

**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

Contents

Stakeholders & Corporate Benefactors

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 Francis Church

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.



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.

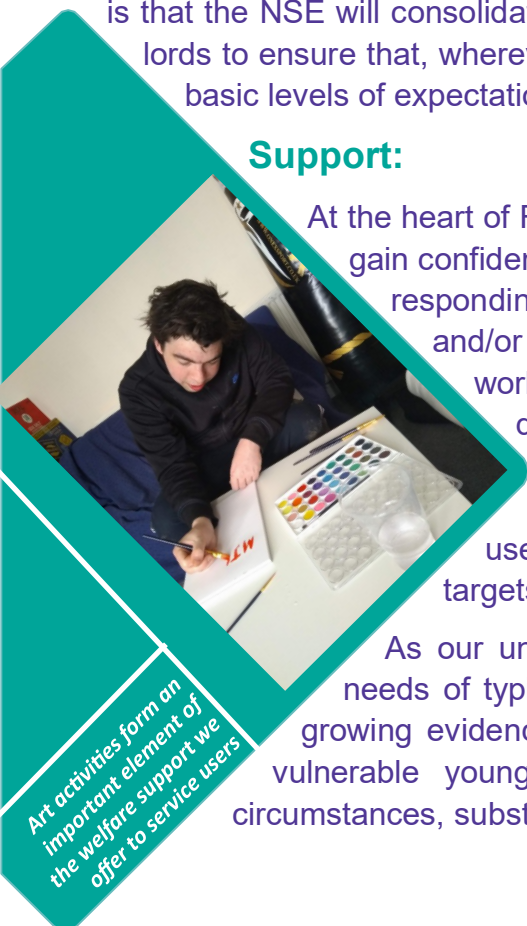
During the year Fledge initiated a programme to fulfil the standards set out in the Government’s *Supported housing: national statement of expectations (NSE)* which was published in October 2020. This document represents a first articulation of the UK Government’s vision for the planning, commissioning 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.

Building Hope for the Future



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.

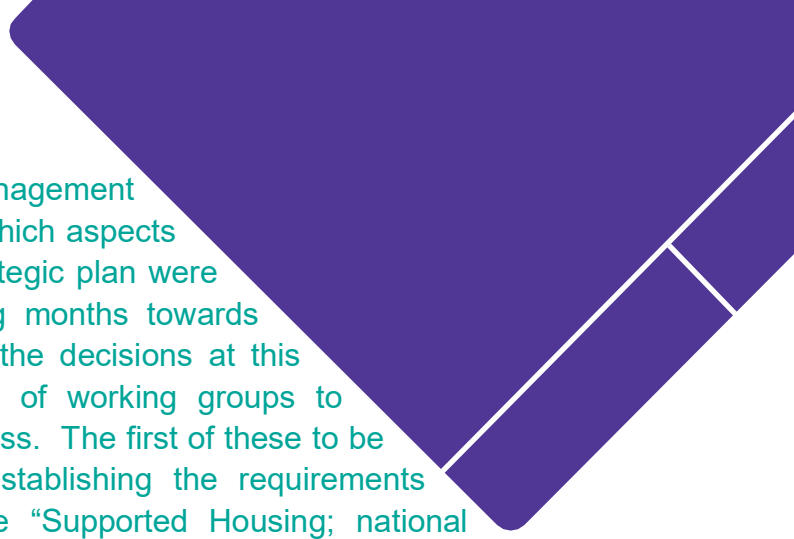
It goes without saying that the commitment and professionalism of our staff team is at the heart of our success and immense thanks are due to each one for their sustained service and dedication.

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](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 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.

Trustees' Annual Report

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.

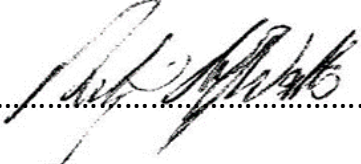
	General Fund £	Restricted Fund £	Total Funds 2022 £	Total Funds 2021 £
<u>Income</u>				
<u>Operational Income:</u>				
Property-related Statutory Benefits/Grants				
EBC Housing Benefit	368,431	-	368,431	303,818
Resident's contribution	20,098	-	20,098	13,725
Council Tax refund from Landlord	1,425	-	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>
		218,701		170,194

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:

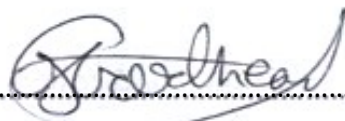
accounting records were not kept in respect of the CIO as required by section 130 of the Act; or

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:

