



YSS Ltd
(a company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2018

Company Number: 04024428

Charity Number: 1081992



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The information on pages 51 to 54 does not form part of the audited financial statements.

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Trustees' Report
For the year ended 31 March 2018

Reference and Administration information

Charitable Company Name	YSS Ltd
Charity Registration Number	1081992
Company Registration Number	04024428
Registered Office	Polysec House Blackpole Trading Estate West Hindlip Lane Worcester WR3 8TJ
Trustees	Helen Barker Graham Brotherton David Chantler Fiona Charny Sandra Kelley Susanna McFarlane (Chair) Nerys Thomas (appointed 8 June 2018) Ian Richards Ronald Whitfield
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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The trustees (who are also directors for the purposes of company by law), are pleased to present their annual report and the audited accounts for the year ended 31 March 2018. The financial statements comply with the current statutory requirements, the Statement of Recommended Practice and the charitable company's governing document.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year end are set out on Page 2.

Chair's Report

It has been another challenging year for the voluntary sector. We have seen unprecedented demand for our services yet resources continue to diminish and services disappear. We may be facing challenges but so are our service users; homelessness has increased, over a million people are now using food banks (The Trussell Trust,) and more than 14 million people are living in poverty. (Joseph Rowntree Foundation).

There continues to be change in the political and commissioning environment that impacts on the lives of our service users. Many public sector contracts now seem to focus on, and indeed, incentivise, the awarding of these contracts based on lowest price rather than the quality and impact of the services offered. Transforming Rehabilitation, which was supposed to revolutionise services to those in the criminal justice system, continues to attract criticism. The Justice Select Committee's damning report into TR was published on 22 June 2018. Our CEO, Lorraine Preece, submitted written evidence to the committee and was invited to give oral evidence at the House of Commons. We were very pleased that the subsequent report references YSS several times (parliament.uk/justicecttee). The Ministry of Justice subsequently announced on 27 July 2018 that they are looking to end the TR contracts earlier than anticipated and to put in place more effective delivery arrangements from 2020.

The year ahead will no doubt bring further change but change presents opportunities as well as challenges. YSS staff and volunteers continue to amaze me with their professionalism, passion and tenacity; they play a vital role in changing lives for the better for some of the most marginalised people in society.

Finally, we were absolutely delighted to be chosen as a recipient of a Garfield Weston Award in 2017. This not only gave us recognition for the work we do, but also the opportunity to work strategically for twelve months with Pilotlight, an organisation dedicated to developing leadership in the third sector. This has helped us 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 reach those that are the hardest to reach and impact positively on their lives.

Susanna McFarlane

Charity overview and mission



Why we exist

YSS (Your Support Service) is a charity that works with some of the most marginalised people in society. These include children as young as seven who are acting as young carers, families who need additional support and people coming out of prison. YSS is there to support and empower people to make positive choices and have better lives. Many of the people we help have little of what most of us take for granted – whether that is a roof over our head, positive family relationships, strong friendships, good health or financial resilience.

Our vision

YSS seeks a society where all people feel safe and have the opportunity to lead positive and constructive lives and to achieve their potential.

Our mission

To enable some of the most marginalised people in society who have complex needs and who face difficult life challenges to lead positive and constructive lives to achieve their potential.

Our core values

- Respect – for everyone with whom we are in contact with and whose lives we impact
- Flexibility – adapting our work based on feedback from service users, staff and partners
- Innovation – constantly researching and developing new approaches to achieve better outcomes

Our beliefs

- That people can break through barriers to achieve their potential
- A solution-focused approach achieves the best outcomes
- A person-centred approach, holistic in meeting identified needs, achieves the best outcomes
- Partnership working achieves the best outcomes – we don't have all of the answers

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Public Benefit Statement

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

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

Achievements and performance

Key events for the year ending 31 March 2018

April '17

- Visit from Archdeacon of Worcester
- Launch of Divert, a service that provides one to one support to 13-16 year olds who are in, or at risk of becoming involved in, the criminal justice system across West Mercia.

May '17

- Worcestershire Young Carers conference at Worcester Rugby Club, with keynote speech from world renowned expert, Professor Saul Becker, who is regarded as the world leader for research on young carers.

June '17

- Visit from High Sheriff of Worcester
- YSS wins Garfield Weston award

August '17

- Launch of Chrysalis, a women-only service delivered in Shropshire to enable and empower women and their families to overcome disadvantage, inequality and poverty whilst increasing financial resilience.

October '17

- Worcestershire Young Carers Education Link Project launches to work in partnership with schools and colleges throughout the county to improve identification and support of young carers, ensuring they are safe, healthy, aspiring and achieving.

December '17

- New mobile-friendly website launches, with support from the Transform Trust and Raising IT

January '18

- PCC Ambassador for Worcestershire, Phillip Grove, visits services making a difference to young people

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February '18

- HRH The Princess Royal delivers keynote speech at Remember Veterans conference in Shrewsbury
- YSS CEO Lorraine Preece gives evidence to the parliamentary Justice Select Committee who were looking into the impact of TR on the delivery of Probation Services

Headline Achievements

- Over 12,250 positive outcomes achieved
- 2,000 people supported by YSS
- 191 appropriate adult interventions
- 41 new volunteers recruited
- 451 young carers supported in Worcestershire

Main services delivered by YSS

Children, Young People & Families

Appropriate Adult

Appropriate Adult has been successfully delivered by YSS since 1999. When any young person aged 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'; a responsible person over the age of 18. Under usual circumstances that person would be a parent or carer, but when young people are arrested the circumstances are often far from normal.

YSS provides an Appropriate Adult where a parent or carer is unable or unwilling to attend. YSS set up the volunteer-led service, which is commissioned by West Mercia Youth Offending Service, in 1999, and over the years has supported thousands of young people. We recruit and train volunteers to carry out this specialist role and deliver the service 365 days a year from 8am to 10pm.

YSS carried out 191 appropriate adult interventions during 2017/18.

Accessing Resources in the Community (ARC) and Divert

Accessing Resources in the Community (ARC) provides one to one support to 16-24 year olds who are in, or at risk of being involved in, the criminal justice system across West Mercia. Commissioned by John Campion, West Mercia Police and Crime Commissioner, ARC uses YSS keyworkers and volunteer mentors to support young people who are referred to the service, helping them to access community based activities.

The young adults who join ARC often have a myriad of different issues and many can feel that what is on offer in the community is not for 'people like them'. YSS changes that perception by introducing them to a wide variety of activities, including sports clubs, employment training programmes, educational courses and community activities like art or music groups. As well as working directly with a keyworker, each young person can be allocated a volunteer mentor to provide ongoing motivation and support. The mentor will help them decide what activities they'd like to be involved in and what outcomes they want to achieve, for example improving social relationships and addressing health concerns.

A total of 94 referrals have been made to the service, of which 24 were females and 70 were males. The service uses the 'Outcome Star' to record distance travelled and the annual report for this

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period showed there had been an 89% increase for the young people we are working with, of which 90% are on Outcome Star 'Big Increase' (one or more positive steps across all areas). The engagement rate for this period was 80%; all appointments are attended on a voluntary basis. Following the success of ARC in year one and the demand for a similar service for a young age group, YSS was awarded further funding from the West Mercia Police and Crime Commissioner to work with young people aged 13-16. Called Divert, this service started in August 2017 and has received 147 referrals, of which 38 were females and 109 were males. 68% of service users are on Outcome Star 'Big Increase' and the engagement rate was 80%.



Case study

Charlie*, a 14 year old, lives in an isolated rural community without clubs or groups for young people. He has a number of health issues which also restricts his ability to take part in a lot of activities, and as a result he finds it very difficult to join in with groups and socialise with peers.

Charlie, regularly spending all of his time at home on gaming machines and surfing the web, was referred to Divert by another support service working with his parents.

During a session with a YSS keyworker Charlie expressed an interest in fishing. As a result and in a bid to help Charlie to feel more confident and improve his skills in socialising, his keyworker, Chris Cosgrove, arranged a one to one fishing trip, which was run by Shrewsbury Town Council Youth Officer, Adam Purnell.

Chris said: "Thanks to funding from YSS I was able to arrange for Charlie to go fishing. He had a great time and even managed to catch nine fish, including carp, dace, roach, chub and perch, which he was really pleased about!

"Thanks to the trip Charlie now feels more confident and enthusiastic about taking part in activities and plans to join future fishing trips that Adam runs during the school holidays, and has also thought of other activities he may like to try."

Lorraine Preece, YSS Chief Executive, said: "This is a great example of how one to one support can empower young people to make better choices, and can prevent minor issues from becoming bigger problems further down the line.

"We are thrilled to hear Charlie enjoyed himself whilst fishing and now has the confidence, with support from his keyworker, to join in with other groups which will provide him with valuable learning experiences as well as the opportunity to make friends and socialise with peers."

