |
| | | <hr/> | <hr/> | <hr/> | <hr/> |
| Net movements in funds being net income for the year | | | | | |
| | | 4,189 | 33,196 | 37,385 | 63,403 |
| Reconciliation of funds | | | | | |
| Total funds brought forward | | 299,377 | 189,489 | 488,866 | 425,463 |
| | | <hr/> | <hr/> | <hr/> | <hr/> |
| Total funds carried forward | | 303,566 | 222,685 | 526,251 | 488,866 |
| | | <hr/> | <hr/> | <hr/> | <hr/> |

All income and expenditure derive from continuing activities.

The statement of Financial Activities incorporates the all gains and losses recognised in the above two financial periods.

The notes on pages 21-34 form part of these financial statements.

YSS Ltd
(A company limited by guarantee)

BALANCE SHEET
Registered Number 04024428

as at 31 March 2017

| | Note | 2017 | 2016 |
|---|------|------------------|------------------|
| | | £ | £ |
| Fixed Assets | | | |
| Tangible fixed assets | 10 | - | 25,331 |
| Current Assets | | | |
| Stock | | - | 2,899 |
| Debtors | 11 | 39,236 | 54,264 |
| Cash at bank and in hand | | <u>674,258</u> | <u>517,768</u> |
| | | 713,494 | 574,931 |
| Creditors: amounts falling due within one year | 12 | <u>(187,243)</u> | <u>(111,396)</u> |
| Net current assets | | 526,251 | 463,535 |
| Net assets | | <u>526,251</u> | <u>488,866</u> |
| Funds | | | |
| Restricted funds | 15 | 222,685 | 189,489 |
| Unrestricted funds - general | 16 | 249,566 | 249,376 |
| designated | 16 | 54,000 | <u>50,000</u> |
| | | <u>303,566</u> | <u>299,377</u> |
| | | 526,251 | 488,866 |

The financial statements on pages 18-34 were approved by the board of trustees and authorised for issue on 10 November 2017 and are signed on its behalf by:


Susanna Jane McFarlane
Chairman


Ian Richards
Trustee

YSS Ltd
(A company limited by guarantee)

STATEMENT OF CASHFLOWS

as at 31 March 2017

| | Note | 2017 £ | 2016 £ |
|--|-------------|-------------------|-------------------|
| Cash flow from operating activities | | | |
| Net cash provided by/(used in) operating activities | 20 | 151,819 | (36,867) |
| Cash flows from investing activities | | | |
| Interest paid | | - | (723) |
| Interest received | | 4,848 | 5,661 |
| Acquisitions of fixed assets | | (1,883) | (7,085) |
| Proceeds on disposal of fixed assets | | 1,706 | - |
| Net cash provided by/(used in) investing activities | | 4,671 | (2,147) |
| <i>Change in cash and cash equivalents in the reporting period</i> | | 156,490 | (39,014) |
| Cash and cash equivalents at 1 April 2016 | | 517,768 | 556,782 |
| Cash and cash equivalents at 31 March 2017 | | 674,258 | 517,768 |

NOTES TO THE ACCOUNTS

for the year ended 31 March 2017

1 Accounting Policies

Basis of preparation

YSS Ltd is a registered incorporated charity in the United Kingdom. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are to provide community based support services for children, young people, adults and families who are vulnerable, have complex needs and who face difficult life challenges.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015.

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

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

Company Status

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

Fund accounting

Restricted funds

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

Unrestricted funds

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

Designated funds

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

YSS Ltd
(A company limited by guarantee)

NOTES TO THE ACCOUNTS

for the year ended 31 March 2017

1 Accounting policies (continued)

Incoming Resources

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

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

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

Resources Expended

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

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

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

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

Tangible fixed assets

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

| | |
|------------------------|--|
| Computers | 33% straight line |
| Office equipment | 25% straight line |
| Leasehold improvements | 20% straight line, or over lease term if shorter |
| Motor vehicles | 50% straight line |

Fixed assets below £100 are not capitalised.

