



(A company limited by guarantee)



Financial Statements For The Year Ended 31st March 2021

Charity registration number: 1081992

Annual Report and Financial Statements the year ended 31 March 2021

Contents

General Information	3
Chair's Review	4
2020-21 CEO Summary	6
Operational Review	8
Financial Review	14
Trustees' Report	16
Statement of Trustees' Responsibilities	18
Independent Auditor's Report	20
Statement of Financial Activities	23
Balance Sheet	24
Statement of Cash Flows	25
Notes to the accounts	26
Vote of Thanks	39
Take Action	39

General Information

For the year ended 31 March 2021

Charitable Company Name
Charity Registration Number
Company Registration Number

YSS (A company limited by guarantee)
 1081992
 04024428

Trustees

Helen Barker
 David Chantler (Chair)
 Fiona Charny
 Sandra Kelley
 Anthony Lethbridge
 Susanna McFarlane
 Ian Richards (Finance Lead, Vice Chair)
 Nerys Thomas
 Ronald Whitfield

Date of appointment

23/01/2014 (resigned 11/02/2021)
 15/04/2015
 16/09/2016
 23/01/2014
 20/04/2021
 26/03/2004
 11/11/2010 (retired 04/08/2021)
 08/06/2018
 16/09/2016

Patron

HRH The Princess Royal

Executive Management Team

Chief Executive Officer
 Director of Finance and Resources / Deputy CEO
 Operations Director (p/t)
 Operations Director (p/t)
 Operations Director

Catherine Kevis
 Anna Wykurz (appointed 24/08/2020)
 Deborah Grantham
 Angela Parton (retired 31/03/2021)
 David Andrewartha

Company Secretary

Ian Richards (resigned 06/08/2021)
 Anthony Lethbridge (appointed 06/08/2021)

Registered Office

Polysec House
 Blackpole Trading Estate West
 Hindlip Lane
 Worcester
 WR3 8TJ

Auditor

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

Solicitors

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

Bankers

Lloyds Bank Plc
 4 The Cross
 Worcester
 WR1 3PY

Chair's Review

Welcome to our Annual Report for 2020-21. This has been my third year as Chair of YSS, having joined the Board in 2015 when I retired as Chief Probation Officer for West Mercia. In that role I had worked closely with YSS on developing a number of innovative approaches in the criminal justice sector so this introduction is not just the warm words that you might expect from the Chair; this comes from long experience and respect for YSS and its record of achievement and for what it stands for.

From that experience and now from my current position I know that YSS has always been up for a challenge, has always wanted to find out "what works" and has always been solution focused rather than hung up on "doing it like this, because that's what we always do" – and we all know that if "you do what you always did you'll get what you always got". And sometimes that is not very good at all.

We serve a wide range of people and understanding their different "lived experiences" will be key to moving forward as a multifaceted organisation. This is not something to be done with a one cap fits all approach, claiming we understand "lived experience". Understanding my experience, understand your experience, his and hers, them and us requires working at time and time again and is why I welcome the formation of the Equality Diversity and Inclusion group this year, with its focus on the impact we have on people's lives.

Alongside the challenges of delivering services through a second year of Covid-19 restrictions, we have been busy implementing our strategy to create "One YSS" by which we mean an organisation which manifests itself in all sorts of projects, work streams, initiatives etc. where there is a need. Previously we have tended to add another project and organisation has grown by accretion. It has not been financially helpful to maintain this structure and it has hindered learning and inhibited referrals across the organisation.

During the course of the year we were re-inspected for our Matrix accreditation in Advice and Guidance, and that very thorough review provided strong evidence that staff understood and supported the strategy and direction of travel of the organisation, which is very heartening for the Board.

This will have implications across the piece. On a staffing we mean to ensure that core common skills are shared both so that we have flexibility as the shape of the organisation changes and that as we take on new tasks our own people are best suited to meet those new needs.

We will need to review and act on changing our website and our social media presence to underpin this approach and make sure that everybody can easily find out what we do, what our skills and expertise are and how willing we are to innovate and co-operate to get the job done.

We will be investing in new information systems that will support our more integrated approach whilst still providing our funders with the performance and financial information they need. This capacity will help us bid for funds ourselves and to be strong partners to others who may be lead bidders but who need partnerships which meet their need to deliver. In time this sort of investment will enable us to take the lead ourselves more often. My gratitude goes to our CEO and Director of Finance and Resources for obtaining funding on favourable terms from Social Investment Bank for us to do this.

Funding becomes ever tighter as demands for services increase both as a direct result of the pandemic and because responding to it have taken such a priority for the public purse. We will need to develop some independence from contracting models that have come to dominate the sector. Contracts will for the foreseeable future be an important part of our income, and we need to do that work, and to account for it very well, but it cannot define the nature and extent of our business. Meeting need in West Mercia, using our knowledge of our communities and mobilising them is our business. We cannot limit our understanding of what is required to what is specified in a contract. We can help inform contract managers about what is needed locally, and being "local" is a huge strength for anyone wanting to develop and deliver effective interventions.


For this reason I commend, amongst all of our very good work - Families First, and MORSE which provide us with different models of how we can develop services in line with developing needs. Families First recognising the damage done to families and children by the incarceration of an adult, and MORSE providing an active response to poor driving in an interagency partnership coordinated by YSS and including the police and fire

service. In addition Worcestershire Young Carers shows how we can deepen and widen the service specified in the contract. All of these, and others, also provide us with a living laboratory to work out new approaches and continue our tradition in being market leaders in innovation, for instance T2A (Transition to Adulthood) and in working with short sentence prisoners.

I was asked recently whether I saw YSS as an organisation that worked with individuals disadvantaged by a less than perfect system which is under pressure or as champion for change in that system. My response may have sounded a bit weak because it was, of course that we have to do both. We cannot be comfortable as part of a system that only blames individuals for their perceived failures, we have to recognise and champion the need for systemic change, but equally we cannot ignore people until the change comes. I often think that Food Banks encapsulate this dilemma. They articulate the unfairness of food poverty whilst doing something

practical about it, but their existence is not a long term solution and the number of food banks in an area is not a token of success. That can only come with an end to food poverty itself.

Let's look forward to the day in which there is less need for organisations such as ours, but until that day comes let's be clear that we will work together, unafraid of the future, to make YSS the best it can.



David Chantler OBE, Chair of YSS Board of Trustees

2020-21 CEO Summary

The pandemic dominated last year's activities, adding enormous stresses on the families and individuals that we support and consequently on our teams. The crisis accentuated the best and worst of human emotions: sadness, fear, anxiety but also kindness, thoughtfulness and humility, and Covid-19 brought those of us working in the social sector together, mobilising against a common enemy. Managing dispersed teams during that time required agility, trust and regular monitoring and review of risks.

We are now building on these strengths and developing an adaptive strategy. Connectivity, remote working and online practice have increased over the course of the last year. Technology has accelerated change and enabled us to reach more people, but increasingly we will need to keep up with the level of information and data we receive and turn it quickly into insight and action.

Inequalities were visible during the pandemic and we have seen a marked increase in mental health and suicidal thoughts reported by our service users as a result of Covid-19. The long term effects of Covid-19 are already well documented and whilst we know that support one on one helps people in the short-term, we will have to work collaboratively, building on community strengths and assets to meet the increasing need. Inequalities were exacerbated in rural parts of our patch with poor transport links, poor connectivity and restricted access to both, at a time when connecting with others was needed more than ever.

This year, more than any year since YSS started in 1986, our mission to help people overcome obstacles and inequality has never been truer. Cash donations from members of the public and grants from Charitable Trusts and Foundations enabled us to distribute food parcels, toiletries and other essentials for people who otherwise would have been overlooked – online connectivity was a big issue for some, we were able to give 100 tablets and SIM cards to service users (in rural areas and who couldn't afford internet connection) thanks to a donation from Shropshire Fire Service and cash donations. Young carers and families in our Early Help service had regular calls and online one to one sessions and activities. The Appropriate Adult service continued to respond to requests, with a reduced pool of volunteers, some of whom understandably were shielding during



(From left: YSS CEO Catherine Kevis, HRH The Princess Royal, YSS Chairman David Chantler)

lockdown. With fewer releases from prison, our criminal justice team provided phone and doorstep support to those in the community, working with other charities, reaching out to Veterans, and people housed in temporary accommodation.