EnHance

Shropshire Local Authority commissions YSS to deliver EnHance to provide targeted early help support for children, young people and their families. EnHance keyworkers are co-located with partner agencies around Shropshire. 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 1,390 referrals since the service started in September 2013, including 216 referrals this year.

EnHance has been developed to fully integrate into the overall Shropshire early help offer and provides a flexible service using a variety of interventions to build resilience in children, young people and their families. The service offers a wide range of targeted and focused interventions

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that can be measured in terms of effectiveness, impact and outcomes. EnHance offers a wide range of support, with 90% of service users reporting positive outcomes, which includes increased confidence in parenting, improved family relationships, managing emotions, support with health needs, school attendance, support in relation to autism spectrum disorder and emotional wellbeing.



Case study

Sam, a 14 year old, was referred to EnHance with anxiety. Both Sam and his mum were experiencing anxiety, which resulted in poor school attendance for Sam. The EnHance keyworker undertook one-to-one work with Sam using NLP strategies, as well as supporting mum to access adult mental health services for CBT. Following months of work with Sam and mum, Sam is now back into fulltime education and mum is volunteering with a local Citizens Advice Bureau.

South Worcestershire Parenting and Family Support

Action for Children's South Worcestershire Parenting and Family Support service plays an important role in supporting local families with children aged 0 to 19. By providing training, advice and guidance the local Action for Children team empowers service users to 'nip things in the bud' early and this limits the risk of escalation. The service places emphasis on a holistic 'whole family' approach that will result in long term, sustainable change for service users.

In 2014, YSS was commissioned by Action for Children to deliver the volunteering element of the (then) Worcester City Early Help service. As the service grew to incorporate all of South Worcestershire, so too did the relationship with YSS. YSS provides two dedicated volunteer coordinators who recruit, train, support and retain volunteers across Worcester City, Malvern Hills and Wychavon districts of Worcestershire. This ensures a more personal volunteering experience during recruitment and throughout a person's volunteering journey.

Volunteers currently deliver seven groups across the service's seven designated children centres as well as a further seven groups in external community buildings across the south of the county. Furthermore, volunteers are also utilized to support parenting programs, breast feeding support groups and to assist the business support team. There are 26 active volunteers and 24 in process. They have completed over 2,000 volunteer hours.

Young Adults & Adults

Enhanced Support Service (ESS)

ESS is aimed at supporting and helping individuals who have indicated they want to stop offending. They are often complex and chaotic individuals in need of intensive one-to-one support. Involvement in ESS is offered by what are now called Offender Managers (formerly Probation Officers). ESS is commissioned by the Warwickshire and West Mercia Community Rehabilitation Company in order to reduce reoffending rates across our region.

Offender Managers make referrals for those on a prison licence or community order who are most at risk of reoffending, 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 and partners. This ensures that risk is

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managed and updated by everyone involved, as well as identifying and addressing need in a fluid and immediate way.

At YSS we use the seven national Reducing Reoffending Pathways as our starting point in looking at what stage each person referred is at. These are: accommodation; children and family; finance and debt; education, training and employment; attitude, thinking and behaviour; health – including mental health – and substance misuse. We work together to devise an action plan, agreeing and prioritising what needs to happen to achieve the desired outcomes.

A total of 310 referrals were made to the service during the report period and there was an engagement rate of 82% across all the areas. An independent Social Return on Investment analysis carried out in 2017 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.

Meet and Mentor

Meet and Mentor is part of the ESS 'plus' project and provides help to people immediately on their release from prison, supporting them back into the community. It is part of our regional Community Rehabilitation Company's (formerly the Probation Service) Through the Gate strategy, which aims to prepare and help people to find their feet when they are released from custody. Short-term prisoners have the highest reoffending rate – over 73%. The Meet and Mentor service at YSS aims to help change the circumstances that lead them back to crime and help them get their lives back on track, from the very first day of their release.

YSS has been commissioned to work with men who have served sentences of 12 months or less; who are returning to live in Worcestershire, Shropshire, or Telford & Wrekin, and who have served their sentence in either HMP Featherstone in Wolverhampton or HMP Hewell in Redditch – our two local resettlement prisons.

Individuals referred will have been identified by prison and CRC (West Mercia Community Rehabilitation Company) staff as being particularly vulnerable, complex and chaotic, and as those most in need of complete 'wrap-around' support, which is what we offer. Engagement with this element of the project is on a voluntary basis.

An ESS plus staff member will go to the relevant prison to meet the person pre-release and make an initial assessment of what is required. On the day of release, a volunteer mentor will meet the individual at the prison gate, transport them back to their local community, help them settle into whatever accommodation has been arranged and agree when to meet again.

The volunteer will then support, encourage and often accompany the individual as they follow through on the focused support plan that has been agreed.

During the report period, 124 individuals were worked with pre and post release with 99% attending pre-arranged gate collections from their prison. Engagement with the service is voluntary with an average engagement rate of 81%.

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Case study

YSS received a meet and mentor referral for D at the beginning of December 2017, he was due to be released on 29 December 2017. YSS met D in HMP Hewell to establish what support was required on his release. D suffers with anxiety, had no benefits in place and needed support registering with the local substance misuse agency.

YSS collected D from HMP Hewell on Friday 29 December. D had arranged for his own accommodation and planned

to live on a friend's farm. On his day of release D met with the Duty Officer at the CRC and was told accommodation had been sourced for him in Shropshire at a property managed by a local community chaplaincy. D turned down this offer as he wanted to return to his local area.

On New Year's Day, the YSS allocated out of hours on call officer received a call from D at midday who stated he was being kicked out of his accommodation, as his friend's girlfriend didn't want him there 'because he was a criminal'. D became involved in an argument with both his friend and his friend's girlfriend, resulting in him being asked to leave the property straight away. The YSS on call officer was very worried about D's mental state, he was very low and teary when speaking to the on call officer over the phone, had nowhere to go, had no money and no transport. Due to the rural location of where he was staying and the freezing temperatures the YSS on call officer was very worried about D's safety, he had absolutely nowhere to stay and no one to turn to.

The YSS on call officer attempted to contact housing providers who offer emergency accommodation. However, as it was New Year's Day it was difficult to get hold of anyone. The on call officer eventually managed to speak to an employee from a Shrewsbury based community chaplaincy, who confirmed the room at their property already earmarked for D was still available. The employee contacted a resident who said they would be in the property and would be happy to let D in if he could get to Shrewsbury. As it was New Year's Day and no buses were running D had no way of getting to Shrewsbury. He said he would walk if he had to but as it was over 20 miles away, this was not an option, so the YSS on call officer agreed to collect him and transport him to the house. On the way to collect D the on call officer picked up bread, milk, cheese and butter so he had something to eat. When the on call officer collected D it was clear that he had been drinking. D stated he was really low and anxious as he didn't know where he was going to stay tonight and had a few drinks; the on call officer risk assessed the situation and felt that D was safe to transport.

The YSS on call officer dropped D off at the property. He seemed happy with the house and was welcomed by the resident. The on call officer stayed with D for a couple of hours to ensure he was settled and happy in his new property. The officer also arranged to meet with D the following day, as it was paramount that D registered with a local GP, whilst supporting him to set up his benefits. In total the YSS out of hours on call officer spent four hours (including travel time) out with D on New Year's Day as well as two hours spent making calls. As of 23 Jan 2018 YSS continues to work with D.

Remember Veterans

Remember Veterans was a two year project funded by the Armed Forces Covenant, managed by the West Mercia Criminal Justice Manager Chris Jensen, on behalf of the West Mercia Police and Crime Commissioner, John Campion, and delivered by three key delivery partners: Ubique Partnerships, the Veterans Contact Point and YSS.

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The key aims of the project were:

- 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

Our aim was not to create a long term entity that would become reliant on continuation funding, but to embed change within criminal justice system organisations in strategy, delivery and practice in their approach to service veterans.

In March 2018, the Armed Forces Covenant funding for the Warwickshire and West Mercia ended. The project achieved its major milestones and objectives.

In summary, the project:

- Established a network of 93 trained veteran champions in CJ and other key agencies across Warwickshire and West Mercia.
- Delivered initial information, support and advice to 130 veterans, whilst 650 used the Veteran Contact Point drop in service at Nuneaton.
- Developed systems for identification and recording of veteran status in the CJ agencies and now have a robust process for the central collation of this data.
- Established WWM CJ referral service and helpline which responded to over 500 requests for information and assistance.
- Delivered 1,034 awareness briefings to staff across criminal justice agencies and community organisations, and established the project as a lead agency for veterans with an influential presence in both CJ forums and AFCs.
- Completed robust research and evaluation studies.

