

FLEDGE YOUTH SUPPORT

England & Wales · Charity number 1157207

Details

Other names	FLEDGE
Status	Registered
Legal form	CIO
Registered	2014-05-28
Register	View on the Charity Commission register

Contact

Address	41-53 High Street Eastleigh Hampshire SO50 5LG
Phone	02381784657
Email	info@fledge.org.uk
Website	www.fledge.org.uk

Activities

Objects: TO ADVANCE IN LIFE AND RELIEVE NEEDS OF YOUNG PEOPLE THROUGH:(A) THE PROVISION OF SUPPORT INCLUDING; HOUSING, MENTORING, BEFRIENDING AND HOSPITALITY, PROVIDED IN THE INTEREST OF SOCIAL WELFARE, DESIGNED TO IMPROVE THEIR CONDITIONS OF LIFE;(B) PROVIDING SUPPORT AND ACTIVITIES, WHICH DEVELOP THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS MATURE AND RESPONSIBLE INDIVIDUALS.

Activities: Providing support and advice for homeless young people. Offering hospitality to vulnerable young people through meals and family support. Developing a housing provision through a Supported Lodgings model for homeless young people. Developing a housing provision through a shared house with floating support for homeless young people.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** Children/young People

Geography

- Hampshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£871,146	£668,017	£631,945	11
2024-03-31	£712,177	£534,493	£428,816	14
2023-03-31	£493,643	£461,208	-	-
2022-03-31	£427,914	£379,407	-	-
2021-03-31	£359,921	£275,345	-	-

Trustees

Name	Role	Appointed
Christine Vivian Raw		2025-01-27
Dr Ian Peter Clarke		2024-01-31
Jeremy Sisley		2025-11-12
Michael John Evans		2024-03-20
Philip Hugh Raw FRICS		2025-01-27

FLEDGE YOUTH SUPPORT

England & Wales - Charity number 1157207

Accounts



Annual Report

April 2024 - March 2025





Fledge Youth Support
Charitable Incorporated Organisation
Co-founders: Mark and Lauren Cheshire

Annual Report of the Trustees’ 2024–2025

Registered as a Charitable Incorporated Organisation in England and Wales; Charity Number: 1157207

Head Office:	Smith Bradbeer House, 41 – 47 High Street, Eastleigh, Hampshire SO50 5LG. Tel.: 023 8122 5384; E-mail: info@fledge.org.uk ; Website: www.fledge.org.uk Facebook: fledge.eastleigh ; Twitter: _fledge
Bank:	The Co-operative Bank plc. 1 Balloon Street, Manchester M4 4BE.
Solicitor:	Warner and Richardson LLP, Solicitors, 29 Jewry Street, Winchester, Hampshire, SO23 8RR
Independent Examiner:	Mr. Chris. Goodhead FCA, Knight Goodhead Ltd. Chartered Accountants, 7 Bournemouth Road, Chandler’s Ford, Eastleigh. Hants. SO53 3DA.

Letter from our CEO

Welcome to our Annual Report for 2024/25.

As we reflect on the past year at Fledge, I am filled with gratitude and pride for what we have achieved together. Our mission—to provide accommodation, mentoring and support to equip and empower individuals to reach their potential—has never been more vital. In 2024/25, we faced challenges, but we also witnessed remarkable progress that reaffirmed the dedication of our team.

One of our biggest challenges was our office accommodation being sold and having nowhere to house the staff team or have a base to provide support for our residents. We are extremely grateful to One Community, Eastleigh and Elim Pentecostal Church for accommodating us during this time.

This year, we expanded our provision, adding a 5-bedroom house to our portfolio. We have also secured a 10-year lease on a building to create a fit for purpose Hub where we can support those in need, ensuring that every person who comes through our doors does not just receive somewhere to live, but hope and opportunity. We are excited to relocate and the possibilities this will create for us.

None of this would be possible without the unwavering commitment of our staff, trustees, volunteers, and supporters. Your passion and generosity have enabled us to transform lives and create lasting impact. Thank you for standing with us. Together, we will continue to make a difference.

Nerissa Dean



Fledge Youth Support Charitable Incorporated Organisation

Aims and purposes:

Fledge Youth Support CIO (Fledge), also referred to in this document as “the Charity” and “the CIO”, exists to provide safe and homely accommodation and holistic support to otherwise homeless and vulnerable young adults. To achieve this, Fledge runs housing provision through shared houses, and self-contained flats, offering accommodation, with capacity for up to thirty-seven young adults by the end of FY 2024–25. These accommodation provisions are supplemented by a range of support services including advocacy, welfare and life-skills development, group, and one to one mentoring, and advice and support in access to statutory, welfare and benefits provisions.

Through these services Fledge strives to fulfil its vision:

“That [all local] young people live and develop in a safe and supported environment with the skills to achieve their potential.”

In support of its Vision, Fledge’s Mission Statement is:

“Fledge Youth Support provides accommodation, mentoring and support to equip and empower young people to reach their potential.”

Fledge also actively raises awareness of the housing and other needs of vulnerable young adults to the local community.

During the period covered by this report, Fledge continued to operate only within the Borough of Eastleigh, Hampshire. The Charity’s principal focus during the year was on younger adults in the 18 – 34 age range.

The Charity’s Aims and Purposes remained unchanged during the period covered by this report.

Strategic direction:

Delayed by the pandemic, and in order to take account of its impacts, a five-year Business Strategy and Strategic Plan intended to sustain Fledge’s aims and purpose, was published at the start of 2021–22. Fledge’s overall direction of travel as a business has remained broadly in line with this Five-year Business Strategy and Strategic Plan, and this document, together with Fledge’s Vision and Mission Statements continue to frame and guide strategic decision making. This report covers the fourth year of this Plan, and a full revision began at the end of 2024–25. This will be concluded during 2025–26, with input from staff, service users, stakeholders and trustees. The revised plan will be implementation from 1 April 2026,



Ethos and values:

Fledge was founded as a charitable organisation by Christians, and its operations reflect Christian principles:

“The ethos and values of Fledge build on the vision of our founders and are underpinned by Christian values of love and care for everyone, and actively responding to their needs. Fledge respects and seeks to work with young adults who are vulnerable and/or in need of accommodation, regardless of background, gender, race, sexual orientation or creed.”

Public benefit:

Fledge provides public benefit through delivering its objectives, and by engaging in a range of activities to advance in life, and relieve the needs of, vulnerable and homeless young adults, including, but not restricted to:

- The provision of support, including housing, mentoring, befriending and hospitality – in the interests of social welfare, and designed to improve the conditions of life of the beneficiaries;
- Providing support and activities which develop the skills, capacities and capabilities of vulnerable and homeless young adults, to enable them to participate in society as mature and responsible individuals.
- To this end, Fledge provides:
 - Buildings and facilities;
 - Mentoring and befriending services;
 - Advocacy, advice and information.
- This work continued throughout FY 2023–24, and forty–nine individual young adults were accommodated and supported during the year..

Structure and governance:

Legal form:

Fledge Youth Support is a Charitable Incorporated Organisation, registered in England and Wales: CIO Number 1157207.

Governance:

The CIO is governed by a Board of up to nine Trustees, who act as directors of the business, and all of whom are volunteers. Trustees are appointed by vote of the Board, on a twice–renewable three–year term of office, supported by another volunteer who acts as the



Legal and Administrative Information

Board of Trustees: 2024-2025

		Expiry of Term of Office	
Mrs. Stacey Brook		Until 24 March 2025	2027
Dr. Ian Clarke			2027
Mr Michael Evans			2027
Ms. Elizabeth Frisby		Until 20 May 2024.	2026
Mrs Christine Raw		Appointed: 27 January 2025	2028
Mr Philip Raw		Appointed: 27 January 2025	2028
Ms Becky Shipley		Appointed: 24 March 2025	2028
Mr Adrian Smith			2027
Mr. Philip Watts OBE		Re-appointed: 22 November 2022.	29th September 2025
Ms. Susan Mansbridge	Secretary to the Board of Trustees		



Legal and Administrative Information

Office holders appointed by the Trustees:

			Re-appointed
Chair of Trustees	Mr Philip Watts	Appointed: 23 May 2017.	28-11-22 resigned 29-09-2025
Vice-chair of Trustees	Mr. Philip Raw	Appointed: 24 March 2025	
Treasurer	Mrs. Elizabeth Watts FMAAT	As a Trustee until 11 Sept. 2023; Re-appointed: 11 Sept. 2023.	
Trustee Health & Safety Lead	Mr Adrian Smith.	Appointed: 24 March 2025	
Company Secretary	Mr. Mark Cheshire	Re-appointed: 16 April 2018.	
Data Controller.	Vacant		
Data Protection Officer	Ms. Nerissa Dean	Appointed 22 Nov. 2021.	
Staff Safeguarding Officer	Ms. Nerissa Dean	Appointed: 23 May 2017.	
Trustee Safeguarding Lead	Mr Adrian Smith	Appointed 20 May 2023	
Webmaster	Mr. Mark Cheshire	Appointed 16 April 2018.	
Independent Examiner.	Mr. Chris Goodhead FCA	Appointed 1 January 2017.	
Solicitor	Warner and Richardson LLP.	Appointed 25 June 2024	

Working Groups appointed by the Trustees:

Individual trustees are appointed by the Board to lead on a number of key areas of governance such as Safeguarding and Health and Safety. Following a Board decision in 2021–22, detailed policy and governance work is undertaken by a number of Working Groups, acting as subsidiaries of, and reporting to, the main Board. Presently there is one active Working Group: The Pay and Remuneration Working Group, which reviews staff pay and other remuneration and makes recommendations to the Board of Trustees, as necessary.

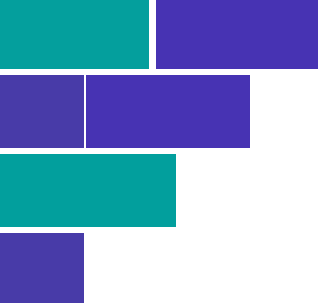
Pay and Remuneration Working Group (Established 23 May 2022)

			Re-appointed
Convenor (Treasurer)	Mrs. Elizabeth Watts FMAAT	Appointed: 23 May 2022.	11/9/2023
	Dr Ian Clark	Appointed: 31 January 2024	
	Mr Michael Evans	Appointed: 24 March 2025	
	Mr Philip Raw	Appointed: 24 March 2025	
	Mr Philip Watts	Appointed: 23 May 2022.	

The Board in 2024–25:

The Board of Trustees met six times in full session, during 2024–25, at roughly bi-monthly intervals. All meetings during the year were held 'in person' with an on-line Zoom option available for those whose circumstances required that they needed to attend in this way. Trustees who are members of the Pay and Remuneration Working Group also met on one occasion, via Zoom, to discuss review staff pay in the light of the prevailing cost of living, formulating proposals electronically prior to making recommendations to the full Board.





The Board has continued to invite prospective new trustees to observe Board meetings as part of their determination as to whether they wish to seek appointment to the Board. Three new trustees were appointed during the year, with one other member standing down for personal reasons.

Where possible, the Board allocates responsibility for leadership on specific aspects, such as Health and Safety and Safeguarding etc. to individual trustees. These responsibilities and their 'leads' are documented in the previous page.

Book-keeping is now undertaken fully within the Fledge Office, with advisory support from the Treasurer. Transfer of other administrative functions previously undertaken by Trustees, to the staff team, is now virtually complete.

Trustees' Remuneration:

No Trustee received or waived any emoluments during the year. Out-of-pocket expenses incurred by Trustees on behalf of Fledge Youth Support were reimbursed as follows:

Expense:	Number of Trustees Reimbursed		Total Value of Reimbursements (£)	
	2024-25	(2023-24)	2024-25	(2023-24)
Travel:	0	0	0	0
Accommodation:	0	0	0	0
Other (including goods, materials and equipment purchases):	0	0	0	0



Legal and Administrative Information

Management and staffing:

At the beginning of 2024–25 Fledge had a headcount of eleven staff including an office cleaner. Three members of staff formed the senior management team with a further staff member in a supervisory role. Six posts were occupied by Support Workers during the year. After recruitment and resignations, at the end of the year the staff headcount was also eleven, comprising three staff with managerial roles, one in a supervisory role, and one providing administrative and financial support to the business. The remainder were in Support Worker roles engaging directly with Fledge’s Service Users. Based upon the staffing plan then in place, there was one unfilled Support Worker vacancy at the year end.

Recruitment campaigns are run on a regular basis to cover occasional resignations and to ensure that Fledge has sufficient staff to cover the growing demands on its services. In total twelve individual members of staff were employed by Fledge at various times during 2024–25. Allowing for recruitment, maternity leave, and departures from the business, and allowing for staff who work part-time, the average number of employees, calculated on a full-time equivalent (FTE) basis was 8.68 (2023–24 = 8.41).

These staff were deployed to:

Role	2024-25 (FTE)	(2023-24) (FTE)
Management & administration of the charity:	2.2	2.23
Support to service users:	5.73	5.48
Business development:	0.75	0.7
	8.68	8.41

The average staff headcount during the year was 11.27 (2023–24 = 11.06), the small increase on the previous year reflecting ongoing recruitment to increase staff numbers as the organisation grows in response to progressively increasing demand for its services, and the consequent acquisition of additional residential properties.

Fledge's takes its duty of care as responsible employer and service provider very seriously. The emotional support of front-line staff remains a priority for the Charity, given their regular contact with vulnerable and challenged young people who have often experienced personal trauma or mental health issues and may face emotional challenges. Fledge has continued to retain the services of a specialist company who are available at any time for telephone consultations with staff and advice for those need to de-brief more widely than with other members of the staff team.

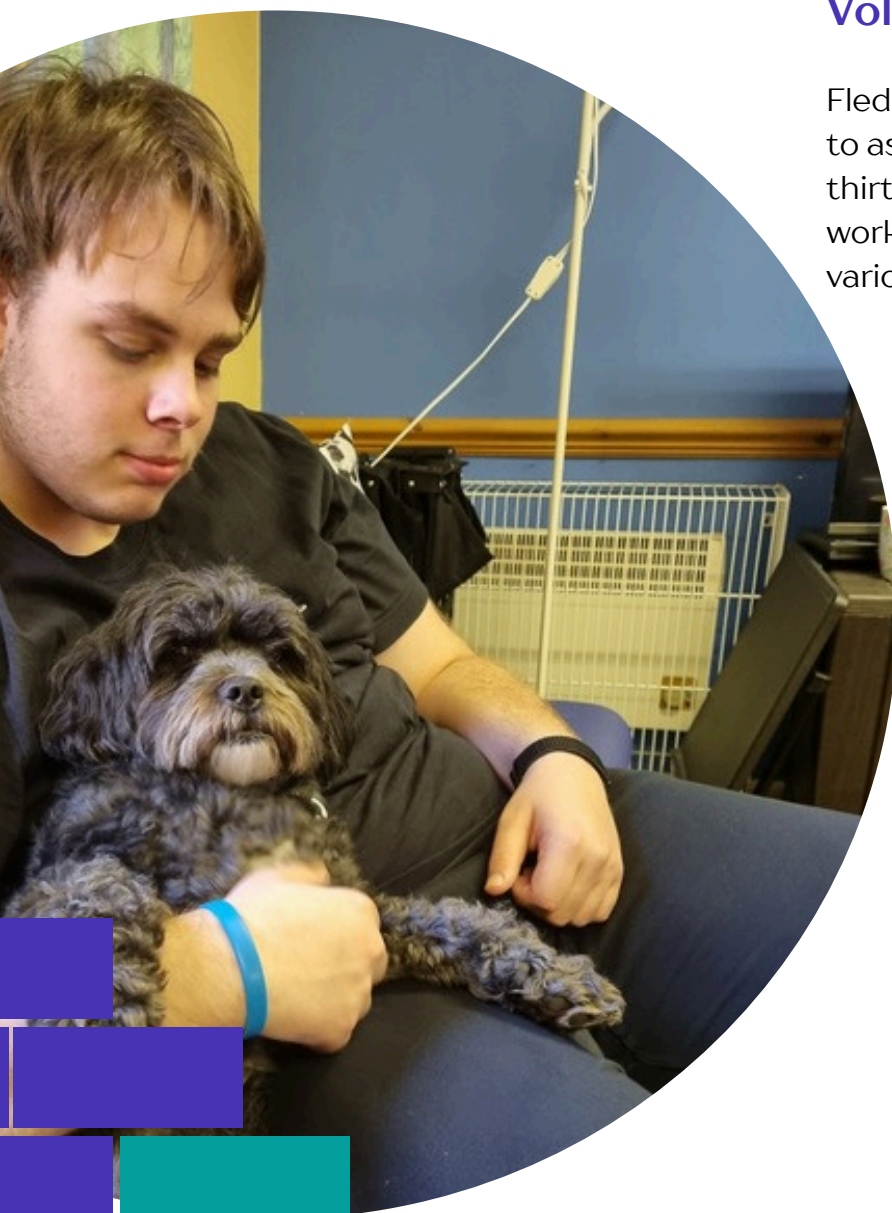
Fledge maintains a comprehensive range of personnel and other policies and procedures, staff handbook content and related business processes. These are all regularly reviewed and updated with advice from Peninsula Group Ltd., a company specialising in business support of this type, whose services have again been retained by Fledge on a contractual basis, and who also support Fledge's personnel function.

Volunteers:

Fledge relies on the support of volunteers to assist in its work. During 2024–25, up to thirty-four volunteers contributed to its work. These comprised nine individuals who variously served as Trustees, two who

supported the governance of the CIO: a Company Secretary and Secretary to the Board respectively; nine who are trained to act as Mentors, and sixteen others who have supported Fledge in a variety of ways such as supporting service users' group activities (e.g. crafts), and with IT repairs, handyman tasks, acquisition, delivery and assembly of flat-pack and other furniture for new residential units for service users.

Fledge's Board of Trustees wishes to place on record its grateful thanks and appreciation to all these individuals for their continuing contributions made by all its volunteers in all areas of Fledge's business.



The Year's Operations:

Overview

This year has been marked by continued growth and resilience in the face of significant challenges. In May 2024, Fledge faced the threat of homelessness itself when our property lease came to an end following the sale of the property by the landlord. Despite this setback, our dedicated staff team swiftly adapted by sharing office space with One Community on Romsey Road and continuing service delivery through the generous support of Elim Pentecostal Church allowing Fledge to use their premises. Operating from two separate locations presented difficulties, but our commitment remained unwavering, allowing us to maintain high-quality support for homeless and vulnerable young adults in Eastleigh. Moving our service delivery to a larger, better-equipped space has enabled us to increase opportunities for engagement with our service users. Additionally, we strengthened our team with a new support worker and explored opportunities for two new residential properties, further enhancing our capacity to serve the community.

Support for Service Users:

Over the year, we have delivered a variety of engaging sessions for our residents, including cooking sessions and opportunities to learn new skills, encouraging them with learning about nutrition. Regular outings such as shopping trips helped promote independence. We have established a good connection with the sexual health clinic, which provides residents with one-to-one support. Residents actively participated in the Fledge Active programme, engaging in activities such as going on walks, playing badminton, and tennis. We also organised a range of activities to encourage social interaction, personal development, and enjoyment, including board games, crafts, DIY sessions, and graffiti art. Additionally, free haircuts were offered to each resident. One-to-one support remained a key part of our approach, ensuring tailored care for each individual by providing individual assessments and identifying their needs. Employment workshops were also offered, giving residents the chance to receive help with CV writing, looking at volunteering opportunities and applying for jobs. Regular Drop-in sessions are also made available, where residents can come in to meet with others over hot drinks, games, colouring, and more.

Service Users' progress:

Over the past year, several residents have made significant progress in their personal development and housing journeys. A number have begun attending counselling, taking important steps toward improving their mental health and emotional wellbeing. We are pleased to report 11 positive move-ons, with residents successfully transitioning into private housing or through Hampshire Home Choice. Many have also progressed from shared houses into more independent living arrangements such as individual flats, reflecting their growing confidence and readiness for the next stage in their lives.



Residential Property:

Throughout the year, Fledge successfully leased and managed seven residential supported properties. These include five shared houses of varying sizes, each equipped with individual bedrooms, communal kitchens, and bathroom facilities. Three of these houses feature some en-suite rooms, with one also offering small kitchenettes in 3 of the rooms.

The remaining two properties are small blocks of self-contained flats: the first comprises five one-bedroom units, and the second includes five one-bedroom flats alongside a two-bedroom flat. The one-bedroom units serve as an important stepping stone towards independence for residents ready to move to this next phase, allowing them to experience managing their own home. The two-bedroom property provides vital support for a parent with a young child, a need identified by Eastleigh Borough Council.

Office Accommodation:

Our previous office premises on Leigh Road, Eastleigh, were sold during the previous year and we received notice to vacate from the new landlord. We vacated this property in May 2024 and temporarily relocated our operations to offices shared with One Community, Eastleigh, while securing a permanent base. For the remainder of the year, we continued our work from One Community and facilities at Elim Pentecostal Church, Eastleigh.

This year, we achieved a significant milestone by securing a ten-year lease on a large commercial property in Eastleigh Town Centre. We embarked on the project of renovating and refurbishing this space to create a purpose-built hub that will serve as an ideal base for both our residents and our staff team, supporting the continued growth and development of our services.

Financial model:

Fledge's 'mixed income' financial model has remained unchanged from previous years. Revenue from statutory housing and support benefits, paid by the local authority (Eastleigh Borough Council) for each qualifying resident accommodated, has again been supplemented by charitable donations from organisations and individuals, grant aid from benefactors and charitable funders, and income from fundraising activities. Income from statutory sources has continued to be the principal source of funds towards the costs of the accommodation and that support which Fledge provides to each service user, to facilitate them in maintaining their tenancy. These accommodation costs include the rent payable to Fledge's landlords, and property management-related costs, such as essential furnishings, linen, kitchen equipment, janitorial supplies, routine maintenance and redecoration, security and out of hours oversight.

It is of note that, as with all other aspects of society, Fledge has experienced, first-hand, the continued challenges of the cost-of-living crisis, and has been asked to accept more of the incidental costs previously incurred by our landlords in maintaining and sustaining the premises which it leases.

The additional staff costs necessary to enable the provision of holistic care and nurturing support, advocacy and life-skills development offered by Fledge, together with contributions towards office premises and equipment, and other business overheads, are funded largely through charitable donations, grant aid and fundraising activities. These sources are also key in providing a cushion of modest reserves to sustain cashflow, particularly when the flow of statutory benefits might be delayed or interrupted for whatever reason.

As demonstrated by the accounts and financial report elsewhere in the document, Fledge remains immensely grateful to its loyal financial supporters who have continued to diligently and generously provide financial resources to underpin its work.

Financial Management:

While oversight of the CIO's finances has continued to be led by the appointed Treasurer, as indicated above, all of the day-to-day book-keeping is now undertaken by the Administration and Finance Officer within the Fledge staff team. In view of its size and financial turnover, and the consequent higher level of financial reporting required under the terms of Charity law, final financial accounts for the year covered by this report are prepared by the Independent Examiner from financial data provided by the CIO.

As a further step towards staff involvement in Financial management of the business, the preparation of the Annual Budget for 2025-26 has again involved staff at all levels in preparing a "bottom-up" view of business activities and associated expenditure needs, moderated by a top-down view of priorities and affordability. This approach enables more junior staff to take greater responsibility for the budget provisions for their areas of activity, and broaden the collective understanding, prioritisation and accountability for the costs incurred by the organisation on a day-to-day basis.





Assets:

In addition to administrative office equipment, furniture and resources, Fledge provides furnished accommodation for the residents of its houses. Much of the furnishing is acquired through the generous donations of individual supporters and benevolent donor organisations, including local Churches, though inevitably some must be purchased. Fledge maintains an Asset Register of all items with an acquisition cost of £ 1,000 or more.

Safeguarding:

Mindful of the focus of its work with young and vulnerable people, Fledge maintains, reviews and pursues policies which reflect relevant safeguarding legislation. This includes appropriate regular background and DBS checks on all Trustees, Staff, and relevant Volunteers. Fledge remains committed to the safeguarding of all who may be vulnerable in any way. Again, no incidents were reported during the year, though Fledge continued to provide oversight and intervention as necessary in situations where vulnerable service users became exposed to safeguarding risks through their own actions or those in the wider community.

Insurance:

Fledge holds appropriate comprehensive insurance cover, including public and employers' liability, and professional indemnity cover for Trustees, Staff and Volunteers involved in providing support and/or mentoring to service users, as well as covering risks to leased properties. Cover is reviewed when additional property or a significant new asset/liability is acquired.

Risk management:

Throughout the year Fledge has maintained close attention to business risks. Each Trustee Board meeting receives a 'Business Health Check' which includes a 'red/amber/green dashboard' showing a broad overview of the state of over sixty different elements of Fledge's business across six categories of business activity. These are supplemented by a Corporate Risk Register identifying and reporting on the status and risk liability of some twenty risks over five business areas and a Corporate Issues Log detailing the management of some thirteen different Strategic business issues within four separate aspects of the Charity's operations.





Donors and Supporters:

As with any charity, Fledge could not function, and certainly could not deliver the breadth of holistic support to our service users which sets us apart from other providers, without the financial, in kind and prayer support of our donors and supporters. During 2024-25, our community of private individual donors has remained loyal and generous, despite the pressures on their own finances. We have also benefitted from the support of various local community organisations and trusts who have either made Fledge their charity of the year or have made one-off benevolent donations in support of our work.

In addition, Fledge secured a significant level of support via grant aid and business support from the Lloyds Bank Foundation Trust. This provision is for a three-year period and includes both financial support and access to low or pro bono advice and consultancy across a wide range of business areas. Fledge has particularly used this facility to benefit from consultants' advice in the preparation of its new Business Strategy.

Whether the gift has been large or small in size, we have appreciated and valued them all, and we extend our deepest thanks and appreciation to all who have supported us during the year.

This Annual Report was approved by the Board of Trustees of Fledge Youth Support CIO on 15th January 2026 and signed on their behalf by:

– Chair of Trustees

General financial situation:

Income:

Operational income, (revenue generated from accommodating Fledge's service users), rose to £806,244 at the end of the year, an increase of 19% over 2023/24, principally due to Fledge accommodating an increased number of Service Users during the year and maintaining a very high level of occupancy of its residential units throughout the year. This resulted in increased levels of Housing Benefit received.

Donations, gifts and other income at £64,902 (2024: £36,055) was 80% higher than in 2023/24. Within this overall sum, tax reclaimed under Gift Aid was £2,763 (2024: £794), and grant funding was significantly increased to £36,000 (2024: £7,200). £10,000 of these funds were restricted to leasehold improvements, and were spent within the year. Overall, income stood at £871,146 for the year, an increase of 22% overall on the figure for 2023/24 (£712,177), again, principally due to the increased number of service users being accommodated.

Expenditure:

Total operational people-related costs amounted to £309,399 compared to £267,209 in 2023.24; an increase of 16% in 2023/24, reflecting a cost-of-living increase in staff remuneration and the employment of additional staff during part of the year. Central administrative costs, at £59,575 were 87% higher than in 2023/24 (£31,866). This is due to a significant increase in office costs with the new leasehold. Property related costs were £296,543, an increase of 27% on the previous year (233,218). This increase reflected the operation of additional properties in 2024/25 and increases in rents on other residential premises. Overall, total expenditure from the General Fund during 2024/25 stood at £668,017, an increase of 25% on 2023/24 (£534,493).

Out-turn:

Fledge achieved a surplus of £203,129 in the year to 31st March 2025, compared with a surplus of £177,684 at the end of 2023/24. This represented an increase of 14% on the previous year. This surplus was due principally to careful management of expenditure with an eye to future increased office costs and through the accommodation of significantly higher numbers of service users, generating additional Housing Benefit.

Overall, and taking account of monies allocated from the General Fund into funds designated by the Trustees during the previous year, the accumulated surplus in the General Fund rose to £556,945 (2024: £353,816) at the year end. This accumulated surplus represents seven months running costs, based on the budget for 2025/26. Fledge's aim is to maintain sufficient reserves in hand to cover six months' running costs, in line with recommended best practice.

Designated and Restricted Funds:

Designated Funds are those which the Trustees have decided to set aside with the aim of using them for particular purposes, either now or in the future. During 2023–24, the Board set up three Designated Funds to meet anticipated costs associated with acquiring, equipping and developing the new office accommodation, and these funds have been carried forward.

The Designated Funds established are:

- Office Layout, Furnishings and Development Fund;
- Office IT Resources Fund;
- Life–skills Training Hub Development and Maintenance Fund.

The Board of Trustees agreed that £25,000 should be allocated to each of these Designated Funds, making a total of £75,000.

Restricted Funds are those whose application and use have been determined by the source or donor.

A grant of £10,000 was received from B&Q Foundation to refurbish and decorate the new community hub. These funds were used up during 2024/25, leaving the balance at zero.

