

## Fresh Start Future Enterprises Annual Report

### Fiscal Year end: 30<sup>th</sup> September 2024

#### 1. Introduction

Fresh Start Future Enterprises is dedicated to rehabilitating and reintegrating ex-offenders by providing tailored support to address housing, education, employment, and mental health needs. This report outlines the charity's activities, achievements, and financial standing for the year ending September 2023.

- **Charity Registration Number:** 1191533
- **Charity Address:** 60-62 Pitt Street, Norwich, NR3 1DF
- **Website:** [www.fsfe.co.uk](http://www.fsfe.co.uk)

#### 2. Trustees and Leadership

Our board of trustees is composed of Five experienced professionals, each contributing a unique blend of expertise in governance, criminal justice, human resources, and business management. All trustees were actively involved throughout the year in overseeing the charity's activities, attending regular meetings, and making key decisions regarding strategy and operations.

#### 3. Charitable Objectives

**Charitable Objects:** To promote the rehabilitation and resettlement of ex-offenders for the public benefit by providing mentoring, support, education and training to help ex-offenders find sustainable employment and housing to help them to re-integrate into the community.

**Vision:** To empower individuals leaving the criminal justice system to lead productive, crime-free lives, fostering safer communities.

**Mission:** Reduce re-offending rates and increase community integration through targeted, trauma informed interventions.

#### 4. Activities, Achievements, and Performance

##### Summary of Activities:

Since October 2022, Fresh Start Future Enterprises has provided wrap-around support to over 500 clients across Norfolk, Suffolk, Essex, and Cambridgeshire. The key areas of support include housing advocacy, employment training, mental health services, and addiction recovery programs.

##### • Achievements:

- Supported over **263 individuals** in the last 12 months, providing crucial services in housing, employment, and substance misuse recovery.
- Achieved an **92% reduction in re-offending** among our service users.
- Delivered **500 interventions** across various needs, including 112 housing interventions, 96 employment advocacy cases, and engagement in mental health and substance recovery services.

#### 5. Public Benefit Statement

Fresh Start Future Enterprises complies with the Charity Commission's guidelines for public benefit. Our services are freely available to ex-offenders and those involved in the criminal justice system, ensuring they can reintegrate into society and become law-abiding citizens. By reducing reoffending, our charity helps to improve public safety and reduce the burden on the criminal justice system, contributing to wider societal well-being.

#### 6. Financial Review

##### Income:

The National Lottery has been our primary source of funding, playing a pivotal role in supporting the essential work our charity has undertaken throughout the last 3 years. Thanks to this generous backing, we were able to make a meaningful impact across various projects and initiatives that align with us. During the financial year, the charity generated a total income of **£216,078.00**. The majority of this funding came from the National Lottery – Community Fund, which enabled us to expand our reach and support vulnerable individuals in our community. In addition to the Lottery's contributions, we received crucial support from Hopestead and the Norfolk Community Foundation, both of which have been instrumental in helping us sustain and develop our programs. We are also grateful for the additional contributions from various smaller funders, whose support, though smaller in scale, was equally vital in ensuring the success of our work.

This collective funding has allowed us to maintain our ongoing projects and launch new initiatives aimed at addressing urgent community needs, proving once again the immense value of collaboration and financial backing in the charity sector.

**Expenditure:**

The total expenditure amounted to **£222,881.00**, which was allocated towards client support services, administrative costs, and program delivery; the increase is the cost-of-living crisis and demand for the service far outstripping resource

**Reserves Policy:**

The trustees established a reserves policy of 1 month's operational costs, this was changed from 3 months by the board of trustees due to the cost-of-living crisis.

**7. Risk Management**

The trustees have conducted a thorough risk assessment and identified key risks in the areas of funding, service demand, and operational challenges. To mitigate these risks, we have diversified our income streams by applying for additional grants and securing corporate partnerships. Additionally, we have strengthened our internal monitoring systems to ensure efficient service delivery and risk management.

**8. Plans for Future Periods**

Looking ahead, Fresh Start Future Enterprises plans to expand its reach into new regions and enhance its services in response to growing demand. Our primary objectives include:

- **Expanding Service Areas:** We aim to extend our services to additional regions in the East of England.
- **Increased Capacity:** We plan to recruit additional case workers and volunteers to meet the growing demand for support.
- **New Partnerships:** Strengthening collaborations with local authorities, businesses, and educational institutions to provide holistic support.
- **Innovative Workshops:** Launching a series of behavioural and cognitive workshops designed to help ex-offenders break the cycle of reoffending.