To bring the project full circle, the Remember Veterans final conference, held on 26 February 2018, brought criminal justice agencies, voluntary sector organisations, local authorities and a widespread of military charities together to review and celebrate the achievements of the project. The conference included personal stories of veterans who had been helped and supported by Remember Veterans, their Champions and the Veterans Helpline, as well as updates from stakeholders and evaluators.

One of the highlights of the event was the attendance of YSS Patron, HRH The Princess Royal who gave the keynote speech to the audience on veterans. She then met some of the delegates, veterans and service users who have been involved in the project.



Although funding ceased in April 2018, Mr John Campion, West Mercia PCC, provided a further 12 months funding to maintain some of the core elements of the previously funded Warwickshire West Mercia RV work:

- To promote the needs of, and services for, veterans in the CJ system using our Veterans Champions network and ensuring that current RV practice is embedded within the CJ agencies
- Continue to collect and collate data across West Mercia to inform commissioning decisions and service design for veterans in the criminal justice system
- Ensure veterans are recognised at a strategic level by linking the Reducing Reoffending Plans and Community Safety Partnerships with their local covenant plans

Veterans Voices

Veteran Voices (VV) was a 12 month project funded through the Armed Forces Covenant small grants fund. In a short period of time, it successfully gave veterans across Shropshire and Telford the opportunity to be able to tell their stories in a safe and trusted environment.

In total the project engaged with and heard over 70 powerful testimonies from veterans in the criminal justice system (both offenders and victims of crime), their probation officers, drug workers, military charity case workers, police officers and other significant stakeholders.

As well as the personal testimonies, the project raised the profile of veterans in the criminal justice system by attending local probation staff team meetings (NPS and CRC), Mental Health Forums, Magistrate's forums, the Vulnerable Veterans Conference in Staffordshire and HMP's Hewell and Featherstone veterans meetings.

Bespoke Veterans Voices marketing materials were designed and distributed, with posters and leaflets being displayed in reception areas and Police custody suites. As an organisation YSS has strong pre-existing relationships with all the major criminal justice agencies, which enabled VV staff and volunteers to meet directly with custody sergeants, senior probation officers and team managers to give them context around the VV project; explaining how important it was to hand out the VV leaflets, display the VV posters and promote the project to any veterans they came into contact with.

VV also utilised the connection with the YSS Remember Veterans project (funded by the Armed Forces Covenant) to access its network of Veteran Champions, who helped encourage both their colleagues and service users to engage with the project. This increased the opportunity for veterans to gain support and tell their story, whilst also increasing the knowledge and understanding of practitioners.

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Shropshire and Telford Local covenant partners, Shropshire and Telford criminal justice agencies, ex-offender veterans, Veterans' Champions and local authority representatives all attended an event in February 2018, hosted by YSS, where Veterans Voices showcased a variety of testimonies and preliminary findings, as well as producing a short film.

In summary, Veterans Voices achieved its objective of raising the profile of veterans in the criminal justice system, raising awareness of the covenant to criminal justice agencies, improving service delivery to veterans, helped to embed the practice across the whole of the criminal justice arena of asking the question "have you ever been a member of the armed forces?" and enabled veterans to tell their story productively to champion the help they need.

Employment Support Programme

Funded by John Campion, Police and Crime Commissioner, ESP was delivered until March 2018 when funding ceased. Following an internal review of the programme, the decision was made by the YSS senior management team that the ESP model did not offer enough flexibility in terms of the funding. The geography and the complexity of the service users referred to the programme required one-to-one interaction, which used far more staff resource than planned for. The geographical spread also meant that engagement was sporadic.

ESP offered practical and emotional support for those aged 18 plus who are in, or at risk of being involved in, the criminal justice system with mental health difficulties, such as anxiety and depression, in order to break down barriers towards employability and move them closer towards sustainable employment. It was delivered across Worcestershire, Shropshire and Telford. The overarching aim of the service was addressing the challenges faced by people in becoming ready for work through group and one-to-one support, specialist mental health interventions and job-search support.

During the report period 57 people were supported, with 31 living in Shropshire and Telford and 26 living in Worcestershire. 16% moved into employment or progressed to volunteer, work experience or placements and 100% completed job club sessions.

In addition to face to face support, service users attending the Employment Support Programme had access to the YSS out of hour's number, which was in operation during the evening and over the weekend, offering advice and guidance when the office was closed. A total of 432 outcomes were addressed during the referral period, and 71% of all outcomes were achieved. Outcomes included things like accommodation, drugs and alcohol, attitude, thinking and behaviour, children/family relationships, education, training and employment, debt management and physical and mental health.

Unsurprisingly the greatest number of outcomes (136) were achieved across the Education, Training and Employment pathway. As part of the Employment Support Programme, attendees engaged in activities including Digital Inclusion, Intensive Job search, CV building, Disclosure Training, Interview preparation and Mock Interviews, and were visited by regular guest speakers from outside agencies including The Prince's Trust and the National Careers Service.

The Employment Support Programme also offered service users the opportunity to access a specialist Mental Health Worker; without this resource they could have been waiting for several months to access specialist support. Moodmaster sessions were provided as part of the programme in which both service users, staff and volunteers engaged. Many of the service users experience mental ill health, most commonly anxiety and depression, and having a weekly group that they could attend to access support and spend time with others made a great difference to their general wellbeing.

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BBO

Funded by the Big Lottery Fund and the European Social Fund (ESF), Building Better Opportunities (BBO) is a Worcestershire wide social inclusion programme to provide better, more comprehensive and coherent employment services. YSS, as part of a local partnership called Fusion, made up of housing providers and local voluntary sector organisations, employs a Job Coach who meets with BBO participants to assess their needs, agree work plans and arrange support to move them closer to or into sustained employment.

Our job coach meets participants on a one to one basis in the local community at times and places that suit the participant and supports them 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
- Career guidance
- Training and education needs including IT skills

Our Fusion Job Coach has supported 42 people. Eight are now in employment, whilst two have moved into training and eight are actively searching for a job. The support provided by the job coach includes helping service users to write a CV, practicing interview techniques as well as breaking down the barriers that people face when sourcing appropriate employment opportunities. These might include low confidence, poor literacy skills, no childcare or a lack of transport. We continue to support a very complex caseload who, without our support, are at risk of becoming socially isolated.

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 who have 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 to make positive life choices.

For many service users, 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.

Chrysalis

Research has shown that women in the Criminal Justice System can often feel isolated and disengaged from their local communities, due to feelings of shame, low self-esteem or personal and social problems. Sometimes they have poor problem solving skills and can struggle to think positively about their future. The women-only Chrysalis service, delivered in Shropshire and funded by Smallwood Trust, seeks to enable and empower women and their families to overcome disadvantage, inequality and poverty whilst increasing financial resilience.

Experience has shown us that sitting at a desk and signposting services to the service user doesn't work. Our Chrysalis service worker and volunteers go out into the community and meet the women

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referred to us in their homes and local venues. We meet them and their families at times that suit them, including evening and weekends if necessary. The support plans we put in place are important, but so is the time we offer for a cup of tea and a bit of offloading. Our intention is to prepare women to be resilient and independent rather than create co-dependency.

The service was funded from August 2017 for a six month pilot, and has since been extended for three years. The funding pays for a part-time worker and the figures have been taken from the pilot report:

In the six month pilot period the service received 32 referrals, of which seven were aged 18-24, two were aged 25-30, 11 were aged 31-40 and seven were aged 41 or above. The engagement rate was 79%.

The highest number of outcomes relate to appropriate accommodation, which continues to be a major issue for service users. Arrears, offences, deposits, rental costs and substance misuse can be barriers to ensuring sustainable housing as well as a severe shortage of landlords willing to rent to service users.

The Chrysalis keyworker has spent a considerable amount of time developing positive relationships with local landlords by acting as intermediaries and intervening if risks escalate. Through Chrysalis, they provide private landlords with 'floating support' to encourage them to rent their properties to service users, as well as becoming adept at negotiating deposits and sorting out housing benefits with very short notice. Having access to the Smallwood Discretionary Access Fund has, on at least two occasions, prevented service users from being evicted.



Case study

C was referred to YSS for support as she was in debt and was experiencing anxiety and depression. C was working part-time but was having a lot of time off work due to problems with her mental health.

C completed an initial assessment and identified areas of support required on her action plan. Ensuring that appointments were arranged at times and places convenient to her, this face to face support was backed up with telephone calls and text messages.

The YSS Keyworker supported C to attend a GP appointment for help with anxiety and depression. As a result, she was prescribed anti-depressants, as well as medication to help with her anxiety. The YSS keyworker also referred C to a local counsellor for a free consultation. C has attended six counselling sessions so far and is now more confident and motivated to move forward with her life, which has also had a positive impact on her work attendance.