Reserves policy:

Taking account of annual variations in overall financial performance, the prevailing economic climate and fluctuations in year–on–year income and expenditure, it remains the aim of the Trustees to accumulate and hold accessible, sufficient reserves over time to cover at least six month’s operating costs, together with capacity to invest in equipping and resourcing new properties as and when there is a viable need to expand residential accommodation capacity or develop new office premises.

As noted above, part of the additional surplus held at the end of 2024–25 will supplement the designated fund established to meet the costs of equipping and maintaining the permanent new office accommodation, and for establishing and equipping a ‘life–skills training hub’.

Investigations will continue, to identify suitable financial instruments into which Reserves remaining after this Designated Fund is fully resourced, can be invested and earn interest until they are required, but with flexibility to be able to access these monies as and when needed.



Staff salaries, pensions and national insurance:

Allowing for recruitment and resignations, twelve separate staff members (both part-time and full time) received salaries and allowances at some point during 2024–2025. Overall expenditure on salaries, allowances, employers pension contributions and Employers' National Insurance contributions, (including payroll administration costs) amounted to £299,358 in total for the year compared with £ 258,648 in the previous year. This was 15.9 % more than in 2023–24 when fourteen individual staff members were employed.

All staff are paid at rates are above the National Living Wage and Fledge uses the pay scales of the national Joint Council (NJC) for Local Government Services as the basis for remunerating staff. As at 31st March 2025, the pay of all staff was linked to designated points on these pay scales. Annual cost-of-living increases in rates of pay, and any incremental increases are determined by the Board of Trustees on the recommendation of the Trustees' Pay and Remuneration Working Group.

Staff are enrolled in the Government-backed NEST workplace pension scheme, to which both staff members and Fledge as employer, make contributions. Following a change in contracted Payroll Service Provider at the end of 2023, possible anomalies in the way in which the former service provider had applied income tax charges to staff pension contributions, were identified by the new provider. Fledge is continuing to investigate with relevant parties, in order to make any remedies which may prove necessary.



Future financial commitments:

Due to the necessity to commit to formal property leases covering a number of forward years, for each residential and office property used by Fledge, the CIO has forward commitments to lease rental costs for future years.

At the Balance Sheet date, (31st March 2025), the charity had known future financial commitments of £ 462,287 in respect of these property lease costs, up to the earliest practical break point in each lease, rising to £ 979,666 if no breaks in the property leases held on the Balance Sheet date are invoked, and leases ending within 12 months of the Balance Sheet Date are renewed.

These costs are expected to be offset by future income generated in respect to the occupation of the residential premises by Fledge Service Users.

Statement of responsibilities of the trustees

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and the United Kingdom Generally Accepted Accounting Practice (UK GAAP).

The Charities Act 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 charity at the end of the year and of the surplus or deficiency for the year then ended.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- observe the methods and principles in the charities SORP;
- state whether applicable accounting standards have been followed, subject to any material departures 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 charity will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011. The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF FLEDGE YOUTH SUPPORT

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF FLEDGE YOUTH SUPPORT

I report to the trustees on my examination of the accounts of Fledge Youth Support, for the year ended 31 March 2025, which are set out on pages 24 to 34.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trustee's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination by being a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that:

- (1) the accounting records were not kept in accordance with section 130 of the Charities Act; or
- (2) the accounts do not accord with the accounting records; or
- (3) the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Chris Goodhead FCA
Knight Goodhead Limited
Chartered Accountants

21 January 2026

7 Bournemouth Road
Chandler's Ford, Eastleigh
Hampshire, SO53 3DA



Statement of Financial Activities for the year ended 31st March 2025.

(including Income & Expenditure Account)

FLEDGE YOUTH SUPPORT

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

(Including Income and Expenditure account)

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
INCOME					
Donations and legacies	3	54,902	10,000	64,902	36,055
Charitable activities	4	806,244	-	806,244	676,122
TOTAL INCOME		861,146	10,000	871,146	712,177
EXPENDITURE					
Charitable activities	6	668,017	-	668,017	534,493
TOTAL EXPENDITURE		668,017	-	668,017	534,493
NET INCOME BEFORE TRANSFERS		193,129	10,000	203,129	177,684
Transfers between funds		10,000	(10,000)	-	-
NET MOVEMENT IN FUNDS		203,129	-	203,129	177,684
FUND BALANCES BROUGHT FORWARD		428,816	-	428,816	251,132
FUND BALANCES CARRIED FORWARD		631,945	-	631,945	428,816

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derives from continuing activities.



Balance Sheet for the year ending 31st March 2025

[CIO Number: 1157207]

FLEDGE YOUTH SUPPORT

CHARITY NUMBER : 1157207

BALANCE SHEET AT 31 MARCH 2025

	Notes	£	2025 £	2024 £
FIXED ASSETS				
Tangible assets	7		43,466	18,952
CURRENT ASSETS				
Debtors	8	96,257		49,596
Cash at bank and in hand		516,729		364,935
		<u>612,986</u>		<u>414,531</u>
CREDITORS: amounts falling due within one year				
	9	<u>(24,507)</u>		<u>(4,667)</u>
NET CURRENT ASSETS			588,479	409,864
NET ASSETS			<u>631,945</u>	<u>428,816</u>
FUNDS				
Restricted funds	10		-	-
Designated funds	10		75,000	75,000
General funds	10		556,945	353,816
TOTAL FUNDS			<u>631,945</u>	<u>428,816</u>

Approved by the Trustees on
and signed on their behalf by

Trustee



PHILIP H. RAW

15th Jan 2026

CASHFLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2024 £
NET CASH FLOW PROVIDED BY OPERATING ACTIVITIES	2	186,281	141,999
CASH FLOWS FROM FINANCING ACTIVITIES			
Fixed asset additions		(34,487)	(2,136)
NET CASH FLOW FOR THE YEAR	1	<u>151,794</u>	<u>139,863</u>

NOTES TO THE CASHFLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2025

1 NET CASH FLOW FOR THE YEAR		2025 £	2024 £
Change in cash and cash equivalents in the year		151,794	139,863
Cash and cash equivalent at start of the year		364,935	225,072
Cash and cash equivalents at the end of the year	3	<u>516,729</u>	<u>364,935</u>

2 NET CASH FLOW PROVIDED BY OPERATING ACTIVITIES		2025 £	2024 £
Net movement in funds for the year		203,129	177,684
Depreciation		9,973	4,923
Decrease/(increase) in debtors		(46,661)	(43,605)
Increase/(decrease) in creditors		19,840	2,997
Net cash flow from operating activities		<u>186,281</u>	<u>141,999</u>

3 ANALYSIS OF CASH AND CASH EQUIVALENTS		2025 £	2024 £
Cash at bank and in hand		<u>516,729</u>	<u>364,935</u>

4 ANALYSIS OF CHANGE IN NET DEBT	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	364,935	151,794	516,729
	<u>364,935</u>	<u>151,794</u>	<u>516,729</u>

1. ACCOUNTING POLICIES

(a) Accounting convention: 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) – (Charities SORP (FRS 102)).

Fledge Youth Support meets the definition of the public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The accounts have been prepared on the going concern basis. There are no material uncertainties about the charity's ability to continue.

(b) Fund accounting: Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

(c) Income: All income is included in the Statement of Financial Activities when the charity is entitled to the income, and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Donations, legacies and charitable activities are received by way of grants, donations, legacies and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, when entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Resources are deferred when, at the end of an accounting period, they have been received but the charity has yet to become unconditionally entitled to them.



(d) Expenditure:

Expenditure is recognised on an accrual basis as a liability is incurred. It includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

Costs are apportioned in line with the income received from that source during the year. Charitable activities expenditure comprises of those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

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 are allocated directly.

e) Fixed assets:

Fixed assets are capitalised for ongoing use within the company, where the individual cost of the asset exceeds:

Property improvements: £5,000;

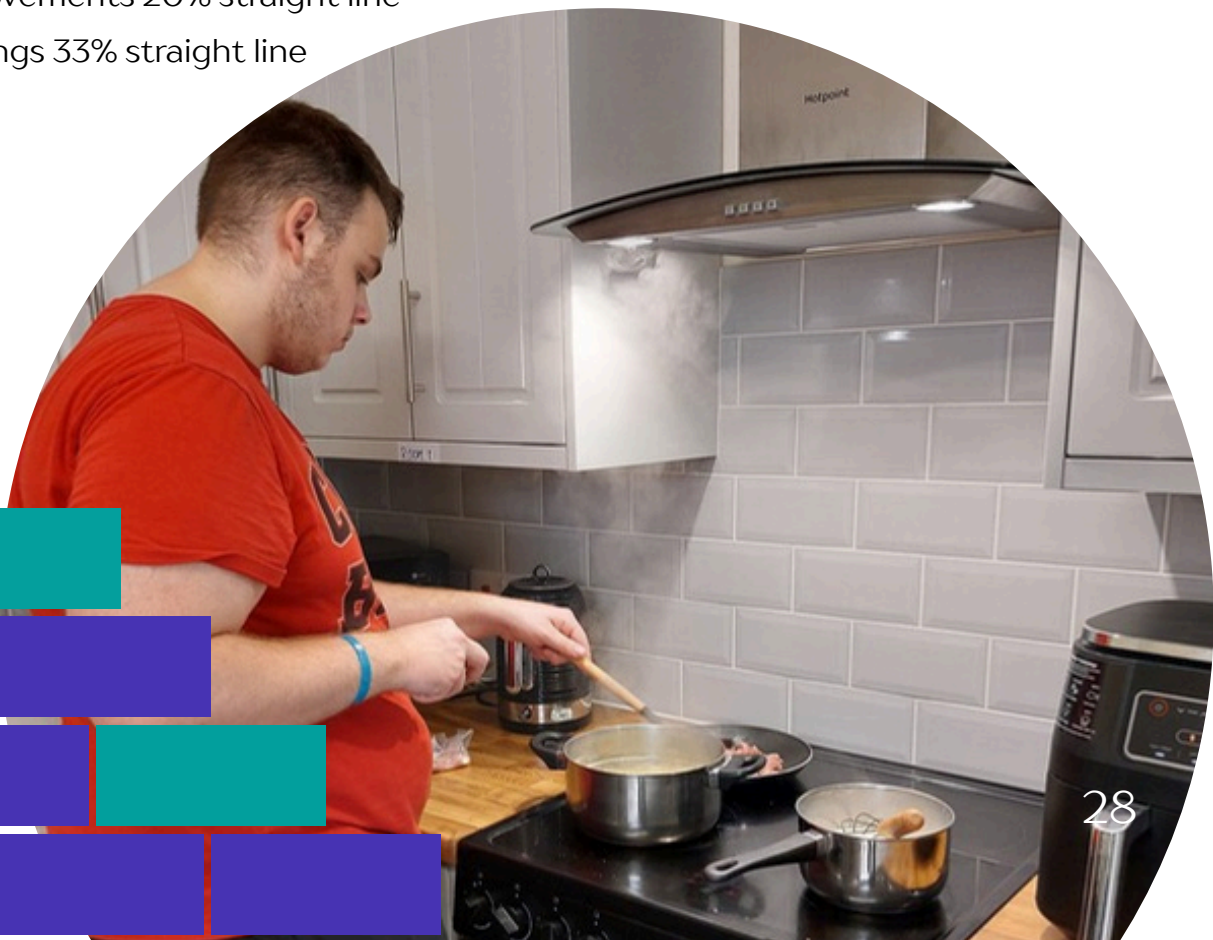
Fixtures & Fittings: £1,000;

Depreciation is provided on fixed assets to spread the cost over the estimated useful lives of the relevant assets at the following rates:

Leasehold improvements 10% straight line

Property improvements 20% straight line

Fixtures & Fittings 33% straight line



(f) Pension costs:

Contributions in respect of the company's defined contribution scheme are charged to the Statement of Financial Activities for the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are shown as either accruals or prepayments at the year end.

(g) Basic financial instruments:

The charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors, cash at bank and creditors. These basic financial instruments are measured at transaction price. Financial assets and liabilities classified as due within one year are not amortised.



2 LEGAL STATUS

The charity is a charitable incorporated organisation registered with the Charity Commission in England and Wales on 28 May 2014; Charity Number: 1157207.

The charity is a public benefit entity.

The registered office of the charitable company is:

Smith Bradbeer House, 41 – 47 High Street, Eastleigh, Hampshire, SO50 5LG.

3 INCOME FROM DONATIONS AND LEGACIES

	Unrestricted £	Restricted £	2025 £	2024 £
Fundraising income:				
General donations	23,075	-	23,075	18,043
Gift aid recoverable	2,763	-	2,763	794
Other income / fundraising	3,064	-	3,064	10,018
Grants	26,000	10,000	36,000	7,200
	<u>54,902</u>	<u>10,000</u>	<u>64,902</u>	<u>36,055</u>

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2025 £	2024 £
Operational and grant income:				
EBC housing benefit	775,886	-	775,886	654,553
Residents' contributions/deposit	30,358	-	30,358	20,089
Council tax refund from landlord	-	-	-	1,480
	<u>806,244</u>	<u>-</u>	<u>806,244</u>	<u>676,122</u>

5 STAFF COSTS

	2025 £	2024 £
Wages and salaries	267,825	232,616
Social security costs	18,264	14,562
Pension	13,269	11,470
	<u>299,358</u>	<u>258,648</u>

The average number of staff employed during the year was 12 (2024: 12). No employee received emoluments of £60,000 or more during this year or the prior year.

Key management personnel were paid a total of £106,357 (2024: £95,758) to three employees (2024: 3), of which £13,661 is made up of employers NI and pension contributions (2024: £12,101).

Included in Wages and salaries in P21 are out of hours staff costs amounting to £2,265 (2024: £2,388) which are allocated to Out of hours security in note 6.

During the year or the prior year no trustees received any emolument, were paid any expenses nor were reimbursed for expenditure incurred on behalf of the charity.

Total pension contributions of £13,269 (2024: £11,470) were paid by the charity and are included in the SOFA.

6 EXPENDITURE

	Unrestricted £	Restricted £	2025 £	2024 £
Staff and people costs allocated to activities				
Salaries	297,093	-	297,093	256,260
Admin costs	1,034	-	1,034	940
Wellbeing/trauma informed care development	2,632	-	2,632	424
HR and policy development support	3,732	-	3,732	5,160
Training, travel and expenses	4,738	-	4,738	4,186
Mentoring costs	170	-	170	239
	<u>309,399</u>	<u>-</u>	<u>309,399</u>	<u>267,209</u>
Administrative costs allocated to activities				
Office rental/utilities	17,944	-	17,944	15,313
Office costs	37,623	-	37,623	13,382
Insurances/legal fees and DBS	3,116	-	3,116	2,165
Fundraising costs	-	-	-	180
Publicity	892	-	892	826
	<u>59,575</u>	<u>-</u>	<u>59,575</u>	<u>31,866</u>
Property related costs allocated to activities				
Property rental	217,260	-	217,260	167,410
Residential house operating costs	27,181	-	27,181	24,052
House utilities	9,463	-	9,463	8,665
Depreciation	9,973	-	9,973	4,923
Out of hours security	21,497	-	21,497	19,399
Council tax	4,266	-	4,266	3,909
Residents support costs	6,903	-	6,903	4,860
	<u>296,543</u>	<u>-</u>	<u>296,543</u>	<u>233,218</u>
Governance costs				
Accountancy and examination fees	2,500	-	2,500	2,200
	<u>2,500</u>	<u>-</u>	<u>2,500</u>	<u>2,200</u>
	<u>668,017</u>	<u>-</u>	<u>668,017</u>	<u>534,493</u>

Included within accountancy and examinations fees above are amounts due in relation to accounts and independent examination of £2,320 (2024: £2,200).

7 TANGIBLE ASSETS

	Leasehold improvements	Property improvements £	Fixtures & fittings £	Total £
COST				
At beginning of year	-	17,331	15,636	32,967
Additions	32,291	-	2,196	34,487
At end of year	<u>32,291</u>	<u>17,331</u>	<u>17,832</u>	<u>67,454</u>
DEPRECIATION				
At beginning of year	-	3,467	10,548	14,015
Charge for year	3,230	3,467	3,276	9,973
At end of year	<u>3,230</u>	<u>6,934</u>	<u>13,824</u>	<u>23,988</u>
NET BOOK VALUE				
At end of year	<u>29,061</u>	<u>10,397</u>	<u>4,008</u>	<u>43,466</u>
At beginning of year	<u>-</u>	<u>13,864</u>	<u>5,088</u>	<u>18,952</u>

8 DEBTORS

	2025 £	2024 £
Income tax recoverable	2,041	83
Prepayments	15,187	3,714
Other debtors	79,029	45,799
	<u>96,257</u>	<u>49,596</u>

9 CREDITORS: amounts falling due within one year

	2025 £	2024 £
Creditors	2,469	381
Accruals and deferred income	18,466	2,424
Other creditors	3,572	1,862
	<u>24,507</u>	<u>4,667</u>

10 MOVEMENT IN FUNDS

	Funds b/fwd £	Income £	Expenditure £	Transfers £	Funds c/fwd £
Restricted funds					
Furnish and decorate new hub	-	10,000	-	(10,000)	-
	-	10,000	-	(10,000)	-
Designated funds					
Life-skills training hub development and maintenance fund	25,000	-	-	-	25,000
Office layout, furnishings and development fund	25,000	-	-	-	25,000
Office IT resources fund	25,000	-	-	-	25,000
	75,000	-	-	-	75,000
Unrestricted funds					
General fund	353,816	861,146	(668,017)	10,000	556,945
Total funds	428,816	871,146	(668,017)	-	631,945

- **Furnish and decorate new hub:** Received from B&Q Foundation to furnish and decorate a new community hub, costs have been capitalised.
- **Life-skills training hub development and maintenance fund:** To facilitate the offer of a wider range of support services to Service Users.
- **Office Layout, furnishings and development fund:** Established to meet anticipated short-, and longer-term costs associated with acquiring, equipping and developing the new office accommodation being sought following the termination of Fledge's lease on its previous office.
- **Office IT resources fund:** Established to meet anticipated IT costs associated with developing the new office accommodation;

11 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Year ended 31 March 2025

Tangible fixed assets

Debtors

Bank and cash

Creditors

Unrestricted	Restricted	2025
£	£	£
43,466	-	43,466
96,257	-	96,257
506,729	10,000	516,729
(24,507)	-	(24,507)
<u>621,945</u>	<u>10,000</u>	<u>631,945</u>

Year ended 31 March 2024

Tangible fixed assets

Debtors

Bank and cash

Creditors

Unrestricted	Restricted	2024
£	£	£
18,952	-	18,952
49,596	-	49,596
364,935	-	364,935
(4,667)	-	(4,667)
<u>428,816</u>	<u>-</u>	<u>428,816</u>

12 RELATED PARTY TRANSACTIONS

There were no related party transactions during this year or the prior year.

13 OPERATING LEASES

Due to the necessity to commit to formal property leases covering a number of forward years, for each residential and office property used by Fledge, the CIO has forward commitments to lease rental costs for future years. These costs are expected to be offset by future income generated in respect to the occupation of these premises by Fledge Service Users.

At the 31 March 2025, the charity had future financial commitments of £462,287 (2024: £430,272) in respect of these property lease costs, up to the earliest practical break point in each lease, rising to £ 979,666 (2024: £568,872) if no breaks in the property leases held on the Balance Sheet date are invoked, and that those leases expiring within twelve months of the Balance Sheet date which are renewable are renewed for a full term.



14 PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES YEAR ENDED 31 MARCH 2025

(Including Income and Expenditure account)

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2024 £
INCOME				
Donations and legacies		36,055	-	36,055
Charitable activities		676,122	-	676,122
TOTAL INCOME		712,177	-	712,177
EXPENDITURE				
Charitable activities		534,493	-	534,493
TOTAL EXPENDITURE		534,493	-	534,493
NET MOVEMENT IN FUNDS		177,684	-	177,684
FUND BALANCES BROUGHT FORWARD		251,132	-	251,132
FUND BALANCES CARRIED FORWARD		428,816	-	428,816



The content of this document is Copyright Fledge Youth Support CIO, © 2025.

Unless otherwise stated, images used in this document are either: – © Fledge Youth Support 2024; or used under a paid licence from Shutterstock Inc. (Licence No. 163044690) or used under Creative Commons licence terms.

Logos of Fledge’s Stakeholders, Business Partners and Supporters/Sponsors are used by permission from the relevant organisation.

FLEDGE YOUTH SUPPORT

England & Wales - Charity number 1157207

Accounts

Fledge Youth Support Charitable Incorporated Organisation

Co-founders: Mark and Lauren Cheshire

Annual Report of the Trustees'

Registered as a Charitable Incorporated Organisation in England and Wales; Charity Number: 1157207

Head Office:

(Temporary): 12 Romsey Road, Eastleigh, Hampshire SO50 9AL.

Tel.: 023 8122 5384; E-mail: info@fledge.org.uk;

Website: www.fledge.org.uk

Facebook: [fledge.eastleigh](https://www.facebook.com/fledge.eastleigh); Twitter: [_fledge](https://twitter.com/_fledge)

Bank:

The Co-operative Bank plc.

1 Balloon Street, Manchester M4 4BE.

Solicitor:

Warner and Richardson LLP, Solicitors,

29 Jewry Street, Winchester, Hampshire, SO23 8RR

Independent Examiner:

Mr. Chris. Goodhead FCA,

Knight Goodhead Ltd. Chartered Accountants,

7 Bournemouth Road, Chandler's Ford, Eastleigh. Hants. SO53 3DA.



Fledge Youth Support

Charitable Incorporated Organisation

Aims and purposes:

Fledge Youth Support CIO (Fledge), also referred to in this document as “the Charity” and “the CIO”, exists to provide safe and homely accommodation and holistic support to otherwise homeless and vulnerable young adults. To achieve this, Fledge runs housing provision through shared houses, and self-contained flats, offering accommodation, with capacity for up to thirty-seven young adults by the end of FY 2023-24. These accommodation provisions are supplemented by a range of support services including advocacy, welfare and life-skills development, group, and one to one mentoring, and advice and support in access to statutory, welfare and benefits provisions.

Through these services Fledge strives to fulfil its vision:

“That [all local] young people live and develop in a safe and supported environment with the skills to achieve their potential.”

In support of its Vision, Fledge’s Mission Statement is:

“Fledge Youth Support provides accommodation, mentoring and support to equip and empower young people to reach their potential.”

Fledge also actively raises awareness of the housing and other needs of vulnerable young adults to the local community.

During the period covered by this report, Fledge continued to operate only within the Borough of Eastleigh, Hampshire. The Charity’s principal focus during the year was on younger adults in the 18 – 34 age range.

The Charity’s Aims and Purposes remained unchanged during the period covered by this report.

Strategic direction:

Delayed by the pandemic, and in order to take account of its impacts, a five-year Business Strategy and Strategic Plan intended to sustain Fledge’s aims and purpose, was published at the start of 2021-22. Fledge’s overall direction of travel as a business has remained broadly in line with this Five-year Business Strategy and Strategic Plan, and this document, together with Fledge’s Vision and Mission Statements continue to frame and guide strategic decision making. As Fledge has now entered the third year of this Plan, it will be fully revised by the Charity’s Trustees during 2024-25, with input from staff, service users, stakeholders and trustees.

Ethos and values:

Fledge was founded as a charitable organisation by Christians, and its operations reflect Christian principles:

“The ethos and values of Fledge build on the vision of our founders and are underpinned by Christian values of love and care for everyone, and actively responding to their needs.

Fledge respects and seeks to work with young adults who are vulnerable and/or in need of accommodation, regardless of background, gender, race, sexual orientation or creed.”

Public benefit:

Fledge provides public benefit through delivering its objectives, and by engaging in a range of activities to advance in life, and relieve the needs of, vulnerable and homeless young adults, including, but not restricted to:

- The provision of support, including housing, mentoring, befriending and hospitality - in the interests of social welfare, and designed to improve the conditions of life of the beneficiaries;
- Providing support and activities which develop the skills, capacities and capabilities of vulnerable and homeless young adults, to enable them to participate in society as mature and responsible individuals.

To this end, Fledge provides:

- Buildings and facilities;
- Mentoring and befriending services;
- Advocacy, advice and information.

This work continued throughout FY 2023-24, and forty-nine individual young adults were accommodated and supported during the year..

Structure and governance:

Legal form:

Fledge Youth Support is a Charitable Incorporated Organisation, registered in England and Wales: CIO Number 1157207.

Governance:

The CIO is governed by a Board of up to nine Trustees, who act as directors of the business, and all of whom are volunteers. Trustees are appointed by vote of the Board, on a twice-renewable three-year term of office, supported by another volunteer who acts as the Secretary to the Board, and by a Company Secretary, also a volunteer and former Founding Trustee.

During 2023-24, Board membership fluctuated between five and six Trustees. Founding Trustee Elizabeth Watts reaching the end of her third term of three years' Trusteeship and was required to stand down under the terms of the CIO's Constitution. Three other Trustees resigned during the year, but four trustees were appointed to the Board.

In the absence of a suitable alternative Trustee candidate to fill her role as Treasurer, Mrs Watts was appointed as a Volunteer Honorary Treasurer for a period twelve months from 11th September 2024, to ensure continuity of the role and duties.

The Board of Trustees typically meets in alternate months to deal with strategic and tactical management of the organisation, review finance and business performance, issues and risks, consider business opportunities, business cases and proposals, and to provide management direction to senior staff. The Chief Executive attends Board meetings and is accountable to the Board for the day-to-day conduct of the Charity, reporting to the Chair of Trustees between meetings.

Legal and Administrative Information

Board of Trustees: 2022-2023.

		Expiry of Term of Office
Mrs. Stacey Brook		Appointed 31 January 2024 2027
Ms. Hannah Cheek		Until 31 October 2023 2024
Dr. Ian Clarke		Appointed 31 January 2024 2027
Mrs. Margaret Doores		Until 31 March 2024. 2026
Mr Michael Evans		Appointed 20 March 2024 2027
Ms. Elizabeth Frisby		Until 20 May 2024. 2026
Mr. Gavin Scott		Until 31 January 2024. 2024
Mr Adrian Smith		Appointed 20 March 2024 2027
Mrs. Elizabeth Watts FMAAT	Founding Trustee	Until 11 September 2023. 2023
Mr. Philip Watts OBE		Re-appointed 22 November 2022. 2025
Ms. Susan Mansbridge	Secretary to the Board of Trustees	

Office holders appointed by the Trustees:

		Re-appointed
Chair of Trustees	Mr Philip Watts	Appointed: 23 May 2017. 28-11-22
Vice-chair of Trustees	Mr. Gavin Scott Vacant	Until 31 January 2024 From 1 February 2024.
Treasurer	Mrs. Elizabeth Watts FMAAT	As a Trustee until 11 Sept. 2023; Re-appointed: 11 Sept. 2023.
Trustee Health & Safety Lead	Ms. Hannah Cheek. Vacant	Until 31 October 2023. From 1 November 2023
Company Secretary	Mr. Mark Cheshire	Re-appointed: 16 April 2018.
Data Controller.	Vacant	
Data Protection Officer	Ms. Nerissa Dean	Appointed 22 Nov. 2021.
Staff Safeguarding Officer	Ms. Nerissa Dean	Appointed: 23 May 2017.
Trustee Safeguarding Lead	Mrs. Margaret Doores Mr Adrian Smith	Until 31 March 2023. Appointed 20 May 2023
Webmaster	Mr. Mark Cheshire	Appointed 16 April 2018.
Independent Examiner.	Mr. Chris Goodhead FCA	Appointed 1 January 2017.
Solicitor	Warner and Richardson LLP.	Appointed 25 June 2024

Working Groups appointed by the Trustees:

Individual trustees are appointed by the Board to a lead on a number of key areas of governance such as Safeguarding and Health and Safety. Following a Board decision in 2021-22, detailed policy and governance work is undertaken by a number of Working Groups, acting as subsidiaries of, and reporting to, the main Board. Presently there is one active Working Group: The Pay and Remuneration Working Group, which reviews staff pay and other remuneration and makes recommendations to the Board of Trustees, as necessary.

Pay and Remuneration Working Group (Established 23 May 2022)

		Re-appointed	
Convenor (Treasurer)	Mrs. Elizabeth Watts FMAAT	Appointed: 23 May 2022.	11-09-23
	Mr. Gavin Scott	Until 31 January 2024.	
	Mrs Margaret Doores	Until 31 March 2024.	
	Dr Ian Clark	Appointed 31 January 2024	
Chair of Trustees (ex Officio)	Mr Philip Watts	Appointed: 23 May 2022.	

The Board in 2023-24:

The Board of Trustees met five times in full session, during 2023-24, at roughly bi-monthly intervals. All meetings during the year were held 'in person' with an on-line Zoom option available for those whose circumstances required that they needed to attend in this way. Trustees who are members of the Pay and Remuneration Working Group also met on one occasion, via Zoom, to discuss review staff pay in the light of the prevailing cost of living.

