



Annual Report

April 2024 – March 2025





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

Annual Report of the Trustees’ 2024–2025

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

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Bank:	The Co-operative Bank plc. 1 Balloon Street, Manchester M4 4BE.
Solicitor:	Warner and Richardson LLP, Solicitors, 29 Jewry Street, Winchester, Hampshire, SO23 8RR
Independent Examiner:	Mr. Chris. Goodhead FCA, Knight Goodhead Ltd. Chartered Accountants, 7 Bournemouth Road, Chandler’s Ford, Eastleigh. Hants. SO53 3DA.

Letter from our CEO

Welcome to our Annual Report for 2024/25.

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

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

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

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

Nerissa Dean



Fledge Youth Support Charitable Incorporated Organisation

Aims and purposes:

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

Through these services Fledge strives to fulfil its vision:

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

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

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

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

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

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

Strategic direction:

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



Ethos and values:

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

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

Public benefit:

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

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

Structure and governance:

Legal form:

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

Governance:

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





Secretary to the Board, and by a Company Secretary, also a volunteer and former Founding Trustee.

During 2024-25, Board membership fluctuated between six and seven Trustees. Two Trustees resigned during the year, but three trustees were appointed to the Board.

In the absence of a suitable alternative Trustee candidate to fill her role as Treasurer, Mrs Watts was appointed as a Volunteer Honorary Treasurer for a period twelve months from 11th September 2024, to ensure continuity of the role and duties. In September 2025, she agreed to remain in this role until a suitable replacement could be appointed.

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



Legal and Administrative Information

Board of Trustees: 2024-2025

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



Legal and Administrative Information

Office holders appointed by the Trustees:

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

Working Groups appointed by the Trustees:

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

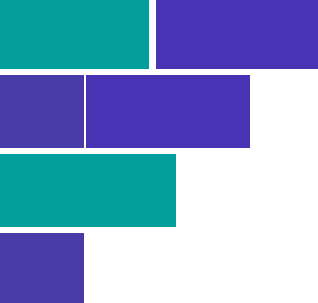
Pay and Remuneration Working Group (Established 23 May 2022)

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

The Board in 2024–25:

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





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

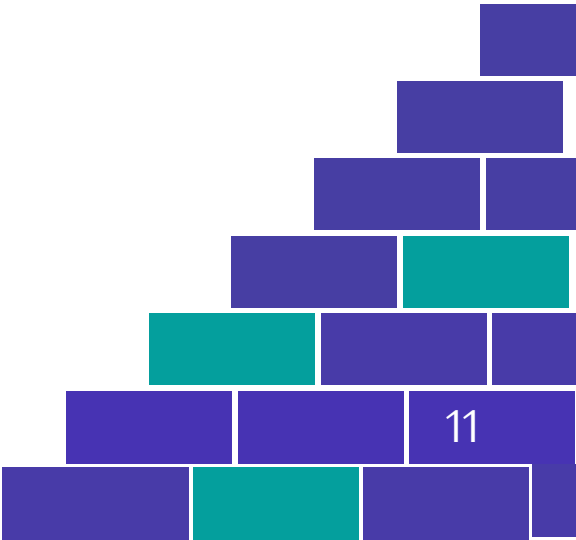
Where possible, the Board allocates responsibility for leadership on specific aspects, such as Health and Safety and Safeguarding etc. to individual trustees. These responsibilities and their ‘leads’ are documented in the previous page.

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

Trustees’ Remuneration:

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

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



Legal and Administrative Information

Management and staffing:

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

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

These staff were deployed to:

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

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

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

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



Volunteers:

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

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

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

The Year's Operations:

Overview

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

Support for Service Users:

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

Service Users' progress:

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



Residential Property:

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

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

Office Accommodation:

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

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

Financial model:

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

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

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

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

Financial Management:

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

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





Assets:

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

Safeguarding:

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

Insurance:

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

Risk management:

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





Donors and Supporters:

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

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

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

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

– Chair of Trustees

General financial situation:

Income:

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

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

Expenditure:

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

Out-turn:

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

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

Designated and Restricted Funds:

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

The Designated Funds established are:

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

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

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

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

Reserves policy:

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

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

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



Staff salaries, pensions and national insurance:

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

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

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



Future financial commitments:

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

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

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

Statement of responsibilities of the trustees

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

The Charities Act requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state-of-affairs of the charity at the end of the year and of the surplus or deficiency for the year then ended.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- observe the methods and principles in the charities SORP;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

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

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

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

RESPONSIBILITIES AND BASIS OF REPORT

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

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

INDEPENDENT EXAMINER'S STATEMENT

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

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

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

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



Chris Goodhead FCA
Knight Goodhead Limited
Chartered Accountants

21 January 2026

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



Statement of Financial Activities for the year ended 31st March 2025. (including Income & Expenditure Account)

FLEDGE YOUTH SUPPORT

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

(Including Income and Expenditure account)

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

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



Balance Sheet for the year ending 31st March 2025

[CIO Number: 1157207]

FLEDGE YOUTH SUPPORT

CHARITY NUMBER : 1157207

BALANCE SHEET AT 31 MARCH 2025

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

Approved by the Trustees on
and signed on their behalf by

Trustee



PHILIP H. RAW

15th Jan 2026

CASHFLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2025

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

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

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

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

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

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

1. ACCOUNTING POLICIES

(a) Accounting convention: The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102)).