C was in debt and budgeting her money was proving problematic, due to having a large amount of rent arrears. With neither of her eldest daughters being in receipt of benefits this was also impacting on C's benefits. C and her YSS Keyworker liaised with the housing support team and they gave C an up to date statement of her rent arrears. With this account information the YSS keyworker completed a Smallwood Diversionary Activity Fund application to ask for funding to pay off C's rent arrears to support her to become more financially resilient. The application was granted, with the YSS keyworker supporting C to pay her rent arrears. Following payment C stated that she has been able to pay her rent every week and still has money to buy shopping and pay the bills. In addition, the YSS Keyworker supported C's daughters to apply for benefits, as this was

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impacting on C's finances.

C said: "It is great that someone is there for you to help with everything you have to cope with. I wouldn't be able to deal with these issues on my own."

Focus

Focus is a new project that has been delivered by YSS since January 2018. As referenced in the Chair's report, following the significant cuts in funding to the ESS Plus contract, the new delivery model no longer included provision in Herefordshire. It was decided by the Board of Trustees, following an application made by Chief Executive Lorraine Preece, that the service would be internally funded, to ensure YSS had a footprint across West Mercia.

Focus is delivered in Herefordshire and is aimed at supporting and helping women and veterans who are in, or at risk of being involved in, the criminal justice system, and have indicated that they want to stop offending.

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 and 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.

At YSS we use the seven national Reducing Reoffending Pathways as our starting point in looking at what stage each person referred is at. These are: accommodation; children and family; finance and debt; education, training and employment; attitude, thinking and behaviour; health – including mental health – and substance misuse. We work together to devise an action plan, agreeing and prioritising what needs to happen to achieve the desired outcomes.

A total of 18 referrals were made to the service during the report period. 13 of these were female and five were male veterans. As YSS staff leading the project are co-located within the Herefordshire probation office, all referrals received were from the CRC (Community Rehabilitation Company) or NPS (National Probation Service). Work has been undertaken to promote the service to other potential referral agencies, including the police, drug and alcohol agencies and housing support networks.

During the report period there was an engagement rate of 80%; all appointments are attended on a voluntary basis.

Worcestershire Young Carers

Worcestershire Young Carers has been successfully delivered by YSS since 2003. The service is commissioned by Worcestershire County Council to provide assessment, signposting, one to one support and monthly youth clubs for young people with a caring role at home, aged between seven and 17. Additionally, the service provides support to young people aged between 18 and 25 who are considered young adult carers. The caring role could be for a parent, a sibling or a grandparent due to illness, disability, physical or mental health difficulties or substance misuse.

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.

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The year saw 102 new referrals into the service and assessed and supported 451 young carers, an increase of 15%. During this period, 101 young carers received intensive one-to-one support from a keyworker. In addition we ran 36 monthly young carers clubs during the year, with 714 young carers attending in total. We also delivered 18 different trips and activities throughout the year including fishing, ice skating, theatre trips, an open day at University of Birmingham, a football stadium tour and canal boat trip, as well as residential trips to the young carer's festival at Fairborne Manor, Southampton, and Blackwell Adventure at Blackwell Court. Attendances for these activities totalled 294 young carers.



Case study

Jenny was referred to young carers in 2017 as she was sole carer for her mum who suffered with a number of conditions. Worcestershire Young Carers offered Jenny one-to-one support, as she had disengaged with college because of her caring role and was experiencing bullying. Help was given with self-esteem, wellbeing and CV writing. The keyworker also made a referral to adult services for mum including a benefits reassessment. Jenny is now enjoying an apprenticeship, and mum's benefits have been

reassessed putting the family in a more positive financial position.



A letter from a parent

"My daughter Sarah* (13 years old) has been a member of the Worcestershire Young Carers group for two years. From day one I have been increasingly impressed with the quality of service and commitment of the staff.

Sarah's younger brother Stanley is one of the most autistic people in the world, he needs 24 hour care and although a wonderful little boy, displays very challenging behaviours.

In 2016 I noticed that Sarah was feeling isolated at school and I felt that she would benefit from spending time with other young carers that understood her situation. I contacted Worcestershire Young Carers and within a couple of weeks we had a visit from a keyworker who carried out an assessment on Sarah's situation and invited her to join the service.

Since joining Worcestershire Young Carers, Sarah has recognised that she can make a difference, and the wellbeing benefits this has had on her mental health cannot be underestimated. She has raised money for charity, and was invited to give a speech to the Rotary Club after being named their top fundraiser for the Black Country 5K. I watched Sarah stand with confidence and a real sense of purpose as she described the reality of being a young carer, there wasn't a dry eye in the house, and this is down to the sense of purpose Worcestershire Young Carers have given her.

The service is vital to young carers, a real lifeline for some of the most vulnerable people. Being in a room of people who understand, with keyworkers who are on your side, is truly life changing; I can't thank them enough."

Education Link Worker

Thanks to funding received from local donors, YSS launched the Education Link project in October 2017. YSS employs an Education Link worker who works in partnership with schools and colleges throughout the county to improve identification and support of young carers, ensuring they are safe, healthy, aspiring and achieving.

The role of the Education Link Worker is to strengthen ties with local schools as well as develop new relationships with schools not currently engaging with the service. The work is specifically designed to maximise engagement from schools and increase quality referrals into the Worcestershire Young Carers service. The Education Link Worker also delivers assemblies to pupils, identifies key contacts and responsibilities within schools and delivers presentations to staff teams – all with the aim of raising awareness of young carers and the issues they face.

As part of the service, the Education Link Worker has created a directory of the county's education establishments, from primary schools, through to colleges, also including any special needs schools. There have been several presentations given at educational establishments including HOW College, Worcester campus, Baxter College, Kidderminster, Evesham College, St Egwins School, Walkwood School and the ContinU Consortium of Wyre Forest Schools.

In total, these presentations were made to over 300 pupils. The Education Link Worker was also very active on National Young Carers Awareness day, hosting information stands in both Kidderminster and Wyre Forest.

Since October 2017 we have seen a significant increase in referrals from schools and colleges (38.8%) compared to the previous year.

The Education Link Worker has also developed a 'Sign the Pledge' campaign for schools which will see them receiving a certificate demonstrating their support for young carers.



Participation Group

The Worcestershire Young Carers Participation Group is funded by BBC Children in Need and is in its fourth year. The main purpose is to give young carers a voice and an opportunity to influence the services and decisions that affect them. With funding from Children in Need, YSS employs a part-time Participation Worker to support young carers to get their voices heard.

The group meets on the first Monday of every month. Each meeting is supported by the Participation Worker and is chaired and minuted by young carers. There are wide ranging discussions on issues affecting young carers, such as the support they feel they need, what they would like our service to look like and how we can work to raise young carers aspirations. There are also regular visits from external agencies and organisations, looking to consult with young carers to help shape the services they offer. These include Worcestershire County Council, the Health and Wellbeing board and the Better Health Partnership.

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The group have also planned and delivered three successful conferences in five years, with professionals from education, health, social care, the voluntary sector and many more making up the delegate list, and our Patron HRH The Princess Royal attending the conference in 2015.

YSS uses the funding generously gifted from BBC Children in Need to focus on making three important differences to the lives of young carers. The Participation group aims to:

Provide young carers with transferable skills; planning, chairing and engaging in monthly meetings, discussions with external agencies and organisations, and planning and delivering conferences help to develop skills around negotiation and team work.

Increase young carers' confidence to influence the services that affect them; through the support of the Participation worker and the added peer support that comes from being part of an established group, young carers have had a direct influence on the services that affect them. Early Help providers in Worcestershire now have a young carers 'tick box' on their assessment forms; a direct result of the conference in 2015. Young carers were also involved in consultations around the service YSS delivers as part of Worcestershire County Councils re-commissioning process in 2015.

Notable Achievements

Funding

Every voluntary sector organisation needs resources in order to fulfil its mission. Securing funding and other resources remains a constant challenge. YSS receives funding from a range of sources including public and private sector contracts, grants and donations. YSS is fortunate not to have all of our eggs in one basket when it comes to funding; this spreads the financial risk and avoids over-dependence on contracts. It is interesting to note that contracts, which were once promoted as key to sustainability for the sector, now tend to be low margin, and even potentially a brand endangering activity for charities. We are pleased to have developed strong links with two local grant giving trusts, Laslett's and Smallwood, who are supporting our work on the ground. We have also built up excellent relationships with local grass root funders over the years whose support is vital, in cash and in kind. They are listed on page 51.

Fundraising

YSS proactively seeks opportunities to engage with and secure income from individuals, groups and other bodies in order to support our work on a local level. £21,432 was raised locally to support YSS Worcestershire Young Carers, and £7,515 was raised to support the Discretionary Distress Fund. The successful launch of a new website (detailed below) has allowed individual fundraisers to create fundraising pages within YSS' website, meaning that donations gifted to individuals on behalf of YSS are made directly through the charity's website, enabling us to reach a wider secondary audience (friends and family). A number of grant giving organisations have been identified and we will be contacting them in the coming year in request of donations to the Discretionary Distress Fund.