It remained the policy of the Board to allocate responsibility for leadership on specific aspects, such as Finance, Personnel, Safeguarding etc. to individual trustees. These responsibilities and their 'leads' are documented elsewhere in this Annual Report.

Work has continued through the year to progressively transfer executive functions undertaken by Trustees to the appropriate paid member(s) of staff within the Fledge team, with a particular focus on day-to-day financial book-keeping. This reflects the continued growth of the Charity and the consequent progressive shift from Trustees with 'quasi-executive' roles which typifies small start-up charities, to wholly non-executive Governance roles within the Board.

Trustees' Remuneration:

No Trustee received or waived any emoluments during the year. Out-of- pocket expenses incurred by Trustees on behalf of Fledge Youth Support were reimbursed as follows:

Expense:	Number of Trustees Reimbursed		Total Value of Reimbursements (£)	
	2023-24	(2022-23)	2023-24	(2022-23)
Travel:	0	0	0.00	0.00
Accommodation:	0	0	0.00	0.00
Other (including goods, materials and equipment purchases):	0	0	0.00	0.00

Management and staffing:

At the beginning of 2023-24 Fledge had a headcount of eleven staff including an office cleaner and one member of staff on maternity leave. Following a restructuring during the early part of the year reflecting the growing number demands on the business, an additional primarily management post was established, and two members of staff received consequential substantive promotions. Despite recruitment and resignations, at the end of the year the staff headcount was twelve, comprising three staff with managerial roles, one in a supervisory role, one providing administrative and financial support to the business and one serving as the office cleaner. The remainder were in Support Worker roles engaging directly with Fledge’s Service Users.

Recruitment campaigns are run on a regular basis to cover occasional resignations and to ensure that Fledge has sufficient staff to cover the growing demands on its services.

In total fourteen individual members of staff were employed by Fledge at various times during 2023-24. Allowing for recruitment, maternity leave, and departures from the business, the average number of employees, calculated on a full-time equivalent (FTE) basis was 8.41 (2022-23 = 8.36).

These staff were deployed to:

Role	2023-24 (FTE)	(2022-23) (FTE)
Management & administration of the charity:	2.23	1.41
Support to service users:	5.48	6.10
Business development:	0.70	0.85
	8.41	8.36

The average staff headcount during the year was 11.06 (2022-23 = 11.09), the small reduction on the previous year being due to staff vacancies occurring at various times through the year.

Fledge’s takes its duty of care as responsible employer and service provider very seriously. The emotional support of front-line staff remains a priority for the Charity, given their regular contact with vulnerable and challenged young people who have often experienced personal trauma or mental health issues and may face emotional challenges. Fledge has continued to retain the services of a specialist company who are available at any time for telephone consultations with staff and advice for those need to de-brief more widely than with other members of the staff team.

Fledge maintains a comprehensive range of personnel and other policies and procedures, staff handbook content and related business processes. These are all regularly reviewed and updated with advice from Peninsula Group Ltd., a company specialising in business support of this type, whose services have again been retained by Fledge on a contractual basis, and who also support Fledge’s personnel function.

Volunteers:

Fledge relies on the support of volunteers to assist in its work. During 2023-24, twenty-four volunteers contributed to its work. These comprised ten individuals who served as Trustees, two who supported the governance of the CIO: a Company Secretary and Secretary to the Board respectively, four who acted as Mentors and eight others supporting service users’ group activities such as crafts, IT repairs, handyman tasks, acquisition, delivery and assembly of flat-pack and

other furniture for new residential units for service users.

Fledge's Board of Trustees wishes to place on record its grateful thanks and appreciation to all these individuals for their continuing contributions made by all its volunteers in all areas of Fledge's business.

The Year's Operations:

Overview

In our post-Covid world, 2023-24 proved to be a year largely focused on consolidation of the 'new-normal' for Fledge. That the CIO has achieved this, while facing the challenges of seeking a new office location, managing a number of arrivals and departures from both the staff and Trustee teams, and continuing to grow in scope and scale of operations, demonstrates again the sustained diligence, professionalism and dedication of Fledge's loyal and skilled staff, the continued generosity of the many individuals and organisations who support Fledge week by week and month by month, and the sustained energy and commitment Fledge Trustees. As a result, the Trustees are again able to make a positive report on the work of Fledge during the past year.

As with all other business and individuals Fledge has again had to wrestle with the ongoing burden of rising price and a cost-of-living crisis which has continued to impact on almost every area of the Charity's operations. Nevertheless, with the unstinting help of loyal financial donors and supporters, the Charity's principal role and focus: providing accommodation and support to otherwise homeless and vulnerable young adults in the 18—34 age range, has been sustained and fulfilled during the period covered by this report, with new and innovative approaches made by staff and Board of Trustees in response to the prevailing economic climate and matters outside their direct control. Once again the work of providing direct support and accommodation has been complemented by using available opportunities to raise awareness of the causes, consequences, and human impact of homelessness on those who experience it first-hand. Through the year Fledge's work has again been accomplished through a range of activities as described below.

Support for Service Users:

The provision of holistic, caring support, nurture and encouragement of our service users, together with the provision of safe, homely accommodation, is at the heart of Fledge's offering as a charity. However, this inevitably means that our work remains focused on some of the most vulnerable and challenged young adults in the Borough of Eastleigh.

While the challenges imposed by restrictions on social distancing have effectively been removed, Fledge staff have continued to find innovative ways to engage with, support, encourage, develop and be advocates for our service users. These include a number of individuals who are no longer accommodated by Fledge, but who value and benefit from the continuing support which the Charity offers.

After various programmes of staff training, a *Trauma Informed Care*-based approach is now embedded as the norm within the organisation and forms the basis for all engagement with service users. This has continued to be complemented by work to ensure that the ambiance of Fledge's residential properties (décor and furnishing of common areas etc.) encourages a positive outlook among residents, under the principles of *psychologically informed environments*.

Service Users' progress:

As a result of this work, and through the generous support of benefactors, there have been some notable success stories among Service Users. A number of them have shown marked

improvements in their social skills and general confidence, through the dedicated encouragement of the Fledge staff team, leading to individuals boosting their own self-worth by volunteering in various locations, or becoming more confident to attend medical and similar appointments on their own. Others have begun to show greater maturity, taking greater personal responsibility in personal relationships or, for example in helping to organise and run some of the life -skills development courses and entertainments offered by Fledge. Thanks to the support of Cycles 4 All, a number of service users participated in a workshop in which they were given a free bicycle and were trained in how to fix and service it.

A grant from another funder, the JD Foundation, has enabled Fledge to expand the development of its 'active lifestyles' programme. Under the banner of "*Fledge Active*" a range of sports and physical activities such as 'aquafit', badminton, basketball have been offered during two sessions per week. Much appreciated support from AFC Stoneham enabled a non-competitive football session focused on improving mental wellbeing through physical activities. This event generously included refreshments.

Improvements in mental health and wellbeing have been complemented by Fledge maintaining a strong relationship with local healthcare services. One of the practitioners from the local Sexual Health Clinic has visited Fledge bi-monthly during the year, offering the opportunity to speak to residents and to support them and answer any questions they may have. Meanwhile, with a growing focus on getting individuals into work appropriate to their capabilities, Fledge staff have provided a programme of regular 'Employment Workshops' enabling Service Users to drop in, work on their CV's, and look for employment and volunteering work. The Local Job Centre has been involved, and Job Centre staff now visit Fledge periodically, to speak with Service Users.

One of the biggest challenges which has faced Fledge and its Service Users in the eight years since Fledge began to offer accommodation, has been the availability and affordability of suitable "move-on" accommodation for Service Users who are ready to begin the sustainably live independently. More recently, with the assistance of *Hampshire Home Choice* a number of residents have had a positive experience of moving into their own home.

Residential Property:

For the bulk of 2023-24, Fledge leased and operated six residential properties comprising four "shared living" houses, accommodating variously:

- A property of six residential units (self-contained bedrooms), five with a shared kitchen and bathroom facilities, one with en-suite facilities;
- A property of eight residential units, three with en-suite and small self-contained catering facilities;
- A property of three residential rooms with shared catering and facilities—designated for longer term residency;
- A property of four residential rooms with shared catering and facilities intended as a "quieter property" for those who benefit from this sort of environment;

together with two properties containing self-contained 'bed-sit' flats, enabling semi-independent supported accommodation for those ready to move on in their journey to self-sustainable living, or

where their specific welfare needs make shared living a personal challenge. Of these, one property has five residential units and another six units (including one two bed roomed flat).

Overall, at the year-end Fledge was able to accommodate up to thirty-two individual young adults.

Under the terms of the lease agreements for each residential property, Fledge pays the relevant landlord a monthly rent for each residential unit in each property. Previously some of our landlords covered the costs of utility services and some of the white goods installed in their properties, but the economic situation has led landlords to expect Fledge to cover these types of cost going forward. By the end of 2023-24 all of our residential landlords had also either raised the monthly rents and in some cases had indicated an intention to do so again at the start of 2024-25. These increased lease and property maintenance costs are factored into the annual review of housing benefit rates which Fledge submits to the Local Authority ahead of the start of each financial year.

The care and nurture of service users has continued to be underpinned by work which Fledge sustained during 2023-24 to ensure that whenever possible Fledge's accommodation exceeds the baseline standards set out in the Government's Supported housing: national statement of expectations (NSE) 2020.

Office Accommodation:

Fledge continued as the primary tenant of a shared office premises in Leigh Road, Eastleigh throughout the year of this report, which also served as its registered office and administrative/operating base. These premises have again had to be used imaginatively to ensure wise working practices by Fledge staff, while benefitting from shared space which enables collaboration both as a team and mutually supporting one another. On the transfer of these premises to a new Landlord during the year, and with that Landlord's intention being to repurpose the premises, Fledge was given a formal twelve-months' notice of termination of its lease, under the terms of the lease document.

As a consequence, Fledge management and trustees have devoted significant time and effort to identify alternative office accommodation both as replacement offices and to sustain the business and the staff team as it continues to grow.

After some false starts and unsuccessful negotiations, at the year-end, Fledge had made arrangements with One Community Eastleigh to hire space in their town-centre office as a temporary measure to enable departure from the Leigh Road office during May 2024, and pending completion of negotiations to secure a long-term lease on suitable premises in High Street, Eastleigh. If successful would provide office accommodation with scope for expansion of staff over time, and act as a base and life-skills development hub to support Fledge Service Users and wider community needs. It is hoped that a move to these permanent offices will be completed during late Autumn 2024 as a long-term lease was signed during September 2024 ending an extended period of negotiations and Fledge has been advised that the Planning Permission for the required use of the premises has now been agreed by Eastleigh Borough Council.

Financial model:

Fledge's 'mixed income' financial model has remained unchanged from previous years. Revenue from statutory housing and support benefits, paid by the local authority (Eastleigh Borough Council) for each qualifying resident accommodated, has again been supplemented by charitable donations from organisations and individuals, grant aid from benefactors and charitable funders, and income from fundraising activities. Income from statutory sources has continued to be the principal source of funds towards the costs of the accommodation and that support which Fledge provides to each

service user, to facilitate them in maintaining their tenancy. These accommodation costs include the rent payable to Fledge's landlords, and property management-related costs, such as essential furnishings, linen, kitchen equipment, janitorial supplies, routine maintenance and redecoration, security and out of hours oversight.

It is of note that, as with all other aspects of society, Fledge has experienced, first-hand, the continued challenges of the cost-of-living crisis, and has been asked to accept more of the incidental costs previously incurred by our landlords in maintaining and sustaining the premises which it leases.

The additional staff costs necessary to enable the provision of holistic care and nurturing support, advocacy and life-skills development offered by Fledge, together with contributions towards office premises and equipment, and other business overheads, are funded largely through charitable donations, grant aid and fundraising activities. These sources are also key in providing a cushion of modest reserves to sustain cashflow, particularly when the flow of statutory benefits might be delayed or interrupted for whatever reason.

As demonstrated by the accounts and financial report elsewhere in the document, Fledge remains immensely grateful to its loyal financial supporters who have continued to diligently and generously provide financial resources to underpin its work.

Financial Management:

While oversight of the CIO's finances has continued to be led by the appointed Treasurer, as indicated above, there has been a progressive transfer of the day-to-day book-keeping from the Treasurer to the Administration and Finance Officer within the Fledge staff team. As a further indication of the growth of the business, for the first time, the final financial accounts for the year covered by this report will be prepared by our Independent Examiner from financial data provided by the CIO. This reflects the level of turnover and the size of the Charity and the need to move to a higher level of financial reporting under the terms of Charity law.

As a further step towards staff involvement in Financial management of the business, the preparation of the Annual Budget for 2024-25 has involved staff at all levels in preparing a "bottom-up" view of business activities and associated expenditure needs, moderated by a top-down view of priorities and affordability. The outcome has been to enable more junior staff to take greater responsibility for the budget provisions for their areas of responsibility and to broaden the understanding, prioritisation and accountability for the costs incurred by the organisation on a day-to-day basis.

Assets:

In addition to administrative office equipment, furniture and resources, Fledge provides furnished accommodation for the residents of its houses. Much of the furnishing is acquired through the generous donations of individual supporters and benevolent donor organisations, including local Churches, though inevitably some must be purchased. Fledge maintains an Asset Register of all items with an acquisition cost of £ 1,000 or more.

Safeguarding:

Mindful of the focus of its work with young and vulnerable people, Fledge maintains, reviews and pursues policies which reflect relevant safeguarding legislation. This includes appropriate regular background and DBS checks on all Trustees, Staff, and relevant Volunteers. Fledge remains committed to the safeguarding of all who may be vulnerable in any way.

Following the resignation on 31st March 2024, of the Trustee leading on Safeguarding issues for

the Board, a fresh appointment was made in May 2024 from among the Trustees, to ensure continuity of oversight in this regard on behalf of the Board.

Insurance:

Fledge holds appropriate comprehensive insurance cover, including public and employers' liability, and professional indemnity cover for Trustees, Staff and Volunteers involved in providing support and/or mentoring to service users, as well as covering risks to leased properties. Cover is reviewed when a significant new asset/liability is acquired.

Risk management:

Throughout the year Fledge has maintained close attention to business risks. Each Trustee Board meeting receives a 'Business Health Check' which includes a 'red/amber/green dashboard' showing a broad overview of the state of over sixty different elements of Fledge's business across six categories of business activity. These are supplemented by a Corporate Risk Register identifying and reporting on the status and risk liability of some twenty risks over five business areas and a Corporate Issues Log detailing the management of some thirteen different Strategic business issues within four separate aspects of the Charity's operations.

Donors and Supporters:

As with any charity, Fledge could not function, and certainly could not deliver the breadth of holistic support to our service users which sets us apart from other providers, without the financial, in kind and prayer support of our donors and supporters. During 2023-24, our community of private individual donors has remained loyal and generous, despite the pressures on their own finances. We have also benefitted from the support of several local community organisations and trusts who have either made Fledge their charity of the year or have made one-off benevolent donations in support of our work. Whether the gift has been large or small in size, we have appreciated and valued them all, and we extend our deepest thanks and appreciation to all who have supported us during the year.

This Annual Report was approved by the Board of Trustees of Fledge Youth Support CIO on 24th November 2024 and signed on their behalf by:



.....
Philip A G Watts OBE MRICS – Chair of Trustees

Financial Statements and Accounts for the year ending 31st March 2024.

General financial situation:

Income: Operational income, (revenue generated from accommodating Fledge's service users), rose to £ 676,122 at the end of the year, an increase of 47.5% over 2022-23, principally due to Fledge accommodating an increased number of Service Users during the year and maintaining a very high level of occupancy of its residential units throughout the year. This resulted in increased levels of Housing Benefit received.

Donations, gifts and other income at £ 36,055 (2023: £35,324) was 2.1% higher than in 2022-23. Within this overall sum, Tax reclaimed under Gift Aid at £ 794 (2023: £ 987) was 19.6% lower than in the previous year. Fledge continues to be enormously grateful to all who make donations under Gift Aid them for their continued generosity. Grants totalling £7,200 of grants were received in 2023-24. No grants were received during 2022-23.

Overall, income stood at £ 712,177 for the year, an increase of 44.3% overall on the figure for 2022-23 (£ 493,643), again, principally due to the increased number of service users being accommodated.

Expenditure: Total operational people-related costs amounted to £ 267,209 compared to £ 251,243 in 2022-23; an increase of 6.4% in 2022-23, reflecting a cost-of-living increase in staff remuneration and the employment of additional staff during part of the year. Central administrative costs, at £ 31,866 were 9.4% lower than in 2022-23 when these costs amounted to £ 35,186. Property related costs were £233,218 an increase of 32.4% on the previous year (£ 173,780 in 2022-23). This increase reflected the operation of additional properties in 2023-24 and increases in rents on other residential premises consequent upon landlords facing higher costs of ownership, as a result of the ongoing cost of living challenges.

As noted above, grant income of £ 7,200 was received in the year into the general fund, but no restricted funds were involved in any aspect of the year's expenditure.

Overall, total expenditure from the General Fund during 2023-24 stood at £ 534,493, which was an increase of 15.9% on 2022-23 when expenditure from the fund was £ 461,208. This outcome was a consequence of increased people costs, and particularly increases in the costs of operating residential properties (rents etc.)

Out-turn: Fledge achieved a surplus of £ 177,684 in the year to 31st March 2024, compared with a surplus of £ 32,435 at the end of 2022-23. This represented an increase of 447.8% on the previous year. This large increase was due principally to careful management of expenditure with an eye to future increased office costs and through the accommodation of significantly higher numbers of service users, generating additional Housing Benefit.

Overall, and taking account of monies allocated from the General Fund into Funds designated by the Trustees during the year, the accumulated surplus in the General Fund rose to £ 353,816 (2023: £ 251,132) at the year end. This accumulated surplus represents just under eight months' running costs. Fledge's aim is to maintain sufficient reserves in hand to cover six months' running costs, in line with recommended best practice. However, with the likelihood of a significant increase in annual operating costs with a much higher rental for the planned new office accommodation than for the previous offices, this extra surplus is seen as a prudent additional reserve to enable the transition to be managed without stressing day to day cash-flow.

Designated and Restricted Funds:

Designated Funds are those which the Trustees have determined shall be set aside with the aim of using them for particular purposes, either now or in the future.

During 2023-24, the Board determined that three Designated Funds should be established to meet anticipated short-, and longer-term costs associated with acquiring, equipping and developing the

new office accommodation being sought, following the termination of Fledge's lease on its office for the previous five years.

With the intention that the new office premises would provide for both administrative and operational functions, enable longer term growth in staff numbers and services, and provide the venue for the establishment of a Life Skills Training Hub, to facilitate the offer of a wider range of support services to Service Users, the Designated Funds established are:

- Office Layout, Furnishings and Development Fund;
- Office IT Resources Fund;
- Life-skills Training Hub Development and Maintenance Fund.

The Board of Trustees determined that a sum of £ 25,000 should be allocated initially from the General Fund to each of these Designated Funds – making a total of £ 75,000 of Designated Funds. These Funds will be drawn upon once Fledge has secured a lease and initiated occupation of these premises.

Restricted Funds are those whose application and use have been determined by the source or donor.

No restricted funds were held or received in 2023-24, so the balance remained at Zero.

Reserves policy:

Taking account of annual variations in overall financial performance, the prevailing economic climate and fluctuations in year-on-year income and expenditure, it remains the aim of the Trustees to accumulate and hold accessible, sufficient reserves over time to cover at least six month's operating costs, together with capacity to invest in equipping and resourcing new properties as and when there is a viable need to expand residential accommodation capacity or develop new office premises.

As noted above, the additional surplus held at the end of 2023-24 will form the source of funds for the establishment of Designated Funds to meet the costs of equipping and maintaining the permanent new office accommodation, and for establishing and equipping a 'life-skills training hub'.

If additional reserves remain after these Designated Funds are established and operational, investigations will continue, to identify suitable financial instruments in which such funds can be invested and earn interest until they are required, but with flexibility to be able to access these monies as and when needed.

Staff salaries, pensions and national insurance:

Allowing for recruitment and resignations, fourteen separate staff members (both part-time and full time) received salaries and allowances at some point during 2023-2024. Overall expenditure on salaries, allowances, employers pension contributions and Employers' National Insurance contributions, (including payroll administration costs) amounted to £ 258,648 in total for the year compared with £ 243,044 in the previous year. This was 6.4% more than in 2022-23 when twelve individual staff members were employed.

All staff are paid at rates above the National Living Wage and Fledge uses the pay scales of the national Joint Council (NJC) for Local Government Services as the basis for remunerating staff. As at 31st March 2023, the pay of all staff was linked to designated points on these pay scales. Annual cost-of-living increases in rates of pay, and any incremental increases are determined by the Board of Trustees on the recommendation of the Trustees' Pay and Remuneration Working Group.

Staff are enrolled in the Government-backed NEST workplace pension scheme, to which both staff members and Fledge as employer, make contributions. Following a change in contracted Payroll Service Provider at the end of 2023, possible anomalies in the way in which the former service provider had applied income tax charges to staff pension contributions, were identified by the new

provider. Fledge is actively investigating this matter with NEST, HMRC and other relevant parties, in order to make any remedies which may prove necessary.

Future financial commitments:

Due to the necessity to commit to formal property leases covering a number of forward years, for each residential and office property used by Fledge, the CIO has forward commitments to lease rental costs for future years. These costs are expected to be offset by future income generated in respect to the occupation of the residential premises by Fledge Service Users.

At the Balance Sheet date, (31st March 2024), the charity had known future financial commitments of £ 430,272 in respect of these property lease costs, up to the earliest practical break point in each lease, rising to £ 568,872 if no breaks in the property leases held on the Balance Sheet date are invoked, and that those leases expiring within twelve months of the Balance Sheet date which are renewable, are renewed for a full term.

A further lease on an additional residential property was due to be signed soon after the Balance Sheet date, with a charge of £43,800 p.a. for a five-year lease period.

Statement of responsibilities of the trustees

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and the United Kingdom Generally Accepted Accounting Practice (UK GAAP).

The Charities Act 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 charity at the end of the year and of the surplus or deficiency for the year then ended.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- observe the methods and principles in the charities SORP;
- state whether applicable accounting standards have been followed, subject to any material departures 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 charity will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011. The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF FLEDGE YOUTH SUPPORT

I report to the trustees on my examination of the accounts of Fledge Youth Support, for the year ended 31 March 2024, which are set out on pages 16 to 26.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trustee's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination by being a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that:

- (1) the accounting records were not kept in accordance with section 130 of the Charities Act; or
- (2) the accounts do not accord with the accounting records; or
- (3) the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Chris Goodhead FCA
Knight Goodhead Limited
Chartered Accountants

27 November 2024

7 Bournemouth Road
Chandler's Ford, Eastleigh
Hampshire, SO53 3DA

**Statement of Financial Activities for the year ended 31st March 2024.
(including Income & Expenditure Account)**


	Notes	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
INCOME					
Donations and legacies	3	36,055	-	36,055	35,324
Charitable activities	4	676,122	-	676,122	458,319
TOTAL INCOME		712,177	-	712,177	493,643
EXPENDITURE					
Charitable activities	5	534,493	-	534,493	461,208
TOTAL EXPENDITURE		534,493	-	534,493	461,208
NET INCOME/(EXPENDITURE) BEFORE TRANSFERS		177,684	-	177,684	32,435
Transfers between funds		-	-	-	-
NET MOVEMENT IN FUNDS		177,684	-	177,684	32,435
FUND BALANCES BROUGHT FORWARD		251,132	-	251,132	218,697
FUND BALANCES CARRIED FORWARD		428,816	-	428,816	251,132

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derives from continuing activities.

Balance Sheet for the year ending 31st March 2024 [CIO Number: 1157207]

	Notes	£	2024 £	£	2023 £
FIXED ASSETS					
Tangible assets	7		18,952		21,739
CURRENT ASSETS					
Debtors	8	49,596		5,991	
Cash at bank and in hand		364,935		225,072	
		414,531		231,063	
CREDITORS: amounts falling due within one year	9	(4,667)		(1,670)	
NET CURRENT ASSETS			409,864		229,393
NET ASSETS			428,816		251,132
FUNDS					
Restricted funds	10		-		-
Designated funds	10		75,000		-
General funds	10		353,816		251,132
TOTAL FUNDS			428,816		251,132

**Accounts approved by the Board of Trustees on 24th November 2024,
and signed on their behalf by:**



Philip A G Watts OBE MRICS – Chair of Trustees.

Cashflow Statement for the year ending 31st March 2024

	Notes	2024 £	2023 £
NET CASH FLOW PROVIDED BY OPERATING ACTIVITIES	2	141,999	44,570
CASH FLOWS FROM FINANCING ACTIVITIES			
Fixed asset additions		(2,136)	(22,827)
NET CASH FLOW FOR THE YEAR	1	<u>139,863</u>	<u>21,743</u>

NOTES TO THE CASHFLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2024

		2024 £	2023 £
1 NET CASH FLOW FOR THE YEAR			
Change in cash and cash equivalents in the year		139,863	21,743
Cash and cash equivalent at start of the year		225,072	203,329
Cash and cash equivalents at the end of the year	3	<u>364,935</u>	<u>225,072</u>

		2024 £	2023 £
2 NET CASH FLOW PROVIDED BY OPERATING ACTIVITIES			
Net movement in funds for the year		177,684	32,435
Depreciation		4,923	1,592
Decrease/(increase) in debtors		(43,605)	19,503
Increase/(decrease) in creditors		2,997	(8,960)
Net cash flow from operating activities		<u>141,999</u>	<u>44,570</u>

		2024 £	2023 £
3 ANALYSIS OF CASH AND CASH EQUIVALENTS			
Cash at bank and in hand		<u>364,935</u>	<u>225,072</u>

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
4 ANALYSIS OF CHANGE IN NET DEBT			
Cash at bank and in hand	225,072	139,863	364,935
	<u>225,072</u>	<u>139,863</u>	<u>364,935</u>

Notes to the accounts for the year ended 31 March 2024

1. ACCOUNTING POLICIES

- (a) Accounting convention: 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) - (Charities SORP (FRS 102)).

Fledge Youth Support meets the definition of the public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The accounts have been prepared on the going concern basis. There are no material uncertainties about the charity's ability to continue.

- (b) Fund accounting: Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

- (c) Income: All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Donations, legacies and charitable activities are received by way of grants, donations, legacies and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, when entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Resources are deferred when, at the end of an accounting period, they have been received but the charity has yet to become unconditionally entitled to them.

- (d) Expenditure: Expenditure is recognised on an accrual basis as a liability is incurred. It includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

Costs are apportioned in line with the income received from that source during the year. Charitable activities expenditure comprises of those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

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 are allocated directly.

e) Fixed assets: Fixed assets are capitalised for ongoing use within the company, where the individual cost of the asset exceeds:

Property improvements: £5,000;

Fixtures & Fittings: £1,000.

Depreciation is provided on fixed assets to spread the cost over the estimated useful lives of the relevant assets at the following rates:

Property improvements: 20% straight line;

Fixtures & Fittings 33% straight line.

(f) Pension costs: Contributions in respect of the company's defined contribution scheme are charged to the Statement of Financial Activities for the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are shown as either accruals or prepayments at the year end.

(g) Basic financial instruments: The charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors, cash at bank and creditors. These basic financial instruments are measured at transaction price. Financial assets and liabilities classified as due within one year are not amortised.

2 LEGAL STATUS

The charity is a charitable incorporated organisation registered with the Charity Commission in England and Wales on 28 May 2014. The charity is a public benefit entity.

The registered office of the charitable company is 12 Romsey Road, Eastleigh, Hampshire. SO50 9AL.

3 INCOME FROM DONATIONS AND LEGACIES

	Unrestricted	Restricted	2024	2023
	£	£	£	£
Fundraising income:				
General donations	18,043	-	18,043	33,609
Gift aid recoverable	794	-	794	987
Other income / fundraising	10,018	-	10,018	728
Grants	7,200	-	7,200	-
	<u>36,055</u>	<u>-</u>	<u>36,055</u>	<u>35,324</u>

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	2024	2023
	£	£	£	£
Operational and grant income:				
EBC housing benefit	654,553	-	654,553	436,838
Residents' contributions/deposit	20,089	-	20,089	18,460
Council tax refund from landlord	1,480	-	1,480	3,021
	<u>676,122</u>	<u>-</u>	<u>676,122</u>	<u>458,319</u>

5 STAFF COSTS

	2024	2023
	£	£
Wages and salaries	232,616	218,620
Social security costs	14,562	13,518
Pension	11,470	10,906
	<u>258,648</u>	<u>243,044</u>

The average number of staff employed during the year was 12 (2023: 11). No employee received emoluments of £60,000 or more during this year or the prior year.

