

The Trustees of Fledge Youth Support (Charitable Incorporated Organisation)

Annual Report and Accounts for the year ended 31st March 2020



Fledge Youth Support:

Head Office: 91 Leigh Road, EASTLEIGH, Hants, SO50 9DQ.
Tel.: 023; E-mail: info@fledge.org.uk;
Website: www.fledge.org.uk
Facebook: [fledge.eastleigh](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.

Cover Picture: Fledge service users taking part in an Art Class -one of a range of activities which Fledge provides alongside more formal support to aid in life skills development and broaden individual experiences.

Annual Report of the Trustees of Fledge Youth Support

(Charitable Incorporated Organisation)

2019 -2020

Aims and purposes

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

Through these services Fledge strives to fulfil its vision:

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

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

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

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

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

Ethos and values

As a charitable organisation Fledge was founded 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.”

Strategic planning

To aid in defining a strategic direction and objectives for Fledge over the period 2017 - 2022, a Five-Year Business Strategy and Strategic Plan was prepared during the latter months of 2016-17. This document was formally adopted by Trustees at their meeting in May 2017 and has informed Fledge’s strategic direction over the period covered by this report.

The Strategy and Plan includes a series of Strategic Objectives and ‘SMART’ Goals which frame Fledge’s working agenda. These have continued to frame and guide Fledge’s business direction over the past year. A revision of the Strategy and Plan commenced during 2019 but this was put on hold pending the outcomes of the Coronavirus pandemic, so that any required responses could be factored into future strategy and planning.

Public benefit

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

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

To this end, Fledge provides:

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

Fledge may also provide supported lodgings in the future.

Activities and achievements

When something as significant as a global pandemic commences during the latter stages of a reporting year, in this case with a major lockdown of all civil activity and with major impacts across many nations, there is always a danger that it will overshadow and diminish what has occurred in the preceding months. While the early stages of the pandemic were a serious cloud on the horizon in Fledge's case, the full impacts of early Covid-aware precautions, and the introduction of the full lockdown came in the last four or five weeks of the financial year. Hence Fledge had already made significant progress in many areas, and the year contained many notable achievements. These are reported below.

Residential property:

Having operated two residential properties, accommodating up to 14 otherwise homeless, vulnerable young adults since December 2017, in the early spring of 2019, Fledge was separately offered the opportunity to acquire the leases on two additional residential properties from private landlords. Having completed the necessary due diligence and financial appraisals these two houses were added to Fledge's portfolio in May and June of 2019. One house was established as accommodation for up to four of residents focused towards those engaged in college courses or apprenticeships, and for whom a quieter environment would assist their studies. The second property provides accommodation for up to three service users whose needs and capabilities suggest a much longer-term requirement for the type of accommodation and support which Fledge provides, before they may be ready to move on to sustainable independent living.

These additional properties brought Fledge's capacity up to 22 residents. The initial two properties, both leased from a landlord who has been a particularly strong advocate and supporter of Fledge accommodate up to six males and up to eight females, respectively. The two "new" properties have mixed accommodation reflecting the nature of their focus.

Residents continue to be referred to Fledge by Eastleigh Borough Council, and their physical and emotional needs are assessed to ensure that Fledge is able to support them within its particular category of accommodation and spectrum of support expertise.

Office Accommodation:

Fledge maintained office premises in Pirelli Way, Eastleigh, for the duration of the financial year. The office was equipped to provide desk space for up to five staff, with the option of 'hot desking' where necessary, as staff numbers grew.

It has proved a significant business benefit to the Charity, enabling the Fledge staff to work closely as a team and support one another in what can be a stressful environment supporting individuals with significant and complex mental health needs and social welfare issues. The office has also provided a base from which support provision and face to face meetings with service users could be held.

However, with an increase in staff numbers, reflecting the growth in Fledge's operations and an increase in the number of service users needing support, the space available was becoming overcrowded. As a consequence, later in 2019 Fledge explored acquiring larger alternative, or additional premises as office space. In late winter 2020, again after due diligence and appropriate financial appraisals, Fledge took on the lease on a large office premises in Leigh Road, Eastleigh, which have become Fledge's registered office.