In the middle of 2020, the Government announced the re-unification of Probation, effectively a reversal of earlier reforms. We are still recovering from this change, which involved the end of our contracts with the Community Rehabilitation Company and our applying for new contracts on the Dynamic Purchasing System. This involved staff consultations, communications with partners, completion of selection questionnaires, search for new partners, responses to invitations to tender and inevitably, disruption to services and service users' lives. We mobilised a new contract with a new partner Nacro in less than a year, to support prison leavers with accommodation advice and support in West Mercia and Warwickshire. This was a major achievement for a charity of our size and limited resources. This large scale change affected a whole team under the TUPE regulations and required us to recruit new team members. Credit goes to my colleagues on the Senior Management Team – Dave Andrewartha, Debb Grantham and Anna Wykurz for helping to secure this contract and for their fortitude over this time. We have come out of the experience stronger, with new knowledge and resilience.

I am proud of recent innovative developments:

There is no targeted intervention for children and families who experience the incarceration of a loved one. We launched the Families First pilot last year – a 2 year pilot in parallel with research undertaken by the Open University. BBC Hereford & Worcester is plotting the

progress of this initiative. The final report for this project funded in part by Worcestershire County Council and in part by a local Trust, will be published in 2023.

We had funding from the MoJ towards core costs to sustain our Women's services – this grant enabled us to meet with other providers of Women's services, valuable time which is too often neglected because of service delivery. We witness the long term impact of adverse childhood experiences and trauma on the life of the individuals that we support in the criminal justice system; we also know how an early intervention can make a difference on a young person's future life chances. Yet, funding is stubbornly focused on today's issues. Grants for core funding are rare but should be considered by all funders as essential fuel to help charities like YSS to innovate for long term impact. We need a mix of charitable and philanthropic giving to survive – charity's hands' on response for today and philanthropy to tackle society's problems, at root, in a strategic way over the longer term.

MORSE, the West Mercia PCC funded Safer Roads initiative has completed its second year. This innovative project is delivered in partnership with colleagues in West Mercia Police and the Fire Services (H&W and Shropshire). An external evaluation is due for publication in late 2021; feedback from service users is excellent and we are keen to examine the evaluation, to support anecdotal evidence that one to one support and behaviour change interventions could contribute to a reduction of driving offences, and subsequent road traffic incidents.

Together, these new initiatives contribute to the prevention agenda: practical interventions today to prevent a pattern of re-offending and offending behaviours in the future.

Over the last year, we majored on increasing our presence in various networks and now collaborate on the boards of local Voluntary and Community Sector (VCS) Assemblies in three local authorities. We attend operational and strategic forums: Reducing Re-offending Groups, Community Safety Boards, Early Help Partnerships and Veterans Partnerships. We increased our reach to referral agencies: Liaison & Diversion teams, social prescribers, Worcestershire YMCA and Barnardo's Team at Hewell Grange and continued to deliver volunteer training and support to our partner Action for Children. Another change on the horizon is the integration of health and social care systems, which will be shaped locally by MoUs between local authorities, the NHS and the VCS – YSS was instrumental in setting up facilitated conversations to prepare the Worcestershire VCS for the Integration of Health and Social Care systems with ten local charity CEOs, working with NPC (New Philanthropy Capital) in early 2021.

As the year draws to a close, I will be relieved to hear of the status of several pipeline proposals to sustain our activities. Our scenario planning is stable and with investment in better systems, a rationalisation of our Senior Management Team, a focus on EDI and co-production of future services, my intent is for YSS to be more visible and accessible to individuals and families who need us today and in future.



Catherine Kevis, CEO

Operational Review

Our Theory of Change – the impact we want to have

“People are emotionally resilient, thrive and feel like they belong to their local community” consequently people are more independent and there is less pressure on publicly funded services.

We support families and individuals who face significant challenges. Our activities are community based, one-on-one and consist of practical and emotional interventions.

YSS operates in the West Mercia and Warwickshire areas, with paid staff and volunteers.

Our work is rooted in the local communities we serve, and we work across different public sector systems: criminal justice, youth justice, adult and children social care and health.

Mission Statement

YSS enables people who face significant life challenges to feel safe, have the opportunity to thrive and to realise their potential.

Our Values

Dignity & Respect	We seek an inclusive and welcoming environment for all through behaviours that show empathy and care for others.
Flexibility	We continually assess and adapt our practice based on feedback from service users, staff and partners. We provide greater flexibility and responsiveness to the needs of service users.
Innovation	We constantly research and develop new approaches and new ways of working; we actively listen to the views and experiences of our service users.
Making it happen	Honouring our commitment to our funders and our service users, we are connecting people and building networks.

Our Beliefs

- People can break through barriers to thrive and realise their potential.
- The best outcomes result from holistic, person centred services combined with a solution focused approach. One size does not fit all.
- To be effective we have to continually develop and work in partnership to improve services and increase the reach and outcomes for those with whom we work.
- Organisations should be embedded in the local communities they serve and have an intimate knowledge and understanding of a community's assets and needs.

Strategy Development

In 2020 our CEO with the Board of Trustees have started work on developing a new, adaptable YSS strategy. The strategy will follow on from work undertaken to develop a YSS-wide Theory of Change. The strategy's key aspects will include new developments with volunteers, service users, collaborations and working better together.

EDI Organisational Approach

Equity, Diversity and Inclusion are a golden thread throughout the organisation and we all have a shared responsibility to abide by the legal and moral aspects of EDI.

In 2020-21 we have made the conscious decision not to adopt a separate EDI strategy. Instead we will ensure that EDI is a cross cutting theme in our main strategy and that we look at everything through an EDI lens. The principles of equity, diversity and inclusion are embedded in the organisation and help to deliver the charity's public benefit.

With that in mind we have planned to create an organisation-wide EDI group and Service Users' Insights group, which will become the core components of the YSS structure moving forward.

Digital & GDPR

We live in a digital world, and charities are not exempt from this. Digital is becoming the norm in many areas of our life, which has been recently accelerated by effects of the pandemic and the need for social distancing measures. And yet the Charity Digital Skills Report from 2019 highlights that 52% of charities don't have a digital strategy. Many organisations are still reliant on traditional ways of working, particularly when it comes to organisational systems and processes and offering support to service users. These organisations are at risk of getting left behind and, in the case of YSS, the evidence of this has become increasingly visible during the pandemic where the shift to remote working highlighted the technological debt of years of underinvestment in digital solutions.

At YSS, we have recognised that an investment in ICT transformation is inevitable and we recognised that now is the time. We will seek every avenue for ICT transformation funding and actively look to address the digital technology gap. The work of YSS should be enhanced by our use of digital, and the new and exciting ways it allows us to communicate with our audience.

Towards the end of 2020-21 financial year we have therefore undertaken an ICT systems assessment and recognised that we are in the early stages of the digital journey and have the appetite to move forward digitally. We also strongly believe that investing in our digital technology will provide opportunities to further strengthen our governance around GDPR and set us on a good path to achieving higher Cyber Security accreditations in the future.