Key management personnel were paid a total of £95,758 (2023: £71,952) to three employees (2023: 2), of which £12,101 is made up of employers NI and pension contributions (2023: £9,467).

Included in Wages and salaries above are out of hours staff costs amounting to £2,388 which are allocated to Out of hours security in note 6.

During the year or the prior year no trustees received any emolument, were paid any expenses nor were reimbursed for expenditure incurred on behalf of the charity.

Total pension contributions of £11,470 (2023: £10,906) were paid by the charity and are included in the SOFA.

6 EXPENDITURE	Unrestricted £	Restricted £	2024 £	2023 £
Staff and people costs allocated to activities				
Salaries	256,260	-	256,260	239,867
Admin costs	940	-	940	916
Wellbeing/trauma informed care development	424	-	424	696
HR and policy development support	5,160	-	5,160	5,160
Training, travel and expenses	4,186	-	4,186	4,332
Trustee travel and expenses	-	-	-	103
Mentoring costs	239	-	239	169
	267,209	-	267,209	251,243
Administrative costs allocated to activities				
Office rental/utilities	15,313	-	15,313	20,756
Office costs	13,382	-	13,382	11,099
Insurances/legal fees and DBS	2,165	-	2,165	2,322
Fundraising costs	180	-	180	359
Publicity	826	-	826	650
	31,866	-	31,866	35,186
Property related costs allocated to activities				
Property rental	167,410	-	167,410	109,841
Residential house operating costs	24,052	-	24,052	20,953
House utilities	8,665	-	8,665	16,634
Depreciation	4,923	-	4,923	1,592
Out of hours security	19,399	-	19,399	16,606
Council tax	3,909	-	3,909	3,538
Residents support costs	4,860	-	4,860	4,615
	233,218	-	233,218	173,779
Governance costs				
Accountancy and examination fees	2,200	-	2,200	1,000
	2,200	-	2,200	1,000
	534,493	-	534,493	461,208

Included within accountancy and examinations fees above are amounts due to the independent examiners in relation to accounts and independent examination of £2,200 (independent examination 2023: £1,000).

7 TANGIBLE ASSETS

	Property improvements £	Fixtures & fittings £	Total £
COST			
At beginning of year	17,331	13,500	30,831
Additions	-	2,136	2,136
At end of year	<u>17,331</u>	<u>15,636</u>	<u>32,967</u>
DEPRECIATION			
At beginning of year	-	9,092	9,092
Charge for year	3,467	1,456	4,923
At end of year	<u>3,467</u>	<u>10,548</u>	<u>14,015</u>
NET BOOK VALUE			
At end of year	<u>13,864</u>	<u>5,088</u>	<u>18,952</u>
At beginning of year	<u>17,331</u>	<u>4,408</u>	<u>21,739</u>

8 DEBTORS

	2024 £	2023 £
Income tax recoverable	83	-
Prepayments	3,714	-
Other debtors	45,799	5,991
	<u>49,596</u>	<u>5,991</u>

9 CREDITORS: amounts falling due within one year

	2024 £	2023 £
Creditors	381	-
Pension	1,862	-
Accruals and deferred income	2,424	1,670
	<u>4,667</u>	<u>1,670</u>

10 MOVEMENT IN FUNDS

	Funds b/fwd £	Income £	Expenditure £	Transfers £	Funds c/fwd £
Designated funds					
Life-skills training hub development and maintenance fund	-	-	-	25,000	25,000
Office layout, furnishings and development fund	-	-	-	25,000	25,000
Office IT resources fund	-	-	-	25,000	25,000
	-	-	-	75,000	75,000
Unrestricted funds					
General fund	251,132	712,177	(534,493)	(75,000)	353,816
Total funds	251,132	712,177	(534,493)	-	428,816

The designated funds are established for the following purposes:

- **Office layout, furnishings and development fund:** Established to meet anticipated short-, and longer-term costs associated with acquiring, equipping and developing the new office accommodation being sought following the termination of Fledge's lease on its previous office;
- **Office IT resources fund:** Established to meet anticipated IT costs associated with developing the new office accommodation;
- **Life-skills training hub development and maintenance fund:** To facilitate the offer of a wider range of support services to Service Users.

11 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted £	Restricted £	2023 £
<i>Year ended 31 March 2024</i>			
Tangible fixed assets	18,952	-	18,952
Debtors	49,596	-	49,596
Bank and cash	364,935	-	364,935
Creditors	(4,667)	-	(4,667)
	428,816	-	428,816
	Unrestricted £	Restricted £	2022 £
<i>Year ended 31 March 2023</i>			
Tangible fixed assets	21,739	-	21,739
Debtors	5,991	-	5,991
Bank and cash	225,072	-	225,072
Creditors	(1,670)	-	(1,670)
	251,132	-	251,132

12 RELATED PARTY TRANSACTIONS

There were no related party transactions during this year or the prior year.

13 OPERATING LEASES

Due to the necessity to commit to formal property leases covering a number of forward years, for each residential and office property used by Fledge, the CIO has forward commitments to lease rental costs for future years. These costs are expected to be offset by future income generated in respect to the occupation of these premises by Fledge Service Users.

At the 31 March 2024, the charity had future financial commitments of £ 430,272 (2023: £254,062) in respect of these property lease costs, up to the earliest practical break point in each lease, rising to £ 568,872 (2023: £596,662) if no breaks in the property leases held on the Balance Sheet date are invoked, and that those leases expiring within twelve months of the Balance Sheet date which are renewable are renewed for a full term.

A further lease on an additional residential property was due to be signed soon after the Balance Sheet date, with a charge of £43,800 p.a. for a five-year lease period.

14 PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES YEAR ENDED 31 MARCH 2023

(Including Income and Expenditure account)

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2023 £
INCOME				
Donations and legacies		35,324	-	35,324
Charitable activities		458,319	-	458,319
Investment income		-	-	-
TOTAL INCOME		493,643	-	493,643
EXPENDITURE				
Charitable activities		461,208	-	461,208
TOTAL EXPENDITURE		461,208	-	461,208
NET MOVEMENT IN FUNDS		32,435	-	32,435
FUND BALANCES BROUGHT FORWARD		218,697	-	218,697
FUND BALANCES CARRIED FORWARD		251,132	-	251,132



The content of this document is Copyright Fledge Youth Support CIO, © 2024.

Unless otherwise stated, images used in this document are either: - © Fledge Youth Support 2024; or used under a paid licence from Shutterstock Inc. (Licence No. 163044690) or used under Creative Commons licence terms.

Logos of Fledge's Stakeholders, Business Partners and Supporters/Sponsors are used by permission from the relevant organisation.

FLEDGE YOUTH SUPPORT

England & Wales - Charity number 1157207

Accounts



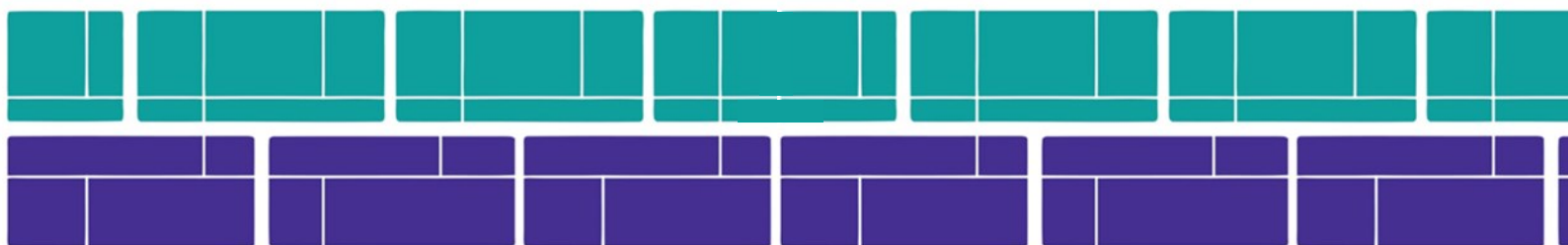
**Fledge
Youth
Support**

**Annual
Review**

**Trustee's
Annual
Report &
Accounts**



2022-2023





Contents

A welcome from our Chief Executive	3
From our Chair	4
The Fledge Vision	5
Realising the Vision	6
Our people	8
Charitable and governance information	10
Trustees' Annual Report	13
Accounts 2022-23	16

Sponsors and Corporate benefactors:

Chandler's Ford Methodist Church



CHANDLERS FORD Methodist Church

Churches Together in Chandler's Ford



Churches Together in Eastleigh

Eastleigh Borough Council



Eastleigh C of E Deanery

Elim Pentecostal Church, Eastleigh



Junction Church, Eastleigh



People's Projects Ltd., Twyford, Hants.

St Boniface' Church, Chandler's Ford



St Francis' Church, Valley Park



St Francis Church

St Thomas's Church, Fair Oak



The Brendish Family Foundation

West End Singers, Southampton




**Fledge
Sponsors
& Corporate
Benefactors
2022-23**



Welcome to the Fledge 2022-23 Annual Review.

It has been another year of successes and challenges for Fledge, and we are still seeing the impact that the COVID-19 pandemic has had on individuals and services within the Eastleigh Borough. The cost of living and housing crisis also puts pressure on charities like ours, with increased outgoings and increased demand making the sector ever more challenging.

We are seeing an increase in the number of people being referred for Supported Accommodation and increasing complexity of need amongst these homeless and vulnerable young adults. Over the past year we have supported people who have experienced mental health issues, addiction, domestic abuse, physical illnesses, sex trafficking and those who are neurodivergent to name but a few. I thank our dedicated staff team for their hard work and compassion whilst supporting, providing opportunities, and giving hope to every person we house.

We may not have expanded our housing provision during this time; however, work has been going on to prepare for the opening of a block of 6 flats. This block consists of five 1-bedroom and one 2-bedroom flats. This will enable us to provide a home for a parent and child which is an exciting development for us.

This year we have continued our work to embed a *Trauma Informed Approach* into Fledge and focused on creating *Psychologically Informed Environments* to enhance the work we do. Being Trauma informed recognises and responds to the impact of trauma on people's lives. Psychologically Informed Environments takes the psychological and emotional needs of our residents into account when delivering a service or designing and equipping a space.

We are, as always, indebted to the individuals, churches, companies and grant funders who enable us to continue to provide high quality support to those who are homeless and/or vulnerable within our community.

I would like to say a special thank you to our Board of Trustees who provide invaluable support to me and the staff team, and whose passion, knowledge and wisdom play a huge part in Fledge being the success it is. I am looking forward to what the upcoming year has in store for us! In the meantime, I hope that you will find this Review and Trustees' report interesting and informative.



Nerissa Dean
Chief Executive

I'm sure no-one ever said that operating a Charity was ever easy, but as colleagues across the 'third sector' will testify, the past three years have been some of the most challenging that charities and voluntary organisations have faced in many years.

Organisations that rely to a greater or lesser extent on the generosity of the public and donors, will all have experienced periods of difficulty, particularly in times of economic uncertainty. But it has been the sheer breadth and impact of so many different factors which have made the past thirty-six months so problematic. For any organisation operating in a support or caring role, the pandemic brought with it lockdowns, social distancing, the requirement for PPE, and the need to devise new ways of engaging with service users. For Fledge, as with many other organisations, there has also been the need to adopt new approaches to management and governance—with on-line meetings and 'face to face' conversations using apps on mobile devices. The limited availability of statutory services during lockdowns, and the problems posed by resultant backlogs in the provision of these services post-pandemic, have added to the obstacles faced by our service users, many of whom have badly needed the support of mental health and other care provisions during this time.

Now, over the past year, in the aftermath of the pandemic, Charities have seen rapidly escalating costs in all aspects of their businesses. Fledge is no exception. Our landlords have found it necessary to increase the rents we pay to lease their properties, in response to rising interest rates and pressure on their own cost bases, and we have been faced with significant increases in utility costs, and rising prices on almost all of the normal goods and services we need, to maintain our day to day business.

In this context, the loyalty, commitment and generosity of our charitable funders —individuals, local churches and community organisations—in the face of pressure on their own finances, has been immensely valuable in helping us to sustain our operations. Simple expressions of thanks and appreciation seem rather hollow in such circumstances, but they are offered with heartfelt gratitude.

In the face of all of these challenges, and as this Review and Trustee's Annual Report reflect, Fledge has continued to move forward, grow in staff numbers and service users supported and adapted its services to reflect their changing needs. Our staff have again shown incredible levels of devotion, commitment and professionalism, in not only overcoming these many challenges, but in enabling Fledge to thrive and continue to add real value to the lives of the young adults we serve. I thank them all—you are the epitome of what we stand for as an organisation and underpin everything we strive to do.



Phil Watts OBE
Chair of Trustees

Finally, may I again express my appreciation to our many volunteers—whether you help to assemble flat-pack furniture for our new residential properties, give of your knowledge and experience to mentor our service users, help with craft activities, or repair our IT. I also want to thank my fellow Trustees and office holders, my unfailing gratitude for your sustained commitment, skill and wisdom, as we have sought to face and overcome the fresh challenges posed by the “new normal” of a post-Covid world.

From our Chair



The Fledge Vision

Founded in 2012, Fledge Youth Support remains a charity rooted in the Christian faith and continuing to focus on seeking to respond to Jesus's words, as recounted in the Gospel according to Matthew: (Chapter 25, verse 40):

‘The King will reply, “Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.”’

The reality of life in southern Hampshire in 2023 is that, post-pandemic, and with a cost of living crisis impacting on all, the plight of the most disadvantaged in our society: the homeless and the vulnerable, remains acute.

Residential property whether to buy or rent, remains beyond the reach of many—even those in full-time employment who do not have additional mental, emotional or physical barriers to face. Where individuals, and particularly young single adults, find themselves homeless and vulnerable, and in desperate need of shelter and support, the situation is worsening. There is a growing demand for safe accommodation and support to deal with both the accommodation needs, and the mental health issues, learning needs and wider welfare and social challenges, evident among a significant number of young adults.

While Fledge is not the only organisation working to address homelessness among young adults, we remain convinced of the need to provide a wider holistic package of support for each individual, that goes beyond simply accommodating them and helping them to retain their tenancy. We frequently see that many of those who are referred to us have experienced trauma through challenging issues in their past, which may be linked to mental health problems, learning needs, substance abuse or other traumatic circumstances. We believe that by offering each individual holistic ‘trauma informed care’ which seeks to address their particular needs, Fledge’s support services enable us to provide more appropriate responses to the needs of our service users.

Our vision and mission statement encapsulate our aspiration for the young adults that we serve and support—to give them *“Hope for the Future”*:

Fledge Vision:

“That [all local] young people live and develop in a safe and supported environment with the skills to achieve their potential.”

In support of its Vision, Fledge’s Mission Statement is:

“Fledge Youth Support provides accommodation, mentoring and support to equip and empower young people to reach their potential.”

This Annual Review outlines the range of approaches we have brought towards fulfilling our mission and realising our vision during the year 2022-23.



The need:

While the worst of the pandemic is now behind us, the cost of living crisis and rising prices for all commodities have brought a new challenge for Fledge, as is the case for many other businesses, charities and individuals over the past year.

The economic situation also brought a growing demand for our residential accommodation and further highlighted the social, economic and welfare challenges faced by the most vulnerable in our community. Unsurprisingly, Fledge and its staff team have continued to be focused on our

core work of housing and supporting young adults throughout the year.

As in previous years Fledge has continued to respond to the needs of our service users across a range of provisions:

Housing:

Fledge leased and operated five residential properties in 2022-23. Four HMO properties offer accommodation with individual bedrooms and communal facilities, housing variously between three and eight service users, in a variety of “family” communities. Residents are placed in these properties according to their individual needs, reflecting that some individuals thrive better in less ‘busy’ environments.

A further property comprises five self-contained one-bedroom flats for those who are ready to make a first step towards self-sustaining independent living, or whose personal circumstances are best served by living in quieter surroundings.

These five properties provide accommodation for up to twenty-six individuals, though at the start of the year we were still keeping one or two self-contained units free to enable isolation or social distancing in the event that any of our service users displayed Covid symptoms.

Our hope that a further property comprising five further one-bedroomed flats and one two-bedroom unit would be available to us during the year, did not materialise until the last weeks of the year as the Landlord’s contractor experienced delays in acquiring building materials for the required renovation of the building, consequent upon the legacy of Covid and more recent cost-of-living issues in the supply chain. As these flats have become available to Fledge we have begun to transfer service users into them. When fully occupied they will increase our capacity to thirty-two young adults.

Fledge continued work with our landlords to ensure that all of our accommodation meets and where possible exceeds the standards set out in the Government’s *Supported housing: national statement of expectations (NSE) 2020*. This Statement is now the baseline standard for the planning, commissioning and delivery of supported housing across the country. While the guidance, aimed at local authorities, providers and other local partners, is non-statutory, it defines the Government’s view of ‘*what good looks like*’. Work to this standard will form the template for the layout, furnishing and wider environment in all of Fledge’s residential properties going forward.

Support:

Social and welfare support via *Trauma-informed care* remains at the heart of Fledge’s ‘offer’ to its service users. Our aim is to help each individual fulfil their potential

through gaining confidence and capability in essential life skills and social interaction. At the same time we seek to respond to their individual emotional and mental health circumstances and/or developmental and learning needs to help them to find coping strategies for their personal circumstances, or closure around legacy issues from their past.

Each service user has a “key worker” from within the Fledge support team, to enable a relationship of mutual trust and engagement to grow. Group sessions, addressing essential life skills such as cooking, cleaning, money management and personal hygiene, are complemented by one-to-one meetings in which individual service users are nurtured and encouraged to set themselves personal targets for their own growth and development, and to begin to articulate their own aspirations.

The development of Fledge’s ‘*Trauma-informed care*’ (TIC) approach has continued during 2022-23, following its introduction in 2021-22. It is an approach to caring support which recognises an individual’s backstory in terms of challenging life experiences, and seeks to tailor support to address the resulting needs. Programmes of training, much of which has been developed in-house, have continued to enable TIC-based support to become embedded across the organisation. In parallel, work has been progressed on creating “*psychologically informed environments*.” within each of our residential properties. These seek to ensure that aspects of the residential environment, such as furnishing and décor encourage positive influences on mental health and wellbeing. These initiatives have been coupled with further work on ‘*Strength-based practice*’. This seeks to find and amplify the positives for an individual, in otherwise potentially negative situations or behaviours. Taken together these approaches are intended to promote better individual mental health and encourage wise decision-making in areas such as applying life-skills and social interaction with the wider community.

Advocacy:

Fledge has found that vulnerable young adults, and particularly those with mental health problems or learning/developmental needs often lack awareness, understanding, confidence or trust in official bodies designed for their welfare and benefit. Hence they often struggle to engage with them beneficially. Alongside direct support, Fledge staff have continued to act as advocates, encouraging and supporting service users in engaging with health professionals, local government, employment services and when necessary the justice system.

Through its advocacy role, Fledge is often able to help break down barriers which may be holding service users back from essential healthcare, employment or other statutory provisions. This support was particularly vital during the pandemic, when access to many services, and particularly in the clinical and mental health sector, were hindered by lockdowns and remote working by providers. However it has proven to remain of great value, particularly with those who have struggled with the impacts of the cost of living crisis, and the problems and delays in the NHS. We have also found that Fledge’s reputation within the community has enabled beneficial relationships with the local constabulary, particularly in addressing risks around the proximity of drug dealing, anti-social behaviour or other local risks to vulnerable young adults.

Mentoring:

Fledge, and our service users, continue to benefit from the loyal support of a growing team of mentors. Each service user is offered access to a specially selected and trained personal mentor/befriender. With the restrictions of the pandemic receding, more mentors are being trained and able to support service users, building long term relationships of genuine trust and friendship, and seeking to help each service user move further towards becoming a self-sufficient citizen capable of wise life choices.

Our Staff:

For most of the year covered by this report, our staff team stood at twelve. One member of staff took maternity leave during that period, but an additional staff member was recruited to maintain our overall strength. The maternity cover requirement also presented an opportunity for another staff member to develop their supervisory skills and experience on temporary promotion (TP). At the end of March 2023, our active staff team comprised a Chief Executive; a Development, Health and Wellbeing Lead; Lead Support Worker (TP); an Administration and Finance Officer, and five Support Workers, (one of whom was a trainee), plus an Office Cleaner. Six of these staff worked full time and in addition to a part-time Office Cleaner, three other staff worked part-time, their individual working hours ranging from eighteen to thirty per week.



Our People

As in 2021-22, team members worked from home and on-line when necessary, during 2022-23, particularly during the periods when social distancing was appropriate. However, social and welfare support work means that the physical presence of team members in the office, as well as in our residential houses, is vital to ensuring that they can provide a listening ear, a sounding board, and mutual support, to both residents and colleagues alike.

Face to face interaction between staff, and with service users, has remained essential, even when social distancing has been necessary, as it enables relationships to be developed and gives opportunities for new, or less experienced staff to share feedback and concerns about issues faced by those they support, and to 'de-brief' to colleagues and supervisory staff on the sometimes challenging events they may experience.

Despite Coronavirus threats receding, the sustained pressures and stress that Covid risks and restrictions imposed on staff over the two years of main pandemic have left a legacy on the physical and mental wellbeing of our staff. Fledge has therefore continued to provide a range of support provisions for staff, in addition to the mutual care and concern shared within the team. These facilities include HR and Personnel services, and specialist staff welfare advice and support, in each case through a contract with professional service providers. Our cost-of living pay increase for 2022-23 recognised that Fledge staff have faced the same pressures of the rising cost of living rises as everyone else, .

It goes without saying that the continuing commitment and professionalism of our staff team remains at the heart of our success and as in previous years, immense thanks are due to each one for their sustained service and dedication.

Our Trustees:

As with all charities and CIOs, the role of Trustees is vital for strategic direction, good governance, and in providing support and encouragement to the paid staff team. It is widely recognised that Trustees use their skills and experience to bring to bear direct influence on a cause or causes they care about. Fledge is blessed with Trustees who do this in abundance.

During 2022-23 we welcomed one new trustee who brought fresh skills and experience to the Board, though two stood down earlier in the year: one at the end of a three-year term of office, the other as a result of moving away from the area.

Their individual and collective contribution to the continuing success of Fledge should not be under-estimated and, as in previous years, the Fledge is indebted to them for the time and expertise they contribute.

Our volunteers:

Almost all charities benefit from the time and skills of volunteers and Fledge is no exception. During 2022-23 we have again valued the support of a goodly number of volunteers who have supported and enabled our work.

In addition to our Trustees, our Trustee Board Secretary and our Company Secretary, a number of our volunteers act as Mentors who provide support and encouragement to our service users. Others made equally vital contributions to the work and success of Fledge during the year. Their contributions ranged from assistance in providing craft activities for our service users to collecting and transporting furniture and assembling flat-pack items to equip newly available residential units, repairing our office IT equipment and undertaking minor repairs to our residential properties as well as aspects such as updating our website and promoting Fledge at every opportunity.

Their collective contributions, set against a backdrop of the legacies of the pandemic and current pressure on family finances, have been particularly appreciated over the past year. A sincere 'thank-you' to you all.

Fledge Supporters:

At the heart of our work of housing and supporting vulnerable young adults are our supporters. Whether they be compassionate individuals or caring organisations such as Churches and community groups, Fledge simply could not operate as it does without their generosity.

Given the prevailing economic climate, Fledge is doubly grateful to each and every one of them for their continued loyalty and commitment to contributing to the work we undertake. More than two dozen private individuals made one-off donations or continued with regular giving to Fledge during 2022-23, often under the Gift Aid Scheme which enables Fledge to reclaim the tax they have paid and increases the value of their gift by 25%.

We have also experienced the generosity of a number of community and corporate organisations. Gifts and support in kind were again received from a number of local churches, including St Boniface' Church, Chandler's Ford; Chandler's Ford Methodist Church; Elim Pentecostal Church, Eastleigh; Junction Church, Eastleigh; St Thomas' Church Fair Oak and St. Francis' Church, Valley Park. We have also received financial donations from a number of local community and charitable organisations including £1,000 from People Projects Ltd., a local family gift-making body, and the proceeds of a Christmas Concert by West End Singers, both of whom chose Fledge as their 'Charity of the Year'. In addition we received a wholly unexpected and much appreciated gift of £ 10,000 from the Brendish Family Foundation.

Fledge does not just receive gifts of money. We know that our work is held in prayer by many of our supporters and this sustains and encourages us, affirming our work. We are most grateful for this form of support.

As always, sincere thanks and appreciation are due to all our supporters for their continued kindness, whatever the value and nature of their gift. In turn we can reassure them that their kindness has been put to the very best of use, supporting disadvantaged young adults.

Charity and Governance Information

Fledge Youth Support Charitable Incorporated Organisation

Co-founders: Mark and Lauren Cheshire

Registered as a Charitable Incorporated Organisation in England and Wales; Charity Number: 1157207

Head Office: 91 Leigh Road, EASTLEIGH, Hants, SO50 9DQ.
Tel.: 023 8122 5384 ; E-mail: info@fledge.org.uk;
Website: www.fledge.org.uk
Facebook: [fledge.eastleigh](https://www.facebook.com/fledge.eastleigh); Twitter: [_fledge](https://twitter.com/_fledge)

Bank: The Co-operative Bank.

Independent Examiner: Mr. Chris. Goodhead FCA,
Knight Goodhead Ltd. Chartered Accountants,
7 Bournemouth Road, Chandler's Ford, Eastleigh. Hants. SO53 3DA.

Aims and purposes:

Fledge Youth Support (Fledge), exists to provide safe and homely accommodation to otherwise homeless and vulnerable young adults. To achieve this, Fledge runs housing provision through shared houses, and self-contained flats, offering accommodation, presently for up to thirty-two homeless young adults. These accommodation provisions are supplemented by a range of support services including advocacy, welfare and life-skills development, group and one to one mentoring, and advice and support in access to statutory, welfare and benefits provisions.

Through these services Fledge strives to fulfil its vision:

“That [all local] young people live and develop in a safe and supported environment with the skills to achieve their potential.”

In support of its Vision, Fledge’s Mission Statement is:

“Fledge Youth Support provides accommodation, mentoring and support to equip and empower young people to reach their potential.”

Fledge also actively raises awareness of the housing and other needs of vulnerable young adults to the local community.

During the period covered by this report, Fledge continued to operate only within the Borough of Eastleigh, Hampshire. The Charity’s principal focus during the year was on younger adults in the 18 – 34 age range.

Strategic direction:

Delayed by the pandemic, and in order to take account of its impacts, a five-year Business Strategy and Strategic Plan intended to sustain Fledge's aims and purpose, was published at the start of 2021-22. It guides Fledge's direction and forward planning for the coming years.

Ethos and values:

Fledge was founded as a charitable organisation by Christians, and its operations reflect Christian principles:

“The ethos and values of Fledge build on the vision of our founders and are underpinned by Christian values of love and care for everyone, and actively responding to their needs. Fledge respects and seeks to work with young adults who are vulnerable and in need of accommodation, regardless of background, gender, race, sexual orientation or creed.”

Public benefit:

Fledge provides public benefit through delivering its objectives, and by engaging in a range of activities to advance in life, and relieve the needs of, vulnerable and homeless young adults, including, but not restricted to:

- The provision of support, including housing, mentoring, befriending and hospitality - in the interests of social welfare, and designed to improve the conditions of life of the beneficiaries;
- Providing support and activities which develop the skills, capacities and capabilities of vulnerable and homeless young adults, to enable them to participate in society as mature and responsible individuals.

To this end, Fledge provides:

- Buildings and facilities;
- Mentoring and befriending services;
- Advocacy, advice and information.

Structure and governance:

Legal form: Fledge Youth Support is a Charitable Incorporated Organisation, registered in England and Wales: CIO Number 1157207.

Governance: The organisation is governed by a Board of up to nine Trustees, appointed by vote of the Board, on a renewable three-year term of office, supported by a volunteer who acts as the Secretary to the Board, and also by a Company Secretary, another volunteer, who is a former Founding Trustee.

During 2022-23, Board membership fell to six Trustees, Founding Trustee Lauren Cheshire not seeking re-appointment at the end of a term of three years' Trusteeship, and one other Trustee having resigned during the year. One new Trustee was appointed in early 2023.

The Board of Trustees typically meets in alternate months to deal with strategic and tactical management of the organisation, review finance and business performance, issues and risks, consider business opportunities, business cases and proposals and to provide management direction to senior staff. The Chief Executive attends Board meetings, and, reporting to the Chair of Trustees, is accountable to the Board for the day to day conduct of the Charity.

Trustees have previously met from time to time in intervening months in "working group mode" to focus on the development of specific aspects of the business, its policies, and practices, and supporting individual trustees who are variously allocated responsibility to lead on specific aspects, such as Finance, Personnel, Safeguarding etc. However, as a result of a Board decision in 2021-22, detailed policy and governance work is undertaken by a number of Working Groups, acting as subsidiaries of, and reporting to the main Board. Presently there are two Working Groups: A Pay and Remuneration Working Group, and another leading Fledge's work under the Government's Supported housing: National Statement of Expectations (NSE) agenda.