Marketing and Communications

In November 2017 YSS employed a Senior Communications Coordinator working 28 hours per week, based at the head office in Worcester. The role of the Senior Communications Coordinator is to increase brand awareness of the charity through a variety of channels, including broadcast, print and online, as well as continually improving YSS' digital communications, including the website and social media channels. The post-holder is also responsible for overseeing the production of attractive and cost effective electronic and print versions of newsletters, bulletins, report and other materials. The introduction of a dedicated Communications Coordinator has already demonstrated an increase in media coverage, website traffic and social media engagement, detailed further in the report.

New website

In December YSS launched a new website thanks to generous support from The Transform Foundation's Charity Website Grant Programme.



YSS was fortunate enough to secure funding from Transform Foundation, a charity that provides grants and other resources to the charity sector to fund innovative digital projects.

The goal of the programme is to help charities to achieve best practice with their digital presence in order to optimise the online experience for supporters, service users and other stakeholders.

As part of the grant, YSS worked with web agency Raising IT, to develop a mobile optimised and user friendly website.

Lorraine Preece, Chief Executive, said at the time of the launch: "We can't wait to see the impact a more digitally focused service delivery has on the work we are able to do and the way we are able to interact both with our service users and our supporters. We are incredibly grateful to both Transform Foundation and Raising IT for their fantastic support in helping us reach this stage, and we look forward to working with Raising IT in the future."

Since the launch of the new website in December 2017, traffic has increased by 939 users per month, increasing from 217 users in November to 1,156 users in March 2018, whilst the number of sessions (number of times a user visits the website) has increased from 206 to 1,621 per month.

When compared to the same month the previous year, the total number of users has increased by 22.7%, and the number of sessions has increased by 33.67%. The home page, work for us and Worcestershire Young Carers pages were listed as the top three landing pages throughout the months (excluding specific news items).

Brand Guidelines, merchandise and marketing materials

YSS has also undergone brand redevelopment, which has included an updated logo and colour palette, as well as the introduction of brand guidelines. The brand guidelines exist to unify and strengthen the existing YSS brand, by putting in place clearly defined rules regarding style, tone and content when creating materials on behalf of the charity. Templates have been created for use in house and a comprehensive content and photography style guide has been introduced to ensure staff are aware of how to market the charity to external audiences, including service users, professionals and members of the public.

The creation of the brand guidelines also led to the introduction of a new range of merchandise, to include pens, trolley coins, balloons, mugs, t-shirts and erasers. The merchandise has been utilised at awareness events including Mental Health Awareness Day Carers Week and Volunteers' Week, and is used frequently by the Worcestershire Young Carers staff as they present to schools and colleges, and run information and fundraising stalls.

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Service-specific leaflets have also been created in line with the new guidelines, to highlight the services available in the community. The leaflets reference Appropriate Adult, Chrysalis, Arc, Divert, ESS and Participation Group. New pop-up banners have also been created to promote YSS, Worcestershire Young Carers, Arc, Divert, Chrysalis and EnHance and have been utilised at a number of events, including the Remember Veterans dissemination event which was attended by HRH The Princess Royal.

Finally, following completion of the brand guidelines, the Worcestershire Young Carers newsletter was overhauled both in design and content, to give it more vibrancy, whilst making it easier to read and suitable for viewing digitally. A content plan was devised to ensure consistency and readability, whilst the supply of design elements as part of the brand guidelines allow YSS staff to create the newsletter in-house with more professionalism. A decision to email the newsletter rather than post it to families and supporters was also made in order to save cost, so the updated newsletter has been made digitally friendly and easily readable on a computer, tablet or mobile phone. Printed copies are also made available upon request.

Photography

As part of the development of the new website it was noted that there was a significant lack of appropriate imagery available for marketing purposes. As the new website was to be heavily image-based, YSS enlisted the help of local professional photographer Paul Kinsella to photograph a range of images to illustrate the wide variety of services YSS delivers. Two days were dedicated to the photo-shoot which took place in Shropshire as well as at various locations across Worcestershire, and a variety of images were captured. The photographs have since proved to be an invaluable resource, and have been used on the website, in leaflets, across social media and to illustrate news stories in the press. Staff, service users and volunteers all took part and the photo-shoot was overseen by the Senior Communications Coordinator.

Social media

Recognising the importance of having a digital profile and making information as accessible as possible, since the appointment of a Senior Communications Coordinator YSS has significantly improved its social media channels and continues to do so. Since November 2017, the average number of posts being published per month has increased from six to 16 on Facebook, and five to 29 on Twitter.

Generating high quality, image-led content for use across both channels has had a positive impact on both the reach and engagement. Our Facebook post reach has increased from 1,086 to 1,591, whilst engagement has increased from 291 to 994. This signifies that the new content is far more interesting and engaging to our Facebook audience, as the engagement rate has more than tripled per month despite reach increasing by less than double.

When looking at the website, social acquisition (the number of people visiting the website from social media) shows an increase from 24 per month in November 2017 to 206 per month in March 2018. The number of page likes has also increased by a combined total of 47 users in the same four month period, and these new users have been retained, with zero negative feedback recorded.

Recognising the importance of utilising digital channels, YSS also took part in online campaigns including Volunteers' Week, Carers Week, Mental Health Week and Young Carers Awareness Day. Using scheduling software to plan and post content ahead of schedule, and including existing hashtags in our copy, we were able to join in with online discussion and make our voice heard. As an example, throughout Young Carers Awareness day, across all channels (including Worcestershire Young Carers Facebook and Twitter) we published 33 posts, reached 6,318 people, gained 13 new

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followers and received 202 engagements; this demonstrates the impact that using online channels can have on raising brand awareness in a short space of time.

Media coverage

Another area that has seen improvement is the amount of media coverage gained by the charity. We have built good links with reporters at the local press, including the Redditch Advertiser, Redditch Standard, Worcester News, Worcester Observer and Kidderminster Shuttle, as well as with media located further afield and in areas where specific projects take place, including the Shropshire Star. Sending press releases regularly throughout the month has led to an increase both in the amount of coverage gained and the number of publications in which YSS featured. Throughout the period from November 2017 to March 2018, YSS had 29 stories featured in 12 different press publications, averaging seven per month. Press releases during this time covered a range of services and events, including Arc, Divert, Worcestershire Young Carers, Remember Veterans and ESP, as well as case studies relating to national awareness events, like Carers Week and Volunteers' Week. The charity also extended its reach to digital publications, including B31 Voices and Charity Today, which have a combined social media following of 87K.



In addition, the charity has secured press attendance at two key events, including the Remember Veterans conference where reporters from the Shropshire Star and BBC Midlands Today joined the event, and Young Carers awareness day where the senior keyworker was interviewed by Free Radio, and the interview was played on the hour every hour during the evening's popular drive time show. YSS continues to source engaging and positive news stories to share with the media to further increase brand awareness among members of the public, professionals and stakeholders.

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 a dedicated team of volunteer coordinators who are responsible for recruiting and supporting volunteers across West Mercia. 56 volunteers were involved in a range of different roles

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across the organisation. In the report period we received 49 enquiries, trained 41 new volunteers and held six training courses, which covered topics including safeguarding, the mental health first aid lite and supporting young people with learning difficulties or autism. We also held regular support evenings throughout the year.

Volunteer feedback

- “Why Volunteer? If you can spare a few hours a week, then approach YSS & they’ll explain how you can make a difference to a young person’s life simply by being there when they need advice!”
- “I have enjoyed mentoring with YSS. There have been a few hiccups and learning opportunities but I have felt supported, valued and respected throughout. I have not only helped someone else along their journey but I have gained in my own journey.”
- “Volunteering at YSS has allowed me to support people who are living locally to me but haven’t had the same life chances. My outlook on life has really been broadened.”
- “A parent is the key to a child’s future; by being there for parents we can give them the confidence and support they need so that they are more able to do their best for their children. At times, mentoring can be frustrating; it is certainly challenging. Mentoring is also a privilege; it is humbling and immensely rewarding. Throughout my mentoring I am supported by professionals. Reflection with a volunteer coordinator gives me the opportunity to discuss in depth so that I am able to consolidate my learning and understanding and take this forward to new situations. Volunteering with YSS has helped me to meet some terrifically enthusiastic people who all share the same main interest, that is ‘to support young people, when they need support, but do it in a non-confrontational or judgmental way to help maintain the confidence of the individual’ - give them the confidence and they will shine!”

Accreditations

YSS was re-accredited (May 2016) with the Mentoring and Befriending Foundation ‘Approved Provider’ status for our work in recruiting, training and supporting volunteers. 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.”