YSS Ltd
(A company limited by guarantee)

NOTES TO THE ACCOUNTS

for the year ended 31 March 2017

1 Accounting policies (continued)

Debtors and creditors receivable / payable within one year

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

Recognition of liabilities

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

Pensions

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

Tax

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

Leasing commitments

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

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

Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

| 2 Voluntary income | 2017 | 2016 |
|---------------------------|-------------|-------------|
| | £ | £ |
| Grants and donations | 26,816 | 16,019 |

Income from grants and donations was £26,816 (2016: £16,019) of which £1,160 (2016: £338) was attributable to unrestricted funds and £25,656 (2016: £15,681) was attributable to restricted funds.

YSS Ltd
(A company limited by guarantee)

NOTES TO THE ACCOUNTS

for the year ended 31 March 2017

3 Incoming resources from charitable activities

| | 2017 | 2016 |
|---|-------------|-------------|
| | £ | £ |
| <i>Restricted</i> | | |
| West Mercia YOS | - | 119,982 |
| West Mercia AA – Appropriate Adult | 46,000 | 53,609 |
| West Mercia AA – Training | - | 10,099 |
| Worcester Young Carers | - | - |
| - Core funding | 121,739 | 108,732 |
| - Special activities | - | 12,996 |
| - Children In Need | 9,079 | 13,010 |
| - Children In Need – New | 5,360 | - |
| Shropshire County Council Early Help – Enhance | 472,500 | 529,548 |
| Shropshire County Council – Parenting | - | 733 |
| Warwickshire & West Mercia Community Rehabilitation Co(CRC) | - | 31,616 |
| WWM CRC ESS Plus | 596,429 | 573,148 |
| WWM CRC - Senior Attendance Centre – Carden St | 5,352 | 38,936 |
| WWM CRC – Womens's Specified Activities | - | 5,194 |
| WM PCC – NSS | - | 100,000 |
| WM OPCC - ARC | 114,084 | - |
| WM OPCC – Remembering Veterans | 58,746 | - |
| WM OPCC - New Employment Support Programme | 25,600 | 400 |
| Good Stuff Furniture | 2,245 | - |
| ESG – Work Programme | 4760 | 12,432 |
| Lloyds TSB Foundation – Bradley Project | - | 29,336 |
| Action For Children – Worc Early Help | 42,252 | 36,383 |
| Action For Children – Malvern Early Help | 1,640 | 10,384 |
| Action For Children – FFS | 21,286 | 2,898 |
| IOM – Carden St Experience | - | 1,800 |
| Worcester County Council - Digital Inclusion | 9,000 | 4,500 |
| DWP -FSF – Employment Support Programme | - | 49,953 |
| Laslett's Trust | 15,000 | 9,433 |
| The Edward Cadbury Charitable Trust – Café | - | 5,000 |
| Burford Trust | - | 1,500 |
| Operation Himalia | 5,000 | - |
| Fusion - BBO | 15,861 | - |
| Refugee Action | 9,000 | - |
| YSS – Housing Support Project - NACRO | 2,500 | - |
| | <hr/> | <hr/> |
| | 1,583,433 | 1,761,622 |
| <i>Unrestricted</i> | | |
| ESS Plus | 23,978 | - |
| Sundry income | - | 84 |
| | <hr/> | <hr/> |
| | 1,607,411 | 1,761,706 |
| | <hr/> | <hr/> |

Further detail on the above projects/income streams can be found in note 15.

YSS Ltd
(A company limited by guarantee)

NOTES TO THE ACCOUNTS
for the year ended 31 March 2017

| 4 Investment Income | 2017 | 2016 |
|----------------------------|-------------------|-------------------|
| | £ | £ |
| Bank deposit interest | 4,558 | 5,423 |
| COIF deposit interest | <u>290</u> | <u>238</u> |
| | 4,848 | 5,661 |
| | <u> </u> | <u> </u> |

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

| 5 Other trading activities | 2017 | 2016 |
|-----------------------------------|-------------------|-------------------|
| | £ | £ |
| Café income | 45,609 | 44,584 |
| Furniture sales | 517 | 7,714 |
| Sundry | <u>16,785</u> | <u>16,952</u> |
| | 62,911 | 69,250 |
| | <u> </u> | <u> </u> |

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

YSS Ltd
(A company limited by guarantee)