Board of Trustees: 2022-2023.

			Expiry of Term of Office
Ms. Hannah Cheek		Resigned 31 October 2023	2024
Mrs. Lauren Cheshire	Founding Trustee	Resigned 28 November 2022	2022
Mrs Jo. Cole		Resigned 28 November 2022	2023
Mrs. Margaret Doores		Re-appointed 11 September 2023	2026
Ms. Elizabeth Frisby		Appointed 20 February 2023	2026
Mr. Gavin Scott		Appointed 17 May 2021	2024
Mrs. Elizabeth Watts FMAAT	Founding Trustee	Until 11 September 2023	2023
Mr. Philip Watts OBE		Re-appointed 28 November 2022	2025
Ms. Susan Mansbridge	Secretary to the Board of Trustees		

Office holders appointed by the Trustees:

			Re-appointed
Chair of Trustees	Mr Philip Watts OBE	Appointed: 23 May 2017.	28-11-22
Vice-chair of Trustees	Mr. Gavin Scott	Appointed: 22 Nov. 2021.	
Treasurer	Mrs. Elizabeth Watts FMAAT	Appointed: 28 May 2014	11-09-23
Trustee Health and Safety Lead	Ms. Hannah Cheek	Until 31 October 2023.	
Company Secretary	Mr. Mark Cheshire	Re-appointed: 16 April 2018.	
Data Controller.	Mrs. Jo Cole	Until 28 November 2022	
Data Protection Officer	Ms. Nerissa Dean	Appointed 22 Nov. 2021.	
Staff Safeguarding Officer	Ms. Nerissa Dean	Appointed: 23 May 2017.	
Trustee Safeguarding Lead	Mrs. Margaret Doores	Appointed: 24 June 2018.	28-11-22
Webmaster	Mr. Mark Cheshire	Appointed 16 April 2018.	
Independent Examiner.	Mr. Chris Goodhead FCA	Appointed 1 January 2017.	

Staff:

Twelve individual staff were employed by Fledge at various times during 2022-23. Allowing for recruitment, maternity leave, and departures from the business, the average number of employees, calculated on a full-time equivalent basis was 8.36 (2020-21 = 7.30). They were deployed to :

Role	2022-23	(2021-22)
Management & administration of the charity:	1.41	1.20
Support to service users:	6.10	5.45
Business development:	0.85	0.65
	8.36	7.30

The average staff headcount during the year was 11.09 (2021-22 = 9.06).

Volunteers:

Fledge relies on the support of volunteers to assist in its work. During 2022-23, Fledge variously had twenty-four volunteers contributing to its work. These included variously eight different Trustees, a Company Secretary and Board Secretary, three acting as Mentors and eleven others supporting service users' group activities such as crafts, IT repairs, handyman tasks, acquisition, delivery and assembly of flat-pack and other furniture for new residential units, and preparing and cooking a Christmas meal for service users.

Trustees' Annual Report

Introduction:

After having had to wrestle with the challenges and restrictions imposed by the Coronavirus pandemic and by the national actions to reduce the spread of Covid over the preceding two years, during 2022-23, Fledge has had to face both the legacy of the new “post-Covid normal” and the burden of rapidly rising prices and a cost-of-living crisis which has impacted on almost every area of the Charity’s operations. Nevertheless, as our Annual Review describes, due to the sustained diligence, professionalism and dedication of its loyal and skilled staff team, and the continued generosity of the many individuals and organisations who support Fledge week by week and month by month, Fledge Trustees are again able to make a positive report on the work of Fledge during the past year.

The Charity’s principal role and focus: providing accommodation and support to otherwise homeless and vulnerable young adults in the 18—34 age range, has been upheld and fulfilled during the period covered by this report, with new and innovative approaches made by our staff and Board of Trustees in response to the difficulties posed by remaining Covid restrictions and the prevailing economic climate. Once again the work of providing direct support and accommodation has been complemented by using available opportunities to raise awareness of the causes, consequences, and human impact of homelessness on those who experience it first-hand. Through the year Fledge’s work has again been accomplished through a range of activities as described below.

Support for Service Users:

The provision of holistic, caring support, nurture and encouragement of our service users, together with the provision of safe, homely accommodation, means that our support work remains at the heart of what Fledge seeks to do for some of the most vulnerable and challenged young adults in the Borough of Eastleigh.

While some restrictions on social distancing have remained, particularly where Covid symptoms are evident, Fledge staff have once again found innovative ways to engage with, support, encourage, develop and be advocates for our service users. These include a number of individuals who are no longer accommodated by Fledge, but who value and benefit from the continuing support which our staff offer.

After various programmes of staff training, a *Trauma Informed Care*-based approach is now becoming embedded within the organisation as the basis for all engagement with service users and is being supported by work to ensure that the ambiance of Fledge’s residential properties (décor and furnishing of common areas etc.) encourages a positive outlook among residents, under the principles of *psychologically informed environments*.

Residential Property:

For the bulk of 2022-23, Fledge leased and operated five residential properties comprising four “shared living” houses, accommodating variously:

- six residential units (self-contained bedrooms), five with a shared kitchen and bathroom facilities, one with en-suite facilities;
- eight residential units, three with en-suite and small self-contained catering facilities;
- three residential rooms with shared catering and facilities—designated for longer term residency;
- four residential rooms with shared catering and facilities intended as a “quieter property” for those who benefit from this sort of environment;

together with one property containing five one-bedroom ‘bed-sit’ flats, enabling semi-independent supported accommodation for those ready to move on in their journey to self sustainable living, or where their specific welfare needs make shared living a personal challenge.

After a number of delays due to pandemic legacy impacts on the construction supply chain, and the rising cost of materials, conversion and renovation of a sixth property was completed towards the end of the financial year. Fledge then began the process of furnishing and welcoming residents into this property containing five one-bedroomed and one two-bedroomed flats. Overall at the year-end Fledge was able to accommodate up to thirty-two individual young adults.

Under the terms of the lease agreements for each residential property, Fledge pays the relevant landlord a monthly rent for each residential unit in each property. Previously some of our landlords covered the costs of utility services, but the economic situation has led landlords to expect Fledge to cover such costs. By the end of 2022-23 all of our residential landlords had also either raised the monthly rents, or had indicated an intention to do so at the start of 2023-24. In response, and in addition to further prudence in the management of expenditure, Fledge arranged for the conversion of the first of its “bed-sit” properties to electric heating and hot water, in order to make significant long-term savings in the

cost of gas services (as well as adopting a more environmentally sensitive option).

The care and nurture of service users is underpinned by work which Fledge progressed during 2022-23 to ensure that whenever possible Fledge's accommodation exceeds the baseline standards set out in the Government's Supported housing: national statement of expectations (NSE) 2020.

Office Accommodation:

Fledge continued as the primary tenant of a shared office premises in Leigh Road, Eastleigh during the year, as its registered office and administrative/operating base. These premises have again had to be used imaginatively to ensure wise working practices by Fledge staff, while benefitting from shared space which enables collaboration both as a team and mutually supporting one another. Given that the office building was in the process of transferring to a new landlord at the end of the year covered by this report, Fledge has redoubled its efforts to identify alternative office accommodation to sustain the business and staff team as it continues to grow.

Financial model:

Fledge's 'mixed income' financial model has remained unchanged from previous years. Revenue from statutory housing and support benefits, paid by the local authority (Eastleigh Borough Council) for each qualifying resident accommodated has again been supplemented by charitable donations from organisations and individuals, grant aid from benefactors and charitable funders, and income from fundraising activities. Income from statutory sources has continued to be the principle source of funds for the costs of the accommodation and that portion of the costs of the support which Fledge provides to each service user, to facilitate them in maintaining their tenancy. These accommodation costs include the rent payable to Fledge's landlords, and property management-related costs, such as essential furnishings, linen, kitchen equipment, janitorial supplies, security and out of hours oversight.

The additional staff costs for the holistic care and nurturing support, and the advocacy and life-skills development provided by Fledge, together with contributions towards office premises and equipment, and other business overheads, are funded largely through charitable donations, grant aid and fundraising activities. These sources are also key in providing a cushion of modest reserves to sustain cashflow, particularly when the flow of statutory benefits are delayed or interrupted for whatever reason.

Assets:

As well as its administrative office equipment, furniture and resources, Fledge provides furnished accommodation for the residents of its houses. Much of the furnishing is acquired through the generous donations of individual supporters and benevolent donor organisations, including local Churches, though inevitably some must be purchased. Fledge maintains an Asset Register of all items with an acquisition cost of £ 1,000 or more.

Safeguarding:

Mindful of the focus of its work with young and vulnerable people, Fledge maintains, reviews and pursues policies which reflect relevant safeguarding legislation. This includes appropriate regular background and DBS checks on all Trustees, Staff, and relevant Volunteers. Fledge remains committed to the safeguarding of all who may be vulnerable in any way.

Insurance:

Fledge holds appropriate comprehensive insurance cover including public liability, employers' liability, and professional indemnity cover for all its Trustees, Staff and Volunteers involved in providing support and/or mentoring to service users, as well as covering the properties which the CIO leases. This insurance is increased whenever a significant new asset or liability is acquired.

Management and staffing:

At the beginning of 2022-23 Fledge had a headcount of eleven staff including an office cleaner. Despite various recruitments and resignations, at the end of the year the staff headcount stood at eleven, including one staff member on maternity leave. Of these, two staff members had managerial roles, one had a supervisory role, and one provided administrative and financial support to the business. The remainder were in Support Worker roles. Recruitment plans were in hand at the year-end to ensure that Fledge has sufficient staff to cover the demands on its services.

Risk management:

Throughout the year Fledge has maintained close attention to business risks. Each Trustee Board meeting receives a Business Health Check which includes a red/amber/green dashboard showing a broad overview of the state of over sixty different elements of Fledge's business across six categories of business activity. These are supplemented by a Corporate Risk Register identifying and reporting on the status and risk liability of some two dozen risks over six business areas and a Corporate Issues Log detailing the management of some fourteen different Strategic business issues

within four separate aspects of the Charity's operations.

Strategic direction:

Fledge's overall direction of travel as a business remains broadly in line with the Five-year Business Strategy and Strategic Plan published in 2021. This, together with Fledge's Vision and Mission Statements continue to frame and guide strategic decision making.

Trustees:

All of Fledge's Trustees who act as directors of the business are volunteers. During 2022-23 Fledge's Board of Trustees, reduced from seven to five with the retirement of one founding trustee at the end of a three-year term of office and the resignation of one other for personal reasons. Subsequently one trustee was appointed to the Board following a recruitment campaign. Fledge also has a Company Secretary, a volunteer, who is a former Founding Trustee, and a volunteer Board Secretary. These individuals are not trustees.

The Board of Trustees met five times in full session, during 2022-23, at roughly bi-monthly intervals. The meetings in November 2022 and February 2023 were held in person with an on-line Zoom option, while the three earlier meetings during the year were held using the Zoom only. Trustees who are members of the Pay and Remuneration Working Group also met on one occasion, again via Zoom, to discuss the revision of staff pay and travel allowances.

It remained the policy of the Board to allocate responsibility for leadership on specific aspects, such as Finance, Personnel, Safeguarding etc. to individual trustees. These responsibilities and their 'leads' are documented elsewhere in this report.

Work has continued through the year to progressively transfer executive functions undertaken by Trustees to the appropriate paid member(s) of staff within the Fledge team. This reflects the continued growth of the Charity and the consequent progressive shift from Trustees with 'quasi-executive' roles which typifies small start-up charities, to wholly non-executive Governance roles within the Board.

Trustees' Remuneration: No Trustee received or waived any emoluments during the year. Out-of-pocket expenses incurred by Trustees on behalf of Fledge Youth Support were reimbursed as follows:

Expense:	Number of Trustees Reimbursed		Total Value of Reimbursements (£)	
	2022-23	(2021-22)	2022-23	(2021-22)
Travel:	0	0	0.00	0.00
Accommodation:	0	0	0.00	0.00
Other (including goods, materials and equipment purchases):	0	1	0.00	346.00

Volunteers:

As a small, but growing Charity, Fledge remains heavily reliant on the contributions made by volunteers. In addition to the Trustees, the volunteer Secretary to the Board of Trustees, and the Company Secretary, our volunteers include Mentors supporting Service Users, and those contributing to craft activities, property maintenance tasks, transporting and assembling furniture for new residential units, maintaining the corporate website, IT repairs and many other tasks. Fledge's Board of Trustees wishes to place on record its grateful thanks and appreciation to all these individuals for the continuing contributions made by all its volunteers in all areas of Fledge's business.

Donors and Supporters:

As with any charity, Fledge could not function, and certainly could not deliver the breadth of holistic support to our service users which sets us apart from other providers, without the financial, in kind and prayer support of our donors and supporters. During 2022-23, our community of private individual donors has remained loyal and generous, despite the pressures on their own finances. We have also benefitted from the support of several local community organisations and trusts who have either made Fledge their charity of the year, or have made one-off benevolent donations in support of our work. Whether the gift has been large or small in size, we have appreciated and valued them all, and we extend our deepest thanks and appreciation to all who have supported us during the year.

This Annual Report was approved by the Board of Trustees of Fledge Youth Support on 27th October 2023 and signed on their behalf by:


.....
Philip A G Watts OBE MRICS - Chair of Trustees

Financial Statements and Accounts for the year ending 31st March 2023

Accounts 2022-23

General financial situation:

Income: Operational income, (revenue generated from accommodating Fledge's service users), rose to £ 458,319 at the end of the year, an increase of 17.5% over 2021-22, principally due to increases in the rates of Housing Benefit received towards the accommodating of service users in turn reflecting rising costs. Donations, gifts and other income at £ 35,324 was marginally lower (-4.4%) than in the previous year (£ 36,960), reflecting the impact of the cost of living crisis on donations from societies and organisations. Within this overall sum, Tax reclaimed under Gift Aid at £ 987, was actually 26% up on the previous year reflecting that our individual donors and supporters remain incredibly loyal. Fledge is enormously grateful to them for their continued generosity. No specific grants were received in the year.

Overall, income stood at £ 493,643 for the year, an increase of 15.4% overall on the figure for 2021-22 (£ 427,914).

Expenditure: Total operational people-related costs amounted to £ 251,243, an increase of 29.1% on 2021-22 (£ 194,651). This increase resulted from recruiting additional staff, reflecting the growing demands on Fledge's services, and from increases in pay and expenses reflecting the impacts of the cost of living on our staff.

Central administrative costs, at £ 36,186 were 42.7% higher than in 2021-22, (£ 25,361), largely due to increased costs in renting and using our office accommodation. Other administrative costs were again managed tightly during the year. Residential property-related costs, at £ 173,780 were 9.0% higher than in 2020-21, (£159,395), reflecting the increased rents payable on a number of our properties as a consequent of rising costs for our landlords. Fledge's own costs in running these residential properties also increased in many areas during the year, reflecting the ongoing inflation and cost of living challenges. As noted above, no grant income was received in the year, and there were no restricted funds involved in any aspect of the year's expenditure.

Overall, total expenditure from the General Fund during 2022-23 stood at £ 461,208, which was an increase of 21.6% on 2021-22. Overall this outcome was a consequence of increased staff numbers and inflation causing increased costs over many areas of expenditure, despite prudent management.

Out-turn: Fledge achieved a surplus of £ 32,435 in the year to 31st March 2023, compared with a surplus of £ 48,508 at the end of 2021-22. This represented a fall of 23.1% on the previous year, due principally to the impacts of rising costs across the business and a growth in staff numbers. Overall the accumulated surplus in the General Fund rose to £ 252,132 at the year end, which represents just over six months' running costs and in line with recommended best practice.

Designated and Restricted Funds:

Designated Funds are those which the Trustees have determined shall be set aside with the aim of using them for particular purposes, either now or in the future. During 2022-23 Fledge had no designated funds.

Restricted Funds are those whose application and use have been determined by the source or donor. No restricted funds were held or received in 2022-23, so the balance remained at Zero.

Reserves policy:

Taking into account annual variations in overall financial performance, the prevailing economic climate and fluctuations in year-on-year income and expenditure, it remains the aim of the Trustees to accumulate sufficient reserves over time to cover at least six month's operating costs, together with capacity to invest in equipping and resourcing new properties as and when there is a viable need to expand residential accommodation capacity.

Staff salaries, pensions and national insurance:

Allowing for recruitments and resignations, twelve separate staff members (both part-time and full time) received salaries and allowances during 2022-2023. Overall expenditure on salaries, allowances, Employers Pension Contributions and Employers' National Insurance Contributions, (including payroll administration costs) amounted to £ 241,569 in total for the year. This was 28% more than in 2021-22 when the same number of staff were employed. The increase was due to cost of living increases in pay rates, and related pension costs. Staff are enrolled in the Government-backed NEST workplace pension scheme.

All staff are paid at rates above the National Living Wage and Fledge uses the pay scales of the National Joint Council (NJC) for Local Government Services as the basis for remunerating staff. As at 31st March 2023, the pay of all staff was linked to designated points on these pay scales. No member of staff received more than £ 40,000 in total during the year.

Future financial commitments:

At the Balance Sheet date, the charity had future financial commitments of £ 254,062, in respect of property lease costs, up to the earliest practical break point in each lease, rising to £ 596,662 if no breaks in current property leases are invoked, and those leases expiring within twelve months of the Balance Sheet date are renewed for a full term. These costs are expected to be covered by future income.

Statement of Financial Activities for the year ended 31st March 2023.

	General Fund £	Restricted Fund £	Total Funds 2023 £	Total Funds 2022 £
Income				
Operational Income:				
Property-related Statutory Benefits/Grants				
EBC Housing Benefit	436,838	-	436,838	368,431
Resident's contribution/Deposit	18,460	-	18,460	20,098
Council Tax refund from Landlord	3,021	-	3,021	1,425
Total Operational Income	458,319	-	458,319	389,954
Fundraising Income:				
Donations				
General donations	33,609	-	33,609	34,953
Gift Aid Tax reclaimed	987	-	987	783
Other income / fundraising	728	-	728	1,224
Total Fundraising	35,324	-	35,324	36,960
Grant Income:				
Local Authority	-	-	-	1,000
Awards for All/Covid response	-	-	-	-
HCC/Communities First Eastleigh	-	-	-	-
HIWCF	-	-	-	-
Total Grant Income	-	-	-	1,000
TOTAL INCOME	493,643	-	493,643	427,914
Expenditure				
Operational Costs:				
Staff costs				
Salaries inc NI & Pensions	239,867	-	239,867	187,734
Admin costs	916	-	916	734
Wellbeing/Trauma Informed Care Development	696	-	696	1,212
HR & Policy Development Support	5,160	-	5,160	1,866
People-related costs: travel and expenses				
Staff	547	-	547	363
Staff resources	240	-	240	435
Trustees and Governance	103	-	103	346
People-related costs: training				
Staff	3,545	-	3,545	1,952
Mentoring costs	169	-	169	9
Trustees and Governance	-	-	-	-
TOTAL PEOPLE-RELATED COSTS	251,243	-	251,243	194,651
Central Administrative costs				
Office Rental/utilities	20,756	-	20,756	14,296
Office costs	11,099	-	11,099	7,091
Insurances/Legal Fees/DBS	2,322	-	2,322	2,554
Independent Examination Costs	1,000	-	1,000	780
Fundraising Costs	359	-	359	359
Publicity inc. printing	650	-	650	281
TOTAL CORE COSTS	36,186	-	36,186	25,361
Property-related costs				
Property Rental	109,841	-	109,841	105,095
Residential House Operating Costs	20,955	-	20,955	12,292
House Utilities	16,634	-	16,634	15,774
Depreciation	1,592	-	1,592	1,592
Out of hours security	16,606	-	16,606	18,145
Council Tax	3,538	-	3,538	3,051
Residents Support	4,615	-	4,615	3,446
TOTAL PROPERTY RELATED COSTS	173,780	-	173,780	159,395
Project costs (Incl salaries)				
Awards for All/Covid response	-	-	-	-
HCC/Communities First	-	-	-	-
HIWCF	-	-	-	-
TOTAL GRANT COSTS	-	-	-	-
TOTAL EXPENDITURE	461,208	-	461,208	379,407
SURPLUS / DEFICIT	32,435	-	32,435	48,507
BALANCE b/f at 1 APRIL 2022 (2021)	£218,697	0	218,697	170,190
BALANCE c/f at 31 MARCH 2023 (2022)	£251,132	£0	£251,132	£218,697

Balance Sheet for the year ending 31st March 2023 [CIO Number: 1157207]

	2023		2022	
	£	£	£	£
Fixed Assets				
Cost of purchase	8,004		8,004	
Additions	<u>22,827</u>		<u>0</u>	
		30,831		8,004
Depreciation				
31.3.2019	2,218		2,218	
31.3.2020	2,098		2,098	
31.3.2021	1,592		1,592	
31.3.2022	1,592		<u>1,592</u>	
31.3.2023	<u>1,592</u>			
Total		9,092		7,500
Net book value 31.3.2023		<u>21,739</u>		<u>504</u>
Current Assets				
Debtors	5,991		25,494	
Bank account (M)	223,223		201,853	
Bank account (H)	1,446		1,365	
Petty Cash	<u>403</u>		<u>111</u>	
	231,063		228,823	
Creditors				
	-1,670		-10,630	
Net current assets		<u>229,393</u>		<u>218,193</u>
Total Assets less current liabilities		<u>251,132</u>		<u>218,697</u>
Represented by				
Previous year balance b/f	218,697		170,190	
Surplus/deficit this year	<u>32,435</u>		<u>48,507</u>	
		<u>251,132</u>		<u>218,697</u>
Total funds		<u>251,132</u>		<u>218,697</u>
General Fund		251,132		218,697
Restricted Fund		<u>0</u>		<u>0</u>
		<u>251,132</u>		<u>218,697</u>

At the Balance Sheet date, the charity had future financial commitments of £ 254,062 in respect of property lease costs, up to the earliest practical break point in each lease, rising to £ 596,662 if no breaks in current property leases are invoked, and those leases expiring within twelve months of the Balance Sheet date are renewed for a full term. These costs are expected to be covered by future income.

These accounts were approved by the Board of Trustees on 27th October 2023, and signed on their behalf by:



Philip A G Watts OBE MRICS – Chair of Trustees.

Notes to the financial statements for the year ended 31 March 2023

Accounting Policies:

The financial statements have been prepared in accordance with applicable accounting standards and the 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 (effective 1 January 2019). The preparation of the Financial Statements has been on an Income and Expenditure (Pre-payments and Accruals) accounting basis.

Funds:

The General Fund (Unrestricted): represents the funds of the Trustees of Fledge Youth Support CIO that are not subject to any restrictions regarding their use, and are available for application on the general purposes of the Charity;

Designated Funds: The Trustees may designate funds for a particular purpose. Designated funds are also unrestricted. No funds are presently designated by the Trustees.

Restricted Funds: These are grants or donations that the donor requires to be used in a specific way or for a specific purpose. They can be considered a contract between the donating party and the receiving party. The accounts include all transactions, assets and liabilities for which the Trustees are responsible in law.

Income:

All income from statutory sources (Housing & Support Benefits) is recognised when it is due to be received into Fledge accounts;

Income tax recoverable on Gift Aid donations is recognised when the tax is due to be received;

Grants and legacies to the Trustees are accounted for when they are received;

Funds raised by social fundraising and similar events are accounted for gross, and recognised when received;

All other incoming resources are accounted for gross and recognised when received;

Income from investments is accounted for when due to be received.

Expenditure:

Expenditure on all activities relating to the operation and administration of the Charity are accounted for when due to be paid.

Fixed Assets:

Furniture, fixtures and fittings provided into the Fledge Houses and purchased by Fledge: are written off at the time of purchase, as in many cases these are not able to be reused by future residents;

Items of office and computer equipment: Individual items of equipment with a purchase price of £ 1,000 or less are written off when the asset is acquired. Items costing more than £ 1,000 are depreciated on a straight-line basis over three years. None were held during 2022-23;

Permanent changes or improvements to the fabric or infrastructure of properties leased by Fledge:

Investments by Fledge costing in excess of £ 5,000 and with a projected working life of more than five years are depreciated on a straight-line basis over five years. One investment of this nature was made towards the end of 2022-23, converting the heating system in one property from gas-fired to electrically powered, and intended as a long term economy and “green” investment.

Current assets:

Amounts owing to the Trustees at 31st March are included within the income when received;

Short term deposits:

These include cash held on deposit with the bank.

Independent Examiner's Report to the Trustees of Fledge Youth Support CIO

I report to the trustees on my examination of the accounts of Fledge Youth Support CIO for the year ended 31st March 2023 which are set out on pages 17-19.

Responsibilities and basis of report

As the trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trustee's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

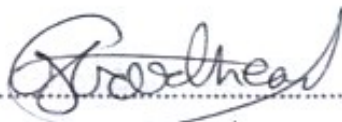
I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

accounting records were not kept in respect of the CIO as required by section 130 of the Act; or
the accounts do not accord with those records; or

the accounts do not comply with the applicable requirements concerning form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:



Chris. Goodhead FCA

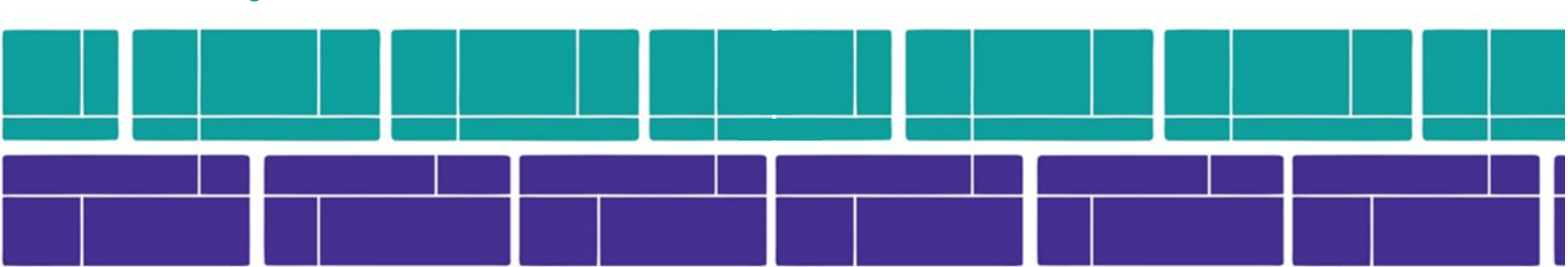
Knight Goodhead Limited Chartered Accountants.