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Staff



At the end of the financial year YSS employed 46 staff, 11 male and 35 female. 19 are full time and 27 are part-time, whilst 23 are based in Worcestershire and Herefordshire and 23 are based in Shropshire, Telford and Wrekin.

YSS is proud of its enthusiastic, efficient and effective staff who are totally committed to delivering a range of quality services to service users and are always willing to go the extra mile.

Plans for the future

As a result of winning a Weston Charity Award in 2017, YSS was awarded a fully funded year working with Pilotlight - a specialist London based organisation that provides business mentors to help charities become more effective and efficient. YSS has had regular meetings with Pilotlight since October 2017 and the work is due to be finalised by the end of 2018 with the formation of task groups made up of trustees and members of the senior management team.

Amongst the outcomes we are looking to **produce a prospectus** setting out the key strengths of YSS, our unique selling points and why people should want to work with us and/or fund us.

We will pro-actively look to **extend the reach** for those we work with, recognising that there is an unprecedented demand for our services yet resources continue to diminish and services disappear. In order to extend our reach, **volunteering** will be a key part of our strategy where we would like to grow our volunteering infrastructure to allow us to safely recruit and train even more volunteers to support our work and service users across a wide range of areas.

We will continue to **build on specialisms** that we have developed over our 31 years including **mental health, veterans, women, young carers, those in or at risk of entering the criminal justice system, restorative justice, prevention services and early help services.**

Digital Inclusion remains high on our agenda, we know the great advantages that being digitally connected can offer – accessing employment and training opportunities, managing money, cheaper goods and products, accessing public services and even improving mental health. However, many of the people YSS works with are not able to access the internet or do not have the skills to use the internet. This means that digital technology is exacerbating long-standing inequalities in our society. YSS is always looking at how to bridge this gap. We check how digitally enabled the people we work with are, and look at how we can improve access, skills and motivation.

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Staff /volunteer development and training is key, making sure that those working with our service users have the necessary skills and have regular opportunities for upskilling and developing their practice in order to work safely and effectively to achieve the best possible outcomes.

Focus on the health and wellbeing of our staff and volunteers, appointing a YSS Health and Wellbeing Champion and recognising that people spend a substantial proportion of their daily lives in the workplace and that YSS can play a vital role in improving the health and wellbeing of our workforce.

Structure and Governance

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 have been reviewed in the year to update the objects of the charity, to amend trustee tenure and to remove the requirement to hold an AGM. These amendments have been lodged and agreed with both Companies House and the Charity Commission.

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 meets regularly with 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. A separate Leadership team including all those with line management responsibilities, recognising the significant role they play in day to day operational activities, meet for a full day at least annually.

There is a structured pay grading scale within YSS for all roles. Any proposal for an increased grade/pay review would be proposed by the CEO for discussion by the Trustees and any recommendations taken to the full Trustees' meeting for approval. The grading of the CEO position had been in place for a number of years and, at the suggestion of the CEO, a benchmarking exercise for the role was undertaken by an independent HR Company specialising in the voluntary sector.

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 and an Audit and Risk Trustee subcommittee that meets every six months.

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 2017/18, two significant funding streams accounted for more than 30% and 26% respectively of total income, (2016/17 - 36% and 28 %) and from 1 January 2018 there was 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.
- 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 £1,701,986 in 2017 to £1,620,729 in 2018, a decrease of £81,257 (5%). There were two significant losses to some main income streams in the year; the loss from the Warwickshire and West Mercia funding for the ESS+ project from 1 January 2018 of £137,000 and the reduction in funding from Shropshire County Council for the Early Help Enhance service was also significant - £62,000. For the latter project by restructuring the team and by targeted cost reduction exercises there was minimal disruption to the service offered by YSS.

Significant additional grant income was received from the West Mercia Police and Crime Commissioner of £120,000 pa for three years for the provision of individual one-to-one support to 13 - 16 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,

Expenditure decreased from £1,664,601 in 2017 to £1,527,775 in 2018, a decrease of £136,826 (8%). This reflects the corresponding reduction in project related expenditure to the loss of income but also a significant reduction in the depreciation charge for the year of £26k from giving notice on

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the lease on our Head Office at Carden Street prior to the end of March 2017, when all relevant assets were fully written off. The ongoing annual saving from the relocation of the head office to Polysec House amounts to approximately £20,000; the move took place on 30 November 2017. Savings for the financial year 17/18 were offset by removal and set up costs for the new office at Polysec House, Worcester. All potential dilapidation costs for Carden St have been provided over the financial years 2016/17 and 2017/18.

Overall the charity recorded a net surplus of £92,954 for the year (2017 - surplus £37,385), which represents a deficit to unrestricted reserves of £9,532 and an increase in restricted funds of £102,486.

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 2018 of £294,034 (2016 - £303,566), a decrease of 3.1%.

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 £223,000. The available unrestricted reserves are therefore above target by £71,034 (2017 - £78,566). £49,000 of the unrestricted reserves have been designated to cover a potential budget deficit in the year to 31 March 2019, and £20,000 to continue our criminal justice project to support women and veterans in Herefordshire, following the cut in funding by the Warwickshire and West Mercia CRC in this geographical area.

Our restricted reserves are represented by the fund balances that are shown on pages 46 - 48.

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.

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;

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- 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.

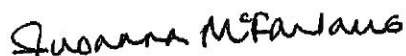
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

PKF Cooper Parry Group Limited (formerly Clement Keys LLP) has expressed their willingness to continue in office and will be proposed for re-appointment at the Annual General Meeting.

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

Approved by the Board of Trustees on 20 September 2018 and signed on behalf of the Board:



Susanna McFarlane
Director

YSS Ltd
(A company limited by guarantee)

Independent Auditor's Report to the members of YSS Ltd
(A company limited by guarantee)

Opinion

We have audited the financial statements of YSS Ltd for the year ended 31 March 2018 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 2018, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

YSS Ltd
(A company limited by guarantee)

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report has been prepared in accordance with legal requirements.

Matters on which we are required to report by exception

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

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

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

YSS Ltd
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Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

YSS Ltd
(A company limited by guarantee)

- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

PKF Cooper Parry Group Limited

Simon Atkins FCA

Senior Statutory Auditor
for and on behalf of:

PKF Cooper Parry Group Limited

Chartered Accountants
Statutory Auditor

One Central Boulevard
Blythe Valley Park
Solihull
West Midlands
B90 8BG

Date 20 September 2018

YSS Ltd
(A company limited by guarantee)

Statement of Financial Activities
(Incorporating the Income and Expenditure Account) for the year ended 31 March 2018

	Notes	Unrestricted Fund £	Restricted Funds £	Total 2018 £	Total 2017 £
Income from:					
Donations and legacies	2	6,500	30,597	37,097	26,816
Income from charitable activities	3	23,978	1,541,995	1,565,973	1,607,411
Investment income	4	4,394	-	4,394	4,848
Income from other trading activities	5	13,265	-	13,265	62,911
		<hr/>	<hr/>	<hr/>	<hr/>
Total income		48,137	1,572,592	1,620,729	1,701,986
		<hr/>	<hr/>	<hr/>	<hr/>
Expenditure on:					
Raising funds		-	-	-	21,477
Charitable activities	6	57,669	1,470,106	1,527,775	1,643,124
		<hr/>	<hr/>	<hr/>	<hr/>
Total expenditure		57,669	1,470,106	1,527,775	1,664,601
		<hr/>	<hr/>	<hr/>	<hr/>
Net movements in funds being net income for the year		(9,532)	102,486	92,954	37,385
Reconciliation of funds					
Total funds brought forward		303,566	222,685	526,251	488,866
		<hr/>	<hr/>	<hr/>	<hr/>
Total funds carried forward		294,034	325,171	619,205	526,251
		<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 36-50 form part of these financial statements.

