

CAUDWELL YOUTH

England & Wales - Charity number 1200757

Details

Status Registered

Legal form CIO

Registered 2022-10-19

Register [View on the Charity Commission register](#)

Contact

Address Broughton Hall
Broughton
Eccleshall
Stafford
ST21 6NS

Phone 01908 973676

Email info@caudwellyouth.org

Website www.caudwellyouth.org

Activities

Objects: THE OBJECT OF THE CIO IS TO PROMOTE THE RELIEF OF THOSE IN NEED, BY REASON OF YOUTH, ILL-HEALTH, DISABILITY, FINANCIAL HARDSHIP OR OTHER DISADVANTAGE AGED UP TO 25, THROUGH PERSON-CENTRED INTERVENTION IN THE UNITED KINGDOM.

Activities: Caudwell Youth provides support that changes the lives of at risk young people aged 11-24 yrs through person-centred support.

Classification

- **How:** Provides Services
- **What:** Disability, The Prevention Or Relief Of Poverty
- **Who:** Children/young People

Geography

- Buckinghamshire
- Hertfordshire
- Luton
- Milton Keynes
- Slough

Finances

Period end	Income	Expenditure	Assets	Employees
2025-09-30	£1,108,937	£1,061,064	£486,690	24
2024-09-30	£1,334,141	£1,132,678	£438,818	25
2023-09-30	£823,848	£586,493	£237,355	15

Trustees

Name	Role	Appointed
Deborah Denyer	Chair	2022-10-01
Almarene Frederick		2022-10-01
Carolyn Pollard		2023-02-10
David Canfield		2022-10-01
Kate Flounders		2023-02-01
Maria Harris		2025-01-27
Matthew Yates		2023-02-10
Tracey Shinkins-Watson		2025-01-27

CAUDWELL YOUTH

England & Wales - Charity number 1200757

Accounts

CAUDWELL YOUTH

ANNUAL REPORT 2024/5



Registered Charity Number 1200757
Broughton Hall, Broughton, Staffs, ST21 6NS
www.caudwellyouth.org



MISSION

Empowering at-risk young people to shape their own future through mentoring and youth-led support.

VISION

A brighter future for at-risk young people.

VALUES



Optimistic
and realistic



Intentionally
inclusive



Delivering
with integrity



Empowering

The organisation is a Charitable Incorporated Organisation and was registered as a charity on 19th October 2022.

AN INTRODUCTION FROM THE CHAIR OF TRUSTEES

DEBBIE DENYER

We have seen changes this year that correspond to what young people are telling us, challenges with loneliness, accessing support, socialising and inflation, all of which are compounded for the at-risk young people we work with. The realities for young people we work with are changing and here is why:

- 1 in 5 young people aged 8-25 had a probable mental health condition.
- Around half of young people living in the UK will have experienced at least one traumatic event or adverse childhood experience.
- There were over 3,200 knife or offensive weapon offences committed by children resulting in a caution or sentence, this is 20% greater than 10 years ago.
- Care leavers are ten times more likely to be NEET by 20 than their non-care experiences peers.

Support has grown in year and we are addressing these challenges, supporting more individual young people than ever before and showing that our model is still meeting the needs of those we work with; through our outcomes reports and feedback from funders, parents, social workers, CAHMS, mentors and young people directly, we can see the changes are clear. Provide person centred support, led by the young person and they will respond.

I am proud to say that the Pilot we launched last year for our short-term programme, called Shaping Futures, has continued into this year. We were pleased to receive funding to continue the programme and reach more young people, continuing the learnings of the pilot and our commitment to learning as a charity.

Our youth forum, the Caudwell Youth Collective has continued to grow and now has a more diverse range of young people than ever before, showing an appetite for engagement in activities outside of education, employment and our service. They've also been more involved, shaping events, interviewing new staff members, public speaking and taking on leadership roles in their personal lives.

I'd like to take the opportunity to thank the young people we have worked with, I hope you will continue to be brilliant and move happily and healthily into the next stages of your life.

And thank you to those we have worked with. We have been honoured to be supported by more trusts and foundations, individual donors, businesses, fundraisers and mentors than ever before, so thank you to everybody who has committed to joining our mission and supported us this year, we hope to continue working with you to shape young people's lives in the years to follow.

A NOTE FROM OUR FOUNDER

JOHN CAUDWELL



In our third year, Caudwell Youth has continued to provide a stable and safe space for young people, and I am delighted to see the growth in the number of young people we have supported.

In year, we supported over 400 young people, coming close to the 415 combined, from our first 2 years. This shows how highly our programmes are valued and needed. Moving forward, I hope you enjoy reading this report and the many successes, statistics and stories within it.

Thank you to all the donors, volunteers, supporters and partners who make Caudwell Youth's work possible. Most of all, thank you to the young people who have worked with us this year. I know you have overcome many challenges already in your lives and I am confident that you will continue that momentum into a bright future.

John Caudwell

Founder, Caudwell Youth

SUMMARY OF KEY ACHIEVEMENTS THIS YEAR



404

Young people supported

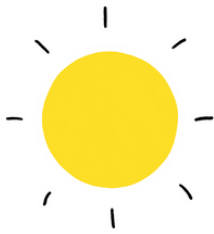
Of these, 397 young people were supported directly through our mentoring service, with 166 successfully completing their mentoring journeys during the year.



13,981

Hours of support

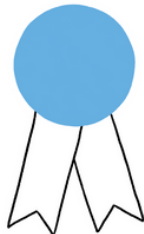
Of which, 13,851 hours were mentoring and a further 130 hours in our Shaping Futures Programme, led by Youth Workers in the staff team.



94%

Completed our survey

We survey our young people twice a year, in spring and Autumn, giving them a chance to reflect on the changes they have seen since working with us.



236

Volunteer mentors

Supported young people throughout the year. Of those 63.4% were returning volunteers and 36.6% were newly recruited. Within the group 41% have lived experience and 44.7 is the average age of a mentor.

96%

Reduction in offending behaviour. Our mentoring model continues to have a strong impact on one of the most serious risk factors for young people.

78%

Increased engagement in education, demonstrating that young people are re-engaging with learning, college or training.

78%

Improvement in mental health. Young people increasingly describe feeling calmer, more confident and better able to manage stress.

88%

Increased resilience, demonstrating greater ability to handle challenges, stay calm when stressed, showing clear evidence of long-term personal growth.

81%

Noticed a change since working with Caudwell Youth. Consistently reporting personal progress and positive changes.

78%

Improved social relationships, since working with Caudwell Youth.

SUMMARY OF KEY ACHIEVEMENTS THIS YEAR



We launched our first research report

On the 7th July, we stepped into the House of Commons to show how investing in young people can save the government millions and change lives. The research report, Getting Ahead of the Curve: How investing in young people can save the Government millions; launched our cost benefit research evidencing how early intervention works, It showed that for every £1 invested, the government saves £6.05.



12 Young people joined the CYC

It's been a great year for the CYC, I have had so many opportunities for events such as the House of Commons speech and visiting multiple meetings and interviewing new staff and helping with marketing and other departments. It has been a joy to meet new people and discuss other opportunities for the CYC.

-Aiden, 13, chair of CYC



£1.1 million income raised

Total income raised thanks to over 1000 individual donors, our grant funders, major donors, challenge events and public sector funding.

OUR SERVICE DELIVERY AND IMPACT

WHO WE SUPPORTED

In 2024/2025, Caudwell Youth supported 404 young people across Hertfordshire, Luton, Buckinghamshire, Slough and Milton Keynes. We received an average of 5.2 referrals per week during the year.

Of these, 397 young people were supported directly through our mentoring service, with 166 successfully completing their mentoring journeys during the year. Young people also engaged with our Shaping Futures Programme, an intensive, focused support model for those at highest risk of exploitation or offending.

When referred to us, partners were asked to identify each young person's primary presenting need:

- 18 % were care experienced
- 28 % were at risk of or involved in offending
- 57 % were at risk of exploitation
- 94 % were experiencing poor mental health

Many young people faced multiple, overlapping risks, compounding the challenges they experienced.

The average age of those we supported was 16 years, with a gender balance of approximately 45% female, 52% male, 2% non-binary/other. Black or minoritised young people make up 28% of those we support. 36% had a registered disability, and 30% had an Education, Health and Care Plan (EHCP) for special educational needs or disabilities. At the point of referral, 28% were not in education, employment or training (NEET). 21% of young people are a carer or have caring responsibilities and 53% receive free school meals.



OUR SERVICE DELIVERY AND IMPACT

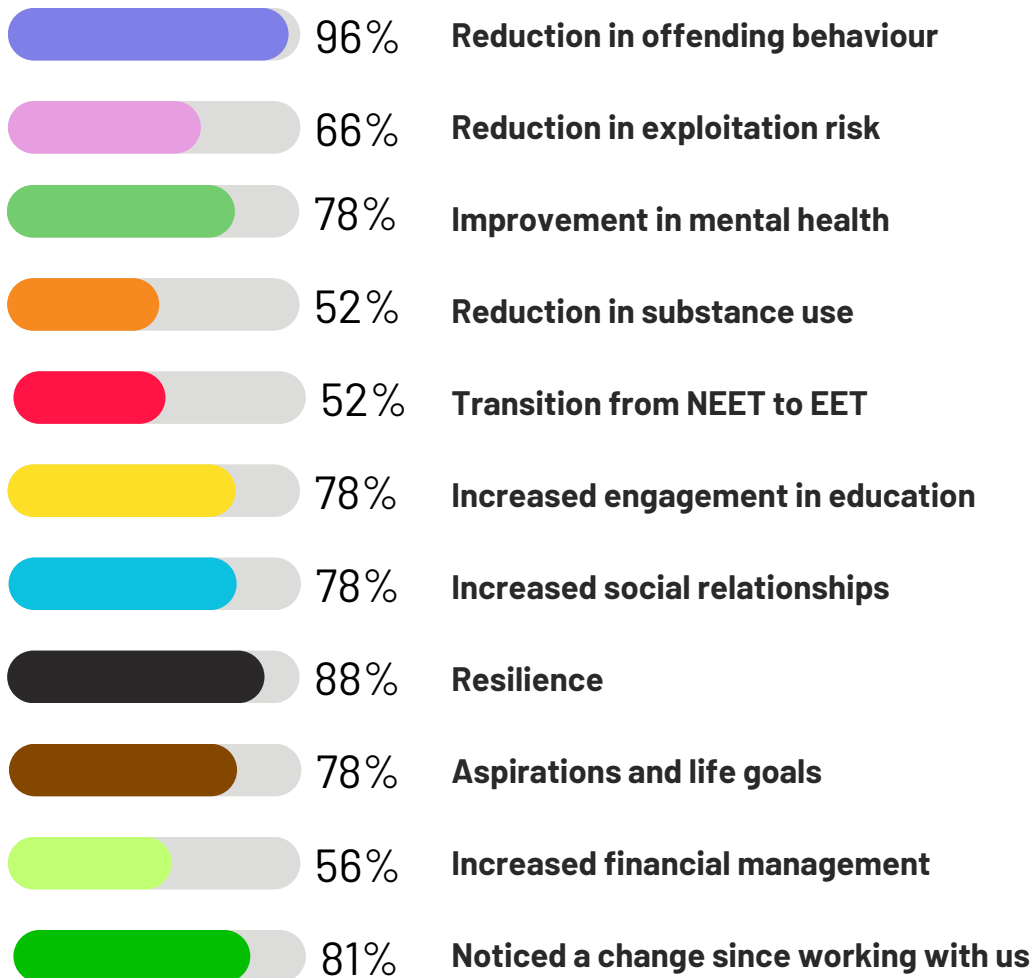
IMPACT ACROSS OUR TWO PROGRAMMES

MENTORING

Over the course of the year, our volunteer mentors and Youth Support Coordinators provided an estimated 13,981 hours of direct support to young people – through one-to-one mentoring, outreach, and targeted interventions.

We track progress through outcome surveys conducted twice a year, allowing young people to reflect on their goals and self-assess their growth. Engagement in these reviews remained exceptionally high throughout the year, reinforcing our commitment to making evaluation a meaningful, youth-led process. Our latest outcomes survey, conducted in September 2025, saw 94% of young people we were working with at the time complete it.

Based on a weighted average of the two outcome surveys, young people supported by Caudwell Youth achieved the following outcomes:



OUR SERVICE DELIVERY AND IMPACT

IMPACT ACROSS OUR TWO PROGRAMMES

MENTORING

These outcomes reflect not only the commitment of our staff and volunteers, but the courage and determination of the young people themselves. Together, they demonstrate the power of trusted relationships and consistent support in helping young people to shape their own positive futures.

In 2024, 16% of young people said they would like more activities, events and social engagement. We responded in 2025 by offering more local and smaller group sessions, supported by staff and mentors. These provide new experiences, as well as a safe space for young people to engage with their peers. We continued to support the CYC to arrange larger summer and winter gatherings.

“The way I present myself, the way I am around others, I started saving more money, I’ve stopped drinking and smoking, I am more polite towards others and I am so much more resilient when challenges come my way, I can see a lot of change beyond words.”

– Aged 18, Milton Keynes

“I am more confident speaking to people my age and getting more friends. I don’t worry as much as I used to and I know how to ask for help from my YSC when I need to. I’m most proud of coming to all the youth events put on by Caudwell Youth”

– Aged 16, Buckinghamshire

OUR SERVICE DELIVERY AND IMPACT

IMPACT ACROSS OUR TWO PROGRAMMES

VOLUNTEER MENTORS

We are grateful to every single volunteer who gave their time to support young people. Overall, the year marked a period of stability and development for Caudwell Youth's volunteering programme, characterised by steady recruitment, strong retention, and continued investment in volunteer experience.

At the end of the year, 236 volunteers were active, representing those who had been onboarded or matched with a young person. Of these, 63.4% were returning volunteers and 36.6% were newly recruited, reflecting both the sustainability of our volunteer base and the charity's growing reach to new audiences.

Recruitment remained robust through digital channels, with paid advertising continuing to deliver the highest engagement. During the year, the volunteering page on our website received over 12,800 views, resulting in 236 number of applications, demonstrating healthy public interest in getting involved. To further streamline engagement, we trialled a call-back feature, generating 140 enquiries.