On acquiring these offices, which provide for additional accommodation for staff and a dedicated meeting room/Board Room, consideration was given to the future use of the Pirelli Way premises, in the context of the expiry of the principal lease, and hence of Fledge's sub-lease in May 2020. At the year-end, Fledge was exploring the possibility of taking on a primary lease on this office, with a view to developing it as a service and support "hub" where training and life skills development opportunities could be offered to current and past residents and potentially others in the community with such needs.

Support

At the heart of Fledge's vision is its commitment to providing its residents and service users with an environment that enables each one to develop in a safe and supported environment and equips and empowers them with the skills to achieve their potential. This goes well beyond that funded by the Local Authority whose statutory benefits support is intended to assist residents in sustaining their tenancy.

Fledge's experience continues to be of young adults with legacies of social, intellectual or health needs and/or past experiences of personal or substance abuse or dependency and often an inability to engage with public welfare provisions. Hence our ethos is to respond to our service users in an holistic way, seeking to address both their accommodation and wider life needs.

Fledge staff have continued to focus on supporting, nurturing and championing the wider development of service users, throughout 2019-20, whether it be in basic life-skills such as cooking, personal hygiene, managing money, or making safe choices, or more complex issues such as engaging with mental and clinical health services, or addressing substance abuse and behavioural issues.

Service users arriving at Fledge accommodation for the first time often bring little or no possessions of their own and so Fledge has continued to provide each new resident with a "starter-pack" containing new bed linen, basic crockery and cutlery and a range of hygiene items, which become their personal property.

Fledge's office premises offer private interview space for one-to-one meetings between each service user and their key worker from the among the Fledge support team. The office also acts as a meeting point for group sessions for service users, provided as part of Fledge's package of support to its service users. This has also enabled Fledge to continue to support to former residents whose circumstances benefit from ongoing contact and the personal development provided by these sessions. This wider support includes developmental support programmes intended to enhance service users' knowledge and skills in a variety of aspects of self-supported living.

Mentoring:

Fledge's aspiration is progress towards sustainable independent living for all of our service users for whom this is a realistic prospect. One-to-one long-term mentoring of individual service users forms a key component of Fledge's provision for those who wish to take advantage of this form of support in their progress towards this goal.

Matching a service user and mentor is an important aspect in the development of a successful long-term relationship, particularly as has mentors may also have a role in befriending their mentee if this will best meet the longer-term support needs of the service users.

Fledge remains indebted to those volunteers who offer to become mentors, and particularly there is a delay until the right match with a service user is established, as this is vital to the success of the relationship.

Supported Lodgings:

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

Wider community engagement and support:

In 2019-20, Fledge continued to engage with and received invaluable financial and moral support from the local community including wholesale and retail grocers, social clubs and societies, schools, and churches of many denominations across the Eastleigh Borough area and beyond.

Fledge's Business Operations Manager addressed a gathering at Fair Oak parish on the work of the Charity and the Chair of Trustees was invited to speak on the work of Fledge at the two Anglican churches in Bishopstoke parish on a Sunday during Advent, as a precursor to Fledge becoming the Parish's Christmas Charity. Fledge had a presence and displays at a pre-Christmas "Many Mangers" festival of Christmas Cribs at St Martin in the Wood, Chandler's Ford, and at Eastleigh Fusion Choir's Christmas Concert. In both cases Fledge was a grateful beneficiary from donations or funds raised. We were also delighted to receive the proceeds from a Parish of Chandler's Ford Youth Group Christmas Meal.

In the wider community, Fledge Trustees are also most grateful to other local organisations including retailers/wholesalers such as Tesco (Eastleigh) and Bookers Ltd. who again provided surplus food items to Fledge under various "Fare Shares" schemes for residents' use, and also to the local ASDA superstore who again permitted Churches Together in Chandler's Ford to contribute an evening's fundraising carol singing to their pre-Christmas festivities in 2019.