YSS Ltd
(A company limited by guarantee)

Balance sheet
Registered Number 04024428
as at 31 March 2018

	Note	2018		2017	
		£	£	£	£
Fixed Assets					
Tangible fixed assets	10		-		-
Current Assets					
Debtors	11	72,961		39,236	
Cash at bank and in hand		<u>806,074</u>		<u>674,258</u>	
		879,035		713,494	
Creditors: amounts falling due within one year	12	<u>(259,830)</u>		<u>(187,243)</u>	
Net current assets			619,205		526,251
Net assets			<u>619,205</u>		<u>526,251</u>
Funds					
Restricted funds	15		325,171		222,685
Unrestricted funds - general	16	225,034		249,566	
designated	16	<u>69,000</u>		<u>54,000</u>	
			<u>294,034</u>		<u>303,566</u>
			619,205		526,251

The financial statements on pages 33-50 were approved by the board of trustees and authorised for issue on 20 September 2018 and are signed on its behalf by:

Susanna McFarlane

Susanna McFarlane
Chair

Ian Richards

Ian Richards
Trustee

YSS Ltd
(A company limited by guarantee)

Statement of cash flows
as at 31 March 2018

	Note	2018 £	2017 £
Cash flow from operating activities	20	125,972	151,819
Cash flow from investing activities			
Interest received		4,394	4,848
Acquisitions of fixed assets		-	(1,883)
Proceeds on disposal of fixed assets		1,450	1,706
Net cash flow from investing activities		5,844	4,671
Net decrease in cash and cash equivalents		131,816	156,490
Cash and cash equivalents at 1 April 2017		674,258	517,768
Cash and cash equivalents at 31 March 2018		806,074	674,258

YSS Ltd
(A company limited by guarantee)

NOTES TO THE ACCOUNTS
for the year ended 31 March 2018

1 Accounting Policies

Basis of preparation

YSS Ltd (the limited charity) is a registered incorporated charity in the United Kingdom. The address of the registered office is given in the charity information on page 2 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.

YSS Ltd
(A company limited by guarantee)

Designated funds

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

Incoming Resources

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

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

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

Resources Expended

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

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

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

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

Tangible fixed assets

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

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

Fixed assets below £500 are not capitalised.

YSS Ltd
(A company limited by guarantee)

Debtors and creditors receivable / payable within one year

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

Recognition of liabilities

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

Pensions

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

Tax

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

Leasing commitments

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

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

Going concern

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

2	Voluntary income	2018 £	2017 £
	Grants and donations	37,097	26,816

Income from grants and donations was £37,097 (2017: £26,816) of which £6,500 (2017: £1,160) was attributable to unrestricted funds and £30,597 (2017: £25,656) was attributable to restricted funds.

YSS Ltd
(A company limited by guarantee)

3 Incoming resources from charitable activities

	2018 £	2017 £
<i>Restricted</i>		
West Mercia AA – Appropriate Adult	53,396	46,000
Worcester Young Carers	122,259	121,739
- Core funding	10,000	-
- Schools Awareness	20,000	-
- E to E – LJC Fund	14,734	14,439
- Children In Need	410,004	472,500
Shropshire County Council Early Help – Enhance	15,000	-
Smallwood trust – Women’s First Direct	19,900	-
Smallwood trust – Chrysalis	459,008	596,429
WWM CRC – ESS+	-	5,352
WWM CRC – SAC	110,563	114,084
WM OPCC – ARC	44,048	58,746
WM OPCC – Remembering Veterans	24,780	25,600
WM OPCC – Employment Support Programme	112,150	-
WM OPCC Divert	2,200	-
WM OPCC-PDC	-	2,245
Good Stuff Furniture	18,333	-
Veterans’ Voices	54,000	42,252
Action For Children – Worcs Early Help	-	1,640
Action For Children – Malvern Early Help	-	21,286
Action For Children – FFS	6,750	9,000
Worcester County Council – Digital Inclusion	15,000	15,000
Laslett’s Trust	-	5,000
Operation Himalia	28,670	15,861
Fusion – BBO	-	4,760
ESG – Work Program	-	9,000
Refugee Action	1,200	2,500
YSS – Housing Support Project – NACRO	1,541,995	1,583,433
<i>Unrestricted</i>		
Sundry income	23,978	23,978
	1,565,973	1,607,411

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

YSS Ltd
(A company limited by guarantee)

4	Investment income	2018 £	2017 £
	Bank deposit interest	4,197	4,558
	COIF deposit interest	197	290
		<u>4,394</u>	<u>4,848</u>

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

5	Other trading activities	2018 £	2017 £
	Café income	-	45,609
	Furniture sales	-	517
	Sundry	13,265	16,785
		<u>13,265</u>	<u>62,911</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)

6 Resources expended – Charitable Activities

	Criminal Justice	Mentoring and Support	Young Carers	Central Costs	2018 Total	2017 Total
	£	£	£	£	£	£
Activities Undertaken directly						
Employment Costs (Note 7)	494,987	358,485	89,911	148,541	1,091,924	1,191,526
Staff Training	7,349	3,411	1,722	530	13,012	7,587
Advertising and Promotions	1,581	426	1,534	2,431	5,972	5,525
Travelling Expenses	25,261	17,326	4,580	-	47,167	42,622
Client Expenses & Club costs	5,930	8,521	33,933	-	48,384	32,944
Office costs and facilities	13,264	-	-	97,170	110,434	104,486
Amin Costs	21,429	6,852	8,209	9,665	43,252	49,448
IT Costs	25,339	15,495	6,781	19,347	66,962	43,734
Insurance	-	-	-	12,349	12,349	12,455
Legal and Professional	11,505	1,260	450	22,915	36,130	31,025
Bank Charges	-	-	-	629	629	748
Trustee's Expenses and Meeting Costs	-	-	-	213	213	6,480
Conference Expenditure	-	-	-	-	2,903	1,346
Depreciation	-	-	-	-	-	25,889
Volunteer Costs	11,988	356	154	-	12,498	12,930
Subcontractor Costs	-	30,666	-	-	30,666	69,492
Governance Costs	-	-	-	5,280	5,280	4,887
	618,633	442,798	147,274	319,070	1,527,775	1,643,124

Of the total expenditure £57,669 (2017: £67,231) related to unrestricted funds and £1,470,106 (2017: £1,575,893) related to restricted funds.

YSS Ltd
(A company limited by guarantee)

7 Staff costs	2018	2017
	£	£
Gross Salaries	961,319	1,054,350
Employer's National Insurance	74,854	84,721
Pension Costs	<u>44,128</u>	<u>49,285</u>
	<u>1,080,301</u>	<u>1,188,356</u>

Included in the above gross salaries figure are consultancy costs of £5,700 (2017 - £4,162).

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

		2018	2017
		No.	No.
Administration and management	- Full time	1	2
	Part time	6	7
Support staff	- Full time	21	25
	Part time	19	20
Seconded staff		2	5
		<u>49</u>	<u>59</u>

No (2017: nil) employees earned more than £60,000 per annum (including taxable benefits but excluding employers' pension contributions) during the year ended 31 March 2018.

No remuneration was paid to trustees during the year.

The total amount of employee benefits received by key management personnel is £150,233 (2017: £147,522). The trust considers its key management personnel comprise of five individuals being the Chief Executive, Finance Director, two Operations Directors and an Operations Manager.

YSS Ltd
(A company limited by guarantee)

8 Net incoming resources for the year

The net incoming resources are stated after charging:

	2018 £	2017 £
Depreciation	-	25,889
Auditors' remuneration	5,280	4,887
Pension costs	44,128	49,285
Operating lease rentals	38,630	33,028
	<u> </u>	<u> </u>

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 2017	158,237	34,617	61,091	253,945
Additions	-	-	-	-
Disposals	(158,237)	(22,885)	(45,117)	(226,239)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
At 31 March 2018	-	11,732	15,974	27,706
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Depreciation				
At 1 April 2017	158,237	34,617	61,091	253,945
Charge for period	-	-	-	-
Elimination on disposal	(158,237)	(22,885)	(45,117)	(226,239)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
At 31 March 2018	-	11,732	15,974	27,706
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Net book value				
At 31 March 2018	-	-	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
At 31 March 2017	-	-	-	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

YSS Ltd
(A company limited by guarantee)

11	Debtors	2018	2017
		£	£
	Trade debtors	44,638	13,933
	Prepayments	21,162	24,575
	Other debtors	<u>7,161</u>	<u>728</u>
		72,961	39,236
		<u> </u>	<u> </u>
12	Creditors: amounts falling due within one year	2018	2017
		£	£
	Trade creditors	51,115	39,145
	Social security and other taxes	24,710	24,818
	Accruals	146,929	105,651
	Deferred income (below)	<u>37,076</u>	<u>17,629</u>
		259,830	187,243
		<u> </u>	<u> </u>
	Deferred income is analysed below:	£	£
	Deferred income brought forward	17,629	24,226
	Released in year	(17,629)	(24,226)
	Deferred during the year	<u>37,076</u>	<u>17,629</u>
		<u> </u>	<u> </u>
	Deferred income carried forward	37,076	17,629
		<u> </u>	<u> </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.