The Mentor Forum completed its first full year, providing monthly sessions with guest speakers to share knowledge and up-skill our volunteers. We launched a volunteer resource hub on our website and introduced an activity guidance framework. Recognition efforts such as thank-you cards, anniversary pins, and the annual Volunteer Appreciation Celebration have been well received, helping to build a culture of belonging and appreciation.

With over 200 active volunteers supporting young people across our regions, our focus for the year ahead is to refine the onboarding process, strengthen conversion from application to mentoring, and continue investing in the people who make our mission possible.



41%
Of mentors have
lived experience

20 - 72
Age range
of mentors

44.7
Average age of
mentors

OUR SERVICE DELIVERY AND IMPACT

IMPACT ACROSS OUR TWO PROGRAMMES

SHAPING FUTURES

At the core of Shaping Futures is our person-centred support model specialised for young people who present with high-risk behaviours, either to themselves or the community. They therefore need a more intensive level of support before having the option to move onto our mentoring model.

This programme is bespoke to each young person who accesses it. The Youth Worker provides direct, intensive support to help them understand why their behaviour puts them or others at risk. Sessions might include help managing crises, coordinating with mental health or safeguarding teams, or addressing barriers such as unstable housing or relationship breakdowns, and being an advocate for a young person when they are struggling to do this alone.

Through Shaping Futures, Caudwell Youth provides a vital lifeline for young people who might otherwise be overlooked, giving them the relationships, skills and confidence they need to overcome adversity and build a future filled with possibility, without the fear of judgement or criticism.

Over the course of the year, we have received 20 referrals into the Shaping Futures Programme – with most referrals coming from Police, Youth Justice, and Social Care services. The average age of young people accessing the programme is 16.5 years old, and we have delivered over 130 hours of support to date. The risks presented by the young people referred include:

- 52.2% at risk of exploitation
- 17.4% involved in weapon carrying
- 17.4% linked to serious violence
- 13% related to sexual offences

The current gender split is 80% male and 20% female.

Engagement has been strong, with several young people completing the full 12-week programme, others maintaining progress up to the midpoint, and only three declining support after initial assessment. We have also transitioned one young person to our longer term mentoring programme.



ETHAN'S STORY

Ethan joined the Shaping Futures Programme at a time when he was carrying knives for protection, dealing drugs, and facing serious risks of exploitation and offending. He also struggled with anger and had threatened staff at his placement. Recognising the seriousness of these risks, Ethan engaged very positively with the programme from the outset. The 12-week programme tailored to him focused on reducing drug use, building confidence, and exploring positive relationships. The programme was extended slightly due to his strong commitment and progress.

Over time, Ethan stopped carrying knives, reduced his drug use, and developed healthier ways of managing conflict and understanding how others perceive him. He particularly valued the opportunity for open debate and exploring his keen interest in chess, which helped him focus and build self-esteem. His ability to manage conflict improved significantly; for example, during one session held over dinner, he calmly managed a situation that would previously have led to an angry outburst. By the end of the programme, Ethan had made clear progress towards safer, more positive choices and moved on to a new placement with greater resilience and self-control.

OUR SERVICE DELIVERY AND IMPACT

ECONOMIC COST-BENEFIT RESEARCH

At Caudwell Youth, on a day-to-day basis, we see how mentoring can transform young people's lives. We wanted to quantify the wider benefits to society when this happens. To do this we commissioned Development Economics to conduct an independent impact assessment this year. The research revealed how our mentoring programme generates quantifiable impacts and value for money for the taxpayer: £6.05 for every £1 spent on the programme. A practical, tangible way to invest in young people's futures – that can also save the Government millions of pounds.

We launched the research report at the House of Commons, alongside young people and supporters. With speeches from Aiden (CYC), John Caudwell and Stephanie Peacock, Minister at Department of Culture, Media and Sports.



OUR SERVICE DELIVERY AND IMPACT

THE CAUDWELL YOUTH COLLECTIVE

This year marked an exciting period of renewal and growth for the Caudwell Youth Collective (CYC). The group grew to become a fully represented group of 12 young people, representing all Caudwell Youth locations. The Collective is now more diverse than ever, bringing together young people of different backgrounds, cultures, and identities, including LGBTQIA+ and neurodiverse voices. This inclusivity has created a respectful and supportive environment where every member feels empowered. With young people taking the lead in creating a safe space for every member to share their input and unique perspective.

Over the past year, the CYC has continued to play a vital role in shaping Caudwell Youth's direction. Young people contributed directly to key organisational developments, including participating in staff recruitment panels for senior roles, providing feedback on grant applications and contributing to strategy development. They also collaborated with partners like New Philanthropy Capital to feed young people's perspectives into national research on mental health systems. This deep level of engagement reflects Caudwell Youth's commitment to not just being youth-informed, but truly youth-led.

The Collective has also had a visible public presence, with members representing Caudwell Youth at events, including a House of Commons event to launch Caudwell Youth's research *Getting Ahead of the Curve*, where CYC Chair Aiden delivered a powerful speech. The group also organised and delivered their own summer event, attended by 37 young people. From food and games to photography and promotion, every aspect was planned by the CYC, showcasing their creativity, teamwork, and leadership.

Importantly, the CYC has had a tangible impact on the lives of its members. Several young people have gone on to take up leadership roles in their schools and colleges, becoming student representatives or mental health champions, crediting their involvement in the CYC with giving them the confidence and skills to step forward. For others, especially those who are home-educated or in care, the collective has offered a vital space to connect with peers, share experiences, and find a sense of belonging.

OUR SERVICE DELIVERY AND IMPACT

THE CAUDWELL YOUTH COLLECTIVE

“It’s been a great year for the CYC, I have had so many opportunities for events such as the House of Commons speech and visiting multiple meetings and interviewing new staff and helping with marketing and other departments. It has been a joy to meet new people and discuss other opportunities for the CYC.”

-Aiden, Chair of the CYC:

“I would say it’s been such a good year, we’ve done so much stuff like going to the House of Commons which was such an amazing experience. We went to Slough to celebrate Caudwell Youth’s birthday (Summer Event), it was one of my favourite events because we meet so many people and it was such a good day. I am so excited for next year because Caudwell Youth had an amazing year, we all meet so many people and got friends that are in the same position as each other. Everyone is so non-judgmental and are all amazing people. We also did online meetings and workshops, where we figured out what we want to plan next, and we gave feedback to the staff at Caudwell Youth. They always listen to us.”

Looking ahead, the CYC will continue to develop. The introduction of departmental representatives now ensures that young people have a voice in every area of the organisation, from operations and marketing to HR and governance. Plans are also underway to launch a new 18-25 Caudwell Youth Collective, creating further opportunities for the upper age range to shape the charity’s work and contribute their lived experience. As we move forward, the CYC remains at the heart of our mission, driving change, amplifying young voices, and shaping a future that truly reflects the young people we support.

-Rachel, a CYC member



OUR STRATEGY

PERFORMANCE AGAINST OBJECTIVES

For 2024-25 we set out our strategic plans under three key aims and delivered against each one.

Aim 1: Lay the foundations for growth

We focused on consolidating our funding base and nurturing existing income streams. We also increased engagement with supporters, growing our social media followers to 4000 and launching an e-newsletter to build on existing communications with volunteers. The cost-benefit research we commissioned was launched in the House of Commons helping to build awareness of our work (see above).

Aim 2: Meet the needs of Young People

We delivered high quality support for over 400 young people through the year. To support this we extended and embedded safeguarding reflective practice, holding regular reflective practice sessions for frontline staff and using the data we collect to inform safeguarding practices. We took steps to further strengthen volunteer experience, setting up a Volunteer Reps Group to strengthen engagement in decision making. We tested and reviewed different volunteer recruitment approaches during the year.

Aim 3: Be the best we can be

The CYC has gone from strength to strength this year. Alongside this, each department took forward actions to enable young people to get involved in decision making. For example, involvement in recruiting staff. We implemented our EDI plan, which included training for all staff. We took steps to foster a positive culture by partnering with a new employee assistance programme and introducing an Employee Forum. We strengthened our systems, introducing a new CRM to better manage supporter data and communications.

OUR STRATEGY

OUR STRATEGY FOR 2030

This year we worked with young people, staff, stakeholders and trustees to develop a new strategy which will guide our work over the next 4 years. The strategy is called Going National and sets out our ambitions for growth. Our goals are set out below and we will report progress against these annually.

Going National

1. Grow the reach of our in-person programmes
2. Launch Online Mentoring as our first national programme
3. Build a national platform for at-risk young people to amplify their voice

Young People at our Heart

4. Ensure we are reaching young people who are most at-risk
5. Extend the ways we work in partnership with at-risk young people



OUR PEOPLE

Our Interim CEO Amanda Batten accepted the role permanently in July. She will be supported by Charlie Dixon-Prior who steps up to become our Deputy CEO, alongside the wider leadership team.

We continued to invest in employee wellbeing, recognising that remote working brings challenges alongside much valued flexibility for staff. We switched to a new Employee Assistance Programme to strengthen our counselling and wellbeing support. We set up a new Employee Forum which will give employees a say in decision making. This will run alongside our employee wellbeing group and newsletter. Reflective practice has proved valuable for frontline employees this year, and we seek to build on this next year.

In our staff survey this year, 94% of employees said they recommend Caudwell Youth as a place to work. We are grateful to every staff member for their contributions over the year.

EQUALITY, DIVERSITY, INCLUSION AND BELONGING

This year, we strengthened our commitment to equality, diversity, inclusion and belonging across Caudwell Youth. We introduced a new EDIB policy and established a working group, bringing together staff representatives and a volunteer mentor to shape our approach. The group agreed on clear Terms of Reference and developed an action plan to guide our work throughout the year. Key achievements included:

- Becoming a Disability Confident employer
- Updating our recruitment process to better capture reasonable adjustments and support Access to Work.
- Reviewing and refreshing our EDIB policy to ensure it reflects current best practice.
- Ensuring the full team completed training on unconscious bias and micro-aggressions
- Subscribing to Powered by Diversity's cultural calendar, giving all employees access to monthly training and webinars.

Our focus moving forward is to continue embedding EDIB principles across our culture, systems and service delivery, ensuring every young person, staff member and volunteer feels valued and included.

GOVERNANCE

We updated our charitable objects to widen the age range of young people we can work with. We now exist to support at-risk young people up to 25 years old. This reflects an awareness of the risks and high levels of mental health difficulties experienced by children under 11 years of age. This change gives us the scope to intervene earlier.

We welcomed three new trustees to its Board this year, Maria Harris, Roismi Rajakumar-Mangrove and Tracey Shinkins-Watson. Each brings valuable experience and a shared commitment to improving outcomes for young people. The appointments were made following an open recruitment process designed to strengthen the Board's diversity of skills and lived experience. Each trustee has undergone a structured induction programme, including sessions on governance, safeguarding, and our strategic priorities, ensuring they are well equipped to contribute effectively from the outset.

Throughout 2025, Caudwell Youth continued to embed the Charity Governance Code as a practical framework for continuous improvement. This year we established a new Finance Committee to strengthen governance in this area.

The Trustees confirm that they have referred to and acted in accordance with the Charity Commission's general guidance on public benefit when reviewing Caudwell Youth's objectives and setting priorities for the year ahead. In doing so, they remain confident that the Charity's purpose continues to serve a clear public interest.

RISK MANAGEMENT

Trustees regularly review the risk register and consider existing and planned mitigations to best manage each risk. Our key risks include:

- . Recruiting and retaining enough volunteers to meet the needs of the service
- . Fundraising sufficient income to meet targets
- . Maintaining employee well-being
- . Managing the increasing risk profile of young people referred to us
- . Reputational risk relating to a potential young person or mentor incident

To manage these risks the leadership team and Board use an organisation scorecard to maintain a focus on key performance indicators in each risk area.

In terms of mitigations, we have tested new approaches to volunteer recruitment this year and increased focus on the match rates between volunteers and mentees. We have a fundraising strategy in place which is regularly reviewed, and reforecasts were made to assess progress. Reflective practice is a key mitigation to maintain employee wellbeing. To manage the risk profile of young people referred, we triage referrals, complete risk assessments and work in partnership with local authorities to understand thresholds for support. We have also developed volunteer mentor training to ensure mentors are well supported.

SAFEGUARDING

Safeguarding young people remains our highest priority at Caudwell Youth. We continue to strengthen a positive safeguarding culture across the organisation and ensure our practice remains trauma-informed.

We record all incidents through CPOMS, which provides an efficient and consistent approach to risk management. The system enables us to run reports, analyse trends and identify emerging risks, supporting a more proactive safeguarding approach. We have maintained a strong partnerships with external agencies to ensure timely information sharing and coordinated support for young people.

Caudwell Youth remain dedicated to implementing regular training across all levels of the organisation. This includes our Designated Safeguarding lead (DSL) and Designated Safeguarding Office (DSO) investing time quarterly in safeguarding training, including with the NSPCC and NYA.

We implemented a new risk assessment process and form for young people and mentors. This gives a clear, consistent approach to managing risk, and is collaborative with the young person. Teams hold monthly caseload meetings to ensure robust risk management and appropriate support for staff, young people and volunteers is in place.

Reflective practice remains central to our approach. Our safeguarding forums and supervision sessions provide a space for staff to reflect, learn, and maintain their wellbeing.

MY JOURNEY TO INDEPENDENCE

HARVEY'S MENTORING STORY

When Harvey was referred to Caudwell Youth, he was at a crossroads. Having finished college, he found himself struggling to access the wider world. Public transport felt overwhelming, navigating unfamiliar places alone was daunting, and opportunities for work seemed out of reach due to challenges stemming from his autism and dyspraxia.



"I had a desire to become independent and I knew I had potential, but I was struggling to utilise it," Harvey explains. "I've always been fascinated by geography and wanted to travel independently, but at the time, it simply wasn't feasible."

Harvey approached his referral with cautious optimism, having been let down by services in the past. "I tried to stay positive but wasn't sure if this was the right path for me. At my first meeting with Caudwell Youth, I was nervous and unsure of what the future would look like. But it became clear that they saw my untapped potential. They took great care in matching me with Danny, my mentor, and that made all the difference."

Harvey's goals were ambitious but clear: by the end of 2023, he wanted to travel to and from London on his own. By the end of 2024, he aimed to travel independently outside of the UK. With Danny's support and guidance, Harvey not only achieved these goals but surpassed them ahead of schedule.