7 Bournemouth Road, Chandlers Ford.

EASTLEIGH, Hampshire, SO53 3DA

Date:

22 January 2024



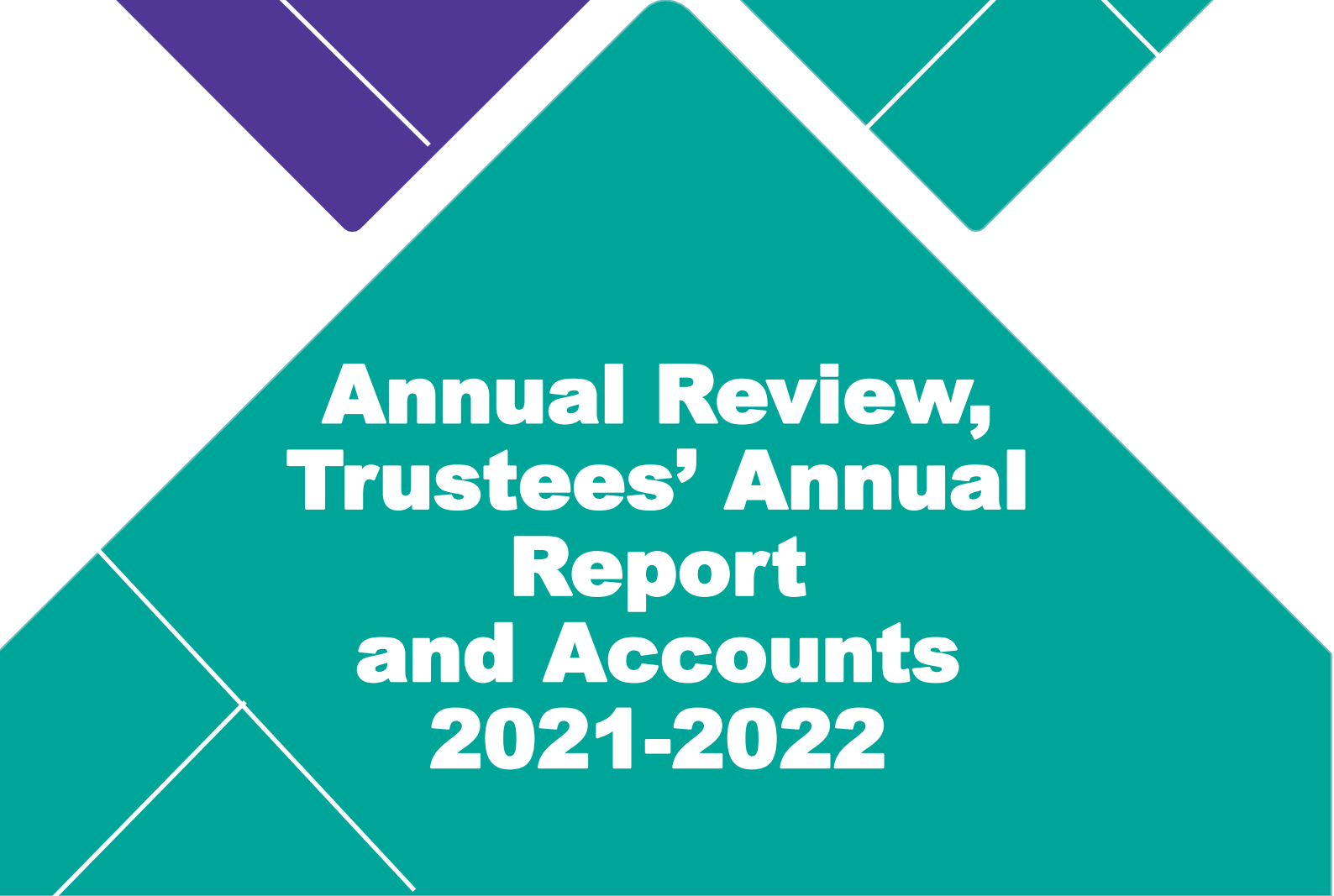
FLEDGE YOUTH SUPPORT

England & Wales - Charity number 1157207

Accounts



**Fledge
Youth
Support**



**Annual Review,
Trustees' Annual
Report
and Accounts
2021-2022**



A welcome from our Chief Executive	3
From our chair	4
Our continuing mission	5
Building Hope for the Future	6
Fledge people	8
Charitable and governance information	10
Trustees' Annual Report	13
Accounts 2021-22	16



Stakeholders:

- Chandler's Ford Methodist Church  CHANDLERS FORD Methodist Church
- Churches Together in Chandler's Ford 
- Churches Together in Eastleigh
- Eastleigh Borough Council 
- Eastleigh C of E Deanery
- Junction Church, Eastleigh 
- St Boniface' Church, Chandler's Ford 
- St Francis' Church, Valley Park 
- St Thomas's Church, Fair Oak 

Corporate benefactors:

- Arnold Clarke Automobiles Ltd.
- Inner Wheel, Itchen Valley
- The Masonic Charity
- Novacyt Group Charity Committee
- Wyvern College, Fair Oak.

Welcome

Whatever your interest in Fledge, a warm welcome to our review of 2021-22.

We started this year with the Government '*Roadmap out of Lockdown*' to enable us to return to 'normal life', following the disruption that COVID-19 had across the country. This led us to reflect on how the issues that our residents face are far from what people may consider 'normal'.

Businesses, airports, education and entertainment establishments have re-opened, yet poverty, mental health problems, homelessness, drug and alcohol issues and a lack of access to support services, still remain, on the whole, unchanged throughout our community. In many cases these issues have been exacerbated through the financial strain put on individuals and services, and by the isolation and trauma experienced by many throughout the pandemic.

Arguably 2021-22 has been one of the toughest years for Fledge. Many residents have come through our doors with complex needs, having been unable to get the specialist support they require, due to the global pandemic and many services being reduced or shut down altogether. We also have a hardworking but tired staff team that has worked on the frontline throughout. Several of them have been personally affected by COVID-19 or other significant health concerns, contributing to the challenges Fledge has faced over the past year.

Despite the difficulties we have faced, there is still much to celebrate, which we share with you in this review. Collectively our staff team, volunteers and Board of Trustees have enabled Fledge to continue to show compassion to, and provide quality support for, all those we house.

We continue to count it a privilege to serve those who are marginalised in our community. The commitment of everyone involved in Fledge, including our partners, stakeholders and supporters, is also to be celebrated, as it allows us to continue to bring hope to those who have had little opportunity to experience it before.

As you read this review, and if you have contributed to the work of Fledge in any way, however small, during the year covered by it, please do feel part of this celebration of our shared successes and achievements during 2021-22.



Nerissa Dean
Chief Executive

From our Chair

For a second year running, as I look back on 2021-22, the life of our country and the whole world has been overshadowed by the Coronavirus pandemic. The restrictions which we have had to follow, and the continuing risks to our health and wellbeing have impacted on everything we have done, and framed our thoughts.

In our Annual review a year ago, I wrote that:

"I [was] immensely proud that throughout the year, ... , we have not only sustained the provision of safe, secure homes, holistic support and hope for the future for some of the most vulnerable and needy young people in the Borough of Eastleigh, but we have actually expanded our accommodation and services."

To be able to say, in terms of 'safe, secure homes, holistic support and hope for the future', that this has been the case again during 2021-22, fills me with great joy. For all who work on the 'front line', and particularly for those in health, welfare and caring professions, the past two years have been unrelentingly challenging, physically tiring and mentally draining. This has included the staff at Fledge, and I have been deeply moved and humbled by the dedication, professionalism and loyalty of our wonderful team, who have sustained their caring support for our service users and residents with unwavering diligence and compassion. Without them Fledge would simply not have been able to function.

I must also again pay tribute to my fellow Trustees, whose commitment and passion for Fledge is of the highest order. Their wisdom has been invaluable as we have together met the challenges of facing the continuing reality of homelessness among young adults in our area, and in sustaining and growing our charity in response to their needs.

In recognition of the hard work undertaken by our staff, and the growing scale of our operations, we were able to make a number of changes to our staffing model during the year. In April we implemented a revised staff structure, creating a new role of Development, Health and Wellbeing Officer as part of our senior management team, recognizing the importance of supporting the physical and emotional wellbeing of our staff, as they in turn support our often troubled service users. We also added two new Support Worker posts and a trainee Support Worker position to our staff complement, as well as establishing the post of Administration and Finance Officer, to take on much of the clerical and record keeping work, previously shared among senior staff.



These new positions were filled during 2020, and in November, we were delighted to be able to appoint Nerissa Dean as our first Chief Executive Officer, Nerissa having previously been our Business Operations Manager.

Finally, but by no means least, I must again pay tribute to our loyal and generous supporters — both corporate and individual. Your sustained gifts of finance, prayers and in-kind support, despite the vagaries of the pandemic and the growing cost of living are hugely appreciated and vital to our work. Without your support, Fledge would be unable to progress.

To our staff, trustees and supporters, thank you all most sincerely.

Phil Watts OBE Chair of Trustees

Our continuing mission

Ever since 2012 when our founders first had the vision which became Fledge, a charity rooted in the Christian faith, we have been focused on seeking to respond to the words of Jesus Christ:

“The King will reply, ‘Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.’”

Sadly, even in 2022, and even in Eastleigh, individuals and particularly young adults can still find themselves homeless and vulnerable, and in desperate need of shelter and support.

While Fledge is not alone in seeking to alleviate homelessness, we do believe that our commitment to providing a wider package of support for each individual, that seeks to address the vulnerability of many of those who are referred to us, whether that be as a result of mental health, learning needs, substance abuse or other circumstances, is rare if not unique.

It is this “holistic” support which during 2021-22 we have sought to underpin with “trauma informed care” which seeks to work with our service users to identify the impacts of past life experiences on their present wellbeing.

Our vision and mission statement encapsulate our aspiration for the young people that we serve and support—to give them *“Hope for the Future”*:

Fledge Vision:

“That [all local] young people live and develop in a safe and supported environment with the skills to achieve their potential.”

In support of its Vision, Fledge’s Mission Statement is:

“Fledge Youth Support provides accommodation, mentoring and support to equip and empower young people to reach their potential.”

This Annual Review describes the various ways in which we have sought to fulfill our mission and realise our vision during the year 2021-22.



Ice-skating: a group activity that some service users may never have had the chance to experience before.

Building Hope for the Future

The past year has been one of consolidation for Fledge as we have continued to address the continuing challenges posed by the coronavirus pandemic, while ensuring that we have made best use of our five residential properties and also delivered the benefits of our revised staffing structure and additional posts.

Our work in responding to the needs of our service users has continued to focus on four key areas:

Housing:

Following the lease of our fifth residential property during 2020, we have been able to provide accommodation for up to twenty-four otherwise homeless young adults. This is two less than our total capacity as we have deliberately kept one self-contained unit free in each of two of our multiple occupancy properties, to provide isolation space in the event that a resident tested positive for Covid.

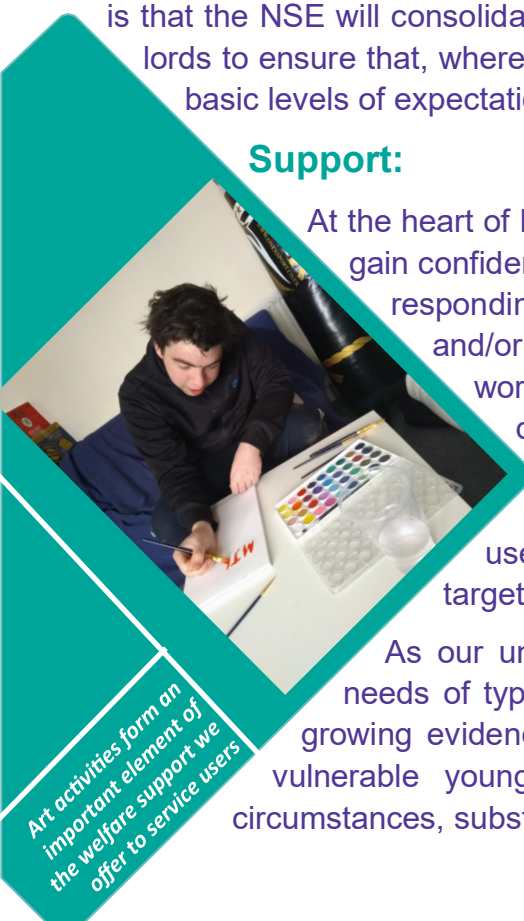
Our accommodation continues to provide a mix of shared accommodation with between six and eight rooms; properties accommodating three or four residents in a more “family” environment, and a property with five self-contained one-bedroom flats. These flats provide a stepping-stone towards self-sustaining independent living for service users who are ready to make that first step, as well as meeting the needs of those who thrive better in less ‘busy’ environments.

During the year Fledge initiated a programme to fulfil the standards set out in the Government’s *Supported housing: national statement of expectations (NSE)* which was published in October 2020. This document represents a first articulation of the UK Government’s vision for the planning, commissioning and delivery of supported housing. The guidance is aimed at local authorities, providers and other local partners. It is non-statutory, but the Government’s intention is that the NSE will consolidate ‘what good looks like’. Fledge is working with its property landlords to ensure that, wherever possible and practical, our residential accommodation exceeds basic levels of expectation and conforms to recognised best practice.

Support:

At the heart of Fledge’s ‘offer’ is holistic support intended to help our service users gain confidence and capability in essential life skills and social interaction, while responding to their individual emotional and mental health circumstances and/or learning needs. Each service user has an allocated “key support worker” to ensure that a relationship of mutual trust and engagement develops. Group sessions addressing essential life skills such as cooking, cleaning, money management and personal hygiene are complemented by one-to-one meetings in which individual service users are nurtured and encouraged to set themselves personal targets for growth.

As our understanding of the particular life experiences and mental health needs of typical service users has become clearer over time, there has been growing evidence of the impacts that personal trauma can have on the lives of vulnerable young adults. These traumas may result from disruptive family circumstances, substance or personal abuse, or long term mental health issues.



Art activities form an important element of the welfare support we offer to service users



In response, Fledge has begun a process to adopt a more focused approach to the support it provides to each individual. This is being achieved through a series of managed stages.

Firstly, Fledge is adopting '*Trauma-informed care*' (TIC). This is an approach to caring support which recognises an individual's backstory in terms of challenging life experiences, and seeks to tailor support to address the resulting needs. A programme of training has been developed and implemented to assist staff understanding and embed TIC-based support across the organisation. Once the approach is embedded in all of Fledge's care services, there will be a progression in the coming months towards developing "*psychologically informed environments*." Here, the ways in which an environment, such as the décor within a residential property may influence mental health, are identified and addressed. Changes in our residential environments to promote good mental health will be coupled with '*Strength-based practice*' which seeks to find and amplify the positives for an individual, in otherwise potentially negative situations or behaviours, can be adopted, as a means to promoting individual mental health and wise decision-making, e.g.: in terms of applying life-skills or within social interaction.

Advocacy:

Alongside direct support to our service users, Fledge staff have continued to act as advocates for service users, in areas such engagement with health professionals, local government, employment services and when necessary the judicial process. In Fledge's experience, vulnerable young adults often lack the awareness, understanding, confidence or trust in official bodies to engage beneficially with them.

Through its advocacy role, Fledge is able to help break down barriers which may be holding service users back from essential healthcare, employment or other statutory provisions. This support has been particularly vital during the pandemic, when access to many services, and particularly in the clinical and mental health sector, have been hindered by lockdowns and remote working by providers.

Mentoring:

Thanks to the continuing support of our loyal team of mentors, Fledge is able to provide each of our service users a personal mentor should they wish to take advantage of this offer. While the whole process of meeting with mentors has been fraught during the pandemic, with the easing of restrictions this facility is now being made more readily available again.

The aim is to build a long term relationship between the service user and the mentor, so that genuine trust and friendship are developed alongside advice and guidance, with the aim of enabling the service user to become a fully self-sufficient citizen.



Gardening provide therapeutic activity and develops life skills.

Fledge people

Our Staff:

During the year covered by this report, our staff team grew from seven to ten. One member of staff left us during the year but we increased our total strength by three posts in recognition of the growing size and complexity of our business. At the end of March 2022 our staff team comprised a Chief Executive; Development, Health and Welfare Lead; Lead Support Worker; Administration and Finance Officer, and six Support Workers, one of whom was a trainee. Within our team, five staff are full time and five work part-time, ranging from eighteen to thirty hours per week.

As in 2020-21, team members often worked from home and on-line, during the periods of social distancing and lockdown, though the nature of our support work meant that the physical presence of team members in the office as well as in our residential houses, remained important to ensure that they could provide a listening ear, a sounding board, and mutual support, to both residents and colleagues alike.

With the recruitment of additional team members, this face to face interaction, even with social distancing, has been invaluable, particularly for less experienced staff who have been able to share their concerns and 'de-brief' on the sometimes challenging events of the day.

Fledge recognises the continuing added pressures that Covid risks and restrictions have brought for our staff and the strain and stress that over two years of pandemic have wrought in individual's physical and mental wellbeing. The Trustees are particularly glad that, with the precautions that were put in place, only a small number of service users and staff actually succumbed to the virus, and for the most part, individual symptoms were thankfully fairly mild.

It goes without saying that the commitment and professionalism of our staff team is at the heart of our success and immense thanks are due to each one for their sustained service and dedication.

Our Trustees:

As with all charities and CIOs, the role of Trustees is vital for strategic direction, good governance, and in providing support and encouragement to the paid staff team. It is widely recognised that trustees use their skills and experience to bring a direct influence over a cause(s) they care about, and Fledge is blessed with trustees who do this in abundance.

During 2021-22 we welcomed three new trustees, each bringing complementary skill and experience to the Board, though one stood down later in the year in order to take up a paid role within the CIO through an open competition.

While most of our Board meetings have been held on-line as a consequence of the pandemic, we were pleased to be able to hold to face-to-face sessions at a hired venue during the autumn. Firstly there was a social opportunity for staff to meet trustees, which was particularly valuable for the new faces on each side.

Later, in November Trustees and the senior management team held a combined strategic conference at which aspects of Fledge's five-year business strategy and strategic plan were discussed and actions agreed for the ensuing months towards delivery of strategic goals and aims. One of the decisions at this conference was to establish a small number of working groups to support the Board in specific areas of the business. The first of these to be formed was a Working Group focused on establishing the requirements necessary to implement the standards of the "Supported Housing; national statement of expectations."

Our volunteers:

Almost all charities benefit from the time and skills of volunteers and Fledge is no exception. During 2021-22 we have again valued the support of our mentors, our Trustee Board secretary and our Company Secretary, all of whom have made vital contributions to the work and success of Fledge during the year. Their contributions have been particularly appreciated in the circumstances of social distancing and remote working necessitated by the ongoing pandemic. Thank-you to you all.

Fledge Supporters:

At the heart of our work of housing and supporting vulnerable young adults are our supporters. Whether they be compassionate individuals or caring organisations such as Churches and community groups, Fledge simply could not operate as it does without their generosity.

The year began with the wholly unexpected receipt of a donation of £ 15,000 from Novacyt Group Charity Committee, and our supporters continued to bless Fledge through the year with their generosity. Despite the pressures of furloughs, losses of income and other pressures, our financial supporters have remained loyal and extremely supportive. Over two dozen individuals continue to give monthly towards the work of Fledge, most of them graciously allowing us to add 'gift aid' to increase the value of their donations. In addition we have again received significant grants from a range of churches and other organisations, including St Boniface' Church, Chandler's Ford; Chandler's Ford Methodist Church; Junction Church, Eastleigh; St Thomas' Church Fair Oak and St. Francis' Church, Valley Park, as well as from Arnold Clarke Automobiles Ltd.; Inner Wheel, Itchen Valley; The Masonic Charity; and Wyvern College, Fair Oak, for which we are immensely grateful.

Fledge does not just receive gifts of money but we know that our work is held in prayer by many of our supporters. This too gives us encouragement and affirms our work, and we are most grateful for this form of support.

It goes without saying that sincere thanks and appreciation are due to all our supporters for their continued kindness.

Charity and Governance Information

Fledge Youth Support Charitable Incorporated Organisation

Co-founders: Mark and Lauren Cheshire

Registered as a Charitable Incorporated Organisation in England and Wales; Charity Number: 1157207

Head Office:	91 Leigh Road, EASTLEIGH, Hants, SO50 9DQ. Tel.: 023 8122 5384 ; E-mail: info@fledge.org.uk ; Website: www.fledge.org.uk Facebook: fledge.eastleigh ; Twitter: _fledge
Bank:	The Co-operative Bank.
Independent Examiner:	Mr. Chris. Goodhead FCA, Knight Goodhead Ltd. Chartered Accountants, 7 Bournemouth Road, Chandler's Ford, Eastleigh. Hants. SO53 3DA.

Aims and purposes:

Fledge Youth Support (Fledge), exists to provide safe and homely accommodation, to otherwise homeless and vulnerable young people. To achieve this, Fledge runs housing provision through shared houses, and self-contained flats, offering accommodation, presently for up to twenty-six homeless young people. These accommodation provisions are supplemented by a range of support services including advocacy, welfare and life skills development, group and one to one mentoring, and advice and support for access to statutory, welfare and benefits provisions.

Through these services Fledge strives to fulfil its vision:

“That [all local] young people live and develop in a safe and supported environment with the skills to achieve their potential.”

In support of its Vision, Fledge's Mission Statement is:

“Fledge Youth Support provides accommodation, mentoring and support to equip and empower young people to reach their potential.”

Fledge also actively raises awareness of the housing and other needs of vulnerable young people to the local community.

During the period covered by this report, Fledge continued to operate only within the Borough of Eastleigh, Hampshire. The Charity's principal focus during the year was on younger adults in the 18 – 34 age range.

Strategic direction:

Delayed by the pandemic, and in order to take account of its impacts, a new five-year Business Strategy and Strategic Plan intended to sustain Fledge's aims and purpose, was published at the start of 2021-22. It guides Fledge's direction and forward planning for the coming years.

Ethos and values:

Fledge was founded as a charitable organisation by Christians, and its operations reflect Christian principles:

“The ethos and values of Fledge build on the vision of our founders and are underpinned by Christian values of love and care for everyone, and actively responding to their needs. Fledge respects and seeks to work with young adults who are vulnerable and in need of accommodation, regardless of background, gender, race, sexual orientation or creed.”

Public benefit:

Fledge provides public benefit through delivering its objectives, and by engaging in a range of activities to advance in life, and relieve the needs of, vulnerable and homeless young people, including, but not restricted to:

- The provision of support, including housing, mentoring, befriending and hospitality - in the interests of social welfare, and designed to improve the conditions of life of the beneficiaries;
- Providing support and activities which develop the skills, capacities and capabilities of vulnerable and homeless young people, to enable them to participate in society as mature and responsible individuals.

To this end, Fledge provides:

- Buildings and facilities;
- Mentoring and befriending services;
- Advocacy, advice and information.

Structure and governance:

Legal form: Fledge Youth Support is a Charitable Incorporated Organisation, registered in England and Wales: CIO Number 1157207.

Governance: The organisation is governed by a Board of up to nine Trustees, appointed by vote of the Board, on a renewable three-year term of office, and also a Company Secretary, a volunteer, who is a former Founding Trustee.

During 2021-22, Board membership rose to eight Trustees, three of whom were appointed during 2021, though later in the year one of these appointees resigned from trusteeship in order to take on a paid post within the organisation, following a competitive selection process.

The Board of Trustees typically meets in alternate months to deal with strategic and tactical management of the organisation, review finance and business performance, issues and risks, consider of business opportunities, business cases and proposals and to provide management direction to senior staff. The Chief Executive, (previously known as the Business Operations Manager), attends Board meetings, and, reporting to the Chair of Trustees, is accountable to the Board for the day to day conduct of the Charity.

Trustees have previously met from time to time in intervening months in “working group mode’ to focus on the development of specific aspects of the business, its policies, and practices, and supporting individual trustees who are variously allocated responsibility to lead on specific aspects, such as Finance, Personnel, Safeguarding etc. However during 2021-22 the Board determined that a more effective approach would be to form a number of Working Groups, as subsidiaries of, and reporting to the main Board, and who would focus on specific business areas and projects.

Board of Trustees: 2021-2022.

		Expiry of Term of Office	
Ms. Hannah Cheek		Appointed 20 September 2021	2024
Mrs. Lauren Cheshire	Founding Trustee		2022
Mrs Jo. Cole			2023
Mrs. Margaret Doores			2023
Ms. Sarah Mullins		Appointed 17 May 2021; Resigned 29 October 2021	
Mr. Gavin Scott		Appointed 17 May 2021	2024
Mrs. Elizabeth Watts FMAAT	Founding Trustee		2023
Mr. Philip Watts OBE			2022
Ms. Susan Mansbridge	Secretary to the Board of Trustees		

Office holders appointed by the Trustees:

			Re-appointed
Mr Philip Watts OBE	Chair of Trustees	Appointed: 23 May 2017.	22-11-21
Mr. Gavin Scott	Vice-chair of Trustees	Appointed: 22 Nov. 2021.	
Mrs. Elizabeth Watts FMAAT	Treasurer	Appointed: 28 May 2014.	22-11-21
Ms. Hannah Cheek	Trustee Health and Safety Lead	Appointed: 22 Nov. 2021.	
Mr. Mark Cheshire	Company Secretary	Re-appointed: 16 April 2018.	
Mrs. Jo. Cole	Data Controller.	Appointed: 22 Nov. 2021.	
Ms. Nerissa Dean	Data Protection Officer	Appointed 22 Nov. 2021.	
Ms. Nerissa Dean	Staff Safeguarding Officer	Appointed: 23 May 2017.	
Mrs. Margaret Doores	Trustee Safeguarding Lead	Appointed: 24 June 2018.	22-11-21
Mr. Chris Goodhead FCA	Independent Examiner.	From 1 January 2017.	

Staff:

Twelve individuals were employed by Fledge during 2021-22. Allowing for recruitments and resignations, the average number of employees calculated on a full-time equivalent basis was 7.30 (2020-21 = 5.73).

They were deployed to :

Role	2021-22	(2020-21)
Management & administration of the charity:	1.20	0.80
Support to service users:	5.45	4.68
Business development:	0.65	0.25
	7.30	5.73

The average staff headcount during the year was 9.06 (2020-21 = 6.22).

Volunteers:

Fledge relies on the support of volunteers to assist in its work. At the end of 2021-22, in addition to our seven volunteer Trustees, Fledge had six other active volunteers assisting its work – the majority of whom acted as Mentors.

Introduction:

For the second year running, Fledge has had to respond to the challenges and restrictions imposed by the Coronavirus pandemic and by the national actions to reduce the spread of Covid and protect citizens as far as possible.

As hopefully the Annual Review section of this report shows, thanks to the diligent professionalism and dedication of Fledge's staff team, and the loyalty and generosity of the many individuals and organisations who support Fledge week by week and month by month, Fledge Trustees are again able to report that the Charity's principal role and focus: of providing accommodation and support to otherwise homeless and vulnerable young adults in the 18–34 age range, has been upheld and fulfilled during the period covered by this report.

Once again the work of providing direct support and accommodation has been complemented by using available opportunities to raise awareness of the issues, causes and human impact of homelessness among those who experience it first-hand. Through the year Fledge's work has again been accomplished through a range of activities, including:

Engagement with Service Users:

The provision of holistic, caring support, nurture and encouragement of those individuals referred to it, has continued to be at the heart of Fledge's work among some of the most disadvantaged and challenged young adults in the Borough of Eastleigh. Despite the strictures of social distancing and arms-length contact, Fledge staff have regularly found innovative ways to engage with, support, encourage, develop and be advocates for our service users, a number of who are no longer accommodated by Fledge, but who value and benefit from the continuing support which the staff team offer. During the year, and building on the experiences of supporting young people with often harrowing back-stories, Fledge has adopted and initiated *Trauma Informed Care*, as the basis for all of the engagement it has with service users. This will lead to developing other aspects of a supportive and nurturing environment in which these young adults may build self-confidence and 'hope for the future' with the ambition of moving to sustainable independent living.

Residential Property:

During the year of this report Fledge leased and operated five residential properties comprising four "shared living" houses, accommodating variously:

- six residential units (self-contained bedrooms), five with a shared kitchen and bathroom facilities, one with en-suite facilities;
- eight residential units, two with en-suite and small self-contained catering facilities;
- three residential rooms with shared catering and facilities—designated for longer term residency;
- four residential rooms with shared catering and facilities intended as a quiet house" for students, to facilitate their studies, and;
- one property divided into five one-bedroom 'bed-sit' flats enabling semi-independent supported accommodation for those ready to move on in their journey to self sustainable living, or where their specific welfare make shared living a personal challenge .

During the latter part of the year Fledge worked with one of its residential landlords who acquired a further property divided into flats, which will be made available for Fledge to lease once renovations are complete during 2022-23.

Under the terms of the lease agreements for each residential property, Fledge pays the relevant landlord a monthly rent for each residential unit in each property, and either refunds the landlord for utility services used, by arrangement, or else covers these costs directly with the Utility.

During the year, and in response to one of the commitments set out in the Five-year Strategic Business Plan, Fledge initiated actions to ensure that its residential accommodation reflected best standards, in

response to the Government's *Supported housing: national statement of expectations* (NSE) initiative. The fruits of this work will become more evident during 2022-23.

Office Accommodation:

Fledge remained as the primary tenant of a shared office premises in Leigh Road, Eastleigh during the year as its registered office and administrative/operating base.

The premises have continued to be used imaginatively to ensure safe socially distanced working by Fledge staff. They have again benefited from the shared space which enables collaboration both as a team and mutually supporting one another. This is vital in what can be a stressful environment, particularly engaging with individuals who may have complex mental health and social welfare issues, often heightened by the pressures from the Covid pandemic. Fledge continues to monitor the suitability of these offices as the business and staff team grow further and review options for alternative premises.

Financial model:

Fledge continues with the 'mixed income' model of previous years. Revenue from statutory housing and support benefits, paid by the local authority (Eastleigh Borough Council) for each qualifying resident accommodated, is supplemented by charitable donations from organisations and individuals, grant aid from benefactors and charitable funders, and income from fundraising activities. Income from statutory sources funds the accommodation, and a portion of the costs of the support provided to each service user (including that necessary to facilitate each resident maintaining their tenancy).

Accommodation costs include rent payable to Fledge's landlords, and property management-related costs, such as furnishings, linen, kitchen equipment, janitorial supplies, security and out of hours cover.

The additional staff costs for the holistic care and nurturing support, and the advocacy and life-skills development provided by Fledge, together with contributions towards office premises and equipment, and other business overheads, are funded largely through charitable donations, grant aid and fundraising activities. These sources are also key in providing a cushion of modest reserves to sustain cashflow, particularly when the flow of statutory benefits are delayed or interrupted for whatever reason.

Assets:

As well as its administrative office equipment, furniture and resources, Fledge provides furnished accommodation for the residents of its houses. Much of the furnishing is acquired through the generous donations of individual supporters and benevolent donor organisations, including local Churches, though inevitably some must be purchased. Fledge maintains an Asset Register of all items with an acquisition cost of £ 1,000 or more.

Safeguarding:

Mindful of the focus of its work with young and vulnerable people Fledge maintained, reviews and pursues policies which reflect relevant safeguarding legislation. This includes appropriate regular background and DBS checks on all Trustees, Staff, and relevant Volunteers. Fledge is committed to the safeguarding of all who may be vulnerable in any way.

Insurance:

Fledge holds appropriate comprehensive insurance cover including public liability, employers' liability, and professional indemnity cover for all its Trustees, Staff and Volunteers involved in providing support and/or mentoring to service users, as well as covering the properties which the CIO leases. This insurance is increased whenever a significant new asset or liability is acquired.

Management and staffing:

At the beginning of 2021-22 Fledge had a headcount of eight staff, one of whom was on adoption leave. Four staff were employed on a full-time basis, the others being part-time. Following the implementation of a planned staff restructuring during the first quarter of the year, which added additional posts to the staff complement, staff numbers grew to ten, with five full-time staff. At the end of the year the staff team comprised a Chief Executive; a Development, Health and Welfare Lead; an Administration and Finance Officer; a Lead Support Worker and six staff in support worker roles including one trainee support worker. This change reflected the growing workload associated with supporting up to twenty-six residential service users and continuing support to a number of former residents.

Trustees:

All of Fledge’s Trustees who act as directors of the business are volunteers. During 2021-22 Fledge had a Board of eight Trustees, three of whom were appointed during the year following a Trustee recruitment campaign. Fledge also has a Company Secretary, a volunteer, who is a former Founding Trustee. Later in the year one of the 2021 appointees resigned from trusteeship in order to take on a paid post within the organisation following a competitive selection process.

The Board of Trustees met six times in full session, during 2020-21, at roughly bi-monthly intervals. These meetings were all held using the Zoom on-line conferencing platform due to continuing Covid-19 restrictions. Trustees also met in ‘working-group’ mode on a small number of occasions, again via Zoom, to focus on the development of specific aspects of the business, its policies, and practices. In November 2021 the Board met ‘in person’ with the three senior managers of the paid staff team at a strategic conference held in the local church of one of our supporter congregations. This meeting enabled a review of the strategic aims and goals set out in the five-year Strategic Plan and Business Strategy, which had been published in spring 2021. The meeting also enabled consideration of further actions in the progressive transfer of many of the ‘executive functions’ previously undertaken by trustees into the paid staff team. The appointment of the then most senior staff member — the Business Operations Manager, as Fledge’s first Chief Executive Officer was also confirmed at this time, reflecting the growth of the business and the evolving role and responsibilities of this post.

Within the Board, Trustees are variously allocated responsibility to lead on specific aspects, such as Finance, Personnel, Safeguarding etc. At its November 2021 trustee Board meeting these “trustee leads” were reviewed and fresh appointments/re-appointments made. The Charity has also benefited from continued “quasi-Executive” input from members of the Board of Trustees.

Following a decision of the Board in November 2021 to take a different approach to addressing and developing specific areas of the business, such as operating policies or business strategy, the Board and to establish working groups formed of nominated Trustees, the first working group was established in early 2022 to oversee the development of Fledge’s response to the Government’s *Supported housing: national statement of expectations (NSE)* initiative.

Trustees’ Remuneration: No Trustee received or waived any emoluments during the year. Out of pocket expenses incurred by Trustees on behalf of Fledge Youth Support were reimbursed as follows:

Expense:	Number of Trustees Reimbursed		Total Value of Reimbursements (£)	
	2021-22	(2020-21)	2021-22	(2020-21)
Travel:	0	0	0.00	0.00
Accommodation:	0	0	0.00	0.00
Other (including goods, materials and equipment purchases):	1	1	346.00	187.00

Volunteers:

As a small, but growing Charity, Fledge is heavily reliant on the contribution made by volunteers, who, in addition to the Trustees, include a volunteer Secretary to the Board of Trustees and those contributing to administrative work and in mentoring roles. Fledge’s Board of Trustees wishes to place on record its grateful thanks and appreciation for the continuing contributions made by its volunteers in all areas of Fledge’s business.

This Annual Report was approved by the Board of Trustees of Fledge Youth Support on 31st October 2022 and signed on their behalf by:


.....
Philip A G Watts OBE MRICS - Chair of Trustees

Financial Overview — General financial situation:

Income: Operational income, (revenue generated from accommodating Fledge’s service users), rose to £ 389,954 at the end of the year, an increase of 22.3% over 2020-21, principally due to increases in the rates of Housing Benefit received towards the accommodating of service users and reflecting rising costs.

Donations, gifts and grant income at £ 36,960 was 44.3% higher than in the previous year (£ 25,622), reflecting the continuing generosity of individual donors and local churches, societies, and organisations: this despite the continuing impacts of Coronavirus on wider society. Within this sum, Tax reclaimed under Gift Aid at £ 783, was over 60% lower than in 2020-21, reflecting that a majority of this income came from organisations rather than individuals. Fledge continues to hugely appreciate the support of its benefactors – both organisations and individuals, who continue to support the charity, and particularly those who give regularly and generously to aid our work, especially given the pressure on domestic finances from furlough and other pandemic factors.

Only £ 1,000 of grant income was received during the year (including into restricted funds), compared to £ 15,395 received in 2020-21 which included three significant Covid-related alleviation and recovery grants. Overall, Income in 2021-22 was £ 427,914, which was 18.9% higher than in 2020-21.

Expenditure: Total operational people-related costs amounted to £ 194,651 in 2021-22, an increase of 46.7% on the previous year, and was consequent upon staff restructuring, further increases in staff numbers and in pay and related costs. Central administrative costs, at £ 25,361 were managed tightly during the year, resulting in a modest increase of 11% on 2020-21, due principally to higher insurance and office costs, including additional resources for the extra staff employed during the year. Residential property-related costs also increased by 33% on 2020-21, to £ 159,395, consequent upon a full year’s lease on the fifth residential property which had been acquired mid-way through 2020-21.

As noted above, only £ 1,000 of grant income was received in the year, with no restricted funds involved, compared to 2020-21 when the three Covid-support grants we expended on Covid-response actions. Overall, total expenditure from the General Fund during 2021-22 stood at £ 379,407 which was an increase of 30.7% on 2020-21. This again reflected the continued, progressive, but carefully managed growth of the organisation and its business, despite the pandemic.

Out-turn: Fledge achieved a surplus of £ 48,507 in the year to 31st March 2022, compared with £ 69,556 in 2020-21 (30.3% lower than the previous year).

Designated and Restricted Funds:

Designated Funds are those which the Trustees have determined shall be set aside with the aim of using them for particular purposes, either now or in the future. At present Fledge has no designated funds.

Restricted Funds are those whose application and use had been determined by the source or donor. No restricted funds were held at the start of the year, and none were received in 2021-22 so the balance remained at zero.

Reserves policy:

It is the aim of the trustees to accumulate sufficient reserves to cover the costs of at least six month’s operations, together with capacity to invest in equipping and resourcing new properties at such times as the Trustees feel it appropriate to expand residential accommodation provisions. Accumulated reserves at 31st March 2022 amounted to £ 218,701: equivalent to 6.96 months’ operating costs.

Staff salaries and national insurance:

Allowing for recruitments and resignations, twelve separate staff members (both part-time and full time) received salaries and allowances during 2021-2022, four more than in the previous year. Overall expenditure on salaries, allowances, employers pension contributions and Employers’ National Insurance Contributions, (including staff costs on project work funded from Restricted Funds and payroll administration costs) amounted to £ 190,843 in total for the year. This compared to £ 140,916 in 2020-21 when eight staff were employed. The increase is due to a combination of increases in staff numbers together with routine increases in pay rates and related pension costs, All staff are paid at rates above the National Living Wage. Fledge uses the pay scales of the National Joint Council (NJC) for Local Government Services as the basis for remunerating staff, and as at 31st March 2022, the pay of all staff was linked to designated points on these pay scales. No member of staff received more than £ 40,000 in total during the year.

Financial commitments:

At the Balance Sheet date, the charity had future financial commitments of £ 142,815, in respect of property lease costs, up to the earliest practical break point in each lease, rising to £ 482,379 if no breaks in current property leases are invoked, and those leases expiring within twelve months of the Balance Sheet date are renewed for a full term. These costs are expected to be covered by future income.

Statement of Financial Activities
(including summary Income & Expenditure Account)
for the year ended 31st March 2022.

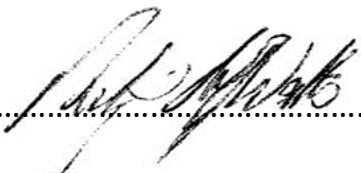
	General Fund £	Restricted Fund £	Total Funds 2022 £	Total Funds 2021 £
<u>Income</u>				
<u>Operational Income:</u>				
Property-related Statutory Benefits/Grants				
EBC Housing Benefit	368,431	-	368,431	303,818
Resident's contribution	20,098	-	20,098	13,725
Council Tax refund from Landlord	1,425	-	1,425	1,361
Total Operational Income	389,954	-	389,954	318,904
<u>Fundraising Income:</u>				
Donations				
General donations	34,953	-	34,953	21,817
Gift Aid Tax reclaimed	783	-	783	2,036
Other income / fundraising	1,224	-	1,224	1,769
Total Fundraising	36,960	-	36,960	25,622
<u>Grant Income:</u>				
Local Authority	1,000	-	1,000	375
Awards for All/Covid response	-	-	-	9,400
HCC/Communities First Eastleigh	-	-	-	1,040
HIWCF	-	-	-	4,580
Total Grant Income	1,000	-	1,000	15,395
TOTAL INCOME	427,914	-	427,914	359,921
<u>Expenditure</u>				
<u>Operational Costs:</u>				
Staff costs				
Salaries inc NI & Pensions	187,734	-	187,734	130,496
Admin costs	734	-	734	533
Wellbeing/Trauma Informed Care Development	1,212	-	1,212	-
HR & Policy Development Support	1,866	-	1,866	-
People-related costs: travel and expenses				
Staff	363	-	363	221
Staff resources	435	-	435	1,252
Trustees and Governance	346	-	346	-
People-related costs: training				
Staff	1,952	-	1,952	153
Mentoring costs	9	-	9	9
Trustees and Governance	-	-	-	-
TOTAL PEOPLE-RELATED COSTS	194,651	-	194,651	132,664
Central Administrative costs				
Office Rental/utilities	14,296	-	14,296	14,329
Office costs	7,091	-	7,091	5,277
Insurances/Legal Fees/DBS	2,554	-	2,554	1,593
Independent Examination Costs	780	-	780	1,000
Fundraising Costs	359	-	359	359
Publicity inc. printing	281	-	281	288
TOTAL CORE COSTS	25,361	-	25,361	22,846
Property-related costs				
Property Rental	105,095	-	105,095	85,740
Residential House Operating Costs	12,292	-	12,292	5,531
House Utilities	15,774	-	15,774	4,192
Depreciation	1,592	-	1,592	1,592
Out of hours security	18,145	-	18,145	17,912
Council Tax	3,051	-	3,051	2,818
Residents Support	3,446	-	3,446	2,050
TOTAL PROPERTY RELATED COSTS	159,395	-	159,395	119,835
Project costs (Incl salaries)				
Awards for All/Covid response	-	-	-	9,400
HCC/Communities First	-	-	-	1,040
HIWCF	-	-	-	4,580
TOTAL GRANT COSTS	-	-	-	15,020
TOTAL EXPENDITURE	379,407	-	379,407	290,365
SURPLUS / DEFICIT	48,507	-	48,507	69,556
BALANCE b/f at 1 APRIL 2020 (2019)	170,194	0	170,194	100,638
BALANCE c/f at 31 MARCH 2021 (2020)	£218,701	£0	£218,701	£170,194

Balance Sheet for the year ending 31st March 2022 [CIO Number: 1157207]

	2022		2021	
	£	£	£	£
Fixed Assets				
Cost of purchase	8,004		6,492	
Additions	<u>0</u>		<u>1,512</u>	
		8,004		8,004
Depreciation				
31.3.2019	2,218		2,218	
31.3.2020	2,098		2,098	
31.3.2021	1,592		<u>1,592</u>	
31.3.2022	<u>1,592</u>			
Total		7,500		5,908
Net book value 31.3.2022		<u>504</u>		<u>2,096</u>
Current Assets				
Debtors	25,494		50,479	
Bank accounts	203,218		133,668	
Petty Cash	<u>115</u>		<u>170</u>	
	228,827		184,317	
Creditors				
	-10,630		-16,219	
Net current assets		<u>218,197</u>		<u>168,098</u>
Total Assets less current liabilities		<u>218,701</u>		<u>170,194</u>
Represented by				
Previous year balance b/f	170,194		100,638	
Surplus/deficit this year	<u>48,507</u>		<u>69,556</u>	
		<u>218,701</u>		<u>170,194</u>
Total funds		<u>218,701</u>		<u>170,194</u>
General Fund		218,701		170,194
Restricted Fund		<u>0</u>		<u>0</u>
		<u>218,701</u>		<u>170,194</u>

At the Balance Sheet date, the charity had future financial commitments of £ 142,815, in respect of property lease costs, up to the earliest practical break point in each lease, rising to £ 482,379 if no breaks in current property leases are invoked, and those leases expiring within twelve months of the Balance Sheet date are renewed for a full term. These costs are expected to be covered by future income.

These accounts were approved by the Board of Trustees on 31st October 2022, and signed on their behalf by:



Philip A G Watts OBE MRICS – Chair of Trustees.

Notes to the financial statements for the year ended 31 March 2022

Accounting Policies:

The financial statements have been prepared in accordance with applicable accounting standards and the 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 (effective 1 January 2019). The preparation of the Financial Statements has been on an Income and Expenditure (Pre-payments and Accruals) accounting basis.

Funds

The General Fund (Unrestricted): represents the funds of the Trustees of Fledge Youth Support CIO that are not subject to any restrictions regarding their use, and are available for application on the general purposes of the Charity;

Designated Funds: The Trustees may designate funds for a particular purpose. Designated funds are also unrestricted. No funds are presently designated by the Trustees.

Restricted Funds: These are grants or donations that the donor requires to be used in a specific way or for a specific purpose. They can be considered a contract between the donating party and the receiving party.

The accounts include all transactions, assets and liabilities for which the Trustees are responsible in law.

Income:

All income from statutory sources (Housing & Support Benefits) is recognised when it is due to be received into Fledge accounts;

Income tax recoverable on Gift Aid donations is recognised when the tax is due to be received;

Grants and legacies to the Trustees are accounted for when they are received;

Funds raised by social fundraising and similar events are accounted for gross, and recognised when received;

All other incoming resources are accounted for gross and recognised when received;

Income from investments is accounted for when due to be received.

Expenditure:

Expenditure on all activities relating to the operation and administration of the Charity are accounted for when due to be paid.

Fixed Assets:

Furniture, fixtures and fittings provided into the Fledge Houses and purchased by Fledge: are written off at the time of purchase, as in many cases these are not able to be used by future residents;

Items of office and computer equipment: Individual items of equipment with a purchase price of £ 1,000 or less are written off when the asset is acquired. Items costing more than £ 1,000 are depreciated on a straight-line basis over three years. None were held during 2021-22;

Current assets: Amounts owing to the Trustees at 31st March are included within the income when received;

Short term deposits: include cash held on deposit with the bank.

Independent Examiner's Report to the Trustees of Fledge Youth Support CIO

I report to the trustees on my examination of the accounts of Fledge Youth Support CIO for the year ended 31st March 2022 which are set out on pages 17-19.

Responsibilities and basis of report

As the trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trustee's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

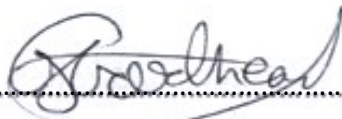
accounting records were not kept in respect of the CIO as required by section 130 of the Act; or

the accounts do not accord with those records; or

the accounts do not comply with the applicable requirements concerning form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:



Chris. Goodhead FCA

Knight Goodhead Limited Chartered Accountants.

7 Bournemouth Road, Chandlers Ford.

EASTLEIGH, Hampshire, SO53 3DA

Date:

18 January 2023

FLEDGE YOUTH SUPPORT

England & Wales - Charity number 1157207

Accounts

Fledge Youth Support



Annual Review, Trustees' Report and Accounts
for the year ended 31st March 2021

Contents

Welcome from our Business Operations Manager	3
From our chair	4
Who we are, what we do and where we do it	5
The challenges we face ... and our response	6
Covid and our response	8
Housing	9
Support services	10
Our staff	11
Our supporters	12
Charitable and governance information	13
Trustees' Annual Report	16
Accounts	20

Stakeholders

Churches Together in Chandler's Ford

Churches Together in Eastleigh

Eastleigh Borough Council



Eastleigh C of E Deanery

Hampshire and Isle of Wight Community Foundation



Partners

St Thomas's Church, Fair Oak



Awards



High Sheriff of Hampshire's Award for Great and Valuable Services to the Community 2020

Welcome

Welcome to Fledge's Annual Report for 2020-21.

When something as significant as a global pandemic commences just before the start of a reporting year, there is always a danger that it will overshadow and diminish the achievements made by an organisation on a day-to-day basis, particularly when it involves a major lockdown of all civil activity and has major impacts well beyond our own shores.

While the pandemic has brought out the best in people, it has also highlighted the inequalities and injustices which so many in our society face. Housing and homelessness, and the plight of those with mental health issues and learning needs, have been brought into sharp focus.

Covid has emphasised the fragility of many of the public services intended to provide support and relief in these areas, and has highlighted the importance of Fledge's role in supporting those of our service users who are especially vulnerable.

However, despite the pandemic, through the determination, good humour and commitment of our staff team, ably supported by our Board of Trustees, and with the loyalty and generosity of our supporters, we were able to make positive progress in many aspects of our business during 2020-21.

As a result the year contained a number of notable achievements which are highlighted in this Review.

Nerissa Dean

Business Operations Manager



“Covid has emphasised the fragility of many public services ... and has highlighted the importance of Fledge's role in supporting those of our service-users who are especially vulnerable.”

From our chair



“The High Sheriff of Hampshire’s Award for Great and Valuable Services to the Community in 2020 is a well-deserved tribute to our incredible staff team and I thank and congratulate them all.”

As I share in introducing this Annual Report, and look back over 2020-21, for so many in society, both here and across the globe, it has been one of the most life-changing periods in our memory. The Covid pandemic has brought nations to a standstill, has brought us a new vocabulary, and given new meaning, to words familiar in other contexts.

Coronavirus has also brought immense new challenges to all those who provide services and support to the disadvantaged and the vulnerable in our communities. It has made the work of Charities and benevolent organisations like Fledge even more vital.

So I am immensely proud that throughout the year, and as this Annual Report describes, we have not only sustained the provision of safe, secure homes, holistic support and hope for the future for some of the most vulnerable and needy young people in the Borough of Eastleigh, but we have actually expanded our accommodation and services.

I am even more proud of the immense dedication, effort and perseverance of our wonderful staff, who have overcome huge obstacles to sustain our offer to our Service Users and to grow the business in these most unprecedented of times.

The High Sheriff of Hampshire’s 2020 Award for Great and Valuable Services to the Community is a well-deserved tribute to our incredible staff team and I thank and congratulate them all.

I must also express appreciation and thanks to my fellow Trustees for their continued wisdom, good humour and commitment to governing Fledge during the year, and to our loyal and generous supporters, whose financial contributions and prayers have sustained us, and enabled us to grow, despite the challenges of the pandemic.

Phil Watts OBE
Chair of Trustees

Who we are, what we do and where we do it!

Fledge Youth Support (Fledge), is an unashamedly Christian charity, which exists to provide accommodation and support to otherwise homeless young people in the Borough of Eastleigh.

Fledge was conceived in 2012 by two local young Christians, Lauren and Mark, who identified a surprising number of young people in the area who were homeless and “sofa surfing” with friends and distant relatives. They formulated a vision of providing homely and supportive accommodation for these vulnerable young adults.

In 2014 Fledge was formally established as a Charitable Incorporated Organisation, and in 2016 opened its first house, providing supported accommodation to five, otherwise homeless young people.

In the five years since 2016, Fledge has opened three more shared houses, some with en-suite rooms, providing accommodation for up to twenty-one individual young people, together with a fifth property providing self-contained accommodation for a further five individuals.

These housing provisions are supplemented by a range of holistic support services including one-to-one support, mentoring and advice, group support sessions offering life-skills development and training, and advocacy support towards assisting service users to access statutory, welfare and benefits provisions, and particularly mental health services.

Fledge operates within the Borough of Eastleigh in Hampshire, with all of its residential and office premises located close to Eastleigh town centre.



Property landlord John welcomes Fledge Trustees and staff at the opening of Fledge's first residential house in 2016.



... and our response



Safe outdoor exercise—promoting physical wellbeing as well as good mental health. This equipment were some of the resources funded by a 'wellbeing' grant from Hampshire and Isle of Wight Community Foundation: part of their response to concerns about the impacts on mental health of the Covid lockdown.



Art and craft sessions provide relaxation, and an opportunity for collaborative activity while helping to develop concentration and a sense of personal achievement.

organisations, the provision of front-line mental health care remains inadequate to meet the demands of those in need.

In addition, these statutory provisions, which largely depend on face to face meetings for diagnosis and treatment were among the first to contract as the impact of Covid lockdowns and related restrictions took hold.

Fledge's ethos is to respond to the needs of each service user in an holistic way, seeking to address both their accommodation, and their wider health, welfare and 'life-skills' needs. The level of support we offer deliberately goes well beyond that funded by a Local Authority, whose statutory benefits support is only intended to assist residents in retaining their tenancy. We are clear that addressing these wider needs in an holistic manner is a key to providing residents with the platform for a stable future. Nevertheless, the additional burden of having to try to fill the gap left by the retraction of statutory provisions has added to the challenges faced by the Fledge staff team.

Life skills, social interaction and role models.

Many service users arrive at Fledge houses with few if any possessions of their own, and Fledge has continued to provide each new resident with a "starter-pack" containing new bed linen, basic crockery and cutlery, and a range of hygiene items, which become their personal property. We remain indebted to those supporters who regularly donate funds or gifts in kind to enable this work to continue.

Their lack of personal belongings can be an indication of the home and family environment from which service users have come. There may be a lack of social dialogue within the family: food preparation, mealtimes and other opportunities for conversation etc. may not have been shared occasions, and there may well have been a lack of sound parental role models from which these young people might draw experience. As a result, a considerable amount of the support Fledge offers involves helping in the development of basic life skills and in learning interpersonal skills, self-control and behavioural management.

Managing through Covid-19

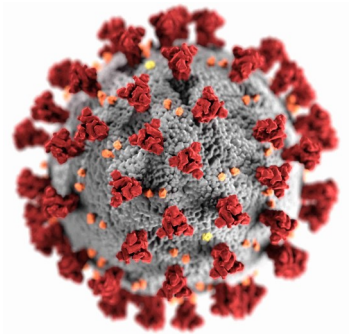
The Coronavirus pandemic was a serious cloud on the horizon well before April 2020 – the start of the year covered by this report. Hence for Fledge, the full impacts of early Covid-aware precautions, and the introduction of a full lockdown came near the end of the previous financial year.

A combined task force of Trustees and key senior staff ensured that adequate financial were in place so that adequate material resources could be acquired swiftly, and this enabled early planning for sustaining the business and supporting service-users in lockdown and in providing adequate office space, social distancing and additional hygiene provisions for both staff and residents. As a result Fledge had already made significant progress in responding to the challenges, across many areas of activity, by the start of 2020-21. A detailed risk assessment and response processes was kept under constant review, particularly as Government guidance for the health and care sector were revised from time to time. These responses and safe-working practices were deployed, assessed and revised as the pandemic progressed.

Due to the nature of our work it was not possible to furlough staff and the Charity places on record its deep appreciation to all those staff who sustained their commitment to supporting our service users during the year and especially during the various periods of lockdown or restrictions on movement.

Of particular concern during the year was the impact of lockdown and restrictions on movement and contact on the mental health of those service users house in our residential properties. Early in the pandemic it became clear that the vast majority of official mental health support services involving patient—professional contact had been suspended , with mental health professionals working in 'isolation' or from home. Hence the burden of support for Fledge service-users quickly fell on our staff. So, while residents were able to form house-based “bubbles”, the impact of being 'housebound' for extended periods caused significant added stress particularly to those on the autistic spectrum or with severe mental health issues. Particular care was taken to engage with these individuals and to seek to provide as much support as the restrictions allowed. Group dialogues, quizzes, and social contacts via Zoom, Facetime and other forms of visual social media interaction were trialled, but particularly during the warmer months of 2020, socially distanced one-to-one meetings held 'in person' in the gardens of the residential properties, with the use of mobile phones to aid conversational privacy proved most effective.

The brief respite in restrictions at Christmas 2020 was taken advantage of by a number of our Service users who were able to visit family or relations according to the provisions in place, and despite the gradual easing of restrictions in spring 2021, this has been a very difficult time for both staff and service users. Fledge has to be grateful for the thoroughness of the provisions developed and implemented by our management team, and for the forbearance shown by all, that we experienced a very small number of Covid infections during 2020-21.



Housing



Safe, secure, stable and welcoming homes provide the building-blocks for hope for the future. Here, one of our service users enjoys one of the 'wellbeing' resources funded by a grant from HiWCF.



A view of the well-appointed kitchen in one of the self-contained flats in the property which Fledge added to its portfolio during 2020.

Residential property:

The provision of safe, 'family' accommodation for otherwise homeless and vulnerable young adults remains Fledge's core business, and the operation of four houses offering shared accommodation for between three and eight people remained central to our activities throughout the year.

In the summer of 2020, in the midst of the pandemic we were surprised and pleased to be offered a fifth property to lease, when one of our existing landlords approached Fledge with the offer to rent to us a large property containing five self-contained flats.

Fledge took up the lease of these in September 2020 and residents moved in from October. These flats are ideal for the growing number of service users referred to Fledge whose mental health or other circumstances make it challenging for them to live in accommodation with shared facilities, but who are otherwise able to sustain semi-independent living with the wider support we provide. This property increased our residential capacity to 26, though part of our Covid response has meant that up to four residential units across our five houses have been kept free for self-isolation for any resident who succumbed to Coronavirus.

Nevertheless, it has been sobering to find that even in Eastleigh, which is not particularly known as a place of homelessness, the demand for our accommodation continues to exceed our capacity, even when we add further residential properties to our portfolio.

As in previous years, we have continued to work closely with Eastleigh Borough Council in managing service use referrals, which we then assess as to the individual's needs and fit with the support provisions we are able to provide.

During 2020-21, Fledge housed a total of 44 young adults. In that time, we welcomed 16 new residents into our houses, while 13 moved on to other locations. Many of our service users remained with us throughout the year and in some cases their circumstances mean that they are likely to be with us for an extended period of time.

Supported Lodgings:

While Fledge continues to focus and resource its efforts on managing residential accommodation and providing support services to its service users and residents, the wider vision of Fledge's founders: providing Supported Lodgings using suitably recruited and trained volunteer hosts offering lodgings accommodation within a home context: has not been forgotten and this option will be pursued if and when it seems the most appropriate approach to meet the needs of a particular service user.

Support services

Fledge remains fully committed to its vision of providing its service users with a safe, supportive environment that enables each one to develop towards their full potential, and equips and empowers them with the skills to achieve this. This vision and commitment is embodied in the support services which are offered to each service user.

As indicated elsewhere in this report, many of our service users come to use with social, intellectual or health needs, or issues with substance abuse, and frequently lacking sufficient life skills to sustain independent living or engage with statutory welfare provisions. As a result we aim to tailor our support provisions to the needs of the individual, though often the shared experience of group sessions is an aid to the development of their social interaction and interpersonal skills.

Despite the restrictions resulting from the Covid pandemic, Fledge staff have continued to focus on supporting, nurturing and championing the wider development of service users, throughout the year. This has included providing basic life-skills such as cooking, personal hygiene, managing money, or making safe choices, and more complex issues such as engaging with mental and clinical health services, or addressing substance abuse and behavioural issues. Our staff team has been hugely innovative in finding ways to overcome social distancing and lockdown restrictions and the early reduction in available statutory mental health and welfare provisions as the pandemic disrupted normal operation of these public services.

Face to face and group support sessions have proved very challenging during the Covid lockdowns and social distancing, with Fledge's offices having to be re-arranged for safe use by staff, leaving insufficient spare accommodation for visitors. Hence on-line provisions such as Zoom, Facetime etc. have been used, supported by socially distanced one-to-one outdoor meetings when the weather has allowed. We have been very conscious that this has been a challenging time for both service users and staff in this regard.

Mentoring:

Fledge remains committed to offering each resident who so wishes, a personal mentor to aid in their development as individuals and to help them better face the challenges of daily life. While some residents who have been accommodated with Fledge for a longer period have mentors, and they have found ways to engage with each other, the Covid restrictions have hindered matching newer service users with appropriate mentors, particularly as face-to-face meetings have not happened. Not all individual service users wish to have a mentor or yet see the benefit to themselves, we will continue to develop this aspect of our support as pandemic restrictions permit, and Fledge remains indebted to those volunteers who generously offer to become mentors.