Theory of Change

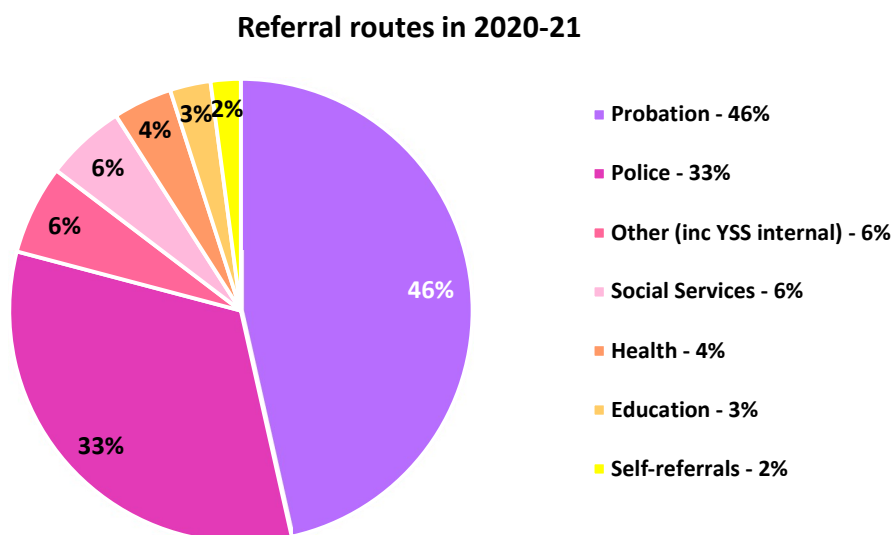
During 2020 we have made a substantial investment, both financial and in terms of colleagues' time, into the development of YSS' Theory of Change. As part of that process we have started from our data maturity assessment and moved onto establishing a set of universal YSS impact measures. We have concluded that the data management systems and processes currently used provide our individual funders / services with good tooling and reporting mechanisms in order to measure their KPI's and impact, however they could give us more in terms of understanding our combined impact, which usually is a common problem of a multifaceted organisation such as YSS.

The process also helped us see where we work as part of a system comprised of several interventions and how difficult it is to own outcomes which often occur as a result of multiple interventions over a long time. We undertook the review of needs/problems, activities and short term outcomes, which are elements which we can account for and in future will be able to report on. The list of short term outcomes will inform the data we need to collect pre and post service and include: Feel better equipped to deal with challenges, more confident in getting help when needed, improved emotional wellbeing, improved personal relationships, feel more in control of my life, engaged in positive activities (job, volunteer, learning), less socially isolated, more involved in society. We have not decided whether we will include these questions as part of individual assessments or by conducting separate surveys yet, mainly because this may change as a result of new contracts for our criminal justice services.

The Theory of Change does not affect the monitoring we have to do nor the reporting to funders, but it helps to redefine our strengths and uniqueness and evidence our impact.

Our Performance

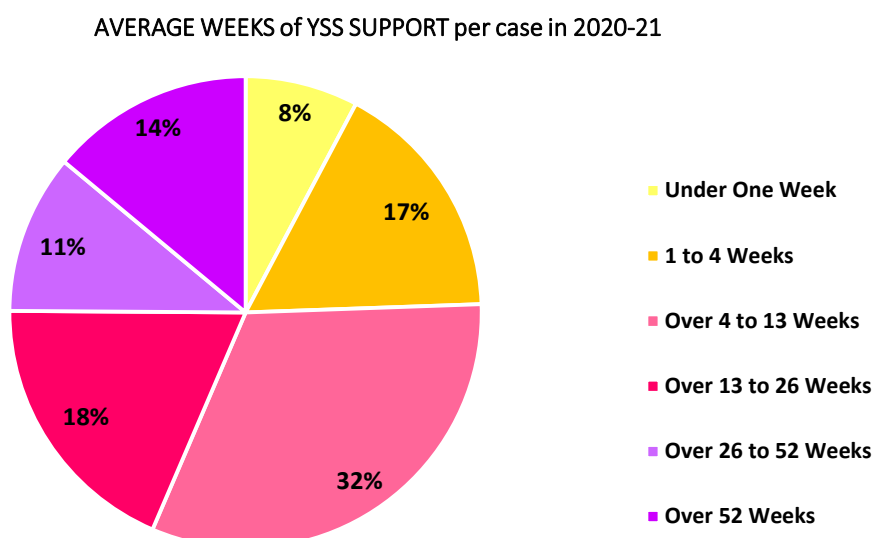
In 2020-21 we have actively supported 1,741 people and their families and worked with multiple agencies and local services to provide best, holistic approach and best outcomes. During the year we have received 1,091 referrals for support. Below graph shows the % split by the agency type:



At YSS we specialise in providing one to one tailored support, making sure that the level and length of the support is based on each and every service users' individual needs and circumstances.

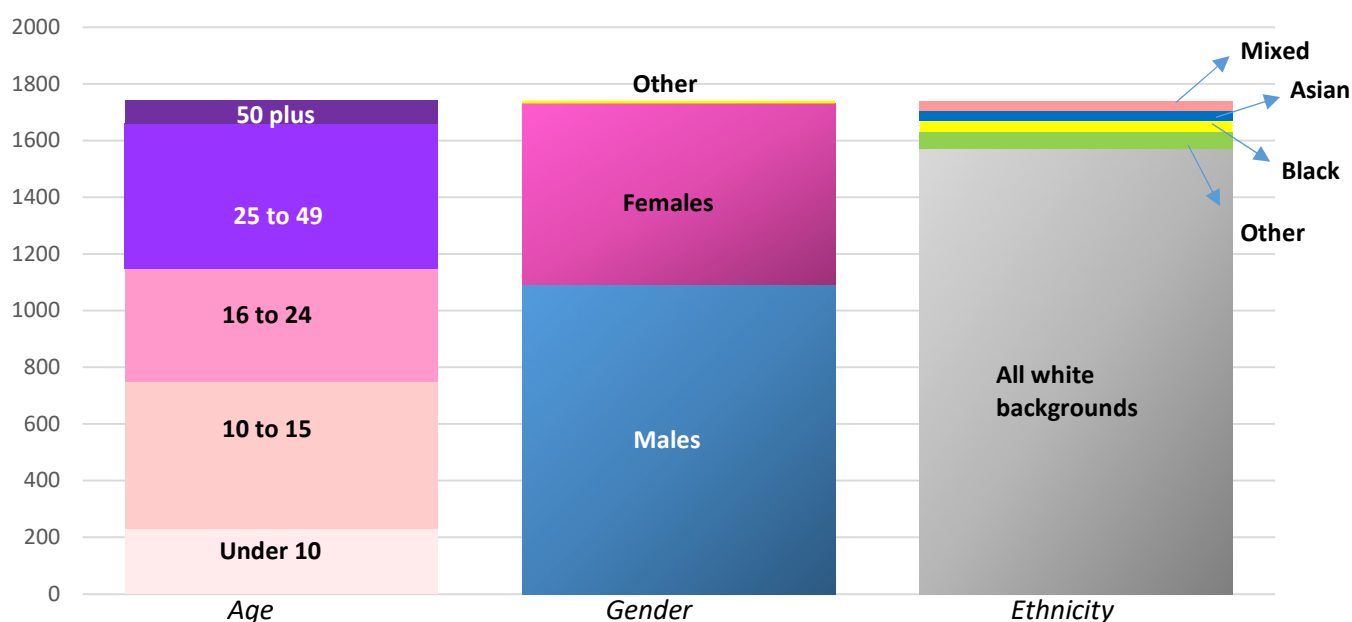
Following the work and research we have undertaken during YSS Data Maturity Assessment, we are looking at enhancing and optimising YSS referral routes to make them more accessible and inclusive and seek for ways how we can continue to enhance our service provision to make sure that we do not let anyone slip through the net.

In 2020-21 the average number of weeks we have supported individuals was 18 weeks. The graph below splits that figure further.



In 2020-21 YSS delivered 6420 support sessions for our service users. These included a mixture of face to face and virtual meetings. Over 86% of our service users engaged with us following our initial contact / assessment.

Our Service User Profile in 2020-21



Volunteering

YSS has a long history of recruiting, training and supporting volunteers from our local communities. During the Covid-19 pandemic and the subsequent lockdowns, like many other organisations, our volunteer pool reduced due to a number of reasons including stopping all face to face activity and the average age of our volunteers meant they fell into the vulnerable group which reduced their availability.

However, there were still be groups of people who were being referred into us and who continued to need our support, so we adapted our volunteering model and developed a telephone befriender service with a role description and framework for the volunteer to work within. This has proved to be extremely well received and we intend to continue with this volunteer opportunity.