"Danny's life experiences, especially his travels, gave him a wealth of knowledge to share," Harvey recalls. "I left our first meeting feeling positive and motivated. This was someone who truly understood how to help me achieve my goals."

Working with Danny came with its challenges. "Coping with the unexpected—like train delays or getting lost—was hard, but it was something I had to face. Thanks to Danny, I've learned how to handle these situations, and now I feel confident managing them on my own."

Harvey's highlights from his time with Caudwell Youth include speaking about autism at Imperial College in London and visiting Google's offices. "These experiences made me realise just how far I'd come."

Now, Harvey feels a sense of independence and excitement about life. "I love being independent and finally feel like I'm living my own life. I've never been more confident. My hope is to mentor other young people facing similar challenges, now that I know just how much can be achieved with the right support."

When asked what he would say to Danny now that their journey has come to an end, Harvey's response is heartfelt: "Thank you. You've changed my life."

Harvey's journey with Caudwell Youth is a testament to the power of mentoring and the incredible potential that can be unlocked with the right support. As he looks to the future, Harvey's story is an inspiration for others navigating their own challenges toward independence.

FINANCIAL REVIEW

SUMMARY

FY25 has been a strong year for Caudwell Youth, reflecting the continued delivery of high-quality support to young people alongside a resilient and diversified income base. Total income of £1.108m demonstrates the ongoing commitment of our supporters and partners, and the continued recognition of the importance of our work with young people facing significant challenges.

This year Caudwell Youth continued to capitalise on its established major donor base through a series of successful fundraising events. Our generous and growing community of major donors continues to make life-changing pledges, providing both financial support and long-term confidence in the charity's mission to give all young people the chance to reach their full potential. Individual Giving also continued to grow, reflecting the strength of our engagement with supporters and the success of our efforts to build a loyal and committed donor community. This will be further developed in the coming year through additional challenges and events, including our London Marathon runners and a Mount Kilimanjaro trek.

Public Sector funding secured towards the end of last year played a vital role in enabling the delivery of our Shaping Futures Programme in Buckinghamshire. This targeted programme for higher-risk young people provides 1-2-1 support at a critical point in their lives and we have seen positive outcomes in reducing serious violence delivered. We are thrilled and grateful that Buckinghamshire Council continue to fund this programme through to FY27. Support from Trusts and Foundations continued to underpin the charity's work and remains central to our service delivery and we intend to build on these vital partnerships to continue delivering our mentoring programmes across our key regions.

Expenditure during the year reflects a stable and well-embedded cost base, with spending carefully managed while increasing the total number of young people supported. Staff costs remain the charity's largest area of investment, directly enabling the delivery of frontline services and maintaining the quality and consistency of our programmes.

We end the year with a healthy reserves position, holding over 4 months expenditure in reserves in line with our policy of 3-6 months. The continued support of our Founder, John Caudwell, has been instrumental in enabling Caudwell Youth to establish itself through its growth phase.

As we look ahead, the charity enters the coming year well-placed to deliver its new strategy launch, with a clear focus on expanding reach, deepening impact, and ensuring long-term sustainability.

FINANCIAL REVIEW

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

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

The law applicable to charities in England and Wales 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 and of the incoming resources and application of resources of the charity for that period.

- In preparing these financial statements, the Trustees are required to:
- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- 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 that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and the provisions of the trust deed. They 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.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Each Trustee confirms that: So far as they are aware, there is no relevant audit information of which the charity's auditors are unaware. They have taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information. Each of the persons who are Trustees at the time when this Trustees' Annual Report is approved has confirmed that: They approve the Trustees' Annual Report in its entirety. They consider that the Trustees' Annual Report is fair, balanced, and understandable and provides the information necessary for stakeholders to assess the charity's performance, business model, and strategy.

The Trustees warmly thank all our donors, volunteers and supporters for their valuable help during the year. We also thank our staff for the commitment and skills that they bring to Caudwell Youth. And finally, we would like to thank the young people we work with for their trust and engagement with us.

BY ORDER OF THE BOARD

Debbie Denyer Chair

INDEPENDENT AUDITORS REPORT

TO THE TRUSTEES OF CAUDWELL YOUTH

OPINION

We have audited the financial statements of Caudwell Youth (the 'charity') for the year ended 30 September 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 30 September 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS REPORT

OTHER INFORMATION

The trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

OTHER MATTERS WHICH ARE REQUIRED TO ADDRESS

The prior period financial statement are not audited, therefore the corresponding figures are unaudited

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS REPORT

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

In preparation for our audit we identified areas of laws and regulations which we considered could have a material effect on the financial statements. This information was obtained via discussions with management and from our general commercial and sector experience. The directors also provide us with written representation of all the key and fundamental industry specific laws and regulations with they are required to adhere to. these were then communication to the whole of the audit team at our audit planning meeting.

As a charitable incorporation organisation, non-compliance with the Charities Act 2011, Companies Act 2006 and the conditions of government and non-government grant funding were assessed to be most relevant.

Our audit procedures to identify non-compliance with laws and regulations in these areas consisted of:

- Enquiries with management;
- Inspection of board minutes, and other correspondence;
- Challenges to management assumptions and judgements in relation to accounting estimates.
- Review of journals entered throughout the year.
- Substantive transaction testing

Despite appropriate planning and performing out work in accordance with International Auditing Standards, there are always inherent limitations that non-compliance is not detected. Non-compliance with laws and regulations is often further removed from the events and transactions reflected in the financial statements and material misstatements due to fraud can be deliberately concealed from auditors, for example through misrepresentation, forgery or collusion.

INDEPENDENT AUDITORS REPORT

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Your attention is drawn to the fact that the charity has prepared financial statements 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)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

DJH Audit Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

USE OF OUR REPORT

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Christopher Abbott FCA
(Senior Statutory Auditor)
for and on behalf of DJH Audit Limited**

DJH Audit Limited
.....

05/02/2026
.....

Accountants & Statutory auditor

St George's House
56 Peter Street
Manchester
M2 3NQ

CONSOLIDATED FINANCIAL STATEMENT

STATEMENT OF FINANCIAL ACTIVITIES

INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE PERIOD ENDED 30 SEPTEMBER 2025

		Unrestricted funds	Restricted funds	Total funds 2025	Total funds 2024
	Notes	£	£	£	£
Income from:					
Donations & Legacies	2	871,102	211,327	1,082,428	1,220,243
Charitable activities		-	26,508	26,508	113,898
Total		871,102	237,835	1,108,937	1,334,141
Expenditure on:					
Charitable activities	3	(597,457)	(288,358)	(885,815)	(953,712)
Costs of raising Funds	4	(175,249)	-	(175,249)	(178,966)
Total Expended		(772,706)	(288,358)	(1,061,064)	(1,132,678)
Net Income / (expenditure)		98,395	(50,523)	47,872	201,463
Transfers between funds		-	-	-	-
Net movement in funds		98,395	(50,523)	47,872	201,463
Total funds brought forward		289,283	149,535	438,818	237,355
Total funds carried forward		387,678	99,012	488,690	438,818

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The accompanying notes form part of these financial statements.

FINANCIAL REVIEW

BALANCE SHEET

AS AT 30 SEPTEMBER 2025

BALANCE SHEET		2025	2024
	Notes	£	
Current assets			
Debtors	7	20,966	50,254
Cash at bank and in hand		491,304	427,630
Prepayments		9,753	0
		<hr/>	<hr/>
		522,022	477,884
Creditors: amounts falling due within one year	8	(35,332)	(39,066)
		<hr/>	<hr/>
Net current assets		486,690	438,818
Net assets		486,690	438,818
Income funds			
Restricted funds	9	99,012	149,535
Unrestricted funds	9	387,678	289,283
		<hr/>	<hr/>
		486,690	438,818

The financial statements were approved and authorised for issue by the Board of Trustees and were signed below on its behalf by:



D Canfield
Trustee

Date: 29/01/2026

The accompanying notes form part of these financial statements.

FINANCIAL REVIEW

STATEMENT OF CASH FLOWS

AS AT 30 SEPTEMBER 2024

		2025	2024
	Notes	£	£
Cash provided by Operating Activities	12	63,674	263,537
Cash provided by (used in) in financing or investing activities		-	-
Increase (decrease) in cash and cash equivalents in the year		63,674	263,537
Cash and cash equivalents at the beginning of the year		427,630	164,093
Total cash and cash equivalents at the end of the year		491,304	427,630
Analysis of cash and cash equivalents		2025	2024
		£	£
Cash in hand		491,304	427,630
Total cash and cash equivalents		491,304	427,630

FINANCIAL REVIEW

NOTES TO THE ACCOUNTS

FOR THE PERIOD ENDED 30 SEPTEMBER 2024

1. ACCOUNTING POLICIES

BASIS OF PREPARATION

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The results presented in the financial statements run from 1st October 2024 to 30th September 2025

GOING CONCERN

The Trustees consider that the charitable company has adequate resources to continue in operational existence for the foreseeable future. In making their assessment they have considered a period of at least 12 months from the date the financial statements have been approved. Accordingly, the financial statements have been prepared on a going concern basis.

INCOME

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Donations and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement.

Grants are recognised when there is evidence of entitlement, receipt is probable, its amount can be measured reliably, and all terms and conditions of the grant have been met by the charity.

FINANCIAL REVIEW

EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Support costs are costs that assist the work of the charity but do not directly related to the charitable activities including governance costs.

Governance costs are costs directly associated with the governance of the charity, including legal and regulatory compliance and strategic planning.

TAXATION

The charity is exempt from corporation tax on it's charitable activities.

FUNDS

Unrestricted funds are general funds that are available for the use at the Trustees' discretion in furtherance of the objectives of the Charity.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

VOLUNTEER HELP

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

CREDITORS

The charity has creditors which are measured at settlement amounts less any trade discounts.

TANGIBLE FIXED ASSETS

Tangible fixed assets are valued at cost less depreciation. These are capitalised when they can be used for more than one year and cost more than £1,000.

FINANCIAL REVIEW

FINANCIAL INSTRUMENTS

The following assets and liabilities are classed as financial instruments - Trade debtors and trade creditors. They are all measured at the undiscounted amount of cash or other consideration expected to be paid or received.

BASIC FINANCIAL ASSETS

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

BASIC FINANCIAL LIABILITIES

Basic financial liabilities, including creditors are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

DERECOGNITION OF FINANCIAL LIABILITIES

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

RETIREMENT BENEFITS

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

EMPLOYEE BENEFITS

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

FINANCIAL REVIEW

INCOME AND EXPENDITURE

2.ANALYSIS OF INCOME	Unrestricted funds	Restricted funds	Total 2025	Total 2024
	£	£	£	£
Donations & Legacies				
Donations and gifts including gift aid	871,102	211,327	1,082,428	1,220,243
Total	871,102	211,327	1,082,428	1,220,243
Charitable activities				
General grants provided by government/other charities	-	26,508	26,508	113,898
Total	871,102	237,835	1,108,937	1,334,141

3.ANALYSIS OF EXPENDITURE ON ACTIVITIES WITH YOUNG PERSONS	Unrestricted funds	Restricted funds	Total 2025	Total 2024
	£	£	£	£
Activities with young persons	414,269	288,358	702,627	703,243
Support costs:				
Staff time	143,607	-	143,607	220,083
Governance costs	31,391	-	31,391	22,586
Audit fees	8,190	-	8,190	7,800
Total	587,457	288,358	855,815	953,712

Staff costs are allocated to activities with young persons, support costs and costs of raising funds based on an apportionment of staff time.

FINANCIAL REVIEW

RAISING FUNDS, STAFF COSTS

4.ANALYSIS OF COSTS OF RAISING FUNDS	Unrestricted funds	Restricted funds	Total 2025	Total 2024
	£	£	£	£
Staff costs	175,249	-	175,249	178,966
	175,249	-	175,249	178,966

5.STAFF COSTS	Total 2025	Total 2024
	£	£
Salaries and wages	610,465	357,876
Social Security costs	195,574	78,479
Pension costs	55,357	45,274
Other employee benefits	-	-
Total staff costs	861,396	922,206

One employee received total employee benefits in excess of £60,000 during the reporting period (2024: nil).

The amount recognised in the SOFA as an expense in relation to the defined contribution pension scheme was £55,357. The expense for the defined contribution scheme follows the allocation of staff costs when costs are allocated between activities and between restricted and unrestricted funds.

