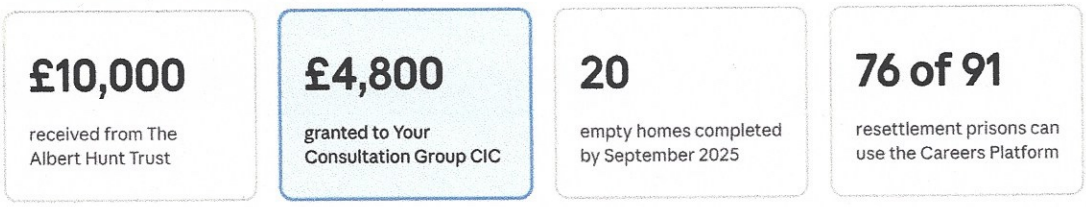
YCG Foundation

Working Together to Change Prisoners' Futures

Trustees' Annual Report and Accounts for the year ended 31 December 2025 · Registered charity number 1205426

2025 at a glance: £10,000 received, £4,800 granted to YCG CIC

YCG Foundation, year ended 31 December 2025



Homes and Careers Platform figures relate to work delivered by YCG CIC, which the Foundation supports.

2025 at a glance

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Chairman's statement

By Dr Darryl Brock, Chair of Trustees

This is the second annual report of the YCG Foundation. Our first year was about putting the charity on a proper footing. This year has been about using that footing to support practical work, above all helping people leaving custody into employment.

In March 2025 the trustees approved a grant of £4,800 to Your Consultation Group CIC. It continued our support for mentoring, pre-start training and the Careers Platform. In August 2025 we received a further

£10,000 from The Albert Hunt Trust towards the Employment Pathway. We are grateful to the Trust for its continued confidence in our work.

> *"People leaving custody are employed on real contracts, refurbishing empty homes that are then let to families who need them. Two groups benefit from the same economic activity."*

Through the Employment Pathway, which the CIC runs with Resonance Property Funds as Building Futures Together, people leaving custody are employed by the CIC on real contracts, refurbishing empty homes owned by Resonance. The same work brings those homes back into use for families in housing need, a wider social benefit that grows as the employment grows. The work began in Gloucestershire in 2025 and extended to London by the end of the year. Some 40 homes have now been refurbished in Gloucestershire and four in London. The photographs in this report show one of them, 29 Parklands in Quedgeley, Gloucester, during its refurbishment in autumn 2025.

The CIC could not have set up the pathway without considerable help and support from others. Resonance Property Funds gave the CIC access to the work and has supported it as it has grown. Bristol Together, whose model of employing people leaving prison to refurbish homes is well established, shared its experience and supported the CIC in setting up the work in Gloucestershire. DHI, which manages the tenancies of the families now living in these homes, has supported the work and has since engaged the CIC on property repairs. On behalf of the trustees, I thank all three organisations.

The Foundation has no paid staff. Its work is carried out by unpaid volunteers, and I thank them, and my fellow trustees, for the time they have given. In October 2025 we amended our constitution, and we welcomed James Brock, a part-time Chaplain at HMP Parc, to the board. We intend to strengthen the board of trustees further in the coming year.

After the year end, in May 2026, the trustees approved a further grant to upgrade the Careers Platform. That work has been completed and has extended the platform's capabilities. The platform remains accessible in 76 of the 91 resettlement prisons in England and Wales.

Looking ahead, the trustees are considering proposals to make the Prisoners' Legal Information service available digitally, and to support a feasibility study for a digital classroom version of the Chrysalis course, building on the CIC's earlier work with Bath Spa University. We will weigh these carefully against the evidence of need and the resources available to us.

Dr Darryl Brock Chair of Trustees, YCG Foundation



Old carpet being lifted at 29 Parklands, Quedgeley, Gloucester, autumn 2025. Photograph: Resonance.

Who we are and how we work

The YCG Foundation is a charitable incorporated organisation registered on 26 October 2023. Its object is, for the public benefit, the rehabilitation and support of offenders and ex-offenders and their families, in particular by providing education, training, mentoring, support with accommodation and other practical support to help break the cycle of re-offending and prevent future crime.

A grant-making charity

The Foundation has no paid staff and does not deliver services itself. It pursues its object by making grants to organisations whose work falls within it. Each application is considered by the trustees on its merits against the object, and grants are approved by a vote of the trustees. Recipients are asked to report on what each grant has supported.

The constitution gives the Foundation power to do anything calculated to further its object, which includes making grants. Where a grant is made to an organisation that is not a charity, such as a community interest company, the trustees follow the Charity Commission's guidance on making sure the money is used only for the Foundation's charitable purposes.

In 2025 the Foundation's grant was made to Your Consultation Group CIC, which delivers the work described in this report.

The approach we support

The work we fund follows the EETEA model: Engagement, Education, Training, Employment and Accommodation. It begins with engagement early in a sentence and should carry through to a job and a home on release.