NOTES TO THE ACCOUNTS

for the year ended 31 March 2017

6 Resources expended – Charitable Activities

| Activities undertaken directly | Criminal Justice £ | Mentoring and support £ | Young Carers £ | Central Costs £ | 2017 Total £ | 2016 Total £ |
|---------------------------------------|-------------------------------|--|-------------------------------|--------------------------------|-----------------------------|-----------------------------|
| Employment costs | 510,427 | 389,805 | 107,291 | 184,003 | 1,191,526 | 1,246,514 |
| Staff training | 4,822 | 786 | 1,489 | 490 | 7,587 | 9,552 |
| Advertising and promotions | 4,062 | 486 | 425 | 552 | 5,525 | 525 |
| Travelling expenses | 25,548 | 13,020 | 4,054 | - | 42,622 | 62,011 |
| Clients' travelling expenses | 525 | 5 | 21,201 | - | 21,731 | 22,827 |
| Rent and rates | - | - | - | 42,275 | 42,275 | 49,672 |
| Heat and light | - | - | - | 10,349 | 10,349 | 12,394 |
| Repairs and renewals | 2,995 | - | 845 | 48,022 | 51,862 | 12,066 |
| Office set up costs | - | - | - | - | - | - |
| Telephone | 10,069 | 5,519 | 1,898 | 1,588 | 19,074 | 20,730 |
| Postage and stationery | 4,967 | 2,525 | 2,360 | 2,007 | 11,859 | 13,938 |
| Office costs | 608 | 1,006 | 16 | - | 1,630 | 439 |
| Computer costs | 11,696 | 2,482 | 2,874 | 26,682 | 43,734 | 31,664 |
| Clients' expenses | 4,806 | 559 | 4,360 | - | 9,725 | 14,806 |
| Club costs | 16 | - | 1,472 | - | 1,488 | 1,471 |
| Sundry expenses | 1,910 | 4,125 | 348 | 8,236 | 14,709 | 13,923 |
| Insurance | - | - | - | 12,455 | 12,455 | 13,112 |
| Legal and professional | 10,000 | 3,236 | - | 17,789 | 31,025 | 15,116 |
| Bank charges | - | - | - | 748 | 748 | 655 |
| Subscriptions | 350 | - | 136 | 1,690 | 2,176 | 4,766 |
| Trustees' expenses and meeting costs | - | - | 6,480 | - | 6,480 | 2,513 |
| Conference expenditure | 40 | - | 31 | 1,275 | 1,346 | 4,510 |
| Depreciation | 3,151 | - | - | 22,738 | 25,889 | 13,082 |
| Volunteer costs | 11,312 | 1,411 | 93 | 114 | 12,930 | 15,749 |
| Subcontractor costs | 31,317 | 38,175 | - | - | 69,492 | 139,966 |
| Governance Costs | - | - | - | 4,887 | 4,887 | 5,943 |
| | 638,621 | 463,140 | 155,373 | 385,990 | 1,643,124 | 1,727,915 |

Of the total expenditure £67,231 (2016: £7,068) related to unrestricted funds and £1,575,893 (2016: £1,720,847) related to restricted funds.

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for the year ended 31 March 2017

| 7 Staff costs | 2017 £ | 2016 £ |
|-------------------------------|-------------------|-------------------|
| Gross Salaries | 1,041,090 | 1,128,626 |
| Employer's National Insurance | 84,721 | 96,321 |
| Pension costs | 49,285 | 51,554 |
| Redundancy costs | 13,260 | 2,726 |
| | <u>1,188,356</u> | <u>1,279,227</u> |

Included in the above gross salaries figure are consultancy costs of £4,162 (2016 - £21,674).

Of the above £1,188,356 was allocated to charitable activities.

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

| | | 2017 No. | 2016 No. |
|-------------------------------|-------------|---------------------|---------------------|
| Administration and management | - Full time | 2 | 2 |
| | Part time | 7 | 9 |
| Support staff | - Full time | 25 | 25 |
| | Part time | 20 | 19 |
| Seconded staff | | <u>5</u> | <u>4</u> |
| | | 59 | 59 |

No (2016: nil) employees earned more than £60,000 per annum (including taxable benefits but excluding employers' pension contributions) during the year ended 31 March 2017.

No remuneration was paid to trustees during the year.

The total amount of employee benefits received by key management personnel is £147,522 (2016: £139,011). The trust considers its key management personnel comprise of four individuals being the Chief Executive, Finance director and two Operations Directors.