FINANCIAL REVIEW

HEAD COUNT, CREDITORS, ACCRUALS

The average monthly head count during the year was 25 (2022: 17) and the average number of full-time equivalent employees (including part-time staff) during the year was as follows:

6.STAFF NUMBERS	This period	2024
	Number	Number
Fundraising	4	4
Charitable Activities	19	18
Governance	1	1
Total number	24	23

7.DEBTORS AND PREPAYMENTS	Sep-25	Sep-24
	£	£
Trade debtors	20,966	50,254
Total debtors	20,966	50,254

	Sep-25	Sep-24
	£	£
Holiday Pre Payment	9,753	-
Total Pre Payment	9,753	-

8.CREDITORS AND ACCRUALS	Sep-25	Sep-24
	£	£
Trade creditors	27,142	31,122
Accruals and deferred income	8,190	7,944
Total creditors	35,332	39,066

FINANCIAL REVIEW

9.CHARITY FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

Fund	Balance at 01/10/24	Income	Expenditure	Balance at 30/09/25
National Lottery – Awards for All	£420.44	-	£420.44	-
The Brazier Trust	£5,000.00	-	-	£5,000.00
National Lottery (Million Hours Fund)	£34,719.27	-	£34,719.27	-
Letchworth Garden City Heritage Foundation	£2,083.33	-	£2,083.33	-
Bedfordshire and Luton Community Foundation	£22,500.00	£24,116.00	£28,558.00	£18,058.00
Heart of Bucks - Community Safety (FY24)	£10,272.00	-	£10,272.00	-
Wixamtree Foundation	£4,166.67	-	£4,166.67	-
Lois Baylis Trust	£1,666.67	-	£1,666.67	-
Watford Community Fund	£1,600.00	-	£1,600.00	-
Rectory Foundation	£4,565.00	-	£4,565.00	-
Buckinghamshire Council	£59,244.00	-	£39,496.00	£19,748.00
Buckinghamshire Council	£3,297.87	-	£3,297.87	-
Heart of Bucks - Community Safety (FY25)	-	£10,000.00	£10,000.00	-
Buckinghamshire Council	-	£3,297.87	£3,297.87	-
Watford Community Foundation	-	£5,000.00	£5,000.00	-
Letchworth Garden City Foundation	-	£1,600.00	£1,600.00	-
The Tony and Sheelagh Williams Foundation	-	£25,000.00	£25,000.00	-
Anson Charitable Trust	-	£1,000.00	£1,000.00	-
North Hertfordshire County Council	-	£1,800.00	£1,800.00	-
North Hertfordshire County Council	-	£1,000.00	£1,000.00	-
Hertfordshire Council	-	£390.00	£390.00	-

FINANCIAL REVIEW

9.CHARITY FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

Fund	Balance at 01/10/24	Income	Expenditure	Balance at 30/09/25
Buckinghamshire Council	-	£12,820.61	£12,820.61	-
Kings Langley School (STIP)	-	£1,337.54	£1,337.54	-
New Philanthropy Capital (NPC)	-	£2,550.00	£2,550.00	-
Connolly Foundation	-	£15,000.00	£12,500.00	£2,500.00
29th May Foundation	-	£3,000.00	£2,250.00	£750.00
Luton Borough Council	-	£3,160.00	£2,633.33	£526.67
Durkan Homes	-	£2,500.00	£2,083.33	£416.67
National Lottery	-	£9,051.00	£6,788.25	£2,262.75
Raising Foundation	-	£75,000.00	£56,250.00	£18,750.00
Buckinghamshire Council	-	£10,000.00	-	£10,000.00
Thames Valley Police TVP	-	£6,936.00	£3,468.00	£3,468.00
Simon Gibson Trust	-	£5,000.00	£1,666.67	£3,333.33
The Leathersellers' Foundation	-	£16,310.00	£4,077.50	£12,232.50
New Philanthropy Capital (NPC)	-	£1,850.00	-	£1,850.00
Total	£149,535	£237,835	£288,358	£99,012

FINANCIAL REVIEW

Name of restricted fund	Purpose and regional nature of the fund
National Lottery – Awards for All	Training costs in Milton Keynes
The Brazier Trust	Charitable activities in Bishops Stortford, Hertfordshire
National Lottery (Million Hours Fund)	Expansion of services in Buckinghamshire and Slough
Letchworth Garden City Heritage Foundation	Charitable activities in Hertfordshire
Bedfordshire and Luton Community Foundation	Charitable activities in Luton
Heart of Bucks – Community Safety (FY24)	Charitable activities in Buckinghamshire
Wixamtree Foundation	Charitable activities in Luton
Lois Baylis Trust	Charitable activities in Slough
Watford Community Fund	Charitable activities in Watford, Hertfordshire
Rectory Foundation	Charitable activities in Letchworth, Hertfordshire
Buckinghamshire Council	Shaping Futures STIP Program in Buckinghamshire
Buckinghamshire Council	EHCP Program in Buckinghamshire
Heart of Bucks – Community Safety (FY25)	Charitable activities in Buckinghamshire
Buckinghamshire Council	Mentoring contribution in Buckinghamshire
Watford Community Foundation	Charitable activities in Watford, Hertfordshire
Letchworth Garden City Foundation	Charitable activities in Hertfordshire
The Tony and Sheelagh Williams Foundation	Charitable activities in Buckinghamshire
Anson Charitable Trust	Charitable activities in Milton Keynes
North Hertfordshire County Council	Charitable activities in Hitchin, Hertfordshire
North Hertfordshire County Council	Charitable activities in Royston, Hertfordshire
Hertfordshire Council	Direct support for referred YP
Buckinghamshire Council	Shaping Futures STIP Program in Buckinghamshire
Kings Langley School (STIP)	Direct support for referred YP
New Philanthropy Capital (NPC)	Workshops to engage YP contributing to the Coalition’s Mental Health Work
Connolly Foundation	Charitable activities in Luton

FINANCIAL REVIEW

29th May Foundation	Charitable activities in Milton Keynes
Luton Borough Council	Charitable activities in Luton
Durkan Homes	Charitable activities in Hertfordshire
National Lottery	To support direct operational Volunteer Recruitment & Support
Rausing Foundation	Charitable activities across service delivery areas
Buckinghamshire Council	Charitable activities in Buckinghamshire
Thames Valley Police TVP	Charitable activities in Slough
Simon Gibson Trust	Charitable activities in Welwyn Garden City, Hertfordshire
The Leathersellers' Foundation	To support Care Experienced YP
New Philanthropy Capital (NPC)	Workshops to engage YP contributing to the Coalition's Mental Health Work

The movement on unrestricted funds was as follows:

The movement of unrestricted funds was as follows:	Balance at 01/10/24	Income	Expenditure	Balance at 30/09/25
General Fund	289,283	871,102	772,706	387,678
Total	289,283	871,102	772,706	387,768

	Unrestricted funds	Restricted funds	Total funds 2025	Total funds 2024
	£	£	£	£
Fund balances at 30 September 2024 are represented by:				
Net current assets	367,678	99,012	486,690	438,818
Total	367,678	99,012	486,690	438,818

FINANCIAL REVIEW

10. RELATED PARTIES

John Caudwell continues to support Caudwell Youth through a combination of financial contributions and in-kind support. Cumulatively, his contributions over 2023-4 and 2024-5 represent 33% of the charity's total income. The level has varied across these years to best meet the needs of the charity, front loading some of his contributions during 2023-4's growth stage. We agreed with some of our key supporters for the match on their donations to be allocated in this way. All other donations were matched in year and John Caudwell's commitment to matching 33% going forward remains.

Total donations received from John Caudwell in the year were £190,691.

11. TRUSTEE REMUNERATION AND BENEFITS

None of the trustees have been paid any remuneration or received any other benefits from an employment with their charity or a related entity.

Trustees claimed £576.50 in expenses during this period.

12. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES	This period	2024
	£	£
Net movement in funds	47,872	201,463
(Increase) in debtors	29,288	41,643
Decrease in creditors	(3,734)	20,431
Increase in payments	(9,753)	-
	<hr/>	<hr/>
Net cash generated from operating activities	63,674	263,537
	<hr/>	<hr/>

SUPPORT CAUDWELL YOUTH

We invite you to join us in our mission.

At Caudwell Youth we invite you to join us in transforming the futures of young people by supporting our work in a variety of powerful ways.

This could be volunteering your time as a mentor, or through donating or fundraising to support our work. Every contribution empowers a young person to build resilience, engage with education or employment, and reduce risk of offending behaviours and exploitation.

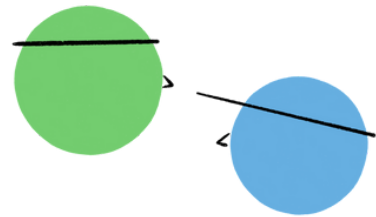
Together we can build a brighter future for at risk young people.



FUND OUR WORK



ASK US A QUESTION



MENTOR WITH US

www.caudwellyouth.org

OUR YEAR IN IMAGES



OUR YEAR IN IMAGES



Reference and administrative information for the year ended 30 September 2025

Status: The organisation is a CIO registered as a charity.

Governing document: Constitution

Charity number: 1200757

Registered office: Broughton Hall, Broughton, Staffs, ST21 6NS

BANKERS

Barclays

Address: Barclays Wealth, 2 Victoria Street, London, UNITED KINGDOM, SW1H, 0ND

AUDITORS

DJH Audit Limited

Address: DJH Audit Limited, St Georges House, 56 Peter Street, Manchester, M2 3NQ

TRUSTEES

Debbie Denyer (Chair)

David Canfield (Treasurer)

Carolyn Pollard (Secretary)

Almarene Fredrick

Sarah Masotti

Kate Flounders

Matthew Yates

Maria Harris (appointed: 27th January 2025)

Tracey Shinkins-Watson (appointed: 27th January 2025)

Roismi Rajakumar-Mangrove (appointed: 15th April 2025)

Chief Executive Officer: Amanda Batten

**SHAPING
YOUNG
PEOPLE'S
FUTURES**

CAUDWELL YOUTH



Registered Charity Number 1200757
Broughton Hall, Broughton, Staffs, ST21 6NS
www.caudwellyouth.org

@Caudwellyouth



CAUDWELL YOUTH

England & Wales - Charity number 1200757

Accounts



CAUDWELL YOUTH

ANNUAL REPORT 2023/24



Registered Charity Number 1200757
Broughton Hall, Broughton, Staffs, ST21 6NS
www.caudwellyouth.org

MISSION

Provide individualised support to 11-24 year olds at-risk, to positively shape their future.

VISION

Help every young person at-risk in the UK, in a sustainable and responsible way, positively and significantly impacting our society, through a continuously improving charity.

VALUES



Optimistic
and realistic



Intentionally
inclusive



Delivering
with integrity



Empowering

The organisation is a Charitable Incorporated Organisation and was registered as a charity on 19th October 2022.

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STATEMENT FROM CHAIR

DEBBIE DENYER

I am delighted to share Caudwell Youth's second annual report and accounts. It has been an exciting time for the charity as we grow and develop in pursuit of our vision. But let's not shy away from the stark realities that underscore it:

- 1.3 million young people were referred to mental health services last school year
- 41% of care leavers are not in education, employment or training
- Gang-associated children are 77% more likely to have identified mental health needs and twice as likely to have a history of self-harm



Caudwell Youth was founded in 2022 to address these challenges, supporting at-risk youth aged 11-24 with various needs, from mental health to care experience and exploitation. Our commitment extends further, to engage with young people, ensuring that our work is not only for young people, but led by them.

I am proud that this year we continued to extend our mentoring service, both geographically and in terms of the number of young people we support. The impact that mentoring has on young people's lives is incredible - as reported by the young people themselves. We are also committed to constantly learning as a charity, piloting a new short term intervention programme this year in response to emerging needs of the young people we work with.

However, alongside our partners in the voluntary sector, as a charity we operate in a challenging environment. We are continually striving to secure resources to meet the needs of the rising, and increasingly complex, number of young people referred to us.

I'd like to take this opportunity to thank everyone who has played a role in supporting young people with Caudwell Youth over the year. Thank you to the individual donors, Trusts and Foundations and Corporates whose generosity makes our work possible. Thank you to our volunteer mentors for the commitment and life experience they bring to the heart of the service. Thank you to our employees, trustees and the CYC for the resilience, skills and energy they bring. And finally, thank you to the young people we have worked with over the course of the year. Thank you for sharing your stories with us, and thank you for the trust you place in us.

With all best wishes,
Debbie Denyer

STATEMENT FROM FOUNDER

JOHN CAUDWELL

As we reflect on another remarkable year at Caudwell Youth, I am filled with immense pride and gratitude. Our mission to empower young people has never been more critical.



In our second year since launching, we continued to provide invaluable support and opportunities to countless young individuals. In 2023 - 2024, we launched our second youth support programme, a Short Term Intervention Programme for young people at the highest risk while continuing to support 290 young people through our original volunteer mentoring programme. In just two years, we have provided intensive support to 415 young people. With 629 referrals received during this period, the demand for our work could not be clearer.

In this report, you will read stories of resilience and success. Many of our young people have overcome significant challenges to achieve their dreams. Their achievements are a confirmation not only of their determination to shape positive futures but also to the dedication and skill of the Caudwell Youth team and the more than 150 volunteer mentors who support our work.

As we look ahead, we remain committed to ensuring that young people at-risk have the support they need to thrive.

Thank you for being a part of this journey and for believing in the potential of every young person.

John Caudwell

SUMMARY OF KEY ACHIEVEMENTS THIS YEAR

We are so proud of how our second year has gone, we are pleased to say in year, we have supported **307 young people in total**, enabling this is **13,572 hours of support**, averaging over **44 hours per young person** for the year.

OUR KEY OUTCOMES:

- **89%** Reduction in offending behaviour
- **88%** Reduction in exploitation risk
- **80%** Improvement in mental health
- **48%** Moved into Education, Employment or Training

WHAT YOUNG PEOPLE TOLD US

"I am really scared of going out of my house without my Mum and I have gone out with Caudwell Youth on my own. I am really proud of myself for doing that."

"I have been more courageous yet careful with the choices I make."

"Being better behaved at school... I felt like I could never learn to do it but I have."

"My anxiety has been dropping since working with my mentor. We have been working on engaging with people confidently."

"I need someone to talk to when I need to offload. This helps me get things into perspective. I have been able to stay in college."

WHO WE ARE AND WHAT WE DO

Not all Young People have the same opportunities in life.

Caudwell Youth exists to level the playing field for Young People at risk.

To change this, we:

- **Shape Futures:** person-centred support through long-term volunteer mentoring and targeted intervention
- **Shape Community:** positively impacting the community by connecting people together
- **Shape Change:** reduce stigma, amplify youth voice and demonstrate best practice in the sector

We believe no young person should face challenges alone. In times of challenge and change, our services are needed more than ever before. Our young people may experience mental ill health, be care-experienced, at risk of exploitation or offending. The complexity of the lives of our young people often results in their experiencing multiple challenges, compounding the level of risk they face.

Our core service is a person-centred volunteer mentoring service for up to 2 years, delivered across Hertfordshire, Buckinghamshire, Slough, Milton Keynes and Luton.



WHO WE ARE AND WHAT WE DO

ABOUT OUR MENTORING SERVICE

We are proud that our work makes a positive impact on society by supporting our young people to overcome challenges and work towards important goals that will make a real difference to their lives. Our young people set and work towards a range of goals including:

- Building friendships so young people feel less lonely and isolated;
- Building self-confidence so they feel able and empowered to move forward;
- Reducing substance misuse so they can live healthier lives and engage in less risky behaviour;
- Engaging in less anti-social behaviour resulting in positive community engagement and less statutory involvement including with the police;
- Moving successfully into independent accommodation - a key milestone in transition to adulthood;
- Re-joining mainstream education or employment improving their prospects;
- Improving relationship with their parents;
- Helping to build their support networks.

Young people are referred to us by local partners and statutory services, including Children's services, the Youth Offending Service, Multi-Agency Safeguarding Hubs, schools and CAMHS.

Some young people meet us feeling let down by professionals, with strong walls up and have a reluctance for support. We build a more informal rapport with the young person and prepare them to be mentored by a volunteer in their community. We may work with some young people with more complex needs or a higher risk profile, for longer before matching them with a volunteer.