We also adapted all of our volunteer training so that it could take place online, which allowed us to bring together volunteers across a wide geographical area. Delegates' fed back they enjoyed the opportunity to meet other volunteers from different areas as well as YSS staff and active volunteers who helped facilitate the training.

In 2020, as part of our commitment to continuous improvement, we undertook a series of staff and volunteer surveys. These surveys identified the need to increase awareness across the organisation around the role of volunteers, offer more diverse volunteering opportunities and look at the internal structure of our volunteer programme. As a consequence of the feedback, we have now committed to developing a new 3 year volunteer strategy with a renewed focus on the value volunteers bring to the organisation.

Covid-19

This Annual Report has been written during the global pandemic of Covid-19. The Charity has continued providing its services, which has taken a vast amount of resources to ensure that our response to the Covid-19 outbreak has followed rapidly changing guidance and mitigated the risks posed by the pandemic on our staff and services users. The Board and the Senior Management Team have undertaken additional business risks reviews specifically in relation to Covid-19 to ensure YSS' financial and operational viability going forward.

Due to the nature of our income our funding has continued unaffected however as the first UK-wide lockdown was put in place on 23 March 2020 and YSS moved to 100% remote working, the pandemic exposed some operational weaknesses. The move to remote working has highlighted the need for business processes review and improvement and an investment in our ICT infrastructure. Our teams have been able to adapt in the short run, but in order for YSS to thrive and continue delivering value for money for our funders, we need to seek to implement modern digital solutions.

A flavour of what we do - in three stories

(The names have been changed for the individuals and families' protection)

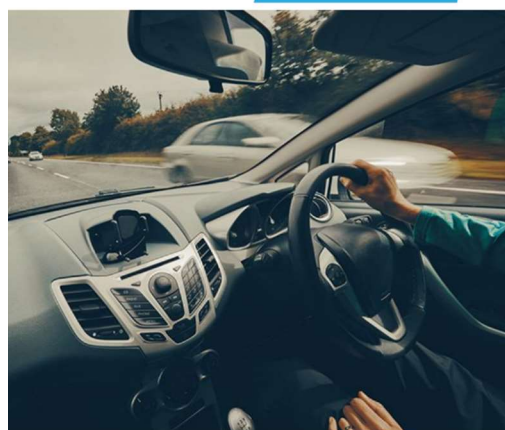
1. Jim's story

Project: #MORSE

Brief History/Background to the case:

Jim is a 38-year-old male who struggles with an alcohol addiction as well as several other severe health issues. He was referred to YSS during the first UK-wide lockdown in May 2020, after receiving a 43-month driving ban and an 80-hour community service order. Usually, a client of #MORSE service will be with us for a few months, due to lockdown and the complexity, Jim was one of our longest standing clients. Even though the progress was slow, it was happening and therefore it was right for us to continue to support Jim as far as we could.

Using the behaviour change model #Morse keyworker worked on Jim's triggers and motivation as well as assisted with each crisis as it arose such as homelessness, safeguarding, benefits or health matters. We often took one step forward and two steps back but each time Jim continued to engage and eventually accepted the help of alcohol services. Due to the limited capacity of alcohol services, which were able to offer only short sessions every 2/3 weeks, #MORSE keyworker played a major role in motivating Jim and helping him to see the benefits of accessing detox and rehab.



Outcomes achieved & Objectives completed:

- Jim was rehomed after his own safety was compromised reporting a serious issue to the police (YSS assisted throughout).
- Jim's engagement improved with alcohol services and he attended all his medical appointments.
- YSS Supported Jim to source Detox and Rehab.
- YSS funded Jim's clothing and food when required.
- Jim's motivation to change and to take action improved.
- YSS funded mindfulness sessions for Jim to help him control his anxiety.
- Jim explored the benefits of making change and consequences of not making change.
- Jim completed the Behaviour Change programme.

Summary:

Due to the intensity of the support Jim received it was imperative that he was prepared for life after #MORSE. To enable this to happen Jim was referred to our volunteer mentor service so he knew YSS keyworker was still around and overseeing the support but someone else was now supporting him to get ready to go into Rehab and deal with any issues should they arise. This proved successful as Jim started to become less reliant on #MORSE and our volunteer, who was able to help Jim keep his focus and motivation.

Some months later, Jim called YSS to let us know he had successfully completed detox, and for the first time in many years he was alcohol free!

Jim's feedback:

"The support and care that I have received from YSS keyworker has been amazing, it has pulled me from the dark side and got my life back on track. Without this I would never have had this opportunity. It has given me a new opening in life that I didn't see was there. As I have been told that there are opportunities out there and with guidance I have been able to make a plan to get me through each stage, now I feel my life is more functional. I have an ongoing plan that I am working on and am keen to succeed. YSS is a compassionate and thoughtful organisation that give sound advice and support. They help you access services that otherwise I would struggle to access. I looked at my diary from the 12 months of support I have received and where I am now to where I was is down to YSS, I can't thank you enough. My elderly mum is also very grateful for what you have done for me.

I pledge I will abide by the rules of the law to make myself and others safer on the road and never drink and drive. "

2. Tracy's Story

Project: Chrysalis

Brief History/Background to the case:

Tracy was referred to the Chrysalis project through the local NHS Liaison and Diversionary team. Other services already involved at the time of the referral were social services, CCP and CRC (probation). Due to fluctuating mental health and circumstances Tracy's engagement was initially ad hoc. This improved tremendously over time.

Tracy describes herself as always being a busy person, but due to the pandemic and being furloughed, this caused Tracy a lot of mental distress to the point that she felt she could no longer cope.

TS identified that she needed to deal with her issues head on so it was decided that her two children would live with their auntie for a period of time in 2020 so Tracy could access and engage with the support she desperately needed.



- Prior to the Covid-19 pandemic Tracy was in employment.
- Suffered a recent separation from long term abusive partner.
- Tracy was diagnosed and medicated for anxiety and depression.
- Several family members passed away during 2020 through suicide and Covid-19.
- Tracy presented with risky behaviours.
- Although Tracy had accommodation, she chooses to sofa surf/sleeps rough.
- At time of referral she had a high daily alcohol intake and/or illicit drug use.
- Was under probation for assault and possession of illicit drugs.

Outcomes achieved & Objectives completed. Describe what has changed / improved:

Through professional discussions and in consultation with Tracy, it was agreed that YSS support would be beneficial and complimentary to the services already in place. During our engagement with Tracy:

- We worked on breaking down issues into more manageable tasks. This prevented the cycle of feeling overwhelmed and retreating from the support available.
- When Tracy initially engaged she was sofa surfing/sleeping rough due to not feeling safe or confident enough to go to her accommodation due to the domestic violence memories.
- Tracy has self-reported that she started abstaining from using alcohol or drugs to cope with life.
- Tracy felt she needed to keep busy and started exploring options of online classes/courses.
- Tracy felt like she needed some organisational skills/tools. YSS have provided her with appropriate coaching and a pack of organisational resources, including a magnetic diary/week sheet, pens, paper and folders to keep important documents together/safe.
- Other agencies have expressed that her engagement with them have improved also.
- Tracy's children have returned to live with her full time.

Summary:

Tracy began engaging with the Chrysalis Project in October 2020, all contacts were completed via structured telephone calls. At this time her substance misuse was a major concern and an influencing factor in her displaying risky behaviours and having suicidal ideation thoughts.

By February 2021 Tracy made significant life changes. She felt able to manage daily life better and achieved many of her goals. Overall, Tracy has created a more positive and stable environment for herself and her children.

Feedback from Tracy:

'Thank you for the support you've given me and for the resources you sent to me. They are/will be a helpful and support me to organise myself each day. I am looking forward to getting involved with some courses - this will give me something to do and keep me occupied'.

3. The Evans Family

Story relayed by one of our Families First Keyworkers, Lia:

This referral initially came in from a primary school head teacher in a small town in Worcestershire. She had heard about the Families First service from an Early Help bulletin sent in to their school and had immediately thought of two brothers in her school.