For the second year in succession, Fledge was fortunate to have had a presence at the Winchester Cathedral Christmas Market, where, thanks to the generosity of the Cathedral's Dean and Chapter, Fledge enjoyed a day's use of the Market's Charity Chalet. In addition to raising much needed income from the sale of a variety of Christmas gift items, most donated by valued supporters, Fledge's public profile was significantly enhanced. It was a great joy to welcome volunteers from several churches local to Fledge, and also two of our own service users, who helped staff the chalet during the day and were excellent ambassadors both for themselves and for Fledge.

The continued support of local church congregations, together with the inestimable contributions of individual donors and supporters, enabled Fledge to raise some £ 31,830 of charitable income which was vital in funding the supplementary support we provided to our service users, and in generating the modest surplus funds which enables Fledge to manage its cashflow.

Once again Fledge was the beneficiary of many generously donated items of furniture, furnishings, and other goods during the year, which greatly assisted Fledge in its support to service users.

Financial model:

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

Income from statutory sources funds the accommodation and sufficient support work to ideally facilitate each resident maintaining their tenancy. These costs include rent payable to Fledge's landlord, and property management-related costs, such as furnishings, linen, kitchen equipment, janitorial supplies, security and out of hours cover.

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

Management and staffing:

At the beginning of 2019-20 Fledge had a headcount of five staff of whom one of whom was employed on a full-time basis, the others being part-time. By the end of the reporting year, staff numbers had grown to seven, with five full-time staff, comprising a Business Operations Manager, Senior Support Worker and five support worker roles. One of whom was on Maternity leave. This increase reflected the additional workload associated with opening the two additional residential properties and the increase in resident service users, together with needing to enable the Senior Support Worker to focus solely on staff supervision and management matters.

The organisation has continued to benefit from the dedicated support of a volunteer Secretary to the Board of Trustees, who also acts as a part-time office administrator, as well as from the voluntary quasi-Executive contributions of members of the Board of Trustees.

Challenges

Homelessness – local responses to a national agenda

Fledge operates in a sector of social care and support which is at the heart of meeting basic human needs and is hence an area of strong social and political focus. It is also an area of national life which is a barometer of the health of the national and local economy and of public conscience.

In 2017, Shelter, the UK charity focused on the homeless and homelessness, estimated in 2017 that around 300,000 people in the UK were entirely homeless or in temporary accommodation. Using data from research by Heriot-Watt University, it was estimated that around of these were 12,300 were rough sleepers and another 12,000 were sleeping in sheds, bins, cars, tents, and night busses.

Recent attempts by Government to address homelessness include *The Homelessness Reduction Act 2017*, which the Government claims to be “*the most ambitious reform to homelessness legislation in decades*”, and “... *a key lever for reducing homelessness and helping to halve rough sleeping by 2022 and ending it altogether*”. (www.gov.uk).

The Act effectively added two new statutory obligations to previous homelessness legislation:

- A duty to prevent homelessness, and
- A duty to relieve homelessness.

Hence local authorities within the UK are legally required to provide 24-hour advice to homeless people, or those who are at risk of becoming homeless within 28 days. Once an individual in this situation (claiming to be homeless or threatened with homelessness), the local authority is also required to ascertain the individual’s circumstances, to determine whether they are classed as ‘statutory homeless’. If so, the local authority then has a legal obligation to identify accommodation and assist the individual. However, this rather assumes that the local authority has resources to undertake this role, and that accommodation is available.

Once consequence of this legislation is that local authorities must develop strategies describing their intended response to local homelessness and related issues. In June 2019, Eastleigh Borough Council (EBC) published a new five-year *“Homelessness and Rough Sleeping Strategy 2019-2024”*. In announcing the new strategy, the Council stated that it *“... reinforces the Council’s commitment to end homelessness in the Borough and builds on the excellent work carried out by the housing team over the last five years.”* and that the Council *“... recognises that there are few things that contribute more to our residents well-being than having a secure place they can call home.”*

Fledge welcomes this new strategy and commitment by EBC in the areas of Homelessness, and particularly its intention to *“... continue to work in partnership with key agencies; adopting a person-centred approach and being proactive in tackling homelessness.”* In this regard, Fledge particularly welcomes references in the document to EBC commitments towards:

“Housing Supply

- *Increase supply of temporary and privately rented accommodation*
 - *Work with **Fledge** (supported housing provider) to deliver new units of supported accommodation.*
 - *... “*

and:

“Partnership Approach

- *... ;*
- *Provide input into development of a network of key partners to help tackle health inequality and deprivation (including Food Bank, Department of Work and Pensions, Citizens Advice Eastleigh, Two Saints and **Fledge**).*

Mindful that all potential service users are referred to Fledge by EBC, who provide the Housing Benefit provision, during the nine months since the strategy was published, Fledge has sought to engage with EBC officers to explore the practical realisation of, inter alia, these two areas of commitment. Fledge is grateful that more recently, greater stability within the relevant EBC staff teams has enabled a more mutually beneficial relationship to develop.

Locally there have also been other instances of this broad ‘statutory’ commitment to the expansion of the range and provision of accommodation to meet the needs of homeless people, in response to the national agenda. One such has been the commissioning across Hampshire by Hampshire County Council of supported housing provision. In Eastleigh, it is understood that the Two Saints Charity referred to in the extract from EBC’s strategy above, was commissioned to provide 8 spaces in shared houses, and also 5 flats: 4 of these being for 16 – 18-year-olds. The provision apparently included short term community/floating

support, aimed at helping keeping tenancies, similar to the basic support funded by EBC with Fledge. However, given Fledge's own experience of the sustained demand for supported accommodation, it was of concern to Fledge to learn that early in 2020 it was reported that there had been a significant reduction in funding available to this provider. This move has apparently resulted in the closure of up to five flats and one shared house at very short notice. It has also potentially added another nine or so young people to those seeking accommodation, and increased pressure and demand on other providers, which Fledge quickly experienced first-hand.

Meeting service-users' needs:

Fledge continues to engage with and supports young adults, whose need of accommodation is frequently linked to an agenda of mental health, family relationship difficulties, substance dependency/abuse or wider social problems. Seeking to assist service users in dealing with these agendas and the needs they engender is very much at the heart of Fledge's commitment to provide wider holistic support beyond that of helping to sustain a tenancy.

While each service user is unique and their circumstances are personal to them, these situations raise challenges which are regularly faced by Fledge staff. These challenges may include behavioural issues, resulting from mental or emotional problems or because the individual has had little experience of a strong, caring parental framework in which to develop self-discipline, perspective, and inter-personal skills. Fledge frequently sees first-hand the consequences of sustained locally and national under-investment in mental health care, which can result in long waiting lists for care, and a mistrust of formal provision by service-users who can see "the system" as biased against them.

Fledge continues to maintain a zero-tolerance policy towards those whose option of last-resort to improve wellbeing is to self-medicate – often using non-prescription class B drugs – particularly cannabis. Hence again in 2019-20 a number of terminations of residential licences have been invoked where warnings were not heeded, or residents' actions exceeded set thresholds.

Engagement with external stakeholders:

In addition to our service users and the local authority, Fledge's stakeholders include funders and donors, and the neighbours of our residential homes. Fledge has again worked hard to ensure that the impact of Fledge houses and their occupants on neighbourhoods is minimised, and various communications have been undertaken with neighbours of various properties during the year to ensure that cordial relations have been maintained.

All businesses require timely income streams to ensure the availability of funds to meet operational costs. Fledge has been fortunate that cashflow has been much more reliable during 2019-20, thanks largely to enhanced responses by relevant local authority staff in engaging with and processing benefits claims and payments in a timely and comprehensive way. Recognising the complex nature of the assessment and awarding of statutory benefits, Fledge expresses its continuing gratitude to those individual staff within the local authority with whom we have dealt during the year, and who have shown a high degree of focus on delivering for our residents, and hence for our organisation.

As indicated elsewhere, Fledge's provision of support services also depends heavily on the generosity of many individual and corporate donors. Each donor has an interest in ensuring that their gift of money, resources and encouragement is put to best use. Fledge can reassure these stakeholders that their contributions are hugely important and highly valued, and are all put to good use in sustaining and expanding our services and ensuring that Fledge will be able to support the needs of its service users long into a future which will now be significantly shaped by the experiences of the Coronavirus pandemic and the "new normal" of its aftermath.