WHO WE ARE AND WHAT WE DO

ABOUT OUR MENTORING SERVICE

All volunteer mentors go through a robust onboarding process including interviews, DBS checks, reference checks and training.

Once they have been matched the young person and mentor begin meeting, usually on a weekly basis, with additional calls and messages between sessions. These sessions can take place in a structured setting, such as a school or community centre, or in informal settings, like a park or coffee shop. The mentor offers emotional support, guidance, and practical advice to help the young person address challenges and make positive decisions. They provide a listening ear and help the young person develop problem-solving skills and resilience.

While most of the support is 1-to-1, we provide opportunities for young people and mentors to meet up for group social activities like bowling and trampolining in their area. The Caudwell Youth Collective, our youth participation board, also organise social events to bring everyone together.

Mentoring can last up to two years, during which time we regularly review progress. When the young person feels ready, we begin to taper off Caudwell Youth support at the young person's pace, whilst also celebrating successes and goals met, and identifying ongoing challenges and coping strategies.



"I find the work Caudwell Youth does inspiring. My youth coordinator is very helpful and approachable, and I have found the training helpful."

-Volunteer Mentor

OUR SERVICE DELIVERY AND IMPACT

WHO WE SUPPORTED

Over the year we supported 307 young people. We directly supported 290 young people through our mentoring service. 68 young people successfully completed their mentoring during this period. We supported an additional 17 young people through the pilot of our new Short-Term Intervention Programme.

When these young people were referred, referral partners were asked to select their presenting need:

- 17% of young people were care-experienced;
- 22% of young people were at risk of/or offending;
- 44% of young people were at risk of exploitation;
- 82% of young people were experiencing poor mental health.

Many young people experience more than one risk, which compounds the level of challenge they face. The average age of the young people we worked with during the year was 16. There was a balance in terms of gender (45% female, 51% male, 3% other, 1% non-binary). Aggregating our ethnicity data, 70% of the young people we supported were White, 11% were Asian, 9% were Black, African or Caribbean, and 8% were from mixed or multiple ethnic groups.

29% have a registered disability and the same proportion have an Education Health and Care Plan for their special educational need or disability. 21% of the young people we worked with were not in education, employment or training at referral.

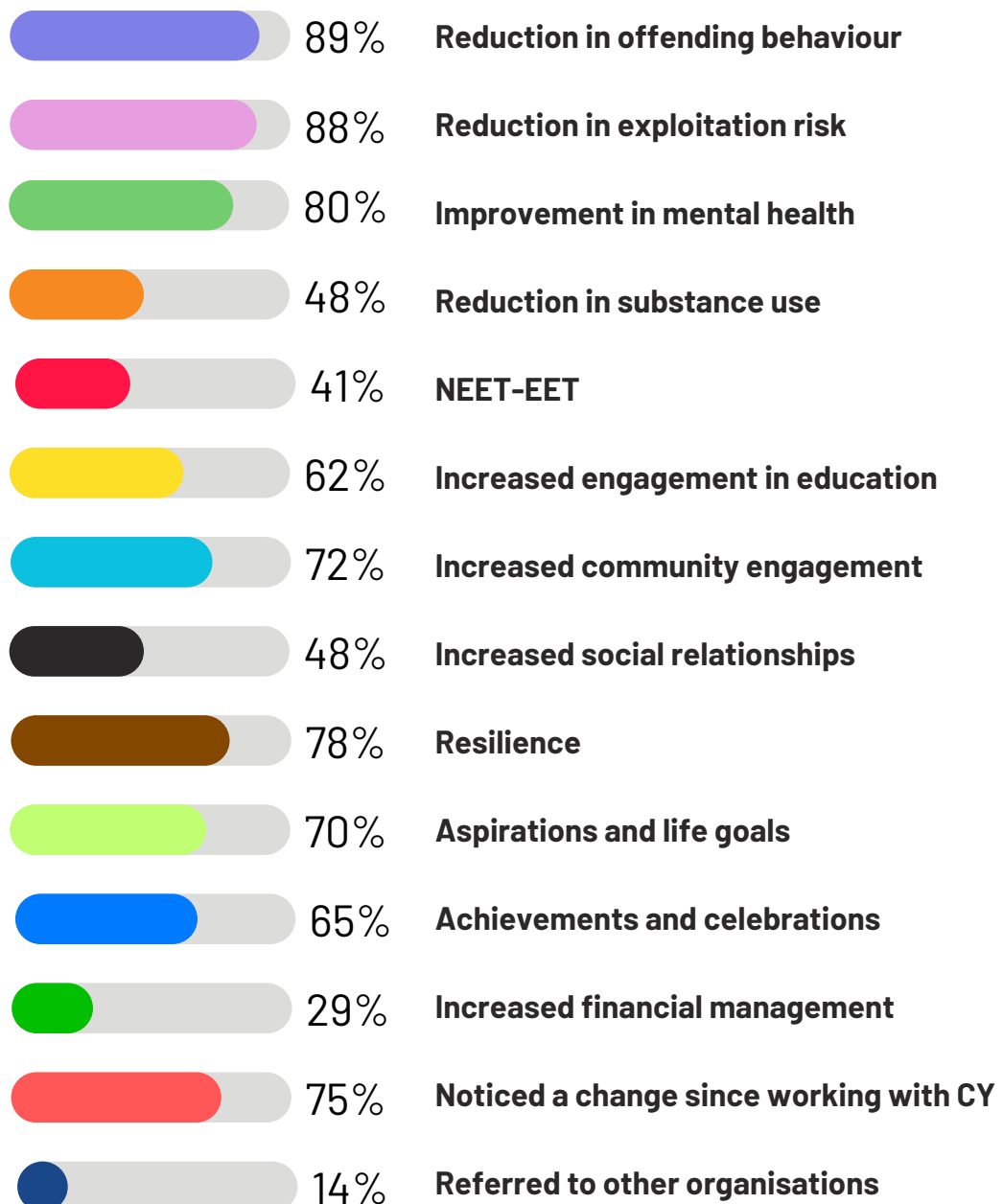


OUR SERVICE DELIVERY AND IMPACT

OUR IMPACT

Over the course of the year, we estimate that 13,572 hours of support were provided by volunteer mentors and our Youth Support Co-ordinators to young people. We are proud to share the impact of this support. We surveyed young people at four points during the year to invite them to evaluate and reflect on their progress. This provides an opportunity for them to review the goals they set for themselves and feedback on the service. Engagement with this process remained exceptionally high throughout the year.

Based on a weighted average of the three outcomes surveys (February, May and September) we can share the following key outcomes for young people supported by Caudwell Youth in 23-24:



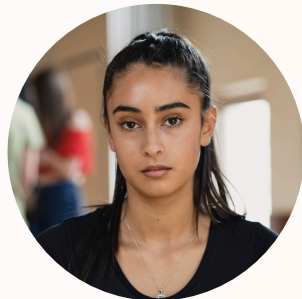
OUR SERVICE DELIVERY AND IMPACT

OUR IMPACT

These outcomes reflect the dedication of our volunteers and outreach staff in creating a safe and supportive environment for young people. Their efforts ensure that young people remain at the heart of our work and that their needs are met. More importantly, these outcomes highlight the commitment and determination of the young people themselves to shape their own positive futures.

SHORT-TERM INTERVENTION PROGRAMME: PILOT

Throughout the year, we were increasingly conscious that the level of risk of those being referred to us was increasing. We identified a need for an intensive intervention programme for young people, with the highest risk and complexity, to run alongside our mentoring service. This programme was designed to target a specific risk factor and provide 12 targeted youth work sessions for a young person. It was piloted successfully in Hertfordshire (see strategy section).



"I need someone to talk to when I need to offload. This helps me get things into perspective. I have been able to stay in college."

- Young Person

OUR STRATEGY

STRATEGIC OBJECTIVES 2023 - 2024

Caudwell Youth's strategy in 2023 – 2024 focussed on building on the foundations laid in our first year in operation.

AIM 1: DEVELOP AND DELIVER A UK WIDE CHARITY IN A SUSTAINABLE AND RESPONSIBLE WAY TO POSITIVELY AND SIGNIFICANTLY IMPACT SOCIETY

Over the year, we successfully expanded our services, increasing our capacity from 175 to 240 places. This growth was achieved by expanding our presence in Buckinghamshire, Luton, and Hertfordshire, and by extending our reach into Slough. The high demand for our services led to an overwhelming number of referrals, necessitating temporary closures to new referrals twice during the year.

We took the opportunity to reflect on and refine our organisational structure. We appointed our first Interim CEO and initiated the recruitment process for a permanent CEO. This enabled Directors to move from the generalist roles that were essential during our startup phase, to more focused responsibilities, positioning us for sustained growth and enhanced service delivery in the future.

AIM 2: DEVELOP OUR SERVICE TO SAFELY MEET THE EVOLVING NEEDS OF YOUNG PEOPLE

SHORT TERM INTERVENTION PROGRAMME PILOT

We have seen an unprecedented number of referrals over the last 12 months, and with the use of our safeguarding CRM we are able to track increased risk factors within the presenting and ongoing needs of our young people. Due to the increased risks identified, we were able to pilot a Short-Term Intervention Programme (STIP).

STIP is designed to target a specific risk factor and provide 12 targeted youth work sessions, tailored to and for the young person's needs. This pilot programme worked with 17 young people in Hertfordshire during the year. It is a youth worker led service and is targeted at:

- Young people who need higher intensity intervention than mentoring
- Young people who have an identified high-risk factor such as child criminal exploitation or self-harm

The service is designed to support and empower young people to achieve their goals or a specific set of agreed outcomes. We planned that the young people may eventually be signposted into our mentoring service.

We aim to extend this programme out to the other areas we are working in subject to funding, and were delighted to receive support for this work from Buckinghamshire Council at the end of the year.

OUR STRATEGY



"Working collaboratively with young people has let me see first hand the lasting positive impact of intense, short term youth work can have on young people. Meaningful, bespoke sessions not only empowered young people to make change, but to stand taller and become more confident in different aspects of their lives. It has been deeply rewarding to be a brief part in a young person's life supporting them to realise their own strengths. Engaging the young people in work or education helped to foster a safer community, reduce costs for public services but most importantly helped to unlock the true potential our young people could not see before engaging with us"

- Caudwell Youth programme lead

SAFEGUARDING

We have prioritised a positive safeguarding culture and have developed a robust safeguarding process, now further strengthened by the addition of area managers. This has enhanced our understanding of local safeguarding partnerships and practices.

To support this, we have introduced a Safeguarding CRM (CPOMS), which enables us to record incidents or concerns, monitor trends, assess risks, and analyse behaviours. This provides valuable insights into demand and helps us better assess needs.

Additionally, we have implemented quarterly reflective practice sessions with a psychotherapist. These sessions offer a safe space for small groups to discuss safeguarding incidents or challenging situations, fostering a reflective approach to our services while promoting team well-being.

AIM 3: DEVELOP A CONTINUALLY IMPROVING CHARITY

Our commitment to achieving the highest standards led us to achieve the following:

- We held a Safe Practice Mark for Youth Provision from Milton Keynes Council.
- We successfully completed an HR Audit through HR Delivered.
- We achieved a score of 64 through the Charity Excellence Framework, surpassing the national average of 60.

Our governance structures were thoroughly reviewed, and our Board of Trustees completed their first annual Board Assessment (see Governance section below).

OUR STRATEGY

YOUTH ENGAGEMENT

Our young people played a crucial role in evolving our evaluation protocols, guiding us on more effective engagement and questioning. This collaboration resulted in 88% of young people completing our final survey of the year in October 2024, reinforcing the validity of our results and demonstrating their commitment to their own development and the charity's mission.

At Caudwell Youth, we have made significant strides in our youth engagement strategy over the past 12 months. We remain dedicated on deepening collaboration with The Caudwell Youth Collective (CYC), actively consulting them on key areas such as recruitment, social media content, and amplifying young people's stories. Additionally, we enhanced the role of Central Services in supporting and driving youth engagement efforts across our organisation. We will continue to empower young people to develop their own ideas to strengthen and develop services.

NOTE FROM CAUDWELL YOUTH COLLECTIVE

The Caudwell Youth Collective has had an amazing year! We've built on what we started last year, with some of our ongoing tasks and began some new projects that we chose at the beginning of the year. When we set our goals for this year, we said we wanted to get more creatively involved in the charity, and we've definitely made that happen over the last 12 months.

One of our biggest projects in 2024 has been designing a Young Person's page on the website. We worked with the Marketing team to figure out how to break down what we wanted to say into key themes. We then met in the summer and pulled everything together to create a page that speaks directly to other young people and tells them what to expect on their Caudwell Youth journey, how we found the mentoring process and other advice we have for navigating the world! We also had the chance to be part of the recruitment process for new vacancies, which was a totally new experience for those involved because we got to meet some impressive candidates, to be mature and ask to some real-life questions.

We helped organise two of our Young People's events, one in the Spring and one in the Summer. Our Summer event is a highlight of the year, and this time we had a huge space in a park where young people, mentors, and staff came together for a picnic, rounders, face glitter and music. For everyone that attended, it was a chance to be in a safe space. To celebrate the end of the year, we're also helping organize the Winter event just before the festive break. We look forward to these events because we get to see familiar faces and chat to new people who can become our friends. These events have become traditions that everyone looks forward to.

We are looking forward to what next year can bring. A final message from Luke, an outgoing member of the CYC who has completed his two years with us: 'I hope that you can all achieve your goals in the new year'.

OUR STRATEGY

LOOKING FORWARDS: STRATEGIC OBJECTIVES 2024 – 2025

This period of reflection and growth has allowed us to identify key areas for enhancement, ensuring that we continue to meet the evolving needs of the young people we support and maintain our commitment to excellence.