Ben is 6 and Thomas is 8 and all through their lives dad has been in and out of prison for various offences relating to theft and drugs. Dad recently went to prison again and while initially he was in a reception prison with an in cell phone and could speak to the children almost every evening, he then got moved onto an older prison where phones were only on the prison landings. Due to the Coronavirus lockdown, he was only allowed out of his cell for an hour a day and during that time he could call his children, but this tended to be during the school day. Suddenly the children went from speaking to dad every day, to having very limited contact with him. The boys were getting quite emotional in school and crying about how much they missed their dad. This led to the head teacher making the initial referral.

When I first made contact with mum I learnt that there were two other children in the family; Sophie aged 12 and James aged 14. There had also been another sibling who unfortunately died 6 years ago from a brain tumor and mum and the family were still struggling to process the grief and trauma from his long period of illness.

Although the initial referral was for the two boys, because at YSS we always want our services to provide a whole family holistic support, I started to work with all the family on a variety of issues providing both emotional and practical support. Some of the family's problems were a direct result of dad's imprisonment, but there were also other emotional and practical issues which were aggravated by not having dad around.

Mum has been with dad for about 16 years and during that time he has been in and out of prisons around the UK multiple times. As a result of this he has not always been around for the births of his children and mum has had to spend a lot of time bringing up the children on her own. She had made it clear to him that this was the last time she would stand by him. Support offered to mum so far has included the following:

- Helping to consolidate her debts, set up a management plan and advocate on her behalf with the council to stop the bailiffs, when it could come out of her universal credit.
- Helping to liaise with the GP and opticians as she has anxiety around that.
- Supporting with some of her own childhood trauma.
- Providing emotional support when she wants to talk about the difficulties of having a partner in prison and looking after children.

I was also able to secure funding via the Smallwood Trust and the YSS Hardship Fund, which has meant we have been able to order and start the process of designing a headstone/memorial for her son. This has not only taken a huge weight off her shoulders in terms of a financial burden, but it has allowed her to move further through the grieving process and know that in future there will be a place where she can go to remember her son.

For the older children I have been supporting them on accessing and verbalising their feelings regarding dad and his imprisonment, as well as helping them to manage their emotions and build their confidence.

Financial Review

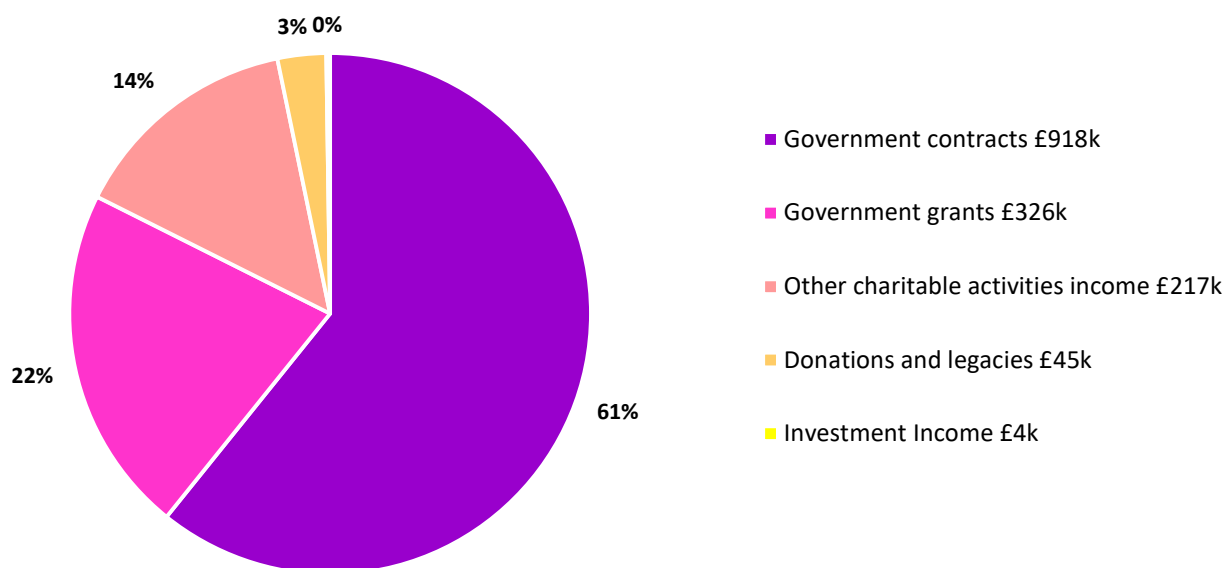
For the year ended 31 March 2021

The Charity reported an operating surplus of £101k (2019/20: £8k deficit). YSS has generated a net cash inflow from our charitable activities of £81k.

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

Year	Total Income	Total Expenditure	Net Surplus	Net Surplus
	£'000	£'000	£'000	%
2016/17	1,702	1,665	37	2.17%
2017/18	1,621	1,528	93	5.74%
2018/19	1,309	1,337	(28)	(2.14%)
2019/20	1,705	1,713	(8)	(0.47%)
2020/21	1,510	1,409	101	6.69%

YSS Total Income 2020-21



The position of YSS Reserves at 31 March 2021

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

The balance of unrestricted, available reserves at 31 March 2021 has increased to £353,482 (2020 - £324,243).

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.

Trustees' Report

The Trustees are pleased to present their annual report and the audited financial accounts for the year ended 31 March 2021. The financial statements comply with the current statutory requirements, the Statement of Recommended Practice and the charitable company's governing document.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Companies Act 2006, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Trustees of the charity and constitution

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees who have served during the year are set out on Page 3. There were no declarations of interest from any Trustee during the year.

The charitable company is governed by its memorandum of association which was adopted on 30 June 2000. The company trades under the name of YSS.

Structure, Governance & Management

The current Board of YSS consists of eight Trustees who meet six times a year. The Board is led by the Chair and assisted by the Vice-Chair. The Vice-Chair is the company secretary and a Finance Lead for the charity. The Board is supported by the Audit and Risk Committee.

The Board of Trustees is responsible for setting the organisational strategy with the Chief Executive Officer. The 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.

The Senior Management Team (SMT), led by the Chief Executive Officer, meet every month to drive operational and strategic performance. A separate leadership team including all those with line management responsibilities, recognising the significant role they play in day to day operational activities, meet for a full day at least annually. When the UK went into its first lockdown on 23 March 2020 in response to the rising cases and mortality rates of Covid-19, the SMT have facilitated the roll out of working from home for all staff. Since that time, the SMT have been meeting regularly every week using virtual meeting rooms to continue delivering strategic and organisational objectives while managing the rapidly changing situation relating to the ongoing pandemic and its effects on the charity's clients, staff and suppliers. The Trustee Meetings have also been successfully facilitated using virtual technology.

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 needs. This includes a role description and person specification, an application form and a formal interview process. If successful after the interview stage, applicants are invited to meet the Chair of Trustees and the CEO (along with members of SMT) and attend a Trustee Meeting as an observer. The Chair and Appointments Committee then confirm if they are suitable and the Chair recommends their appointment to the Board. Formal approval of appointment follows at the next Trustee Meeting.

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

The Board support the principles of good governance contained within the Charity Governance Code. The Board of Trustees confirm that the Charity does not fully comply with its own governance in as much as it agreed on the proposal of the incoming Chair that provision be made, subject to review at a later date, that a Board Member with a term of over ten

years be reappointed for a further three year term to provide for a smooth transition. This has applied to the immediate past Chair. This provided for a sufficient overlap of time between the retiring Chair of Trustees and the newly appointed Chair at a time of change for YSS with the recruitment of a new CEO in the pipeline. The Board is set to review its succession planning strategy in 2020/21 financial year, as agreed at the time of adopting this provision.

Safeguarding

It has been difficult to find a replacement for our Lead Safeguarding Trustee and pending a new recruitment round, Susanna McFarlane has agreed to act as interim Trustee with a safeguarding portfolio.

Risk Management

The Trustees regularly review the risks to which the charity might be exposed. There is a full risk statement, policy and associated systems in place and an Audit and Risk Trustee subcommittee that meets every six months.