Responding to Covid-19:

While the full impacts of the Coronavirus crisis and lockdown came after the end of the year covered by this report, it would be remiss not to express the Board of Trustees' appreciation and gratitude for the highly professional response shown by the Fledge Staff team and individual trustees to addressing the early stages of lockdown and the need to quickly establish safe ways of working and sustaining support to a service user community who in many cases struggled to understand the significance and impact of the pandemic, or found the whole situation emotionally and mentally challenging.

A fuller analysis of Fledge's response to the pandemic and its impact on forward planning is inevitably more relevant to the Trustee's Annual Report for 2020-21.

Structure, governance, and management

Legal form:

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

The organisation is governed by a Board of up to nine Trustees, appointed by vote of the Board, on a renewable three-year term of office. During 2019-20 Fledge had six Trustees at any one time, two of whom were re-appointed in November 2019 on the expiry of their three-year term of office.

In March 2020, a further Trustee was recruited and appointed, but almost simultaneously a long-standing Founding Trustee stood down from the Board, in line with the terms of the CIO's constitution, due to a potential conflict of interest with the recruitment of a family member to the Fledge staff team following open competition. Fledge continues to actively seek additional trustees whose skills and experience will complement and enhance those presently available within the Board.

Fledge also has a Company Secretary who is a former Founding Trustee.

The Board of Trustees met five times in full session, during 2019-20, at roughly bi-monthly intervals. A sixth meeting scheduled for March 2020 was postponed due to Covid-19 precautions. Selected Trustees met in 'working-group' mode on various occasions to focus on the development of specific aspects of the business, its policies, and practices. Within the Board, Trustees are variously allocated responsibility to lead on specific business areas, such as Finance, Personnel, Safeguarding etc.

Formal Board meetings dealt with strategic and tactical management of the organisation, pursuit of business opportunities, reviews of finance and business performance, business issues and risks, consideration of business cases and proposals and providing management direction to senior staff. The Board also provided the formal governance to the charity. Working Group meetings each have a specific focus, ranging across operational policies, fundraising and finance, staff and recruitment needs and to planning fundraising and promotional events and materials.

Property:

During 2019-20, Fledge leased and operated four residential properties. Of these, two were pre-existing Fledge houses, in Leigh Road and Cranbury Road, Eastleigh, respectively. The Leigh Road premises contains six residential units (self-contained bedrooms), five with a shared kitchen and bathroom facilities, one with en-suite facilities. The Cranbury Road property has eight residential units, two with en-suite and small self-contained catering facilities.

During May and June 2019 two further houses, in George Street and in Market Street Eastleigh were leased, providing "quiet" accommodation for up to four residents engaged in courses at local Colleges or in apprenticeships and where the ambience enables home studies, and for up to three service users whose

need indicate a need for a longer period of residency with Fledge before they are ready to move on to sustainable independent living.

Under the terms of the lease agreements Fledge pays the relevant Landlord a monthly rent for each residential unit in each residential property.

For the bulk of the year, Fledge's principle office was located in Pirelli Way, Eastleigh, where the premises were sub-leased from the principal tenant. With a growing staff and a need for additional operating space, in January 2020 Fledge took on a lease of further office premises in Leigh Road, Eastleigh. Both offices were utilised during the remainder of the financial year, with a strategic plan to develop and extend the provisions for support of service users from the Pirelli Way premises under consideration at the year end.

Assets:

In addition to its administrative office equipment, furniture and resources, Fledge provides furnished accommodation for the residents of its houses. Much of the furnishing is acquired through the generous donations of individual supporters and benevolent donor organisations, including local Churches.

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.

Volunteers:

As a small, but growing Charity, Fledge is heavily reliant on the contribution made by volunteers, dealing with both 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 26th October 2020, and signed on their behalf by:


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

Date: 26th October 2020

Administrative information:

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

Registered Office: 91 Leigh Road, EASTLEIGH, Hants. SO50 9DQ.

Board of Trustees: 2019-2020.