> *"Every prisoner ought to upskill whilst in custody, so that they are equipped to find work on release." (Breaking the Cycle, YCG Social Impact Report)*
>
> *"People go to prison because they make one or more bad decisions."*

The Chrysalis philosophy informs every part of this approach. Its emphasis on critical thinking helps participants and decision-makers process information and make informed decisions about the future, and the same principles shape how the work is designed and delivered.

In the community, we seek to achieve as much social good as possible from the same economic activity. The CIC's Employment Pathway is an example. The refurbishment work that gives people leaving custody paid employment also brings empty homes back into use for families in housing need, and has led to further work with partners such as DHI. The Foundation's funding goes to the employment and training side of this work; the wider benefits follow from it.

The trustees support extending the Employment Pathway to serving prisoners through release on temporary licence, which is expected to help them settle back into their communities when they leave custody.

The Foundation continues to advocate for informed changes to prison rules where the evidence justifies them. The YCG group has worked directly with serving prisoners since 2015, through caseworkers with lived experience of the justice system. Since 2018 it has made regular technical submissions and recommendations on prison law to the Ministry of Justice Deregulation and Operational Policy Team, informing policymakers of the operational impact of policy and legislative changes. This gives it a well-informed view of how changes to the rules affect prisoners, prisons and the wider community.

Our high-level analysis of requests to the Prisoners' Legal Information service shows:

- **About half of all requests** are about sentence progression and release (52%).
- **Categorisation alone** is about a fifth of appointments.
- **Five areas make up over half** of all demand: categorisation, Home Detention Curfew, criminal law appeals, OASys and initial exploratory appointments.
- **Release and resettlement** is about a fifth of demand.
- **Legal matters and appeals** are about 14% of demand.

Public benefit

The trustees confirm that they have had regard to the Charity Commission's guidance on public benefit. The activities funded in 2025 benefit people in prison and leaving prison. The homes refurbished through the Employment Pathway also benefit the families who live in them. That benefit is incidental to the Foundation's object and is described under A wider social benefit, below.

Our year

Employment for people leaving custody

In March 2025 the trustees approved a grant of £4,800 to the CIC (Grant 002). It continued support for mentoring, pre-start training and the Careers Platform, and extended its purposes to include engagement with HMP Leyhill on release on temporary licence. The CIC directly employs participants on

real contracts for real wages. During 2025 the CIC was in discussions with HMP Leyhill about extending the employment pathway to serving prisoners, and it is looking to pilot release on temporary licence as a pathway activity.

The grant also supported the CIC's soft skills programmes. With criminology interns from Bath Spa University, the CIC continued work on the Moodle-based online version of Chrysalis, its critical thinking course, which was first digitised by earlier Bath Spa interns. The CIC also completed a full suite of pre-start training materials, for use in a work-experience pilot with an employer partner from June 2025.

Employment through property refurbishment

The Employment Pathway, known as Building Futures Together, is built around refurbishing empty homes for Resonance Property Funds, giving participants real work on live contracts alongside qualified tradespeople. Work began in Gloucestershire early in 2025. The first homes were completed in June and 20 by the end of September. Over the year, cost overruns on each property fell from 30% to 4% and handover times shortened from 20 weeks to 14. The programme extended to London in December 2025.

A wider social benefit

The three, four and five-bedroom homes the team refurbishes are let to families in housing need, with the majority of tenancies managed by the charity DHI. Housing these families is outside the Foundation's object, and the Foundation does not fund it. The trustees regard it as a wider social benefit of the same economic activity that provides work and training for the people the Foundation exists to help. The two meet in a shared aim: safer communities and less re-offending. Since the year end, DHI has also become a customer of the CIC for property repairs, adding further employment opportunities under the Pathway.

The Careers Platform

The Careers Platform lists around 1,500 vacancies from employers committed to recruiting people with convictions. It can be used in 76 of the 91 resettlement prisons. Grant 002 contributed to keeping it running during 2025.

During 2025 vacancies were added to the platform by hand each week, and the platform did not record how it was used, so the trustees are not able to report usage figures for the year. That limitation shaped the rebuild the trustees funded in 2026, described under Looking ahead.

Case study: what one refurbishment involves

24 Hawthorn Way, Northway, Tewkesbury, shows the standard of work the team delivers: from purchase to a certified, occupied home in five months.

Date	Milestone
19 May 2025	Tenancy begins: a family housed
May 2025	Local authority inspection passed; minor snags put right

Date	Milestone
April 2025	Certified handover: electrical, gas and fire safety certificates, new boiler with 10-year warranty
February to March 2025	Refurbishment works
31 January 2025	Asbestos survey completed before works began
19 December 2024	Purchase completed and scope of works agreed



Decorating at 29 Parklands, autumn 2025. Photograph: Resonance.

Grants made

One grant was paid in 2025.

Grant	Approved	Recipient	Amount (£)	Purpose
Grant 002	24 March 2025, by a vote of 3 to 0	Your Consultation Group CIC	4,800	Chrysalis, mentoring, pre-start training, the Careers Platform, and engagement of serving prisoners at HMP Leyhill on release on temporary licence, as part of Building Futures Together

A short report from the CIC on what the grant supported is attached at Annex B. For comparison, the Foundation's first grant (Grant 001, £5,000) was paid in 2024. A further grant (Grant 003, £5,000) was approved in May 2026 and will be reported next year.