The risk register identifies the major risks, their likelihood and impact and the consequent actions to manage them effectively and the process follows guidance from the Charity Commission.

Principal Risks and Uncertainties

The principal commercial, operational and financial risks that have been identified and could seriously impact on performance, future prospects or reputation are as follows:

- Significant reductions in key funding areas. The YSS project snapshot forms an integral part of the risk register and is reviewed at each Trustees' meeting. Business development work continues to take a high priority within the organisation, not only to seek additional funding in order to develop and enhance our current work but to secure continuation funding or to limit further potential cuts to current funding.
- A serious safeguarding incident resulting in harm to a child, young person or vulnerable adult and the subsequent effect on YSS's reputation. YSS has a nominated Trustee lead and a nominated Operational Director with responsibility for safeguarding. Policies are reviewed and disseminated annually and regular training undertaken from local authorities.
- Health and Safety such as a serious incident involving a member of staff or volunteer from lone working in the community and in the homes of some of our most vulnerable service users. A robust lone working policy is in place and all members of staff use a 'Lone Alert' system run through mobile phones and volunteers use a 'Buddy system'.

The entity's ability to continue as a going concern

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

- The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.
- The Board and the SMT have reviewed and considered the consequences of Covid-19 pandemic on YSS operations and the sustainability of income sources. Our 2020/21 budget was revised in June 2020 and the 2021/22 budget was prepared to reflect the initial impact of Covid-19 and the new funding opportunities. Both returned positive results for the charity's ability to continue as a going concern.
- The Trustees and directors carefully monitor the financial performance during each financial year, and despite the disruption of Covid-19, we are currently performing ahead of 21/22 budget.
- The management continued to assess the financial risk and has undertaken additional stress testing analysis of incoming resources in 2022/23 financial year and determined that there are no material uncertainties that casts significant doubt upon the entity's ability to continue as a going concern for the next 12 months.

Fundraising

- YSS does not rely on fundraising and donations to enable it to continue its work and does not engage fundraising or marketing agencies to target people by telephone, or in person, to persuade them to set up regular donations to YSS.
- We are fortunate to have people who believe in our work and raise money for us or make private donations. YSS does not, and will not, pass on contact details of supporters and donors to anyone else, including other charities. YSS respects the wishes of supporters and donors who ask for no further contact from the charity, and adheres to Data Protection Law.

- YSS employs a part-time communications and fundraising coordinator who works alongside YSS teams and SMT to gain funding for our work from trusts and foundations and to support people who choose to make donations or take part in fundraising activities in whatever way they can.
- YSS follows the Code of Fundraising Practice. YSS has received no complaints over fundraising activities during the period covered by this report.

Legal proceedings

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

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

To pursue our stated aims, YSS is able to recruit and train local volunteers. Volunteers add diversity, they challenge our thinking and help to bring local solutions to local issues. Volunteers can help break down the myths and stereotypes of people who could otherwise be excluded from the society.

Statement of Trustees' responsibilities

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

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

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

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

In so far as the Trustees are aware:

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

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

Auditor

Cooper Parry Group Limited 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 14 December 2021 and signed on behalf of the Board:



David Chantler OBE
Chair of YSS Board of Trustees

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

Opinion

We have audited the financial statements of YSS (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the report of the trustees, 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.

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

Opinions on 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 report of the trustees (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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 Report of the Trustees and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statement

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

Our assessment focussed on key laws and regulations the Charitable Company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, Charities (Protection and Social Investment) Act 2016, taxation legislation, data protection, anti-bribery and employment legislation.

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

Auditor's responsibilities for the audit of the financial statements (continued)

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the Charitable Company and how the Charitable Company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Charitable Company's control environment and how the Charitable Company has applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the Charitable Company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Glen Bott FCA
Senior Statutory Auditor
for and on behalf of:

Cooper Parry Group Limited

Chartered Accountants
Statutory Auditor
One Central Boulevard
Blythe Valley Park
Solihull
West Midlands
B90 8BG

Date: 14 December 2021

Statement of Financial Activities

(incorporating the Income and Expenditure Account)

For the year ended 31 March 2021

	Notes	Unrestricted Fund £	Restricted Funds £	Total 2021 £	Total 2020 £
Income from:					
Donations and legacies	2	18,659	26,701	45,360	27,303
Income from charitable activities	3	30,000	1,431,176	1,461,176	1,670,762
Investment income	4	3,641	-	3,641	6,676
Total income		52,300	1,457,877	1,510,177	1,704,741
Expenditure on:					
Charitable activities	5	20,577	1,388,493	1,409,070	1,712,782
Total expenditure		20,577	1,388,493	1,409,070	1,712,782
Movement in funds being Income/(expenditure) for the year		31,723	69,384	101,107	(8,041)
YSS Match Funding		(2,484)	2,484	-	-
Net Movement in Funds		29,239	71,868	101,107	(8,041)
Reconciliation of funds					
Total funds brought forward	14/15	324,243	258,251	582,494	590,535
Total funds carried forward		353,482	330,119	683,601	582,494

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

The notes on pages 26 - 38 form part of these financial statements.

Balance Sheet

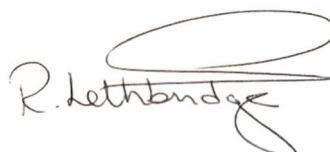
Registered Number 04024428
as at 31 March 2021

	Note	2021		2020	
		£	£	£	£
Fixed Assets					
Tangible fixed assets	9	1,385		2,769	
Intangible Fixed Assets	9	2,880		-	
			<u>4,265</u>		<u>2,769</u>
Current Assets					
Debtors	10	66,995		35,364	
Cash at bank and in hand		742,299		661,675	
			<u>809,294</u>		<u>697,039</u>
Creditors: amounts falling due within one year	11	<u>(129,958)</u>		<u>(117,314)</u>	
Net current assets			<u>679,336</u>		<u>579,725</u>
Net assets			<u>683,601</u>		<u>582,494</u>
Funds					
Restricted funds	14		330,119		258,251
Unrestricted funds - general	15	275,500		243,776	
designated	15	<u>77,982</u>		<u>80,467</u>	
			<u>353,482</u>		<u>324,243</u>
Total funds			<u>683,601</u>		<u>582,494</u>

The financial statements on pages 23-38 were approved by the board of Trustees and authorised for issue on 14 December 2021 and are signed on its behalf by:



David Chantler OBE
Chair of YSS Board of Trustees



Anthony Richard Lethbridge
Trustee, Lead on Finance

Statement of cash flows

as at 31 March 2021

	Note	2021 £	2020 £
Cash flow from operating activities	19	79,863	(29,803)
Cash flow from investing activities			
Interest received		3,641	6,676
Purchase of fixed assets		(2,880)	(4,152)
Net cash flow from investing activities		761	2,524
Net increase/ (decrease) in cash and cash equivalents		80,624	(27,279)
Cash and cash equivalents at 1 April 2020		661,675	688,954
Cash and cash equivalents at 31 March 2021		742,299	661,675

Notes to the Accounts for the year ended 31 March 2021

1 Accounting Policies

Basis of preparation

YSS (the charity) is a registered incorporated charity in the United Kingdom. The address of the registered office is given in the charity information on page 3 of these financial statements. The nature of the charity's operations and principal activities are to provide community based support services for children, young people, adults and families who are vulnerable, have complex needs and who face difficult life challenges.

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

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

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

Company Status

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

Fund accounting

Restricted funds

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

Unrestricted funds

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

Notes to the Accounts for the year ended 31 March 2021 (continued)

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
Intangible assets	33% straight line

Fixed assets below £500 are not capitalised.

Debtors and creditors receivable / payable within one year

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

Notes to the Accounts for the year ended 31 March 2021 (continued)

Recognition of liabilities

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

Pensions

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

Tax

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

Leasing commitments

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

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

Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure for 2021/22 and 2022/23 financial years are sufficient with the level of reserves. The total unrestricted reserves are adequate and provide sufficient cash resources to allow YSS to meet its operating liabilities as and when they fall due for a period of at least 12 months from the date of the approval of these financial statements.