**9. Key Metrics and Successes**

- **Housing Advocacy:** 112 interventions, reducing waiting times for secure housing by 6 months.
- **Employment Advocacy:** 96 interventions, with post-release employment rates increased to 42% (national average is 17%).
- **Mental Health:** 68% of clients were connected to mental health services (national average is 39%).
- **Substance Abuse Advocacy:** 60% of clients actively engaged in recovery programs.

**10. Collaborations and Partnerships**

Fresh Start Future Enterprises has built strong partnerships with key organisations to maximize our impact:

- **HMPs:** Joint programs to support offenders pre- and post-release.
- **Local Housing Authorities:** Fast-tracking housing applications and resolving homelessness for our clients.
- **Rehabilitation Services:** Facilitating placements in drug and alcohol treatment programs.
- **NSFT**

**11. Volunteer and Community Engagement**

Volunteers have played a pivotal role in the successful delivery of our services this year, particularly in response to the significant increase in referrals. Their contributions have been essential in ensuring we can continue to meet the rising demand for support without overstressing our core resources. Without the dedication of our volunteers, we would have faced challenges in maintaining the breadth and quality of our vital services. Over the past year, we successfully recruited, trained, and provided ongoing support to more than 12 volunteers, each of whom has been integral in helping us expand our capacity and enhance the impact of our programs. Their work has ranged from direct client support to assisting with administrative duties, allowing us to better allocate our resources and ensure that no individual seeking our help goes without the support they need.

**12. Testimonials****Norwich***Case Study*

We received a referral from Change Grow Live (CGL), based at HMP Norwich, regarding a client, L.N., who was due for imminent release and required support upon re-entering the community. L.N. had no accommodation arranged, lacked external support networks, and, being originally from another area, had no local connections in Norwich. It was made clear that returning to his hometown would pose significant risks to his safety and wellbeing due to previous gang affiliations, potentially resulting in reoffending or fatal consequences.

Following extensive efforts, including outreach to various organisations, communication with solicitors, and engagement with Norwich City Council, temporary hotel accommodation has now been secured for L.N. while the Council works to arrange more stable temporary housing.

I have supported L.N. by assisting with the completion of necessary documentation, liaising with relevant agencies, and providing emotional support to help him navigate this transitional period. As a result, L.N. is now more settled and has expressed sincere gratitude for the support provided by both myself and Fresh Start. He is optimistic about this new chapter in his life and is committed to remaining out of the criminal justice system.

#### *Case Study*

A client self-referred to our service in September. He has previously served two custodial sentences and is now highly motivated to make positive changes in his life. Upon release, he faced considerable challenges, including a lack of accommodation, identification, financial resources, and adequate clothing.

Our service responded by securing suitable accommodation, providing food and clothing vouchers, and supporting him with benefit applications and obtaining official ID documentation. He has shown strong engagement with employability support, including the development of a CV, Letter of Application, and Disclosure Letter. He also participates in weekly mentoring sessions and has supervised access to the internet to aid his job search.

Despite fully disclosing his circumstances, he successfully secured three employment offers; however, these were later withdrawn following involvement from the Public Protection Unit (PPU). Support for this client remains ongoing, and we continue to advocate for opportunities that allow him to rebuild his life.

#### *Case Study*

T.M. was referred to our service by the NHS and is currently occupying a bed within a mental health hospital. He requires support in securing appropriate accommodation in preparation for his discharge. We have been actively assisting him with the housing application process and providing ongoing support in navigating the bidding system through the Ipswich housing register.

During this process, T.M. experienced technical difficulties, including issues with resetting his account password, which temporarily restricted his access to the housing portal. With our intervention, these issues were successfully resolved, and his account has now been reinstated. We continue to support T.M. in his efforts to secure stable accommodation that will contribute to his long-term recovery and wellbeing.



**FRESH START FUTURE ENTERPRISES LIMITED  
ANNUAL REPORT AND UNAUDITED ACCOUNTS  
FOR THE YEAR ENDED 30 SEPTEMBER 2024**

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ANNUAL REPORT AND UNAUDITED ACCOUNTS  
FOR THE YEAR ENDED 30 SEPTEMBER 2024**

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**FRESH START FUTURE ENTERPRISES LIMITED**  
**COMPANY INFORMATION**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2024**

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<b>Directors</b>	Cathryn Grint Charlotte James Saziya Mirza Kerry Norman
<b>Company Number</b>	12371507 (England and Wales)
<b>Registered Office</b>	60-62 Unit 20 & 21 Pitt Street Norwich NR3 1DF England
<b>Accountants</b>	JHW Azoth Ltd 13 The Close Norwich Norfolk NR1 4DS

**FRESH START FUTURE ENTERPRISES LIMITED**  
**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2024**

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The directors present their report and accounts for the year ended 30 September 2024.