Financial review

The Foundation received £10,000 and spent £5,124 in the year, ending it with £9,876 at the bank. The accounts are prepared on a receipts and payments basis.

	2025 (£)	2024 (£)
Balance at 1 January	5,000	0
Grant from The Albert Hunt Trust	10,000	10,000
Grant to Your Consultation Group CIC	(4,800)	(5,000)
Legal fees: review of the 2024 trustees' report	(324)	0
Balance at 31 December	**9,876**	**5,000**

Reserves

The trustees aim to hold reserves equal to between six and twelve months of grant expenditure, which at current levels is £2,500 to £5,000. The balance at the year end was above that range because it included funds the trustees expected to commit to the Careers Platform rebuild, which they approved in May 2026.

Running costs

The Foundation's running costs are met by Your Consultation Group CIC at no charge to the Foundation. No trustee received any payment or expenses from the Foundation.

Structure, governance and management

The Foundation is a charitable incorporated organisation (foundation model), governed by its constitution as amended on 30 October 2025. Its voting members are its trustees. Trustees are appointed in accordance with the constitution, which requires at least three trustees.

Trustees who served in the year

Trustee	Role	Appointed	Notes
Dr Darryl Brock	Chair	26 October 2023	
Dr Jeremy Bewley	Trustee	26 October 2023	
Rosie Mai Iredale	Trustee	21 March 2024	Resigned 20 April 2026
James Brock	Trustee	31 October 2025	

Decision making and conflicts of interest

Decisions in 2025, including the grant to the CIC, were taken by a vote of the trustees. Trustees declare any interest in a matter before it is decided. James Brock is the father of the Chair, which is declared

here. The Foundation's director is not a trustee and has no vote. He also acts for the CIC, and that connection is declared whenever the trustees consider an application from it.

Staff and volunteers

The Foundation has no paid staff. Its administration, including the preparation of applications and reports, is carried out without charge by its director, Mark Hodge, the founder of the YCG group, and by other volunteers. Volunteers also support work that furthers the objects of both the Foundation and the CIC.

Relationship with Your Consultation Group CIC

The Foundation and the CIC are separate organisations. The CIC received the Foundation's grant in 2025 and meets the Foundation's running costs. Grants are decided by the Foundation's trustees alone, and the CIC reports to them on what each grant has supported.

Risk and policies

The trustees keep a risk register, attached at Annex C, and review the principal risks each year. The policies the Foundation has adopted are listed, with their review dates, at Annex D.

Advisers and accounts

The accounts are prepared by the trustees on a receipts and payments basis. As income was below £25,000, an independent examination is not required. The Foundation banks with Metro Bank.

Looking ahead

- **Careers Platform.** In May 2026 the trustees approved a grant of £5,000 to rebuild the Careers Platform on current technology, automate employer job feeds and add usage tracking. This work has since been completed. The rebuilt platform takes vacancies directly from employers' own job feeds rather than relying on weekly manual uploads, so the jobs prisoners see are current, and it now records how the platform is used. The trustees' focus is now on employer adoption, which is what will extend the platform's reach. Listing vacancies is free to employers, and the CIC promotes it alongside its other work with employers. Central government procurement now gives social value a minimum 10% weighting in contract awards, and employing people who face barriers to work, including people leaving prison, is one way bidders can meet it. This gives contractors a practical reason to list their vacancies. The trustees expect to report usage and employer numbers from 2026.
- **Funding.** The Albert Hunt Trust made a further grant of £8,000 in August 2026.
- **Homes and employment.** The CIC's refurbishment work continues in Gloucestershire and London, with a further phase planned in Oxfordshire. The number employed through the pathway in Gloucestershire is building towards a target of 12, and a similar trajectory is planned in London. DHI's work as a new customer adds to the employment opportunities available.
- **Prisoners' Legal Information.** The trustees are considering a proposal to make the Prisoners' Legal Information service available digitally, including to friends and families of serving prisoners and to people after release. To inform that decision, the trustees are considering usage data

from the existing service, which shows that about half of all requests concern sentence progression and release. No decision has yet been taken.

- **Digital Chrysalis.** The online version of Chrysalis that the CIC developed with Bath Spa University was built on Moodle, using the technology available at the time. The trustees expect to consider supporting a feasibility study for the next stage: a digital classroom experience for Chrysalis, building on that work, so that the course can be delivered to more people in prisons and in the community.
- **The board.** The trustees intend to recruit further trustees to broaden the board's experience.

Trustees' approval

This report and the accounts were approved by the trustees on [date] and signed on their behalf by:

Dr Darryl Brock, Chair of Trustees

Signature ..... Date 27/10/26

Annexes

- Annex A: Social Impact Report, Breaking the Cycle (DISE)
- Annex B: Grant 002 and what it supported
- Annex C: Risk register
- Annex D: Policy index