			Expiry of Term of Office
Mr. Neil Chambers	Founding Trustee	Resigned: 21 March 2020	2021
Mrs. Lauren Cheshire	Founding Trustee	Re-appointed: 25 November 2019	2022
Mrs Jo. Cole		Appointed: 22 March 2020	2023
Mrs. Margaret Doores			2020
Mrs. Penny Thatcher			2020
Mrs. Elizabeth Watts	Founding Trustee		2020
Mr. Philip Watts OBE		Re-appointed: 25 November 2019	2022
Ms. Susan Mansbridge	Secretary to the Board of Trustees		

Office holders appointed by the Trustees:

Mr Philip Watts OBE	Chair of Trustees	Appointed: 23 May 2017
Ms. Nerissa Dean	Data Controller.	Appointed: 17 January 2017.
Ms. Nerissa Dean	Staff Safeguarding Officer	Appointed: 23 May 2017
Mrs. Margaret Doores	Trustee Safeguarding Advisor	Appointed: 24 June 2018
Mrs. Penny Thatcher	H.R. Advisor	Appointed: February 2016.
Mrs. Elizabeth Watts	Treasurer	Re-appointed: 21 March 2017.
Mr. Mark Cheshire	Company Secretary	Re-appointed: 16 April 2018.
Mr. Chris Goodhead FCA	Independent Examiner.	From 1 January 2017.

Staff:

The average number of employees calculated on a full-time equivalent basis was 4.67 (2017-18 = 3.65).
They were deployed to:

Role	2019-20	(2018-19)
Management & administration of the charity:	0.56	0.60
Support to service users:	3.76	2.79
Business development:	0.35	0.26

The average staff headcount during the year was 5.71 (2018-19 = 4.58).

Volunteers:

Fledge relies on the support of volunteers to assist in its work. At the end of 2019-20 Fledge had five active volunteers assisting its work – the majority of whom acted as Mentors.

Financial Statements and Accounts for the year ending 31st March 2020

Financial Overview

General financial situation:

Income:

Operational income, that is the revenue generated from accommodating Fledge's service users increased from £ 160,124 to £ 246,109 at the end of the year, an increase of 53.7% over the previous year to, resulting from an increase from two residential properties to four which occurred during the year. These properties collectively provide twenty-one residential units. This increase in accommodation capacity (of seven units) resulted in higher levels of statutory housing benefit payments and support grants, and larger residents' contributions than previously.

Fundraising income as £ 31,746 for the year was 15.6% higher than in the previous year (£ 27,455), thanks to a combination of additional individual donors and an increase in the number and value of corporate grants from local churches, societies, and organisations. Tax reclaimed under Gift Aid at £ 3,042, was significantly higher than the £ 705 reclaimed in 2018-19, reflecting these additional gifts from individuals.

Fledge continues to highly appreciate the support of its benefactors – both organisations and individuals, who continue to support the charity, and particularly those who give regularly and generously to aid our work.

Overall. Income in 2019-20 was £ 277,855, representing an increase of 48.1% on the previous year.

Expenditure:

Operational costs amounted to £ 117,276 in 2019-20, an increase of 32.5% on 2018-19, and consequent upon increased staff numbers and related costs. As in 2018-19 there was no expenditure from restricted funds in 2019-20.

Central administrative costs rose from £ 16,230 in 2018-19 to £ 19,820 in 2019-20, (an increase of 22.1%), reflecting the additional costs of operating two office premises from mid-January 2020 in anticipation of the ending of the lease on our Pirelli Way office soon after the end of the financial year. The new office premises in Leigh Road, Eastleigh, now serves as Fledge's registered office.

Residential property-related costs also increased (by 59.9%) on 2018-19, to £94,722, also reflecting the operation of four residential houses for the majority of 2019-20.

Overall, expenditure during 2019-20, at £ 231,818, was £ 67,870 (41.4%) higher than in 2018-19. This increase is very close to that between 2017-18 and 2018-19 reflecting the progressive but managed growth of the organisation and its business.

Designated and Restricted Funds:

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

Restricted Funds are those whose application and use had been determined by the source or donor. Fledge had no restricted funds during the period covered by this report.