In 2024 – 2025, we will track our progress against the following objectives:

Aim 1. Lay the foundations for growth

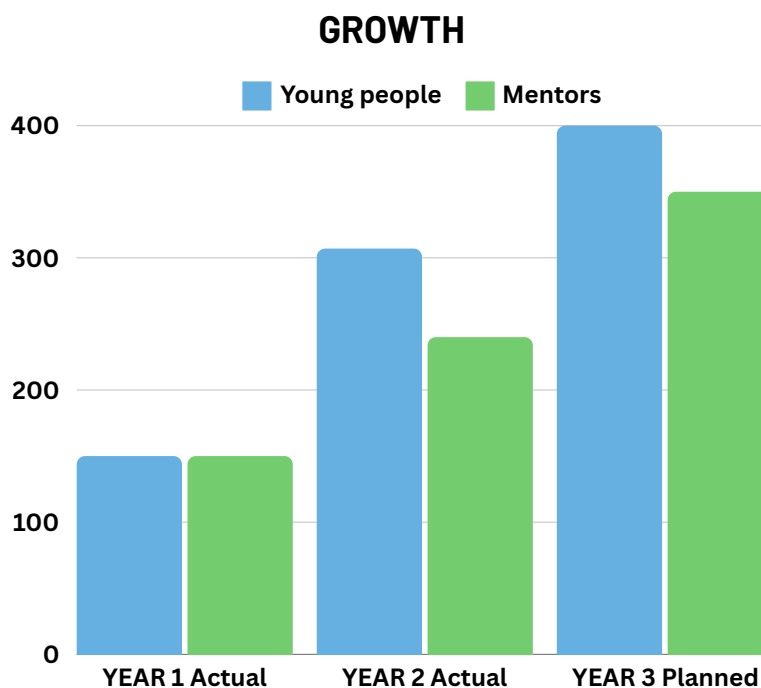
- Grow our income
- Build profile, reach and engagement through our external communications
- Expand services where we meet our own criteria and secure funding

Aim 2. Meet the needs of young people

- Deliver high quality support for 400 young people
- Learn from our work with young people to develop new ways of working

Aim 3. Be the best we can be

- Strengthen youth engagement across the whole organisation
- Embed our commitment to be intentionally inclusive
- Foster a confident culture
- Strengthen our foundations





MARK'S STORY

We've been working with Mark, 16, for 6 months after he was referred to us by CAMHS. He needed support to build healthier relationships, understand his emotions better, and explore hobbies he could enjoy. Before coming to us, Mark struggled to say when he felt anxious, upset, or overwhelmed. He would keep things bottled up, which often left him feeling frustrated or down.

Since working with Caudwell Youth, Mark has made amazing progress. He's built a great connection with his mentor and now arranges their sessions himself! He's always on time and ready to engage, showing just how much he's grown.

Mark has found a passion for working with animals through alternative education and is also learning life skills with the cadets. Both have helped him grow in confidence and see authority in a more positive way. He's also started opening up about his emotions and sharing more about what's going on in his life, a big step forward for him.

With the help of his mentor and YSC, Mark is learning to manage his relationships and emotions much better. His next steps are to keep working with his mentor, growing his hobbies, and building on his goals.

OUR PEOPLE

This year our staff team grew to 29 people. Each new addition brings unique perspectives, experiences, and skills, all united by a shared dedication and passion for Caudwell Youth's mission. We are immensely grateful to every staff member for their contribution over the year.

This year we welcomed Amanda Batten as our interim CEO in March 2024. With 20 years of experience in the charity sector, Amanda has worked with the senior leadership team and trustees to consolidate the growth to date and build a solid basis for our future development. We plan to recruit a permanent CEO in 2025.

VOLUNTEERS: THE HEART OF OUR MENTORING SERVICE

Our volunteers are the backbone of our mentoring service, coming from diverse backgrounds with professional, lived or life experiences. Their compassion and commitment to helping others make them invaluable members of the Caudwell Youth Team. We ensure they are supported throughout their journey by their Youth Support Coordinator and the Volunteer team, starting from onboarding.

Over the past year, we have significantly strengthened our volunteering team by introducing a volunteer administrator. This addition has been instrumental in speeding up both training and DBS processing times. To further support our mentors, we have implemented regular supervision sessions with Youth Support Coordinators (YSCs). These sessions provide mentors with the guidance and support they need to effectively assist Young People.

We have continued to shape and improve our training modules to meet the changing landscape of our young peoples' needs. We also introduced an online training platform to provide support on specific topics mentors may be dealing with. Additionally, we have launched a monthly Volunteer Forum, an optional online session featuring a range of guest speakers. Topics have included neurodiversity and drug-spiking awareness, amongst other topics to promote ongoing learning and development for mentors.

OUR PEOPLE

VOLUNTEERS: THE HEART OF OUR MENTORING SERVICE

Volunteer recruitment and retention is an ongoing challenge for us, and one that is central to our operating model. We have experimented with various approaches to volunteer recruitment this year and would like to extend our gratitude to all the voluntary organisations that have supported Caudwell Youth. Moving forward, we will continue to explore the most effective social media channels for recruiting new mentors, while also attending in-person events to engage with the local community and share volunteering opportunities.

- 202 volunteer applications in the year
- 81% of our volunteers have lived experience
- Our youngest volunteer this year was 18 and our oldest was 74. With an average age of 41.

A huge thank you to all our mentors at Caudwell Youth, without you we could not support the young people we do.



**"My Youth Support Coordinator always makes herself available for support, responds quickly, and gives sage and supportive guidance."
-Young person**



**"Training set me up well for the role. Defined it well, particularly safeguarding. Felt confident and that I would be useful as a mentor."
-Mentor**

OUR PEOPLE

EMPLOYEE WELL-BEING

The work we carry out can be difficult and requires personal strength and resilience. As an organisation we recognised that we excel at encouraging our volunteers and young people to be open about their well-being and not be afraid to ask for help. We needed, from the beginning, to model this internally too.

Our team have access to counselling and medical support through an employee assistance programme, we have trained Mental Health First Aiders, they have mechanisms to share their views formally with their line managers, through our annual anonymous survey.

Within the Operations team we have support mechanisms in place to support each other, as well as structured reflective practice.

All employees receive consistent training via an online training system on core topics such as GDPR and Safeguarding. We also responded to individual training needs and have ensured the team have access to a wide range of training including: neurodiversity, drugs and alcohol use, gang awareness, fundraising and safer recruitment. In our staff survey 100% of respondents said they had the relevant training to carry out their role.

Our support for our employees is grounded in ensuring we have all the right policies in place both to protect and empower the team. We continue to review and update our policies as legislation changes but also to include any learnings from their implementation.

OUR PEOPLE

67% of employees responded to a staff survey half-way through the year. Scoring each statement from 1 (low) to 10 (high):

Do you feel valued in the Charity?	8.4
Does Caudwell Youth do enough to support your wellbeing?	8.7
Do you feel your voice is heard in the Charity?	8.9
Please rate how likely you would recommend Caudwell Youth as a great place to work	9.1

SUPPORTING EQUALITY, DIVERSITY AND INCLUSION

One of our values is being “Intentionally Inclusive”. This reflects our commitment to EDI (Equity, Diversity and Inclusion). We want to create a culture where everyone feels welcome, respected and valued. We know that we have work to do to achieve this goal.

This year we implemented inclusive recruitment practices, including blind selection and offering guaranteed interviews for anyone who was Care Experienced. We set up an internal EDI group and developed a guide on language use and what inclusion means at Caudwell Youth. We held an all staff day to create an EDI action plan for 2024-5.



“I am very proud to work for CY, I have some brilliant colleagues and look forward to more developments to come.”



“I would recommend CY for: encouraged good work life balance, flexibility, general culture, ability to do the role how you want to.”

FINANCIAL REVIEW

SUMMARY

This year Caudwell Youth has seen significant growth in income across all key areas of the charity, reflecting both our strengthened relationships with supporters and the growing recognition of our impactful work.

Total income increased substantially, with particularly notable rises in support from Trusts and Foundations (up 97% from £148,684 to £293,592), Public Sector funding (up 135% from £43,000 to £101,388), and Corporate Partnerships (a 206% increase from £83,966 to £256,951). Individual Giving also saw material growth, with income increasing more than fivefold from £6,238 to £35,696, demonstrating the success of our campaigns to engage a wider donor base. We remain hugely grateful to the generosity of our Founder, John Caudwell, for his continuing commitment to young people.

Our expenditure in FY24 reflects the charity's significant growth and its commitment to expanding our capacity to support even more young people. Staff costs remain the primary expense of the charity, with total payroll costs rising from £493,968 in FY23 to £922,206 in FY24. This investment has enabled us to grow our operational team and deepen Caudwell Youth's reach in our existing key regions, while also facilitating our first major expansion into Slough. Alongside this, we have strengthened our central services, creating a robust platform to support future operational growth and ensure sustainability as we continue to scale.

The year's performance reflects our unwavering commitment to transforming the lives of young people in our communities, leaving us well-positioned to build on this momentum in the coming year.

FUNDRAISING HIGHLIGHTS

In 2023-2024, we launched our first fundraising campaign, the Torchrunners Globe Challenge. Spearheaded by our corporate network, Torchrunners, participants walked, cycled, ran, and swam over 38 days to raise funds for Caudwell Youth. The campaign successfully raised over £17,000. Building on this success, the Torchrunners have committed to leading another fundraising campaign in 2024-2025.

46%
OF YOUNG PEOPLE
ARE AT RISK OF
EXPLOITATION

See below how you can help

22%
OF YOUNG PEOPLE
ARE AT RISK OF
OFFENDING

See below how you can help

**TORCHRUNNERS
GLOBE CHALLENGE**
FOR CAÜDWELL YOUTH

TORCHRUNNERS GLOBE CHALLENGE **FINAL UPDATE**

**WE'VE TRAVELLED:
13,350 Km**

CAÜDWELL YOUTH

80%
OF YOUNG PEOPLE ARE
REFERRED BECAUSE OF
THEIR MENTAL HEALTH

See below how you can help

FINANCIAL REVIEW

FUNDRAISING HIGHLIGHTS

We are grateful to the Trusts and Foundations who have supported us this year, including the National Lottery Million Hours with thanks to the Government and The National Lottery Community Fund for making this possible; Heart of Bucks; Bedfordshire and Luton Community Foundation in partnership with Luton Rising; The Julia and Hans Rausing Foundation; Milton Keynes Community Foundation; Connolly Foundation; David Riddell Memorial CIO; Letchworth Garden City Foundation; Rectory Foundation and Tony and Sheelagh Williams Foundation.

We also hugely value the support of individual donors. This includes members of the Life Changers Circle who have made a long-term commitment to Caudwell Youth's work.

We were also pleased to secure funding at the end of the year to work with Buckinghamshire Council and Thames Valley Police to extend our short-term intervention programme via a partnership project to reduce youth offending.

We developed a new fundraising strategy during the year to build on our existing income streams. This includes plans to grow statutory income, alongside plans to formalise our work with corporate partners and to launch a new Friends of Caudwell Youth initiative, encouraging individual donors to consider making a three-year commitment. As a young charity we are grateful to all our supporters and will continue to work to build a wider network of support to aid our sustainability.

At Caudwell Youth, we deeply appreciate all financial support, but we also uphold our Ethical Fundraising Policy and Gift Acceptance Policy with utmost seriousness. We strive to be open, honest, and fair, operating legally and in accordance with fundraising regulations and best practices, including the Code of Fundraising Practice. We ensure that everyone involved in fundraising understands their responsibilities.

FINANCIAL REVIEW

CHARITY RESERVES

Supporting at-risk young people is our core mission, and effective financial management is crucial to achieving this. Reserves play a vital role in our financial planning, helping us manage budget and risk by addressing uncertainties in future income streams.

Our Reserves policy is that the Board of Trustees aim to maintain a minimum of three months expenditure and a maximum of six months in free reserves.

At the end of the year, our total reserves stood at £438,818, comprising £289,283 in free reserves and £149,535 in restricted reserves. 3-6 months unrestricted expenditure is between £230,356 to £460,712. Our current free reserves align comfortably with our reserves policy.

GOING CONCERN

It is considered that there are no material uncertainties about the charity's ability to continue as a going concern in the 12 months following the approval of these accounts.



**SHAPING
YOUNG
PEOPLE'S
FUTURES**

FINANCIAL REVIEW

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

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

The law applicable to charities in England and Wales 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 and of the incoming resources and application of resources of the charity for that period.

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

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- 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 that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and the provisions of the trust deed. They 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.

FINANCIAL REVIEW

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Each Trustee confirms that:

- So far as they are aware, there is no relevant audit information of which the charity's auditors are unaware
- They have taken all the steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information

Each of the persons who are Trustees at the time when this Trustees' Annual Report is approved has confirmed that:

- They approve the Trustees' Annual Report in its entirety
- They consider that the Trustees' Annual Report is fair, balanced, and understandable and provides the information necessary for stakeholders to assess the charity's performance, business model, and strategy

The Trustees warmly thank all our donors, volunteers and supporters for their valuable help during the year. We also thank our staff for the commitment and skills that they bring to Caudwell Youth. And finally, we would like to thank the young people we work with for their trust and engagement with us.

BY ORDER OF THE BOARD



Debbie Denyer
Chair

20th January 2025

RISK MANAGEMENT AND ASSURANCE

This year as we moved beyond the first year of start-up, we were able to simplify our risk management framework.

The Senior Leadership Team identify key risks and mitigations which are acted on across the organisation and held in our Risk Register. Staff and trustees are encouraged to balance both the risks and rewards of decision making.

The Risk Register is reviewed quarterly by senior leaders and three times a year by the Board of Trustees. However, key risks are discussed more regularly as part of Board meetings and risk management has been embedded throughout our 2024 – 2025 Strategy.



RISK MANAGEMENT AND ASSURANCE

The key risks we have identified are listed below with associated mitigations that are in place. Trustees review these risks regularly.

TYPE OF RISK	RISK	MITIGATIONS
Financial	We do not fundraise enough income to meet the budget set	<ul style="list-style-type: none"> • Clear fundraising strategy • Regular tracking of fundraising performance • Regular budget reforecasts
People	Stress associated with employee roles impacts on well-being on delivery	<ul style="list-style-type: none"> • Reflective practice established for Operations team • Wellbeing plan
Communications	Reputational damage after young person/volunteer incident	<ul style="list-style-type: none"> • Crisis Communications group in place for decision making; • Strong safeguarding process; • Re-enforcing culture of record keeping and knowledge sharing; • Safeguarding CRM in place.
Operations	Volunteer recruitment does not meet service demands	<ul style="list-style-type: none"> • Formal monitoring of recruitment and retention data • Testing different recruitment campaigns
Safeguarding	Increasing risk of young people referred results in charity holding more of the risk	<ul style="list-style-type: none"> • Referrals formally triaged to identify risks, risk assessments and safety plans in place; • Volunteers have access to regular support forums and ongoing online training; • Developed Short-Term Intervention Programme as an alternative to reduce risk • Closure of referrals where required to enable care and time to be devoted to onboarding of young people.