2 Voluntary income	2021	2020
	£	£
Grants and donations – Restricted Funds	26,701	27,303
Grants and donations – Unrestricted Funds	18,659	-
	<hr/> 45,360	<hr/> 27,303

Notes to the Accounts for the year ended 31 March 2021 (continued)

3 Incoming resources from charitable activities

	2021 £	2020 £
<u>Restricted</u>		
West Mercia AA – Appropriate Adult	40,306	36,145
Worcestershire Young Carers	121,734	122,614
- Core funding	12,000	10,000
- Schools Awareness	13,735	15,540
- Children In Need	417,445	417,444
Shropshire County Council Early Help – Enhance	15,000	-
Smallwood Trust – Women’s Discretionary Fund	50,317	44,728
Smallwood Trust – Chrysalis	7,500	2,500
Smallwood Trust – Tampax Tax	30,800	
Smallwood Trust – Skills for Life	230,712	229,338
WWM CRC – ESS+	108,000	115,545
WWM CRC – Through the Gate	174,745	140,658
WM OPCC – Morse Safer Roads	25,000	25,000
WM OPCC – Remembering Veterans	(10,037)	396,367
WM OPCC - Divert	-	1,267
WM OPCC-PDC	51,751	51,750
Veterans Voices	50,500	33,000
Action For Children – Worcs Early Help	15,000	15,000
Laslett’s Trust	-	4,672
Fusion - BBO	1,800	8,800
IOM – Iris	54,868	-
Worcestershire Children First – Families First	20,000	-
Eveson Trust		
	1,431,176	1,670,368
<u>Unrestricted</u>		
MoJ Core Cost Funding	30,000	-
Sundry income	-	394
	1,461,176	1,670,762

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

4 Investment income

	2021 £	2020 £
Bank deposit interest	3,571	6,219
COIF deposit interest	70	457
	3,641	6,676

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



Notes to the Accounts for the year ended 31 March 2021 (continued)

5 Resources expended – Charitable Activities

	Criminal Justice £	Mentoring and Support £	Young Carers £	Central Costs £	2021 Total £	2020 Total £
Activities Undertaken directly						
Employment Costs (Note 6)	332,945	554,641	98,961	132,855	1,119,402	1,246,676
Staff Training	3,862	10,364	299	899	15,424	25,870
Advertising and Promotions	2,468	11,135	167	-	13,770	11,760
Travelling Expenses	3,917	2,997	760	-	7,674	77,420
Service user Expenses & Club costs	2,637	23,994	2,194	-	28,825	66,725
Office costs and facilities	2,803	5,278	755	21,562	30,398	27,225
Admin Costs	5,977	8,852	2,914	7,871	25,614	37,281
IT Costs	16,007	21,804	6,704	15,335	59,850	86,947
Insurance	-	-	-	8,765	8,765	8,250
Legal and Professional	-	-	-	13,952	13,952	29,897
Bank Charges	-	-	-	1,000	1,008	609
Trustee's Expenses and Meeting Costs	-	-	-	1,560	1,560	3,090
Conference Expenditure	-	-	-	18	18	198
Volunteer Costs	2,120	381	99	-	2,600	10,347
Subcontractor Costs	13,264	60,000	-	-	73,264	73,264
Governance Costs	-	-	-	5,562	5,562	5,842
Depreciation	-	-	-	1,384	1,384	1,385
	386,000	699,445	112,853	210,372	1,409,070	1,712,782

Of the total expenditure, a debit of £20,577 (2020: £7,270) related to unrestricted funds and £1,388,493 (2020: £1,705,512) related to restricted funds.

Notes to the Accounts for the year ended 31 March 2021 (continued)

6	Staff costs	2021	2020
		£	£
	Gross Salaries	1,004,610	1,118,738
	Employer's National Insurance	73,475	89,459
	Pension Costs	33,710	38,475
	Redundancy Costs	-	-
	Staff Welfare Costs	7,607	-
		<hr/>	<hr/>
		1,119,402	1,246,672
		<hr/>	<hr/>

Included in the above gross salaries figure are consultancy costs of £23,822 (2020 - £9,532).

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

		2021	2020
		No.	No.
Administration and management	- Full time	3	2
	Part time	6	8
Support staff	- Full time	18	26
	Part time	21	19
Seconded staff		-	-
		<hr/>	<hr/>
		48	55
		<hr/>	<hr/>

No (2020: nil) employees earned more than £60,000 per annum (including taxable benefits but excluding employer's pension contributions) during the year ended 31 March 2021.

No remuneration was paid to Trustees during the year.

The total amount of employee benefits received by key management personnel is £181,438 (2020: £194,303). The charity considers its key management personnel comprise of five individuals being the Chief Executive, Finance Director and three Operations Directors (one Full Time, two Part Time).

7 Net incoming resources for the year

The net incoming resources are stated after charging:

	2021	2020
	£	£
Auditors' remuneration	5,562	5,592
Pension costs	33,710	38,475
Operating lease rentals	18,655	19,325
Depreciation	1,384	1,383
	<hr/>	<hr/>

Notes to the Accounts for the year ended 31 March 2021 (continued)

8 Taxation

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

9 Tangible fixed assets

	Office Equipment	Computer Equipment	Intangible Assets	Total
Cost	£	£	£	£
At 1 April 2020	11,222	4,152	-	15,374
Additions	-	-	2,880	2,880
Disposals	-	-	-	-
At 31 March 2021	11,222	4,152	2,880	18,254
Depreciation				
At 1 April 2020	11,222	1,383	-	12,605
Charge for the Year	-	1,384	-	1,384
Eliminated on disposal	-	-	-	-
At 31 March 2021	11,222	2,767	2,880	13,989
Net book value				
At 31 March 2021	-	1,385	2,880	4,265
At 31 March 2020	-	2,769	-	2,769

10 Debtors

	2021 £	2020 £
Trade debtors	8,160	467
Prepayments	18,301	24,054
Other debtors	40,534	10,843
	66,995	35,364

Notes to the Accounts for the year ended 31 March 2021 (continued)

11 Creditors: amounts falling due within one year	2021	2020
	£	£
Trade creditors	20,866	28,763
Social security and other taxes	29,543	23,720
Accruals	50,466	36,166
Deferred income (below)	<u>29,083</u>	<u>28,665</u>
	129,958	117,314
	<hr/>	<hr/>
Deferred income is analysed below:	£	£
Deferred income brought forward	28,665	29,544
Released in year	(28,665)	(29,544)
Deferred during the year	<u>29,083</u>	<u>28,665</u>
Deferred income carried forward	29,083	28,665
	<hr/>	<hr/>

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.

12 Pension Commitments

The charitable company operates a defined contribution pension scheme. Pension costs of £33,710 (2020: £38,475) representing contributions payable by the charitable company to the fund, were charged in the statement of financial activities during the year. No further contributions are payable for the year.

13 Operating leases

The total minimum lease payments due by the charitable company at 31 March 2021 in respect of non-cancellable operating leases are as follows:

Leases expiring:

	Land and buildings	
	2021	2020
	£	£
Within one year	-	13,991
	-	<u>13,991</u>
	<hr/>	<hr/>

Notes to the Accounts for the year ended 31 March 2021 (continued)