8 Net incoming resources for the year

The net incoming resources are stated after charging:

| | 2017 £ | 2016 £ |
|-------------------------|-------------------|-------------------|
| Depreciation | 25,889 | 13,082 |
| Auditors' remuneration | 4,887 | 5,943 |
| Pension costs | 49,285 | |
| Operating lease rentals | <u>33,028</u> | <u>39,128</u> |

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for the year ended 31 March 2017

9 Taxation

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

10 Tangible fixed assets

| | Leasehold building improvements £ | Office equipment £ | Computer equipment £ | Total £ |
|-------------------------|--|--------------------------|----------------------------|------------|
| Cost | | | | |
| At 1 April 2016 | 156,354 | 35,942 | 88,661 | 280,957 |
| Additions | 1,883 | - | - | 1,883 |
| Disposals | - | (1,325) | (27,570) | (28,895) |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| At 31 March 2017 | 158,237 | 34,617 | 61,091 | 253,945 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| Depreciation | | | | |
| At 1 April 2016 | 140,505 | 33,083 | 82,038 | 255,626 |
| Charge for period | 17,732 | 1,534 | 6,623 | 25,889 |
| Elimination on disposal | - | - | (27,570) | (27,570) |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| At 31 March 2017 | 158,237 | 34,617 | 61,091 | 253,945 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| Net book value | | | | |
| At 31 March 2017 | - | - | - | - |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| At 31 March 2016 | 15,849 | 2,859 | 6,623 | 25,331 |
| | <hr/> | <hr/> | <hr/> | <hr/> |

The tangible fixed assets are used in direct furtherance of the charitable company's objects.

11 Debtors

| | 2017 £ | 2016 £ |
|---------------|--------------|-------------|
| Trade debtors | 13,933 | 21,080 |
| Prepayments | 728 | 31,773 |
| Other debtors | <hr/> 24,575 | <hr/> 1,411 |
| | 39,236 | 54,264 |
| | <hr/> | <hr/> |

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NOTES TO THE ACCOUNTS

for the year ended 31 March 2017

| 12 Creditors: amounts falling due within one year | 2017 | 2016 |
|--|----------------|----------------|
| | £ | £ |
| Trade creditors | 39,145 | 47,917 |
| Social security and other taxes | 24,818 | 25,946 |
| Accruals | 105,651 | 13,307 |
| Deferred income (below) | <u>17,629</u> | <u>24,226</u> |
| | <u>187,243</u> | <u>111,396</u> |
| Deferred income is analysed below: | £ | £ |
| Deferred income brought forward | 24,226 | 151,078 |
| Released in year | (24,226) | (151,078) |
| Deferred during the year | <u>17,629</u> | <u>24,226</u> |
| Deferred income carried forward | <u>17,629</u> | <u>24,226</u> |

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

13 Pension Commitments

The charitable company operates a defined contribution pension scheme. Pension costs of £49,285 (2016 51,554) representing contributions payable by the charitable company to the fund, were charged in the statement of financial activities during the year. No further contributions are payable for the year.

14 Operating leases

The total minimum lease payments due by the charitable company at 31 March 2017 in respect of non-cancellable operating leases are as follows:

Leases expiring:

| | Land and buildings | | Other | |
|--------------------------|---------------------------|---------------|--------------|--------------|
| | 2017 | 2016 | 2017 | 2016 |
| | £ | £ | £ | £ |
| Within one year | 27,462 | 30,079 | 2,264 | 2,264 |
| Within one and two years | - | 28,000 | 2,264 | 2,264 |
| Within two to five years | <u>-</u> | <u>28,000</u> | <u>1,038</u> | <u>3,300</u> |
| | <u>27,462</u> | <u>86,079</u> | <u>5,566</u> | <u>7,828</u> |

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for the year ended 31 March 2017