YSS Ltd
(A company limited by guarantee)

13 Pension Commitments

The charitable company operates a defined contribution pension scheme. Pension costs of £44,128 (2017 £49,285) 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 2018 in respect of non-cancellable operating leases are as follows:

Leases expiring:

	Land and buildings		Other operating lease	
	2018	2017	2018	2017
	£	£	£	£
Within one year	17,605	27,462	2,264	2,264
Within one and two years	18,655	-	1,038	2,264
Within two to five years	<u>13,991</u>	<u>-</u>	<u>-</u>	<u>1,038</u>
	<u>50,251</u>	<u>27,462</u>	<u>3,302</u>	<u>5,566</u>

YSS Ltd
(A company limited by guarantee)

15	Restricted Funds	Balance at 1 April 2017 £	Incoming resources £	Resources expended £	Balance at 31 March 2018 £
	West Mercia AA – Appropriate Adult	5,147	53,396	(51,600)	6,943
	West Mercia AA – Training	1,599	-	(1,599)	-
	WYC – Core	9,468	122,259	(130,115)	1,612
	- General	45,864	21,433	(19,236)	48,061
	- School Awareness	-	10,000	(4,247)	5,753
	- E to E – LJC Fund	-	20,000	-	20,000
	- Children in Need	261	14,734	(13,292)	1,703
	Shropshire County Council Early Help	52,748	410,004	(400,311)	62,441
	Smallwood Trust – Women’s First Direct	-	15,000	(7,150)	7,850
	Smallwood Trust – Chrysalis	-	19,900	(18,827)	1,073
	WWM CRC – ESS+	64,883	459,008	(417,173)	106,718
	WM OPCC – ARC	13,515	110,563	(109,753)	14,325
	WM OPCC – Remembering Veterans	17,777	44,048	(61,825)	-
	WM PCC – New ESP	1,494	24,780	(25,274)	1,000
	WM OPCC – Divert	-	112,150	(84,930)	27,220
	WM OPCC – PDC	-	2,200	(2,200)	-
	Veteran Voices	-	18,333	(11,893)	6,440
	Action for Children – Worcs Early Help	2,630	54,000	(55,215)	1,415
	Action for Children – FFS	1,000	-	-	1,000
	Digital Inclusion WCC	993	6,750	(7,743)	-
	Laslett’s Trust	428	15,000	15,428	-
	Fusion – BBO	-	28,670	(29,297)	(627)
	YSS Discretionary Donations	4,141	9,164	(1,064)	12,241
	NACRO – Housing Support Project	734	1,200	(1,934)	-
		<hr/>	<hr/>	<hr/>	<hr/>
		222,685	1,572,592	(1,470,106)	325,171
		<hr/>	<hr/>	<hr/>	<hr/>

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.

Worcester Young Carers (WYC) school awareness

Private donation to increase awareness of young Carers in schools.

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Worcester Young Carers (WYC) E to E – LJC Fund

To support and motivate those aged 16 and over specifically around education, training and employment.

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.

Shropshire County Council – Parenting

Provide additional parenting support for families in Shropshire.

Smallwood Trust – Women’s First Direct

Discretionary Funding across all YSS projects to help women in financial adversity to become more resilient.

Smallwood trust – Chrysalis

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

WWM CRC – ESS

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

WMPCC – 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.

WMPCC – Remember Veterans

An Armed Forces Covenant funded service across West Mercia led by the Office of the Police and Crime Commissioner, 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”.

WMPCC – Employment Support Programme (ESP)

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.

WMPCC – Divert

A grant to provide individual one to one support to 13 - 16 year olds, in, or at risk of being involved in, the Criminal Justice System, across West Mercia. The focus to access diversionary activities.

ION – PDC

Personal development coaching aimed at helping offenders make positive and lasting changes.

15 Restricted Funds – continued

Veterans Voices

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

Action for Children – Worcester City Early Help

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

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.

Laslett's Trust

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

Fusion – BBO

YSS is part of Fusion, a local partnership in Worcestershire, set up to create a social inclusion programme to provide better, more comprehensive employment services (Building Better Opportunities, BBO) and is funded jointly by the Big Lottery and European Social Fund.

NACRO – Housing Support Project

Funding to support female IOM offenders at NACRO housing.

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16 Unrestricted funds

	Balance at 1 April 2017 £	Incoming resources £	Resources expended £	Allocation in year £	Balance at 31 March 2018 £
Designated funds					
Deficit budget funding	30,000	-	-	19,000	49,000
Herefordshire project	24,000	-	(4,000)	-	20,000
General Fund	249,566	48,137	(53,669)	(19,000)	225,034
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	303,566	48,137	(57,669)	-	294,034
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Purpose of designated funds

Deficit budget funding

The purpose of this fund is to finance the deficit budget set for 2018/19.

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 £	2018 Total £
Cash at bank and in hand	69,000	411,903	325,171	806,074
Other net current assets	-	(186,869)	-	(186,869)
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	69,000	225,034	325,171	619,205
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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 2018, there were 8 members of the charitable company (2017: 9 members).

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

	2018 £	2017 £
Net income for the year	92,954	37,385
Interest receivable	(4,394)	(4,848)
Depreciation	-	25,889
Gain/(Loss) on disposal	(1,450)	(381)
(Increase)/decrease in stock	-	2,899
(Increase)/decrease in debtors	(33,725)	15,027
Increase/(Decrease) in creditors	72,587	75,847
	<hr/>	<hr/>
Net cash flow from operating activities	125,972	151,819
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Vote of thanks

We would like to extend an important thank you to all of our supporters. The level of support the charity receives continues to exceed expectations and we are extremely grateful and fortunate. As detailed earlier in the report, we have had another successful year during 2016/17 raising £28,947 locally in addition to funding bids. This success is down to our valued fundraisers and supporters, and on behalf of the trustees and the charity, we extend a huge vote of thanks for their continued generosity.

We would like to extend particular thanks to the following fundraisers and supporters for their fantastic generosity in terms of monetary donations:

Thank you!

- A Plummer
- Alchemy Foundation
- Bewdley Rotary
- Blackpear Joggers
- Blakemore Foundation
- Bromyard Road Methodist Women's fellowship
- Burford Trust
- Coop Community Trust
- The Crafty Crafters
- In memory donations for Miss T Crampian
- Denso Manufacturing Ltd
- Droitwich Inner Wheel Club
- Droitwich Lions Club
- Droitwich Rotary Club
- In memory donations for Mr M Foster
- James Yelland
- Jigsaw Tree Ltd
- Margaret Westwood Memorial Trust
- Naomi Steadman
- NCS team Xavier
- Ombersley St Andrews PCC
- Pontrilase District WI
- Probus Club of Ledbury
- Redditch Lions Club
- Redditch Recorder Group
- Richard Cadbury Trust
- RLS Rotary Club
- RS Brownless Charitable Trust
- Mr & Mrs J Hayes
- Stephen Betts HS Fund
- The Gardens of Wichenford
- University of Worcester
- Worcester Cathedral
- Worcestershire Law Society
- Worcester Rotary Club

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We would also like to say a huge thank you to the following organisations for their generous gifts in kind, which are extremely valued and play such an important part in our service delivery:

- Bewdley Baptist Church
- Canal and River Explorers
- Free Radio
- Hewett Recruitment
- Kids Out
- Malvern Theatres
- Manchester City Football Club
- The Masonic Fishing Charity
- The Patrick Trust
- Stourport Forward
- Ronkswood Coop
- Rotary Club of Worcester
- Whitehouse Hotel Worcester
- Witley Jones Furniture

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

Take action

If you've been inspired to get involved with YSS and want to support our mission for a society where all people feel safe and have the opportunity to lead positive and constructive lives, and to achieve their potential, take action today.

Become a volunteer

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

Currently YSS has around 120 volunteers involved in a range of different roles within the organisation, and also has an enthusiastic team of Volunteer Coordinators who are responsible for recruiting and supporting our volunteers across the region. If you'd like to join the YSS team then head to yss.org.uk/why-volunteer and fill in an application form.

Make a donation

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

Fundraise for us

At YSS we are always humbled and inspired by our brilliant fundraisers who take on new challenges to raise money to support our work. From the Worcestershire Law Society who held a spectacular raffle and gala dinner, to the Redditch Recorder Group who raised money by playing tunes outside their local supermarket, to our young carers who organised a sponsored walk and took part in several supermarket bag packs, our fundraisers go to extraordinary lengths to raise money to help YSS continue to support marginalised people.

If you've been inspired to join our generous group of brilliant fundraisers, head to yss.org.uk/fundraise for details about how to set up your fundraising page as well as fundraising hints and tips!

Join our mailing list

If you'd like to be kept informed about the latest news, events and opportunities, join our mailing list by registering with us online: simply go to yss.org.uk to register your details.

Share our news

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

and for news about Worcestershire Young Carers follow @WorcestershireYoungCarers on Facebook and @WorcYoungCarers on Twitter. Thank you!

Talk to us

If you'd like more information about any of the services YSS delivers, or if you want to get involved but you're not sure how, talk to us! You can chat with us online by emailing info@yss.org.uk or by picking up the phone and calling our head office on 01905 730 780. Whether you have questions, feedback or comments, we'd love to hear from you!

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yss.org.uk



info@yss.org.uk



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