

**Fledge  
Youth  
Support**



**Annual  
Review**

**Trustee's  
Annual  
Report &  
Accounts**

**2022-2023**



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## 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

**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.

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



**Phil Watts OBE**  
Chair of Trustees



# 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.



# Realising the Vision

## 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.

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**

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<b>Head Office:</b>	91 Leigh Road, EASTLEIGH, Hants, SO50 9DQ. Tel.: 023 8122 5384 ; E-mail: <a href="mailto:info@fledge.org.uk">info@fledge.org.uk</a> ; Website: <a href="http://www.fledge.org.uk">www.fledge.org.uk</a> Facebook: <a href="https://www.facebook.com/fledge.eastleigh">fledge.eastleigh</a> ; Twitter: <a href="https://twitter.com/_fledge">@_fledge</a>
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<b>Bank:</b>	The Co-operative Bank.
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<b>Independent Examiner:</b>	Mr. Chris. Goodhead FCA, Knight Goodhead Ltd. Chartered Accountants, 7 Bournemouth Road, Chandler's Ford, Eastleigh. Hants. SO53 3DA.
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### 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
<b>Ms. Hannah Cheek</b>		Resigned 31 October 2023	2024
<b>Mrs. Lauren Cheshire</b>	Founding Trustee	Resigned 28 November 2022	2022
<b>Mrs Jo. Cole</b>		Resigned 28 November 2022	2023
<b>Mrs. Margaret Doores</b>		Re-appointed 11 September 2023	2026
<b>Ms. Elizabeth Frisby</b>		Appointed 20 February 2023	2026
<b>Mr. Gavin Scott</b>		Appointed 17 May 2021	2024
<b>Mrs. Elizabeth Watts FMAAT</b>	Founding Trustee	Until 11 September 2023	2023
<b>Mr. Philip Watts OBE</b>		Re-appointed 28 November 2022	2025
<b>Ms. Susan Mansbridge</b>	Secretary to the Board of Trustees		

## Office holders appointed by the Trustees:

			Re-appointed
<b>Chair of Trustees</b>	<b>Mr Philip Watts OBE</b>	Appointed: 23 May 2017.	28-11-22
<b>Vice-chair of Trustees</b>	<b>Mr. Gavin Scott</b>	Appointed: 22 Nov. 2021.	
<b>Treasurer</b>	<b>Mrs. Elizabeth Watts FMAAT</b>	Appointed: 28 May 2014	11-09-23
<b>Trustee Health and Safety Lead</b>	<b>Ms. Hannah Cheek</b>	Until 31 October 2023.	
<b>Company Secretary</b>	<b>Mr. Mark Cheshire</b>	Re-appointed: 16 April 2018.	
<b>Data Controller.</b>	<b>Mrs. Jo Cole</b>	Until 28 November 2022	
<b>Data Protection Officer</b>	<b>Ms. Nerissa Dean</b>	Appointed 22 Nov. 2021.	
<b>Staff Safeguarding Officer</b>	<b>Ms. Nerissa Dean</b>	Appointed: 23 May 2017.	
<b>Trustee Safeguarding Lead</b>	<b>Mrs. Margaret Doores</b>	Appointed: 24 June 2018.	28-11-22
<b>Webmaster</b>	<b>Mr. Mark Cheshire</b>	Appointed 16 April 2018.	
<b>Independent Examiner.</b>	<b>Mr. Chris Goodhead FCA</b>	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
	<b>8.36</b>	<b>7.30</b>

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 ambience 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 31<sup>st</sup> 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 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 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 31<sup>st</sup> March 2023.