| 15 | Restricted Funds | Balance at 1 April 2016 £ | Incoming resources £ | Resources expended £ | Balance at 31 March 2017 £ |
|----|--|---------------------------------|----------------------------|----------------------------|----------------------------------|
| | West Mercia AA – Appropriate Adult | 7,500 | 46,000 | (48,353) | 5,147 |
| | West Mercia AA – Training | 1,599 | - | - | 1,599 |
| | WYC – Core | 8,675 | 121,739 | (120,946) | 9,468 |
| | - General | 38,656 | 21,782 | (14,574) | 45,864 |
| | - Special activities | 2,613 | - | (2,613) | - |
| | - Children in Need | 8 | 9,079 | (9,087) | - |
| | - Children In Need Grant 2016 | - | 5,360 | (5,099) | 261 |
| | Shropshire County Council Early Help | 42,934 | 472,500 | (462,686) | 52,748 |
| | Offender Mentoring Service - Stoke | 2,162 | - | (2,162) | - |
| | WWM CRC – ESS plus | 45,532 | 596,429 | (577,078) | 64,883 |
| | WWM CRC – SAC | 905 | 5,352 | (6,257) | - |
| | WWM CRC – WSAR | 3,389 | - | (3,389) | - |
| | WM PCC – Furniture Project | 5,540 | - | (5,540) | - |
| | WM OPCC – Grant ARC | (124) | 114,084 | (100,445) | 13,515 |
| | WM OPCC – Remembering Veterans | - | 58,746 | (40,969) | 17,777 |
| | WM OPCC – New ESP | 400 | 25,600 | (24,506) | 1,494 |
| | Good Stuff Furniture | 8,167 | 2,245 | (10,412) | - |
| | ESG – Work Programme | - | 4,760 | (4,760) | - |
| | Action For Children – Worcs Early Help | 3,388 | 42,252 | (43,010) | 2,630 |
| | Action For Children – Malvern Early Help | 7,588 | 1,640 | (9,228) | - |
| | Action For Children – FFS | 2,898 | 21,286 | (23,184) | 1,000 |
| | Digital Inclusion – WCC | 493 | 9,000 | (8,500) | 993 |
| | Laslett's Trust | 428 | 15,000 | (15,000) | 428 |
| | Laslett's Trust – Café | 854 | - | (854) | - |
| | The Edward Cadbury Charitable Trust-Café | 3,350 | - | (3,350) | - |
| | Burford Trust | 100 | - | (100) | - |
| | Operation Himalia | - | 5,000 | (5,000) | - |
| | DAAT Funding | 674 | - | (674) | - |
| | Drapers Fund – Café | 1,492 | - | (1,492) | - |
| | Fusion – BBO | - | 15,861 | (15,861) | - |
| | Refugee Action | - | 9,000 | (9,000) | - |
| | YSS – Housing Support Project - NACRO | - | 2,500 | (1,766) | 734 |
| | Donations | 267 | 3,874 | - | 4,141 |
| | | 189,489 | 1,609,089 | 1,575,893 | 222,685 |

West Mercia AA

Provide volunteers to support young people aged 10 to 17 years with appropriate adults within West Mercia.

West Mercia AA – Training

Provide AA training to partner agencies across West Mercia.

Worcester Young Carers (WYC) schemes

Provide support for carers aged eight to 18 years within Worcestershire.

NOTES TO THE ACCOUNTS

for the year ended 31 March 2017

15 Restricted Funds – continued

Shropshire County Council - Early Help

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

Offender Mentoring — Stoke Project

Provide support and volunteer mentors for prolific and priority offenders in Stoke on Trent.

Warwickshire & West Mercia - Community Rehabilitation Company (WWM CRC)

Former Warwickshire and West Mercia Probation Trusts.

WWMCRC ESS plus

Provides an Enhanced Support Service to target groups of offenders most at risk of reoffending, across the West Mercia region.

As part of the wider Through the Gate Initiative, provide support to short sentence prisoners pre and post release.

WWM CRC Senior Attendance Centre

Provides statutory court ordered attendance centres in West Mercia for weekly attendance by adult offenders for deprivation of liberties.

WWM CRC – WSAR - The furniture project

Provide a specified activity based in Carden St, upcycling old furniture to female offenders in Worcestershire.

WM OPCC - furniture project

Provide a grant for capital costs to support further expansion of the furniture project.

WM OPCC – ARC

A grant to provide individual one to one support to 17-24 year olds, in, or at risk of being involved in, the Criminal Justice System, across West Mercia. The focus to access community based activities.

WM OPCC – Remember Veterans

A grant through the Armed Forces Covenant, led by the West Mercia Office of the Police and Crime Commissioner (OPCC) for which YSS is a key delivery partner to focus on addressing the key recommendations identified in the Stephen Phillips QC review “Former Members of the Armed Forces within the Criminal Justice System.

WM OPCC – Employment Support Programme (ESP)

Deliver tailored programs of support to improve employment outcomes or prospects of future employment outcomes for those long term unemployed either in or at risk of entering the criminal justice system.

Good Stuff Furniture

Providing work placements and taster sessions in upcycling old furniture and in carpentry skills.

ESG – Work Programme

Deliver tailored support to prison leavers to increase their chances of finding and sustaining employment and not reoffending.

NOTES TO THE ACCOUNTS

For the year ended 31 March 2017

15 Restricted Funds – continued

Action for Children – Worcester City Early Help

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

Action for Children – Malvern

Provide volunteers to deliver interventions for Malvern Early help to work with young people and their families when their needs cannot be met by routine universal services.

Action for Children - Family First Support

Offers practical and emotional support to families of those in prison who reside in Worcester city.

Worcester County Council - Digital Inclusion

Promote digital skills to colleagues, service users and the community.

The Edward Cadbury Charitable Trust – Café

Provided grant funding to support employment placements in the YSS café.

Laslett's Trust – café

Provided grant funding to provide a new chiller cabinet for the café.

Laslett's Trust

Provides grant funding to support individuals with complex needs in Worcester City.

DAAT funding

Worcestershire Drug and Alcohol Action Team provided funding towards the redevelopment of the community café at our Carden Street Training and Enterprise Centre.

Drapers Fund

Provided grant funding for the improvements required to the Carden St Café prior to opening.

Burford Trust

Provided grant funding to support work placements in the YSS café.

Operation Himalia

West Mercia police provided funding to mentor and divert prolific shoplifters away from crime in the Wyre Forest area.

Fusion – BBO Job Coach

Funding from Big Lottery and European Social Fund, Building Better Opportunities (BBO) provides job coaching to those out of work and people who are most at risk of social and economic exclusion.

Refugee Action

Refugee Action funding to raise awareness of Syrian refugee issues in the Syrian Resettlement Programme in Worcestershire.

YSS – Housing Support Project – NACRO

Funding to support female IOM offenders at NACRO housing.

NOTES TO THE ACCOUNTS

for the year ended 31 March 2017

16 Unrestricted funds

| | Balance at 1 April 2016 £ | Incoming resources £ | Resources expended £ | Allocation in year £ | Balance at 31 March 2017 £ |
|-------------------------|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------------|
| Designated funds | | | | | |
| Deficit budget funding | 50,000 | - | - | (20,000) | 30,000 |
| Herefordshire project | - | - | - | 24,000 | 24,000 |
| General Fund | 249,377 | 92,897 | (88,708) | (4,000) | 249,566 |
| | <u>299,377</u> | <u>92,897</u> | <u>(88,708)</u> | <u>-</u> | <u>303,566</u> |

Purpose of designated funds

Deficit budget funding

The purpose of this fund is to finance the deficit budget set for 2017/18.

Herefordshire

The trustees have agreed to utilise free reserves to extend our reach to female service users and veterans at risk or already in the criminal justice system in Herefordshire

17 Analysis of net assets between funds

| | Designated funds £ | Unrestricted funds £ | Restricted funds £ | 2017 Total |
|--------------------------|--------------------------|----------------------------|--------------------------|----------------|
| Cash at bank and in hand | 125,000 | 326,573 | 222,685 | 674,258 |
| Other net current assets | - | (148,007) | - | (148,007) |
| | <u>125,000</u> | <u>178,566</u> | <u>222,685</u> | <u>526,251</u> |

18 Reserves on dissolution

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

19 Control and members

The charitable company is under the control of the trustees.

As at 31 March 2017, there were 8 members of the charitable company (2016: 10 members).

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for the year ended 31 March 2017

20 Net cash provided by/(used in) operating activities

| | 2017 £ | 2016 £ |
|---|-------------------------|-------------------------|
| Net income for the year | 37,385 | 63,403 |
| Interest receivable | (4,848) | (5,661) |
| Interest payable | - | 723 |
| Depreciation | 25,889 | 13,082 |
| (Gain)/loss on disposal | (381) | 79 |
| Decrease in stock | 2,899 | 264 |
| Decrease in debtors | 15,027 | 30,671 |
| Increase/(decrease) in creditors | 75,847 | (139,428) |
| | <hr/> | <hr/> |
| Net cash flow from operating activities | 151,819 | (36,867) |
| | <hr/> | <hr/> |