**Directors**

The following directors held office during the whole of the period:

Cathryn Grint  
Charlotte James  
Saziya Mirza  
Kerry Norman

**Statement of directors' responsibilities**

The directors are responsible for preparing the report and accounts in accordance with applicable law and regulations.

Company law requires the directors to prepare accounts for each financial year. Under that law, the directors have elected to prepare the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Small company provisions**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Signed on behalf of the board of directors



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Cathryn Grint  
Director

Approved by the board on: 29 September 2025



**FRESH START FUTURE ENTERPRISES LIMITED**  
**INCOME STATEMENT**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2024**

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	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Turnover	-	-
Other income	216,078	135,456
Staff cost	(129,760)	(104,617)
Depreciation and other amounts written off assets	(13,099)	(12,725)
Other charges	(93,121)	(34,044)
Loss	<u>(19,902)</u>	<u>(15,930)</u>

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**FRESH START FUTURE ENTERPRISES LIMITED**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 SEPTEMBER 2024**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Fixed assets	82,247	43,651
Current assets	21,590	7,068
Prepayments and accrued income	-	8,521
Creditors: amounts falling due within one year	(94,007)	(29,508)
<b>Net current liabilities</b>	<b>(72,417)</b>	<b>(13,919)</b>
<b>Total assets less current liabilities</b>	<b>9,830</b>	<b>29,732</b>
<b>Net assets</b>	<b>9,830</b>	<b>29,732</b>
<b>Capital and reserves</b>	<b>9,830</b>	<b>29,732</b>

**NOTES TO THE ACCOUNTS**

**1 Statutory information**

Fresh Start Future Enterprises Limited is a private company, limited by shares, registered in England and Wales, registration number 12371507. The registered office is 60-62 Unit 20 & 21, Pitt Street, Norwich, NR3 1DF, England.

**2 Average number of employees**

During the year the average number of employees was 5 (2023: 5).

For the year ending 30 September 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the micro-entity provisions of the Companies Act 2006 and FRS 105, The Financial Reporting Standard applicable to the Micro-entities Regime.

Approved by the board on 29 September 2025

Cathryn Grint  
Director

Company Registration No. 12371507

**FRESH START FUTURE ENTERPRISES LIMITED**  
**DETAILED INCOME STATEMENT**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2024**

This schedule does not form part of the statutory accounts.

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Other income</b>		
Other operating income	126,065	-
Government grants	90,013	135,447
Interest receivable	-	9
	<u>216,078</u>	<u>135,456</u>
<b>Staff costs</b>		
Wages and salaries	108,978	86,381
Pensions	6,406	-
Employer's NI	-	(372)
Temporary staff and recruitment	-	350
Staff training and welfare	990	-
Travel and subsistence	23	16,465
Motor expenses	13,363	1,793
	<u>129,760</u>	<u>104,617</u>
<b>Depreciation and other amounts written off assets</b>		
Depreciation	12,711	12,725
Loss on disposal of plant & machinery	388	-
	<u>13,099</u>	<u>12,725</u>
<b>Interest Payable</b>		
Bank loans and overdrafts	314	358
Finance leases and HP	2,500	-
	<u>2,814</u>	<u>358</u>
<b>Other</b>		
Rent	24,180	7,680
Light and heat	-	135
Telephone and fax	6,509	3,378
Stationery and printing	1,334	137
Subscriptions	998	-
Bank charges	49	16
Insurance	12,328	4,969
Software	5,554	60
Repairs and maintenance	2,066	1,724
Bad debts	29,665	-
Donations	-	180
Sundry expenses	6,611	4,388
Consultancy fees	813	8,893
Advertising and PR	200	1,788
Other legal and professional	-	338
	<u>90,307</u>	<u>33,686</u>
<b>Loss on ordinary activities before taxation</b>	<u>(19,902)</u>	<u>(15,930)</u>



CHARITY COMMISSION  
FOR ENGLAND AND WALES

## Independent examiner's report on the accounts

### Section A

### Independent Examiner's Report

#### Report to the trustees

Charity Name

FRESH START FUTURES ENTERPRISES LIMITED

#### On accounts for the year ended

30<sup>th</sup> SEPTEMBER 2024

Charity no  
(if any)

1191533

#### Set out on pages

1-7

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended DD / MM / YYYY.

#### Responsibilities and basis of report

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

I report in respect of my examination of the Trust'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 Act.

#### Independent examiner's statement

[The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of [insert name of applicable listed body]]. Delete [ ] if not applicable.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination (other than that disclosed below \*) which gives me cause to believe that in, any material respect:

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

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

\* Please delete the words in the brackets if they do not apply.

Signed:

Date:

29/09/25

Name:

PAUL DIXON

Relevant professional  
qualification(s) or body

FCCA

(if any):

Address:


## Section B

### Disclosure

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

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