	General Fund £	Restricted Fund £	Total Funds 2023 £	Total Funds 2022 £
<b><u>Income</u></b>				
<b><u>Operational Income:</u></b>				
<b>Property-related Statutory Benefits/Grants</b>				
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
<b>Total Operational Income</b>	<b>458,319</b>	<b>-</b>	<b>458,319</b>	<b>389,954</b>
<b><u>Fundraising Income:</u></b>				
<b>Donations</b>				
General donations	33,609	-	33,609	34,953
Gift Aid Tax reclaimed	987	-	987	783
Other income / fundraising	728	-	728	1,224
<b>Total Fundraising</b>	<b>35,324</b>	<b>-</b>	<b>35,324</b>	<b>36,960</b>
<b><u>Grant Income:</u></b>				
Local Authority	-	-	-	1,000
Awards for All/Covid response	-	-	-	-
HCC/Communities First Eastleigh	-	-	-	-
HIWCF	-	-	-	-
<b>Total Grant Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000</b>
<b>TOTAL INCOME</b>	<b>493,643</b>	<b>-</b>	<b>493,643</b>	<b>427,914</b>
<b><u>Expenditure</u></b>				
<b><u>Operational Costs:</u></b>				
<b>Staff costs</b>				
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
<b>People-related costs: travel and expenses</b>				
Staff	547	-	547	363
Staff resources	240	-	240	435
Trustees and Governance	103	-	103	346
<b>People-related costs: training</b>				
Staff	3,545	-	3,545	1,952
Mentoring costs	169	-	169	9
Trustees and Governance	-	-	-	-
<b>TOTAL PEOPLE-RELATED COSTS</b>	<b>251,243</b>	<b>-</b>	<b>251,243</b>	<b>194,651</b>
<b>Central Administrative costs</b>				
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
<b>TOTAL CORE COSTS</b>	<b>36,186</b>	<b>-</b>	<b>36,186</b>	<b>25,361</b>
<b>Property-related costs</b>				
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
<b>TOTAL PROPERTY RELATED COSTS</b>	<b>173,780</b>	<b>-</b>	<b>173,780</b>	<b>159,395</b>
<b>Project costs (Incl salaries)</b>				
Awards for All/Covid response	-	-	-	-
HCC/Communities First	-	-	-	-
HIWCF	-	-	-	-
<b>TOTAL GRANT COSTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURE</b>	<b>461,208</b>	<b>-</b>	<b>461,208</b>	<b>379,407</b>
<b>SURPLUS / DEFICIT</b>	<b>32,435</b>	<b>-</b>	<b>32,435</b>	<b>48,507</b>
<b>BALANCE b/f at 1 APRIL 2022 (2021)</b>	<b>£218,697</b>	<b>0</b>	<b>218,697</b>	<b>170,190</b>
<b>BALANCE c/f at 31 MARCH 2023 (2022)</b>	<b>£251,132</b>	<b>£0</b>	<b>£251,132</b>	<b>£218,697</b>

## Balance Sheet for the year ending 31<sup>st</sup> March 2023 [CIO Number: 1157207]

	2023		2022	
	£	£	£	£
<b>Fixed Assets</b>				
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><b>21,739</b></u>		<u><b>504</b></u>
<b>Current Assets</b>				
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	
<b>Creditors</b>				
	-1,670		-10,630	
<b>Net current assets</b>		<u><b>229,393</b></u>		<u><b>218,193</b></u>
<b>Total Assets less current liabilities</b>		<u><b>251,132</b></u>		<u><b>218,697</b></u>
<b>Represented by</b>				
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>
<b>Total funds</b>		<u><b>251,132</b></u>		<u><b>218,697</b></u>
General Fund		251,132		218,697
Restricted Fund		<u>0</u>		<u>0</u>
		<u><b>251,132</b></u>		<u><b>218,697</b></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 27<sup>th</sup> 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 31<sup>st</sup> 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:

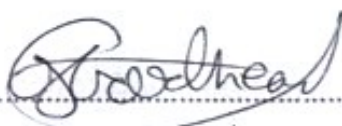
accounting records were not kept in respect of the CIO as required by section 130 of the Act; or

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

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