Reserves policy:

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

For the fourth year running, a surplus of income over expenditure in the General Fund at the year-end has resulted in an increase in the overall balance of unrestricted funds (of £ 46,037 in 2019-20). This has enabled the carried forward balance in the general fund to rise to £ 98,028, representing 42.3% of annual expenditure, and a further small step towards the wider aim of the reserves policy. The trustees will determine the appropriate point at which accumulated funds should be transferred to designated reserves.

Staff salaries and national insurance:

Eight separate staff members (both part-time and full time) received salaries and allowances during 2019-2020 compared with six during the previous year. Expenditure on salaries, allowances, employers pension contributions and Employers' National Insurance Contributions amounted to £ 117,031 in total for the year. This compared to £ 88,290 in 2018-19 when variously up to four part time and two full time post holders were employed.

All staff are paid at rates are above the National Living Wage. Fledge uses the pay scales of the National Joint Council (NJC) for Local Government Services as the basis for remunerating staff, and as at 31st March 2020, all staff were paid in accordance with designated points on these pay scales.

No member of staff received more than £ 32,000 in total during the year (including pensions, national insurance contributions and other allowances).

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 (£)	
	2019-20	(2018-19)	2019-20	(2018-19)
Travel:	0	0	0.00	0.00
Accommodation:	0	0	0.00	0.00
Other (including goods, materials and equipment purchases):	720.16	0	0.00	0.00

Financial commitments:

At the balance sheet date, the charity had financial commitments of £ 183,108 in respect of remaining property lease rents.

Statement of Financial Activities (including summary Income & Expenditure Account) for the year ended 31st March 2020.

	General Fund £	Restricted Fund £	Total Funds 2020 £	Total Funds 2019 £
Income				
Operational Income:				
Property-related Statutory Benefits/Grants				
EBC Housing Benefit	226,976	-	226,976	148,013
Resident's contribution to rent	3,990	-	3,990	1,925
Resident's contribution to costs	15,143	-	15,143	9,386
Council Tax refund from Landlord	-	-	-	800
Total Operational Income	246,109	-	246,109	160,124
Fundraising Income:				
Donations				
Local Authority	750	-	750	300
General donations	26,826	-	26,826	24,560
Gift Aid Tax reclaimed	3,042	-	3,042	705
Other fundraising	1,128	-	1,128	1,890
Total Fundraising	31,746	-	31,746	27,455
TOTAL INCOME	277,855	-	277,855	187,579
Expenditure				
Operational Costs:				
Staff costs				
Salaries	105,051	-	105,051	79,571
Admin costs	474	-	474	364
Out of hours cover	2,345	-	2,345	2,265
NI contributions	4,944	-	4,944	3,199
Pension Contributions	4,217	-	4,217	2,891
People-related costs: travel and expenses				
Staff	42	-	42	136
Volunteers	-	-	-	8
Trustees and Governance	-	-	-	-
People-related costs: training				
Staff	168	-	168	54
Mentoring costs	35	-	35	-
Trustees and Governance	-	-	-	-
TOTAL PEOPLE-RELATED COSTS	117,276	-	117,276	88,488
Central Administrative costs				
Office Rental/utilities	10,644	-	10,644	9,390
Office/Admin Costs/Broadband	2,749	-	2,749	1,282
Office setup costs	1,052	-	1,052	1,439
IT software - Homeless link	1,026	-	1,026	532
Insurances/Legal Fees	1,467	-	1,467	975
Audit Costs	540	-	540	540
Mobile phone	342	-	342	393
Fundraising Costs	408	-	408	556
DBS Safeguarding	306	-	306	245
Publicity inc. printing	263	-	263	-
Website / computer purchase/IT	1,023	-	1,023	878
TOTAL CORE COSTS	19,820	-	19,820	16,230
Property-related costs				
Rent rooms	68,300	-	68,300	41,700
Housing set-up costs	2,671	-	2,671	571
House Utilities	1,675	-	1,675	-
Depreciation	2,098	-	2,098	1,109
Out of hours security	11,764	-	11,764	11,700
Council Tax	1,144	-	1,144	1,430
TV licence	464	-	464	150
Sanitary disposal	58	-	58	58
Operation house costs	4,872	-	4,872	1,878
Residents Support	1,462	-	1,462	530
Discretionary fund	214	-	214	104
Bad debt written off	-	-	-	-
TOTAL PROPERTY RELATED COSTS	94,722	-	94,722	59,230
TOTAL EXPENDITURE	231,818	-	231,818	163,948
SURPLUS / DEFICIT	46,037	0	46,037	23,631
BALANCE b/f at 1 APRIL 2019 (2018)	51,991	0	51,991	28,360
BALANCE c/f at 31 MARCH 2020 (2019)	£98,028	£0	£98,028	£51,991