OLI'S STORY

Oli was referred to Caudwell Youth by the leaving care team in Buckinghamshire. Diagnosed with anxiety, depression, and panic attacks by CAMHS, they struggled with severe mental health challenges, including panic attacks and suicidal ideation, compounded by a lack of ongoing support after being discharged from mental health services. Living independently, Oli found isolation challenging, struggling to make meaningful use of their time or pursue their goals due to overwhelming anxiety and low motivation.



Initially, Oli was reluctant to meet their YSC, in person. The team adapted their approach, building trust through regular phone and text conversations. This process helped Oli gain confidence, eventually leading to in-person meetings, which Oli recognised as a significant achievement. Over time, Oli disclosed previous suicide attempts and their ongoing feelings of hopelessness, opening the door for targeted support.

Oli faced barriers to accessing formal mental health support. The YSC supported Oli in navigating these, including assisting with GP appointments and completing forms for counselling. These practical steps were paired with emotional support, as she worked with Oli to identify small, manageable actions to improve their well-being, such as getting outside for fresh air or prioritising self-care.

When Oli experienced setbacks, such as a relationship breakdown, their YSC provided a listening ear and helped Oli process their emotions. Together, they developed strategies to reduce anxiety and build resilience, such as focusing on small wins like cycling in the park or improving their sleep routine. She also worked closely with Oli's personal advisor to ensure a joined-up approach to their care.

Despite ongoing challenges, including periods of disengagement due to their mental health, Oli has shown significant progress. They have started to reach out proactively for support and are taking steps to engage with counselling. The use of resources like Strength Cards has empowered Oli to recognise their resilience and potential, reducing feelings of hopelessness. There are still challenges ahead for Oli, particularly navigating the Christmas period as Oli's family relationships are a challenge and can be a trigger for their mental health, however, their YSC is looking to focus on Oli's long term goals including getting work to support their sense of belonging and purpose. The teams unwavering support has been a lifeline for Oli, providing stability and empowerment in their journey.

GOVERNANCE

In 2024 - 2025, the Board of Trustees convened six times (bi-monthly). All trustees retain the right to call an additional board meeting if necessary. A Conflict of Interest policy and register is maintained and a Code of Conduct is signed by all trustees. The Board has a Remuneration Committee. The Board of Trustees regularly review all policies to ensure the appropriate frameworks are in place for the management of the charity. Annual Trustee appraisal includes a review of skills to inform future recruitment and trustee training.

The day-to-day management of Caudwell Youth is entrusted to our CEO, Amanda Batten, and the three directors: Karen Ironside, Charlie Dixon-Prior and Jake Brown. The delegation of authority is set out in a well-defined Reserve Powers Policy and Expenditure Authorisation Policy.

During the year we followed a governance action plan and completed a self-assessment audit using the Charity Effectiveness Framework. Together these identified key areas for development, such as recruiting a fundraising trustee and redeveloping our risk register structure for clearer communication of risks. Overall, it demonstrated that we have a robust governance framework which continues to safeguard the charity.

TRUSTEE APPOINTMENT AND INDUCTION

Trustees are appointed for a term of three years. If they wish to continue serving, they must be re-elected by the Trustee board at the end of this term. This year we updated our constitution to clarify that Trustees can serve for a maximum of two terms.

This year three trustees stepped down from the Board, Gladis Araujo, Jason Elsom and Sharon Kennedy. We would like to take this opportunity to thank them for their service. At the end of the year, we prepared to recruit new trustees having identified the skills and attributes we needed to maintain a diverse Board. To ensure a comprehensive understanding of their roles and responsibilities, all new Trustees undergo an induction programme and an existing trustee is matched with them as a 'buddy'. The Charity's policies and procedures are shared, including the Conflict-of-Interest Policy and where relevant they sign our Conflict of Interest Register.

GOVERNANCE

HOW WE HAVE APPLIED THE CHARITY GOVERNANCE CODE

Caudwell Youth reviews and applies the principles of the charity governance code on an ongoing basis. We have a clear purpose and charity objectives, supported by an experienced and dedicated Board of Trustees who provide strategic leadership and act with integrity. Our decision-making processes are informed and rigorous, with appropriate systems of risk management and controls in place. As we grow, we will continue to develop and refine our processes and practices to ensure all recommended practices are either implemented or explained.

PUBLIC BENEFIT

The Trustees affirm that they have consulted the Charity Commission's general guidance on public benefit while reviewing the Charity's objectives and aims, and also during the planning of future activities for the year. They believe that the Charity's aims, which focus on enhancing outcomes for young people, are clearly in the public interest. This commitment to public benefit is a guiding principle in all of the Charity's endeavours.

INDEPENDENT AUDITORS REPORT

TO THE TRUSTEES OF CAUDWELL YOUTH

OPINION

We have audited the financial statements of Caudwell Youth (the 'charity') for the year ended 30 September 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 30 September 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS REPORT

OTHER INFORMATION

The trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

OTHER MATTERS WHICH ARE REQUIRED TO ADDRESS

The prior period financial statement are not audited, therefore the corresponding figures are unaudited

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS REPORT

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

In preparation for our audit we identified areas of laws and regulations which we considered could have a material effect on the financial statements. This information was obtained via discussions with management and from our general commercial and sector experience. The directors also provide us with written representation of all the key and fundamental industry specific laws and regulations with they are required to adhere to. these were then communication to the whole of the audit team at our audit planning meeting.

As a charitable incorporation organisation, non-compliance with the Charities Act 2011, Companies Act 2006 and the conditions of government and non-government grant funding were assessed to be most relevant.

Our audit procedures to identify non-compliance with laws and regulations in these areas consisted of:

- Enquiries with management;
- Inspection of board minutes, and other correspondence;
- Challenges to management assumptions and judgements in relation to accounting estimates.
- Review of journals entered throughout the year.
- Substantive transaction testing

Despite appropriate planning and performing out work in accordance with International Auditing Standards, there are always inherent limitations that non-compliance is not detected. Non-compliance with laws and regulations is often further removed from the events and transactions reflected in the financial statements and material misstatements due to fraud can be deliberately concealed from auditors, for example through misrepresentation, forgery or collusion.

INDEPENDENT AUDITORS REPORT

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

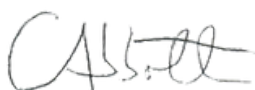
Your attention is drawn to the fact that the charity has prepared financial statements in accordance with "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

DJH Audit Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

USE OF OUR REPORT

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Chris Abbott (Senior Statutory Auditor)
for and on behalf of DJH Audit Limited

7 February 2025

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Accountants & Statutory auditor

St George's House
56 Peter Street
Manchester
M2 3NQ

CONSOLIDATED FINANCIAL STATEMENT

STATEMENT OF FINANCIAL ACTIVITIES

INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE PERIOD ENDED 30 SEPTEMBER 2024

		Unrestricted funds	Restricted funds	Total funds 2024	Total funds 2023
	Notes	£	£	£	
Income from:					
Donations & Legacies	2	926,651	293,592	1,220,243	780,848
Charitable activities		-	113,898	113,898	43,000
Total		926,651	407,490	1,334,141	823,848
Expenditure on:					
Activities with Young Persons	3	(642,459)	(311,253)	(953,712)	(475,359)
Costs of raising Funds	4	(178,966)	-	(178,966)	(111,134)
Total Expended		(821,425)	(311,253)	(1,132,678)	(586,493)
Net Income / (expenditure)		105,226	96,237	201,463	237,355
Transfers between funds		-	-	-	-
Net movement in funds		184,120	53,298	237,355	
Total funds brought forward		-	-	-	-
Total funds carried forward		289,283	149,636	438,818	237,355

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The accompanying notes form part of these financial statements.

FINANCIAL REVIEW

BALANCE SHEET

AS AT 30 SEPTEMBER 2024

BALANCE SHEET		2024	2023
	Notes	£	
Current assets			
Debtors	7	50,254	91,897
Cash at bank and in hand		427,630	164,093
		<hr/>	<hr/>
		477,884	255,990
Creditors: amounts falling due within one year	8	(39,066)	(18,635)
		<hr/>	<hr/>
Net current assets		438,818	237,355
Net assets		438,818	237,355
Income funds			
Restricted funds	9	149,535	53,298
Unrestricted funds	9	289,283	184,057
		<hr/>	<hr/>
		438,818	237,355
		<hr/>	<hr/>

The financial statements were approved and authorised for issue by the Board of Trustees and were signed below on its behalf by:



D Canfield
Trustee

Date: 20/01/2025

The accompanying notes form part of these financial statements.

FINANCIAL REVIEW

STATEMENT OF CASH FLOWS

AS AT 30 SEPTEMBER 2024

		2024	2023
	Notes	£	£
Cash provided by Operating Activities	12	263,537	164,093
Cash provided by (used in) in financing or investing activities		-	-
Increase (decrease) in cash and cash equivalents in the year		263,537	164,093
Cash and cash equivalents at the beginning of the year		164,093	-
Total cash and cash equivalents at the end of the year		427,630	164,093
Analysis of cash and cash equivalents		2023	2023
		£	£
Cash in hand		427,630	164,093
Total cash and cash equivalents		427,630	164,093

FINANCIAL REVIEW

NOTES TO THE ACCOUNTS

FOR THE PERIOD ENDED 30 SEPTEMBER 2024

1. ACCOUNTING POLICIES

BASIS OF PREPARATION

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts.

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and republic of Ireland (FRS 102) effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The results presented in the financial statements run from 1st October 2023 to 30th September 2024

GOING CONCERN

The Trustees consider that the charitable company has adequate resources to continue in operational existence for the foreseeable future. In making their assessment they have considered a period of at least 12 months from the date the financial statements have been approved. Accordingly, the financial statements have been prepared on a going concern basis.

INCOME

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probably that the income will be received, and the amount can be measured reliably.

Donations and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement.

Grants are recognised when there is evidence of entitlement, receipt is probably, its amount can be measured reliably, and all terms and conditions of the grant have been met by the charity.

FINANCIAL REVIEW

EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Support costs are costs that assist the work of the charity but do not directly related to the charitable activities including governance costs.

Governance costs are costs directly associated with the governance of the charity, including legal and regulatory compliance and strategic planning.

TAXATION

The charity is exempt from corporation tax on it's charitable activities.

FUNDS

Unrestricted funds are general funds that are available for the use at the Trustees' discretion in furtherance of the objectives of the Charity.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

VOLUNTEER HELP

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

CREDITORS

The charity has creditors which are measured at settlement amounts less any trade discounts.

TANGIBLE FIXED ASSETS

Tangible fixed assets are valued at cost less depreciation. These are capitalised when they can be used for more than one year and cost more than £1,000.

FINANCIAL REVIEW

FINANCIAL INSTRUMENTS

The following assets and liabilities are classed as financial instruments - Trade debtors and trade creditors. They are all measured at the undiscounted amount of cash or other consideration expected to be paid or received.

BASIC FINANCIAL ASSETS

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

BASIC FINANCIAL LIABILITIES

Basic financial liabilities, including creditors are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

DERECOGNITION OF FINANCIAL LIABILITIES

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

RETIREMENT BENEFITS

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

EMPLOYEE BENEFITS

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

FINANCIAL REVIEW

INCOME AND EXPENDITURE

2.ANALYSIS OF INCOME	Unrestricted funds	Restricted funds	Total 2024	Total 2023
	£	£	£	£
Donations & Legacies				
Donations and gifts including gift aid	926,651	293,592	1,220,243	780,848
Total	926,651	293,592	1,220,243	780,848
Charitable activities				
General grants provided by government/other charities	-	113,808	113,898	43,000
Total	926,651	407,490	1,334,141	823,848

3.ANALYSIS OF EXPENDITURE ON ACTIVITIES WITH YOUNG PERSONS	Unrestricted funds	Restricted funds	Total 2024	Total 2023
	£	£	£	£
Activities with young persons	391,990	311,253	703,243	475,359
Support costs:				
Staff time	220,083	-	220,083	108,734
Governance costs	22,586	-	22,586	-
Audit fees	7800	-	7800	2400
Total	624,459	311,253	953,712	586,493

Staff costs are allocated to activities with young persons, support costs and costs of raising funds based on an apportionment of staff time.

FINANCIAL REVIEW

RAISING FUNDS, STAFF COSTS

4.ANALYSIS OF COSTS OF RAISING FUNDS	Unrestricted funds	Restricted funds	Total 2024	Total 2023
	£	£	£	£
Staff costs	178,966	-	178,966	111,134
	178,966	-	178,966	111,134

5.STAFF COSTS	This period	Total 2023
	£	£
Salaries and wages	798,453	357,876
Social Security costs	78,479	117,621
Pension costs	45,274	18,471
Other employee benefits	-	-
Total staff costs	922,206	493,968

No employees received employee benefits for the reporting period of more than £60,000.

The amount recognised in the SOFA as an expense in relation to the defined contribution pension scheme was £45,274. The expense for the defined contribution scheme follows the allocation of staff costs when costs are allocated between activities and between restricted and unrestricted funds.