14 Restricted Funds - current year

	Balance at 01/04/2020	Incoming Resources	YSS Match Funding	Resources Expended	Balance at 31/03/2021
Worcestershire Young Carers:					
- Core	1,012	121,734		(117,527)	5,219
- General (donation towards WYC)	47,346	21,850		(1,342)	67,854
- School Awareness	5,782	12,000		(10,682)	7,100
- Children in Need	1,154	13,735		(7,074)	7,815
- #iwill	1,788	-		-	1,788
West Mercia AA – Appropriate Adult	-	40,306		(35,638)	4,668
Shropshire County Council Early Help	62,556	417,445		(412,415)	67,586
Smallwood Trust – First Direct	6,857	15,000		(18,943)	2,914
Smallwood Trust - Chrysalis	21	50,317	2,484	(55,298)	(2,476)
Smallwood Trust - Tampax Tax	2,025	7,500		(7,837)	1,688
Smallwood Trust - Skills for Life	-	30,800		(23,536)	7,264
WWM CRC – ESS+	64,734	230,712		(230,624)	64,822
WWM CRC – through the gate	825	108,000		(98,316)	10,509
WM OPCC – Morse Safer Roads	18,398	174,745		(193,468)	(325)
WM OPCC – New ESP	1,000	-		-	1,000
WM OPCC - Divert	10,037	(10,037)		-	-
WM OPCC – Remember Veterans	6,682	25,000		(26,454)	5,228
WM OPCC – PDC	-	-		-	-
Veterans’ Voices	1,650	51,751		(51,655)	1,746
Action for Children – Starting Well South Worc.	4,305	50,500		(46,116)	8,689
Families First	1,000	54,868		(31,241)	24,627
Laslett’s Trust	-	15,000		(14,816)	184
IOM – Iris	1,921	1,800		(234)	3,486
YSS Discretionary Donations	19,158	4,851		(5,277)	18,732
Eveson Trust	-	20,000		-	20,000
	258,251	1,457,877	2,484	(1,388,493)	330,119

Notes to the Accounts for the year ended 31 March 2021 (continued)

14	Restricted Funds - prior year	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Balance at 31 March 2020 £
	West Mercia AA – Appropriate Adult	1,535	36,145	(37,680)	-
	WYC - Core	-	122,614	(121,602)	1,012
	- General (donations toward WYC)	49,787	20,571	(23,012)	47,346
	- School Awareness	5,336	10,000	(9,554)	5,782
	- E to E – LJC Fund	1,570	-	(1,570)	-
	- Children in Need	1,939	15,540	(16,325)	1,154
	- #iwill	4,779	-	(2,991)	1,788
	Shropshire County Council Early Help	71,689	417,444	(426,577)	62,556
	Smallwood Trust – First Direct	15,446	-	(8,589)	6,857
	Smallwood Trust - Chrysalis	786	44,728	(45,493)	21
	Smallwood Trust – Tampax Tax	-	2,500	(475)	2,025
	WWM CRC – ESS+	64,275	229,338	(228,879)	64,734
	WWM CRC – through the gate	(7,426)	115,545	(107,294)	825
	WW OPCC – Morse Safer Roads	-	140,658	(122,260)	18,398
	WM OPCC - ARC	5,469	-	(5,469)	-
	WM OPCC – New ESP	1,000	-	-	1,000
	WM OPCC - Divert	11,187	396,367	(397,517)	10,037
	WM OPCC – Remember Veterans	6,721	25,000	(25,039)	6,682
	WM OPCC – PDC	2,404	1,267	(3,671)	-
	Veteran Voices	-	51,570	(50,100)	1,650
	Action for Children – Worcs Early Help	12,533	33,000	(41,228)	4,305
	Action for Children – FFS	1,000	-	-	1,000
	Laslett's trust	355	15,000	(15,355)	-
	Fusion – BBO	-	4,672	(4,672)	-
	IOM – Iris	2,310	8,800	(9,189)	1,921
	YSS Discretionary Donations	13,397	6,732	(971)	19,158
		266,092	1,697,671	(1,705,512)	258,251

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

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

Worcester Young Carers (WYC) school awareness - Private donation to increase awareness of young Carers in schools.

Worcester Young Carers (WYC) E to E – LJC Fund - To support and motivate those young carers aged 16 and over specifically around education, training and employment.

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

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

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

Notes to the Accounts for the year ended 31 March 2021 (continued)

14 Restricted Funds – continued

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

Smallwood Trust – Skills for Life

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

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

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

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

WM OPCC – New ESP – Employment Support Programme, funding received in 2017/18 to support people aged 18 plus who are in, or at risk of being in, the criminal justice system with mental health issues, in order to break down barriers towards employability (real or perceived) and move them closer towards sustainable employment.

WM OPCC – Divert – to provide early support to children and young people who are at risk of criminal exploitation.

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

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

Family First Support – Funded by Worcestershire Children First (part of WCC), offers practical and emotional support to families of those in prison who reside in Worcester city.

IOM – IOM Rehabilitation Intervention Service (IRIS) - Provide Intensive support to a nominated group of IOM ex-offenders across Telford and Shropshire

Laslett's Trust – Funding to support the recruitment and training YSS volunteers

Eveson Trust – Funding received to enhance Your Carers service

YSS Discretionary Donations – donations received from donors who would like the funds to be spent towards any YSS direct project costs (as opposed to any costs).

Notes to the Accounts for the year ended 31 March 2021 (continued)

15 Unrestricted funds – current year

	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Allocation in year £	Balance at 31 March 2021 £
Designated funds					
Deficit budget funding	53,000	-	-	-	53,000
Herefordshire Chrysalis	27,467	-	(2,484)	-	24,983
General Fund	243,776	52,300		(20,577)	274,499
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total	324,243	52,300	(2,484)	(20,577)	353,482
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

Unrestricted funds – prior year

	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Allocation in year £	Balance at 31 March 2020 £
Designated funds					
Deficit budget funding	41,000	-	(4,737)	16,737	53,000
Herefordshire Chrysalis	30,000	-	(2,533)	-	27,467
General Fund	253,443	7,070		(16,737)	243,776
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	324,443	7,070	(7,270)	-	324,243
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

Purpose of designated funds

Deficit budget funding

The purpose of this fund is to finance the deficit budget set for 2021/22.

Herefordshire Chrysalis Service

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

Notes to the Accounts for the year ended 31 March 2021 (continued)

16 Analysis of net assets between funds – current year

	Designated funds £	Unrestricted funds £	Restricted funds £	2021 Total £
Cash at bank and in hand	77,983	334,197	330,119	742,299
Other net current assets/(liabilities)	-	(58,698)	-	(58,698)
	<u>77,983</u>	<u>275,499</u>	<u>330,119</u>	<u>683,601</u>

Analysis of net assets between funds - prior year

	Designated funds £	Unrestricted funds £	Restricted funds £	2020 Total
Cash at bank and in hand	80,467	322,957	258,251	661,675
Other net current assets/(liabilities)	-	(79,181)	-	(79,181)
	<u>80,467</u>	<u>243,776</u>	<u>258,251</u>	<u>582,494</u>

17 Reserves on dissolution

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

18 Control and members

The charitable company is under the control of the Trustees.

As at 31 March 2021, there were 7 members of the charitable company (2020: 8 members).

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

	2021 £	2020 £
Net income for the year	101,107	(8,041)
Interest receivable	(3,641)	(6,676)
Depreciation	1,384	1,383
Gain on disposal	-	-
(Increase) in debtors	(31,631)	(12,335)
Increase/(Decrease) in creditors	12,646	(4,134)
Net cash flow from operating activities	<u>79,865</u>	<u>(29,803)</u>

Thanks and acknowledgement

We would like to extend a sincere 'thank you' to all our donors, who have supported us this year; it is through your support that we are able to reach more beneficiaries and have a greater impact.

Thank you!

**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.

There are a number of exciting volunteer roles based within our services; our volunteers are supported by a dedicated, friendly team of Volunteer Coordinators who are responsible for recruiting and supporting our volunteers across the region. If you'd like to volunteer for us, please go to yss.org.uk/why-volunteer 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

We are incredibly grateful to and inspired by, all those who give their time, effort and often sweat and tears, into fundraising for us – it is thanks to all your efforts that we are able to support even more people and have a greater impact. If you have a fundraising idea, or would like to find some inspiration, please see yss.org.uk/fundraise. If you're looking for an easy way to support us why not buy a Worcester Community Lottery ticket – just go to - <https://www.worcesterlottery.org/support/yss-worcester>. Tickets cost £1 and there is a chance of winning up to £25,000.

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, email info@yss.org.uk or speak to us on 01905 730 780; we'd love to hear from you.



yss.org.uk



info@yss.org.uk



01905 730 780



@OfficialYSS

@WorcestershireYoungCarers



@OfficialYSS

@WorcYoungCarers



linkedin.com/company/21737428