Giving service users opportunities to express themselves through media such as art, is an important aspect of helping them address their personal issues.

Our staff



Willow, our “Head of Canine Support”, joined the team early in 2020. Willow is a Shih-Poo, whose previous owner had to rehome her due to poor health. Fledge was delighted to welcome her as a valuable addition to our support team. She acts as a surrogate pet for our residents and provides a focus for calmness and interaction with service users who may struggle to engage with other people.



***Rev'd. Sue Colman
High Sheriff of Hampshire 2020-21***

None of Fledge’s work, support services or other achievements would be possible without our amazing staff team who have continued to go well ‘above and beyond’ during the year, despite the unprecedented challenges they have faced.

Inevitably it has been a gruelling year for our staff. Our brilliant team has had to learn new, Covid-safe ways to provide essential close support to our service users, most of whom have struggled to deal with the stress caused by the threat from the virus and the restrictions on our lives

We began the year with a team of six, one of whom had only joined Fledge a month previously. During September one of our team left on Adoption leave but in October we welcomed an additional support worker. Then in January, one of our experienced staff members returned from Maternity leave bringing our staff team to eight in total.

During lockdowns the team often worked from home and on-line, though the nature of our support work meant that the physical presence of team members in the office as well as in our residential houses, enabled them to provide a listening ear, a sounding board, and mutual support, to both residents and staff alike.

This has been invaluable, particularly for less experienced staff who have been able to share their concerns and the sometimes challenging events of the day.

Fledge recognises the additional pressures that Covid risks and restrictions have brought for our staff in these circumstances. The Trustees are particularly glad that, with the precautions that were put in place, and thanks to their own diligence, no-one among our staff actually succumbed from Coronavirus during the year.

The granting of a High Sheriff’s Award for Great and Valuable Services to the Community following a visit made by the High Sheriff of Hampshire in the autumn of 2020 was a well-deserved recognition of all that our staff do and achieve.

Our supporters

As with any charity, Fledge owes a tremendous debt of gratitude to our supporters who include those who give financially and in kind and those who support us with their prayers. During the year we received generous donations from some twenty-four individual donors who regularly gift to our work.

We also received financial gifts from *Chandler's Ford Methodist Church, Eastleigh Borough Council* (towards the costs of food for residents during the Covid crisis) and a generous donation of £2,000 from an individual 'private' donor.

Financial grants were also received from *Awards for All* (to meet the costs of setting up and furnishing the "new" flats), and a "Wellbeing" grant from Hampshire and Isle of Wight Community Foundation to enable recreational and mental health resources to be purchased for Fledge service users.

We publicly thank all our financial supporters and grant donors for their support during 2020-21.

In addition, Fledge, and our staff in particular were touched by several other gestures of kindness during the year. In June, members of the *Anglican Parish of Chandler's Ford* generously donated a selection of toiletries as a gift to each of our staff members in acknowledgement of their hard work and efforts, particularly during the Covid restrictions. Then in October, a local lad, *George*, raised £17 from friends and relatives in order to become the "tooth fairy" and gift toothbrushes and toothpaste to Fledge for homeless people in Eastleigh. George was sad that "*homeless people may not have any*"! The local *ASDA Superstore* were so touched by George's kindness that they added a further £20 to his collection.

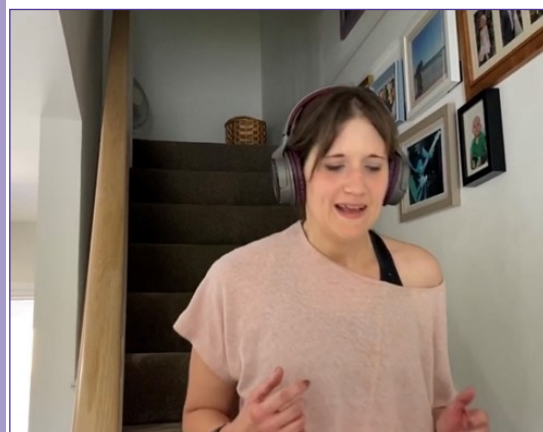
In the approach to Christmas *Chandler's Ford-based Primer Design*, part of the *Novacyt Group*, took on the role of Father Christmas, bringing some Christmas cheer to hardworking Fledge staff. Novacyt Group companies have been at the forefront of developing and supplying testing and diagnosis equipment being used in the battle against Coronavirus. Recognising the front-line care role which Fledge staff play in supporting otherwise homeless and vulnerable young people, the Primer Design team generously delivered flowers, two food hampers and a £100 in West Quay vouchers for use by Fledge staff in the lead up to Christmas.

Not to be outdone, our Trustees and Volunteers also used the lockdowns to put their "permitted exercise" to good use, by participating in the #staircaseSnowdon challenge during May 2020.

Fledge Trustee and founder Lauren, and volunteer Sue both faced up to ascending and descending their home staircases sufficient times to climb and descend the equivalent of the height of Snowdon. Each effort was sponsored to raise funds for Fledge. Sue was also joined by husband Paul for the 'climb'.



Local lad George became the "tooth fairy" with his dental gifts to our residents.



Lauren descending her home staircase ready to climb another 13 steps towards "the summit"!



Sue and Paul celebrate finishing their climb with a picture of the real Snowdon.

Charity and Governance Information

Fledge Youth Support Charitable Incorporated Organisation

Co-founders: Mark and Lauren Cheshire

Registered as a Charitable Incorporated Organisation in England and Wales; Charity Number: 1157207

Head Office:	91 Leigh Road, EASTLEIGH, Hants, SO50 9DQ. Tel.: 023; E-mail: info@fledge.org.uk ; Website: www.fledge.org.uk Facebook: fledge.eastleigh ; Twitter: _fledge
Bank:	The Co-operative Bank.
Independent Examiner:	Mr. Chris. Goodhead FCA, Knight Goodhead Ltd. Chartered Accountants, 7 Bournemouth Road, Chandler's Ford, Eastleigh. Hants. SO53 3DA.

Aims and purposes:

Fledge Youth Support (Fledge), exists to provide support and accommodation to homeless young people and to offer hospitality to vulnerable young people through meals and support within a 'family' environment. To achieve this, Fledge runs housing provision through managing shared houses, providing accommodation for up to fourteen homeless young people, and in the future potentially through supported lodgings model. These accommodation provisions are supplemented by a range of support services including one to one and group mentoring and advice and support for access to statutory, welfare and benefits provisions.

Through these services Fledge strives to fulfil its vision:

"That [all local] young people live and develop in a safe and supported environment with the skills to achieve their potential."

In support of its Vision, Fledge's Mission Statement is:

"Fledge Youth Support provides accommodation, mentoring and support to equip and empower young people to reach their potential."

Fledge also actively raises awareness of the housing and other needs of vulnerable young people to the local community.

During the period covered by this report, Fledge continued to operate only within the Borough of Eastleigh, Hampshire. The Charity's principal focus during the year was on younger adults in the 18 – 35 age range.

Strategic direction:

Delayed by the pandemic, and in order to take account of its impacts, a new five-year Business Strategy and Strategic Plan intended to sustain Fledge's aims and purpose, was near completion at the year-end, for publication in early 2021-22. This will guide Fledge's direction and planning in the coming years.



Ethos and values:

Fledge was founded as a charitable organisation by Christians, and its operations reflect Christian principles:

“The ethos and values of Fledge build on the vision of our founders and are underpinned by Christian values of love and care for everyone, and actively responding to their needs. Fledge respects and seeks to work with young adults who are vulnerable and in need of accommodation, regardless of background, gender, race, sexual orientation or creed.”

Public benefit:

Fledge provides public benefit through delivering its objectives, and by engaging in a range of activities to advance in life, and relieve the needs of, vulnerable and homeless young people, including, but not restricted to:

- The provision of support, including housing, mentoring, befriending and hospitality - in the interests of social welfare, and designed to improve the conditions of life of the beneficiaries;
- Providing support and activities which develop the skills, capacities and capabilities of vulnerable and homeless young people, to enable them to participate in society as mature and responsible individuals.

To this end, Fledge provides:

- Buildings and facilities;
- Mentoring and befriending services;
- Advocacy, advice and information.

Fledge may also provide supported lodgings in the future.

Structure and governance:

Legal form: Fledge Youth Support is a Charitable Incorporated Organisation, registered in England and Wales: CIO Number 1157207. The organisation is governed by a Board of up to nine Trustees, appointed by vote of the Board, on a renewable three-year term of office

Governance: During 2020-21 Fledge had a Board of six Trustees, two of whom were re-appointed in September 2020 on the expiry of their three-year term of office. Fledge also has a Company Secretary, a volunteer, who is a former Founding Trustee.

In March 2021, one Trustee, (also the Board HR lead), stood down due to pressure of other commitments. This prompted a renewed campaign to recruit additional Trustees during 2021.

The Board of Trustees met six times in full session, during 2020-21, at roughly bi-monthly intervals. These meetings were all held using the Zoom on-line conferencing platform due to Covid-19 restrictions. Trustees also met in ‘working-group’ mode on various occasions, again via Zoom, to focus on the development of specific aspects of the business, its policies, and practices. Within the Board, Trustees are variously allocated responsibility to lead on specific aspects, such as Finance, Personnel, Safeguarding etc.

Formal Board meetings dealt with strategic and tactical management of the organisation, pursuit of business opportunities, reviews of finance and business performance, issues and risks, consideration of business cases and proposals and providing management direction to senior staff. The most senior member of the paid staff team: the Business Operations Manager, attends Board meetings, reports to the Chair of Trustees, and is accountable to the Board for the day to day conduct of the Charity.

Board of Trustees: 2020-2021.

		Expiry of Term of Office
Mrs. Lauren Cheshire	Founding Trustee	2022
Mrs Jo. Cole		2023
Mrs. Margaret Doores		Re-appointed 7 September 2020 2023
Mrs. Penny Thatcher		Re-appointed 7 September 2020 Resigned 21 March 2021 2023
Mrs. Elizabeth Watts	Founding Trustee	Re-appointed 7 September 2020 2023
Mr. Philip Watts OBE		2022
Ms. Susan Mansbridge	Secretary to the Board of Trustees	

Trustees Appointed after 31 March 2021

Ms. Sarah Mullins	Appointed 17 May 2021; Resigned 29 October 2021
Mr. Gavin Scott	Appointed 17 May 2021 2024
Ms. Hannah Cheek	Appointed 20 September 2021 2024

Office holders appointed by the Trustees:

			Re- appointed
Mr Philip Watts OBE	Chair of Trustees	Appointed: 23 May 2017	25-11-19
Ms. Nerissa Dean	Data Controller.	Appointed: 17 January 2017.	
Ms. Nerissa Dean	Staff Safeguarding Officer	Appointed: 23 May 2017	
Mrs. Margaret Doores	Trustee Safeguarding Advisor	Appointed: 24 June 2018	07-09-20
Mrs. Penny Thatcher	H.R. Advisor	Until 21 March 2021	07-09-20
Mrs. Elizabeth Watts	Treasurer	Appointed: 28 May 2014.	07-09-20
Mr. Mark Cheshire	Company Secretary	Re-appointed: 16 April 2018.	
Mr. Chris Goodhead FCA	Independent Examiner.	From 1 January 2017.	

Staff:

The average number of employees calculated on a full-time equivalent basis was 4.67 (2019-20 = 4.67). They were deployed to :

Role	2020-21	(2019-20)
Management & administration of the charity:	0.80	0.56
Support to service users:	4.68	3.76
Business development:	0.25	0.35

The average staff headcount during the year was 6.22 (2019-20 = 5.71).

Volunteers:

Fledge relies on the support of volunteers to assist in its work. At the end of 2020-21, in addition to our six volunteer Trustees, Fledge had six other active volunteers assisting its work – the majority of whom acted as Mentors.



Trustees' Annual Report and Accounts

As the pages of this document seek to demonstrate, despite the challenges posed by the Coronavirus pandemic, Fledge Trustees have maintained the Charities principal role and focus: the provision of accommodation and support to otherwise homeless and vulnerable young adults in the 18—34 age range. This work has been complemented by opportunities to raise awareness of the issues, causes and human impact of homelessness among those who experience it first-hand. This commitment has been delivered through a number of areas of activity, including:

Residential Property:

At the start of 2020-21, Fledge leased and operated four residential properties. These are all “shared living” houses, comprising (a) six residential units (self-contained bedrooms), five with a shared kitchen and bathroom facilities, one with en-suite facilities; (b) eight residential units, two with en-suite and small self-contained catering facilities; one accommodating three residents with shared catering and facilities—designated for longer term residency, and one accommodating up to four residents, which is intended as a quiet house” for students, to facilitate their studies.

In September 2020, a fifth property comprising five self-contained bed-sit style flats was leased from one of our existing landlords,. This has proved ideal for housing those residents whose mental health or emotional situation makes shared living a particular challenge.

Under the terms of the lease agreements Fledge pays the relevant Landlord a monthly rent for each residential unit in each residential property, and either refunds the landlord for utility services used, by arrangement, or else covers these costs directly with the Utility.

Office Accommodation:

Fledge occupied most of an office premises in Leigh Road, Eastleigh during the year. The lease sub-lease on the previous office in Pirelli Way, Eastleigh, which Fledge vacated during early 2020, expired in May that year, as the superior lease with Fledge’s landlord expired. Fledge chose not to pursue acquiring a further lease on this property.

The Leigh Road office was initially equipped to provide desk space for up to six staff, with additional space for storage and business meetings etc. However, the furnishing and use of these premises were adapted at the beginning of April 2020, to provide for socially distanced occupation by Fledge staff. These arrangements have proved of significant benefit to staff, enabling them to continue to collaborate as a team and support one another, in what can be a stressful environment supporting individuals with significant and complex mental health needs and social welfare issues even without the added pressures of a pandemic.

Fledge will continue to review the suitability of these offices as the business and staff team grow further.

Financial model:

Fledge has continued to operate a mixed income model, in which revenue from statutory housing and support benefits, paid by the local authority (Eastleigh Borough Council) for each qualifying resident accommodated, is supplemented by charitable donations from organisations and individuals, grant aid from benefactors and charitable funders, and income from fundraising activities.

Accommodation costs include rent payable to Fledge’s landlord, and property management-related costs, such as furnishings, linen, kitchen equipment, janitorial supplies, security and out of hours cover.

The additional staff costs for the holistic care and nurturing support, and the advocacy and life-skills development provided by Fledge, together contributions towards office premises and equipment, and other business overheads, are funded largely through charitable donations, grant aid and fundraising activities. These latter sources are also key in providing a cushion of modest reserves to sustain cashflow, particularly when statutory benefits are delayed or interrupted for whatever reason.

Assets:

In addition to its administrative office equipment, furniture and resources, Fledge provides furnished accommodation for the residents of its houses. Much of the furnishing is acquired through the generous donations of individual supporters and benevolent donor organisations, including local Churches., though inevitably some must be purchased. Fledge maintains an Asset Register of all items with an acquisition cost of £ 1,000 or more.

Safeguarding:

Mindful of the focus of its work with young and vulnerable people Fledge maintained, reviews and pursues policies which reflect relevant safeguarding legislation. This includes appropriate regular background and DBS checks on all Trustees, Staff, and relevant Volunteers. Fledge is committed to the safeguarding of all who may be vulnerable in any way.

Insurance:

Fledge holds appropriate comprehensive insurance cover including public liability, employers’ liability, and professional indemnity cover for all its Trustees, Staff and Volunteers involved in providing support and/or mentoring to service users, as well as covering the properties which the CIO leases. This insurance is increased whenever a significant new asset or liability is acquired.

Management and staffing:

At the beginning of 2020-21 Fledge had a headcount of six staff of whom four were employed on a full-time basis, the others being part-time. By the end of the reporting year, staff numbers had grown to eight, with five full-time staff, comprising a Business Operations Manager, Senior Support Worker and six staff in support worker roles. One of these staff members was on Adoption leave. This increase reflected the additional workload associated with opening the additional residential property and the increase in resident service users.

The organisation has continued to benefit from the dedicated support of a volunteer Secretary to the Board of Trustees, who also has also contributed as a part-time administrator, as home-working under Covid has allowed. The Charity has also benefited from continued “quasi-Executive” input from members of the Board of Trustees.

Volunteers:

As a small, but growing Charity, Fledge is heavily reliant on the contribution made by volunteers, among whom, who, in addition to the Trustees, include those contributing to administrative work and in mentoring roles. Fledge’s Board of Trustees wishes to place on record its grateful thanks and appreciation for the continuing contributions made by its volunteers in all areas of Fledge’s business.

Financial Statements and Accounts for the year ending 31st March 2021

Financial Overview:

General financial situation:

Income:

Operational income, that is the revenue generated from accommodating Fledge's service users rose to £ 318,904 at the end of the year, an increase of 28.2% over 2019-20. This resulted from a further increase in residential properties to five during the year. These properties collectively provided up to twenty-six residential units at the end of 2020-21. This increase in accommodation capacity (of an additional five units) resulted in higher levels of statutory housing benefit payments and support grants, and larger residents' contributions than previously.

Fundraising income as £ 25,622 was 17.3% lower than in the previous year (£ 30,997), due to the impact of the pandemic halting all external pro-active fundraising events. Fortunately gifts from individual donors and from local churches, societies, and organisations held up despite the impacts of Coronavirus on wider society. Within this sum, Tax reclaimed under Gift Aid at £ 2,036, was inevitably also lower (33.1%) than in 2019-20 reflecting reduced one-off gifts from fundraising activities.

Fledge continues to highly appreciate the support of its benefactors – both organisations and individuals, who continue to support the charity, and particularly those who give regularly and generously to aid our work, and particularly so given the pressure on domestic finances from furlough and other pandemic factors.

Grant income during the year (including into restricted funds), at £ 15,395 was £ 14,645 higher than in 2019-20 thanks to three significant Covid-related alleviation and recovery grants.

Overall, Income in 2020-21 was £ 359,921, representing an increase of 28.3% on the previous year.

Expenditure:

Total operational people-related costs amounted to £ 132,644 in 2020-21, an increase of 15.4% on 2019-20, and was consequent upon further increases in staff numbers and related costs.

Central administrative costs, at £ 22,846 showed a similar increase (15.3%) on the previous year with increased rental costs on larger office premises and the acquisition of additional key support technology as the major contributors to the increase.

Residential property-related costs also increased (by 23.5%) on 2019-20. At £ 119,835 this increase was principally due to the acquisition of a lease on a fifth residential property mid-way through the year.

Including restricted funds described below, the total of grant income £ 15,395 received during the year was spent on relevant projects within 2020-21.

Overall, total expenditure from the General Fund during 2020-21 stood at £ 275,345 which was an increase of 18.8% on 2019-20, reflecting continued, progressive, but managed growth of the organisation and its business, despite the pandemic.

Designated and Restricted Funds:

Designated Funds are those which the Trustees have determined shall be set aside with the aim of using them for particular purposes, either now or in the future. At present Fledge has no designated funds.

Restricted Funds are those whose application and use had been determined by the source or donor. Fledge received grants totalling £ 15,020 into restricted funds during the period covered by this report, all of which was disbursed within the year on activities specified by the donors. The balance of restricted funds therefore stood at zero at the year-end.

Reserves policy:

It is the aim of the trustees to accumulate sufficient reserves to cover the costs of at least six month's operations, together with capacity to invest in equipping and resourcing new properties at such times as the Trustees feel it appropriate to expand residential accommodation provisions.

For the fifth year running, a surplus of income over expenditure in the General Fund at the year-end has resulted in an increase in the overall balance of unrestricted funds (of £ 69,556 in 2020-21). This has enabled the carried forward balance in the general fund to rise to £ 170,194, representing 58.6% of annual expenditure, and a further step towards the wider aim of maintaining sustainable reserves in line with the Policy and with recommended best practice. The trustees will determine the appropriate point at which accumulated funds should be transferred to designated reserves.

Staff salaries and national insurance:

Eight separate staff members (both part-time and full time) received salaries and allowances during 2020-2021, the same as the previous year. Overall expenditure on salaries, allowances, employers pension contributions and Employers' National Insurance Contributions, (including staff costs on project work funded from Restricted Funds and payroll administration costs) amounted to £ 140,916 in total for the year. This compared to £ 114,931 in 2019-20 when eight staff were also employed. The increase is due to a combination of routine increases in pay rates and related pension costs, and an increase in staff-related resource costs reflecting the additional challenges of operating in a Covid-safe environment.

All staff are paid at rates are above the National Living Wage. Fledge uses the pay scales of the National Joint Council (NJC) for Local Government Services as the basis for remunerating staff, and as at 31st March 2021, all staff were paid in accordance with designated points on these pay scales.

No member of staff received more than £ 40,000 in total during the year.

Trustees' Remuneration:

No Trustee received or waived any emoluments during the year. Out of pocket expenses incurred by Trustees on behalf of Fledge Youth Support were reimbursed as follows:

Expense:	Number of Trustees Reimbursed (£)		Total Value of Reimbursements (£)	
	2020-21	(2019-20)	2020-21	(2019-20)
Travel:	0	0	0.00	0.00
Accommodation:	0	0	0.00	0.00
Other (including goods, materials and equipment purchases):	1	1	187.00	720.16

Financial commitments:

At the balance sheet date, the charity had financial commitments of £ 319,027 in respect of remaining property lease rents.

This Annual Report was approved by the Board of Trustees of Fledge Youth Support on 22nd November 2021 and signed on their behalf by:



Philip A G Watts OBE MRICS - Chair of Trustees

Statement of Financial Activities
(including summary Income & Expenditure Account)
for the year ended 31st March 2021.

	General Fund £	Restricted Fund £	Total Funds 2021 £	Total Funds 2020 £ Restated
<u>Income</u>				
<u>Operational Income:</u>				
Property-related Statutory Benefits/Grants				
EBC Housing Benefit	303,818	-	303,818	229,585
Resident's contribution	13,725	-	13,725	19,133
Council Tax refund from Landlord	1,361	-	1,361	
Total Operational Income	318,904	-	318,904	248,718
<u>Fundraising Income:</u>				
Donations				
General donations	21,817	-	21,817	26,826
Gift Aid Tax reclaimed	2,036	-	2,036	3,042
Other fundraising	1,769	-	1,769	1,129
Total Fundraising	25,622	-	25,622	30,997
<u>Grant Income:</u>				
Local Authority	375	-	375	750
Awards for All/Covid response	-	9,400	9,400	-
HCC/Communities First Eastleigh	-	1,040	1,040	-
HIWCF	-	4,580	4,580	-
Total Grant Income	375	15,020	15,395	750
TOTAL INCOME	344,901	15,020	359,921	280,465
<u>Expenditure</u>				
<u>Operational Costs:</u>				
Staff costs				
Salaries inc NI & Pensions	130,496	-	130,496	114,212
Admin costs	533	-	533	474
People-related costs: travel and expenses				
Staff	221	-	221	42
Staff resources	1,252	-	1,252	-
Trustees and Governance	-	-	-	-
People-related costs: training				
Staff	153	-	153	168
Mentoring costs	9	-	9	35
Trustees and Governance	-	-	-	-
TOTAL PEOPLE-RELATED COSTS	132,664	-	132,664	114,931
Central Administrative costs				
Office Rental/utilities	14,329	-	14,329	10,644
Office costs	5,277	-	5,277	6,498
Insurances/Legal Fees	1,593	-	1,593	1,467
Independent Examination Costs	1,000	-	1,000	540
Fundraising Costs	359	-	359	408
Publicity inc. printing	288	-	288	263
TOTAL CORE COSTS	22,846	-	22,846	19,820
Property-related costs				
Property Rental	85,740	-	85,740	68,300
Residential House Operating Costs	5,531	-	5,531	8,065
House Utilities	4,192	-	4,192	1,675
Depreciation	1,592	-	1,592	2,098
Out of hours security	17,912	-	17,912	14,109
Council Tax	2,818	-	2,818	1,144
Residents Support	2,050	-	2,050	1,676
TOTAL PROPERTY RELATED COSTS	119,835	-	119,835	97,067
Project costs (Incl salaries)				
Awards for All/Covid response	-	9,400	9,400	-
HCC/Communities First	-	1,040	1,040	-
HIWCF	-	4,580	4,580	-
TOTAL GRANT COSTS	-	15,020	15,020	-
TOTAL EXPENDITURE	275,345	15,020	290,365	231,818
SURPLUS / DEFICIT	69,556	-	69,556	48,647
BALANCE b/f at 1 APRIL 2020 (2019)	£100,638	0	100,638	51,991
BALANCE c/f at 31 MARCH 2021 (2020)	£170,194	£0	£170,194	£100,638

Balance Sheet for the year ending 31st March 2021
[CIO Number: 1157207]

	2021		2020	
	£	£	Restated £	£
Fixed Assets				
Cost of purchase	6,492		3,228	
Additions	1,512		3,264	
		8,004		6,492
 Depreciation				
31.3.2019	2,218		2,218	
31.3.2020	2,098		2,098	
31.3.2021	1,592		0	
Total		5,908		4,316
 Net book value 31.3.2021		2,096		2,176
 Current Assets				
Debtors	50,479		20,560	
Bank accounts	133,668		83,696	
Petty Cash	170		193	
		184,317		104,449
 Creditors				
		(16,219)		(5,987)
 Net current assets		168,098		98,462
 Total Assets less current liabilities		170,194		100,638
 Represented by				
Previous year balance b/f	100,638		51,991	
Surplus/deficit this year	69,556		48,647	
		170,194		100,638
 Total funds		170,194		100,638
 General Fund		170,194		100,638
Restricted Fund		0		0
		170,194		100,638

At the balance sheet date, the charity had future financial commitments of £ 319,027 in respect of property lease rents.

These accounts were approved by the Board of Trustees on **22nd November 2021**, and signed on their behalf by:



Philip A G Watts OBE MRICS – Chair of Trustees.

Notes to the financial statements for the year ended 31 March 2021

Accounting Policies:

The financial statements have been prepared in accordance with applicable accounting standards and the 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 (effective 1 January 2019). The preparation of the Financial Statements has been on an Income and Expenditure (Pre-payments and Accruals) accounting basis.

Funds

The General Fund (Unrestricted): represents the funds of the Trustees of Fledge Youth Support that are not subject to any restrictions regarding their use and are available for application on the general purposes of the Charity;

Designated Funds: The Trustees may designate funds for a particular purpose. Designated funds are also unrestricted. No funds are presently designated by the Trustees.

Restricted Funds: These are grants or donations that the donor requires to be used in a specific way or for a specific purpose. They can be considered a contract between the donating party and the receiving party.

The accounts include all transactions, assets and liabilities for which the Trustees are responsible in law.

Income:

All income from statutory sources (Housing and Support Benefits) is recognised when it is due to be received into Fledge accounts;

Income tax recoverable on Gift Aid donations is recognised when the tax is due to be received;

Grants and legacies to the Trustees are accounted for when they are received;

Funds raised by social fundraising and similar events are accounted for gross, and recognised when received;

All other incoming resources are accounted for gross and recognised when received;

Income from investments is accounted for when due to be received.

Expenditure:

Expenditure on all activities relating to the operation and administration of the Charity are accounted for when due to be paid.

Fixed Assets:

Furniture, fixtures and fittings provided into the Fledge Houses and purchased by Fledge: are written off at the time of purchase, as in many cases these are not able to be used by future residents;

Items of office and computer equipment: Individual items of equipment with a purchase price of £ 1,000 or less are written off when the asset is acquired. Items costing more than £ 1,000 are depreciated on a straight-line basis over three years. There were none held in 2020-21;

Current assets: Amounts owing to the Trustees at 31st March are included within the income when received;

Short term deposits: include cash held on deposit with the bank.

Independent Examiner's Report to the Trustees of Fledge Youth Support CIO

I report to the trustees on my examination of the accounts of Fledge Youth Support CIO for the year ended 31 March 2021 which are set out on pages 20-22.

Responsibilities and basis of report

As the trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trustee's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:


accounting records were not kept in respect of the CIO as required by section 130 of the Act; or

the accounts do not accord with those records; or

the accounts do not comply with the applicable requirements concerning form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:


.....

Chris. Goodhead FCA

Knight Goodhead Limited Chartered Accountants.

7 Bournemouth Road, Chandlers Ford.

EASTLEIGH, Hampshire, SO53 3DA

Date:

21 January 2022
.....

The content of this document is Copyright Fledge Youth Support CIO, © 2021.

Unless otherwise stated, images used in this document are:

- © Fledge Youth Support 2021;
- Used under a paid licence from Shutterstock (# 163044690), or
- Used under Creative Commons licence terms.

The picture of High Sheriff Rev'd Sue Colman, and the Logo of the High Sheriff of Hampshire are used with the permission of the High Sheriff.