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

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

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

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

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

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

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

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



(d) Expenditure:

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

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

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly.

e) Fixed assets:

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

Property improvements: £5,000;

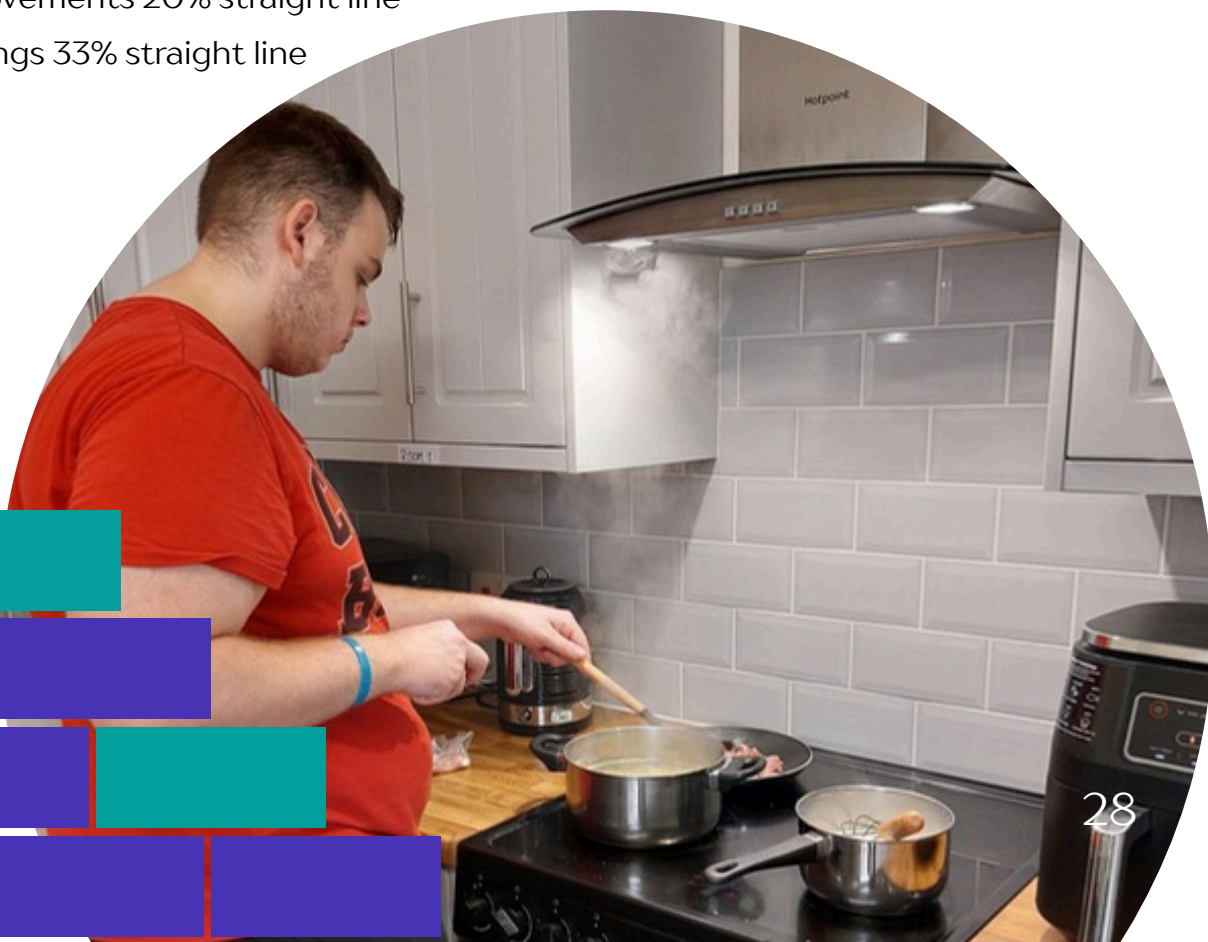
Fixtures & Fittings: £1,000;

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

Leasehold improvements 10% straight line

Property improvements 20% straight line

Fixtures & Fittings 33% straight line



(f) Pension costs:

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

(g) Basic financial instruments:

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



2 LEGAL STATUS

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

The charity is a public benefit entity.

The registered office of the charitable company is:
Smith Bradbeer House, 41 – 47 High Street, Eastleigh, Hampshire, SO50 5LG.

3 INCOME FROM DONATIONS AND LEGACIES

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

4 INCOME FROM CHARITABLE ACTIVITIES

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

5 STAFF COSTS

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

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

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

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

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

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

6 EXPENDITURE

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

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

7 TANGIBLE ASSETS

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

8 DEBTORS

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

9 CREDITORS: amounts falling due within one year

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

10 MOVEMENT IN FUNDS

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

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

11 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Year ended 31 March 2025
Tangible fixed assets
Debtors
Bank and cash
Creditors

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

Year ended 31 March 2024
Tangible fixed assets
Debtors
Bank and cash
Creditors

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

12 RELATED PARTY TRANSACTIONS

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

13 OPERATING LEASES

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

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



(Including Income and Expenditure account)

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



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