Balance Sheet for the year ending 31st March 2020

[CIO Number: 1157207]

	2020		2019	
	£	£	£	£
Fixed Assets				
Cost of purchase	3,228		3,228	
Additions	3,264		-	
		6,492		3,228
Depreciation				
31.3.2019	2,218		1,109	
31.3.2020	2,098		1,109	
Total		4,316		2,218
Net book value 31.3.2019		2,176		1,010
Current Assets				
Debtors	17,950		11,548	
Bank accounts	83,696		42,700	
Petty Cash	193		142	
		101,839		54,390
Creditors				
	-	5,987	-	3,409
Net current assets		95,852		50,981
Total Assets less current liabilities		£98,028		£51,991
Represented by				
Previous year balance b/f	51,991		28,360	
Surplus/deficit this year	46,037		23,632	
		98,028		51,992
Total funds		£98,028		£51,992
General Fund		98,028		51,991
Restricted Fund		-		-
		£98,028		£51,991

At the balance sheet date, the charity had future financial commitments of £ 183,108 in respect of property lease rents.

These accounts were approved by the Board of Trustees on 26th October 2020, and signed on their behalf:



 Philip A G Watts OBE MRICS – Chair of Trustees:

Notes to the financial statements for the year ended 31 March 2019

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 2015). The preparation of the Financial Statements has been on an Income and Expenditure (Pre-payments and Accruals) accounting basis.

1. Funds

- **The General Fund (Unrestricted):** represents the funds of the Trustees of Fledge Youth Support that are not subject to any restrictions regarding their use and are available for application on the general purposes of the Charity;
- **Designated Funds:** The Trustees may designate funds for a particular purpose. Designated funds are also unrestricted. No funds are presently designated by the Trustees.
- **Restricted Funds:** These are grants or donations that the donor requires to be used in a specific way or for a specific purpose. They can be considered a contract between the donating party and the receiving party.

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

2. Income:

- All income from statutory sources (Housing and Support Benefits) is recognised when it is due to be received into Fledge accounts;
- Income tax recoverable on Gift Aid donations is recognised when the tax is due to be received;
- Grants and legacies to the Trustees are accounted for when they are received;
- Funds raised by social fundraising and similar events are accounted for gross, and recognised when received;
- All other incoming resources are accounted for gross and recognised when received;
- Income from investments is accounted for when due to be received.

3. Expenditure:

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

4. Fixed Assets:

- *Furniture, fixtures and fittings provided into the Fledge House and purchased by Fledge:* are written off at the time of purchase, as in many cases these are not able to be used by future residents;
- *Items of office and computer equipment:* Individual items of equipment with a purchase price of £ 1,000 or less are written off when the asset is acquired. Items costing more than £ 1,000 are depreciated on a straight-line basis over three years. There were none held in 2017-18;
- *Current assets:* Amounts owing to the Trustees at 31st March are included within the income when received;
- *Short term deposits:* include cash held on deposit with the bank.

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

I report to the trustees on my examination of the accounts of Fledge Youth Support CIO for the year ended 31 March 2020 which are set out on pages 15 to 17.

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

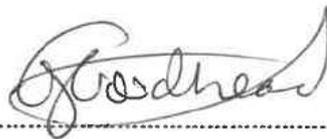
Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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:

- (1) accounting records were not kept in respect of the CIO as required by section 130 of the Act;
or
- (2) the accounts do not accord with those records; or
- (3) 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, Chandler's Ford

Eastleigh, Hampshire. SO53 3DA

Date:

25 January 2021