FINANCIAL REVIEW

HEAD COUNT, CREDITORS, ACCRUALS

The average monthly head count during the year was 25 (2022: 17) and the average number of full-time equivalent employees (including part-time staff) during the year was as follows:

6.STAFF NUMBERS	This period	2023
	Number	Number
Fundraising	4	-
Charitable Activities	18	15
Governance	1	-
Total number	23	15

7.DEBTORS AND PREPAYMENTS	Sep-24	Sep-23
	£	£
Trade debtors	50,254	91,987
Total debtors	50,254	91,987

8.CREDITORS AND ACCRUALS	Sep-23	Sep-23
	£	£
Trade creditors	31,122	16,235
Accruals and deferred income	7,944	2,400
Total creditors	39,066	18,635

FINANCIAL REVIEW

9.CHARITY FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 01/10/23	Income	Expenditure	Balance at 30/09/24
National Lottery – Awards for All	1,360	-	940	420
Bedfordshire and Luton Community Foundation	30,001	-	30,001	-
The Brazier Trust	5,000	-	-	-
Heart of Bucks – Community Safety (FY23)	14,080	-	14,080	-
Postcode Places Trust	2,857	-	2,857	-
Julie and Hans Rausing Foundation	-	100,000	100,000	-
Luton Borough Council	-	27,000	27,000	-
Stort Valley Healthcare	-	13,000	13,000	-
David Riddell Memorial Trust	-	15,000	15,000	-
Tony and Sheelagh Williams Foundation	-	20,000	20,000	-
Buckinghamshire Council	-	10,000	10,000	-
National Lottery (Million Hours Fund)	-	95,488	60,769	34,719
Letchworth Garden City Heritage Foundation	-	5,000	2,917	2,083
Buckinghamshire Council	-	956	956	-
Bedfordshire and Luton Community Foundation	-	30,000	7,500	22,500
Heart of Bucks – Community Safety (FY24)	-	14,124	3,852	10,272
Wixamtree Foundation	-	5,000	833	4,167
Lois Baylis Trust	-	2,000	333	1,667
Watford Community Fund	-	2,000	400	1,600
Rectory Foundation	-	4,980	415	4,565
Buckinghamshire Council	-	59,244	-	59,244
Hertfordshire Council – Locality Budget	-	400	400	-
Buckinghamshire Council	-	3,298	-	3,298
Total	53,298	407,490	311,253	149,535

FINANCIAL REVIEW

Name of restricted fund	Purpose and regional nature of the fund
National Lottery – Awards for All	Training costs in Milton Keynes
Bedfordshire and Luton Community Foundation	Charitable activities in Luton
The Brazier Trust	Charitable activities in Bishops Stortford, Hertfordshire
Heart of Bucks - Community Safety (FY23)	Charitable activities in Buckinghamshire
Postcode Places Trust	Charitable activities in Luton
Julie ad Hans Rausing Foundation	To support all operational charitable activities
Luton Borough Council	Charitable activities in Luton
Stort Valley Healthcare	Charitable activities in Hertfordshire
David Riddell Memorial Trust	Charitable activities in Buckinghamshire
Tony and Sheelagh Williams Foundation	Charitable activities in Buckinghamshire
Buckinghamshire Council	Charitable activities in Buckinghamshire
National Lottery (Million Hours Fund)	Expansion of services in Buckinghamshire and Slough
Letchworth Garden City Heritage Foundation	Charitable activities in Hertfordshire
Buckinghamshire Council	EHCP Program in Buckinghamshire
Bedfordshire and Luton Community Foundation	Charitable activities in Luton
Heart of Bucks - Community Safety (FY24)	Charitable activities in Buckinghamshire
Wixamtree Foundation	Charitable activities in Luton
Lois Baylis Trust	Charitable activities in Slough
Watford Community Fund	Providing Short Term Intervention Program in Hertfordshire
Rectory Foundation	Charitable activities in Buckinghamshire
Buckinghamshire Council	Providing Short Term Intervention Program in Buckinghamshire
Hertfordshire Council - Locality Budget	Charitable activities in Hertfordshire
Buckinghamshire Council	EHCP Program in Buckinghamshire

The movement of unrestricted funds was as follows:	Balance at 01/10/23	Income	Expenditure	Balance at 30/09/24
General Fund	184,057	926,651	821,425	289,283
Total	184,057	926,651	821,425	289,283

FINANCIAL REVIEW

	Unrestricted funds	Restricted funds	Total funds 2024	Total funds 2023
	£	£	£	£
Fund balances at 30 September 2024 are represented by:				
Net current assets	298,283	149,535	438,818	237,355
Total	298,283	149,535	438,818	237,355

10. RELATED PARTIES

During the period Caudwell Youth operated joint events with Caudwell Children, a related party, where an agreement was in place to split any income raised equally between the two charities. Caudwell Children collected the income and then remitted Caudwell Youth's share which totalled £65,462 during the period.

Total donations received from John Caudwell in the year were £414,422.

11. TRUSTEE REMUNERATION AND BENEFITS

None of the trustees have been paid any remuneration or received any other benefits from an employment with their charity or a related entity.

No expenses were claimed by trustees in the period.

12. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES	This period	2023
	£	£
Net movement in funds	201,463	237,355
(Increase) in debtors	41,643	(91,897)
Decrease in creditors	20,431	18,635
	<hr/>	<hr/>
Net cash generated from operating activities	263,537	164,093
	<hr/>	<hr/>

OUR YEAR IN IMAGES



OUR YEAR IN IMAGES



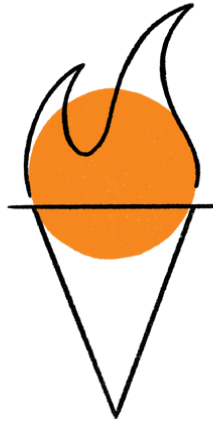
SUPPORT CAUDWELL YOUTH

We invite you to join us in our mission.

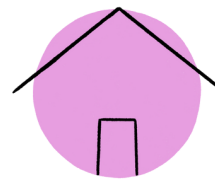
Whether you are interested in volunteering, fundraising, or simply learning more about our work, we would love to hear from you. Together, we can make a difference in the lives of young people and create a brighter future for our society.



PARTNER WITH US



BECOME A TORCHRUNNER



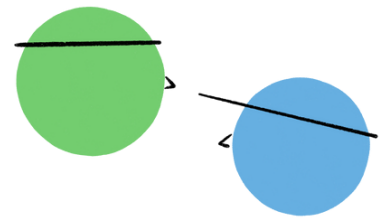
REFER A YOUNG PERSON



FUND OUR WORK



ASK US A QUESTION



MENTOR WITH US

www.caudwellyouth.org

Reference and administrative information for the year ended 30 September 2024

Status: The organisation is a CIO registered as a charity.

Governing document: Constitution

Charity number: 1200757

Registered office: Broughton Hall, Broughton, Staffs, ST21 6NS

BANKERS

Barclays

Address: Barclays Wealth, 2 Victoria Street, London, UNITED KINGDOM, SW1H, 0ND

AUDITORS

DJH Audit Limited

Address: DJH Audit Limited, St Georges House, 56 Peter Street, Manchester, M2 3NQ

TRUSTEES

Debbie Denyer (Chair)

David Canfield (Treasurer)

Carolyn Pollard (Secretary)

Almarene Fredrick

Sarah Masotti

Kate Flounders

Matthew Yates

Jason Elsom (Resigned 13 March 2024)

Sharon Kennedy (Resigned 10 September 2024)

Gladis Araujo (Resigned 20 September 2024)

Interim Chief Executive Officer: Amanda Batten (from 18th March 2024)

**SHAPING
YOUNG
PEOPLE'S
FUTURES**



CAUDWELL YOUTH



Registered Charity Number 1200757
Broughton Hall, Broughton, Staffs, ST21 6NS
www.caudwellyouth.org

@Caudwellyouth



CAUDWELL YOUTH

England & Wales - Charity number 1200757

Accounts

CAUDWELL YOUTH

ANNUAL REPORT 2022/23

SHAPING
YOUNG
PEOPLE'S
FUTURES

MISSION

Provide individualised support to 11-24 year olds at-risk, to positively shape their future.

VISION

Help every young person at-risk in the UK, in a sustainable and responsible way, positively and significantly impacting our society, through a continuously improving charity.

VALUES



Optimistic
and realistic



Intentionally
inclusive



Delivering
with integrity



Empowering

The organisation is a Charitable Incorporated Organisation and was registered as a charity on 19th October 2022.



STRATEGIC OBJECTIVES 2023 - 2025

Develop and deliver a UK wide charity in a sustainable and responsible way to positively and significantly impact society

- Assess impact of current organisational model
- Determine organisational model to meet future needs
- Trial proposed organisational model and assess impact
- Identify priority geographies for expansion

Develop our service to safely meet the evolving needs of young people

- Assess impact of current service model, utilising internal & external research
- Determine future needs and identify gaps in current service model
- Identify options to meet needs
- Implement recommendations and assess impact

Develop a continually improving charity

- Achieve external quality framework awards
- Develop a robust governance framework
- Continue to develop a youth led organisation
- Become the charity of choice for all stakeholders



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EXECUTIVE SUMMARY

INTRODUCTION:

We are pleased to present the Annual Report for Caudwell Youth for the fiscal year ending October 2023. This report provides a comprehensive overview of our financial performance, achievements, and the impact of our charitable activities during the past year. We remain committed to transparency, accountability, and fulfilling our mission to help shape young people's futures.

FINANCIAL HIGHLIGHTS:

Income: During the year, we generated a total income of £823,848 from various sources, including; philanthropist John Caudwell, corporate partnerships, our Torchrunners program, donations, grants, statutory bodies and fundraising events. Our ability to diversify our income streams remains a cornerstone of our financial sustainability.

Expenditures: Total expenditure in the period was £586,493 of which £475,359 was directly for activities with Young Persons. The majority of our costs relate to staff salaries which we have apportioned to expenditure categories in the financial statements based on staff time. Fundraising – we are proud to report that our fundraising costs were kept to a minimum, with £7.40 raised for every £1 spent on fundraising. We expect this to decrease in further years as the charity is able to access more funding sources.

We have dedicated time and resources over the year to develop our grants pipeline, building relationships with funders, Torchrunners and Major Donors. Our first Fundraising event, 5K Your Way was a success, welcoming young people, trustees, volunteers, staff and supporters to join Caudwell Youth in a 5K 'their way' run. We also attended P10 Financial Group's brand launch as their nominated charity, and were supported by John Caudwell at fundraising events with The Foundxrs Club.

IMPACT AND ACHIEVEMENTS:

Outcomes: Throughout the year, Caudwell Youth was able to make a meaningful impact supporting young people at risk of exploitation, at risk of offending, experiencing mental health challenges and those who are care experienced. Our work to support young people alongside our volunteer mentors directly benefited 157 individuals.

Partnerships: Our strategic partnerships with our Torchrunners and corporate partners allowed us to leverage resources and expand our reach, furthering our commitment to shaping young people's futures. Together, they have provided funding, pro bono professional services, opportunities for meeting spaces, CV workshops, work experience and sports experiences for our young people.

Volunteer Engagement: Our dedicated volunteers contributed over 3200 hours of service, highlighting the power of our community engagement and support. We would like to take this opportunity to thank our volunteers for their dedication in helping shape young peoples futures.

TRANSPARENCY AND GOVERNANCE:

Board of Trustees: We have welcomed 10 trustees to Caudwell Youth in our founding year. Their dedication to Caudwell Youth continues to provide effective governance and strategic direction, ensuring the prudent management of resources.

FUTURE OUTLOOK:

Looking ahead, Caudwell Youth remains steadfast in its commitment to advancing our mission. We are working to strengthen our impact by expanding our project geographically into Slough and widening our availability in Buckinghamshire, Hertfordshire and Luton.

ACKNOWLEDGMENTS:

We extend our heartfelt gratitude to our donors, volunteers, partners, Torchrunners and the entire community for their unwavering support in our first year of operation. Together, we are helping to shape young peoples futures.

CONCLUSION:

In closing, the Annual Accounts Report for 2022/2023 demonstrates our continued dedication to our mission and our commitment to accountability, transparency, and effective governance. We look forward to another year of positive change, and we thank you for being an essential part of our journey.



Artwork created by a
Caudwell Youth
supported young person

STATEMENT FROM FOUNDER

JOHN CAUDWELL

A year ago, I founded Caudwell Youth, a charity dedicated to safeguarding the future of our nation's most precious asset - our youth. This endeavour, born from my ongoing deep-rooted passion and dedication to supporting and helping young people, who so desperately need help, has been nothing short of extraordinary.

Caudwell Youth really is a beacon of hope and a shield against the myriad of challenges that often besiege young people aged between 11 and 24. We have made it our mission to protect them from the perils of criminal exploitation, mental health challenges, risk of offending or having been in care. Our approach is simple but powerful: we connect young minds with dedicated mentors who provide invaluable guidance, support, and advice on a one-on-one basis. It is through these nurturing relationships that we instil resilience, self-belief, and a sense of purpose in the lives of our young people.

As I reflect on reaching our first anniversary, I am delighted to share that our impact has been significant. During the next year we will almost double the number of young people we are helping from over 150 to over 250 and then next year 2024/2025, we have ambitious plans to double our reach once again. This growth is not merely a testament to our dedication, but a demonstration of our unwavering commitment to the well-being and future prospects of our young generation.

Caudwell Youth is amazingly effective in preventing the many pitfalls that a young person could fall foul of. It is also incredibly cost effective since I match 33% of all forecasted income and the net result saves the Government millions of pounds each year.

I am immensely proud to be associated with Caudwell Youth, but I am prouder still of the extraordinary and talented individuals who make up our team and the incredible young lives we have touched. Together, we are shaping a brighter, safer future for our youth, and I am excited to see what the future holds.

STATEMENT FROM YOUNG PEOPLE

CAUDWELL YOUTH COLLECTIVE

The Caudwell Youth Collective is our young persons' forum with the aim of engaging young people in the day to day and strategic operations of Caudwell Youth.

We first met in March 2023 as a group of young people from different walks of life, with different stories and plans for the future. The Caudwell Youth Collective has brought us together and given us the chance to connect, share big ideas and get some fun experience inside a charity. We all have very different experiences at Caudwell Youth and the support looks different for each of us, but the thing we have in common is the shared value in community and wanting to make a difference.

The biggest value we've taken together from being part of the Caudwell Youth Collective, is the chance to become a part of a team and build our confidence. The exposure to new people, of different ages and backgrounds, has taken a bit of courage but it's really paid off; we've had to not be afraid of judgement and just let ourselves have fun.

The best thing we've achieved this year has been the Caudwell Youth Summer Event, which was a picnic for all of the young people in the charity. On the 16th August, a big group of mentees and mentors joined us in St Albans for a picnic in the sun, which with support from Caudwell Youth, we planned all of the biggest and smallest details. It was the finishing touches that made it so great, like having a guestbook, disposable cameras for everyone to use, and a glitter station. It was an amazing day!

As Caudwell Youth goes into its second year, we really look forward to having more input into the charity in lots of creative ways. A priority for us it to continue our meetings in person and to build upon our confidence as a whole collective. We'd also like to share this with other young people and support young people in the wider charity to build their confidence too. We love organising events as we can be as creative as we like, so we're already planning our Christmas event. We are grateful to be a part of the Collective, and a part of Caudwell Youth and are looking forward to the next year.



STATEMENT FROM CO-LEADERS

CHARLIE DIXON-PRIOR, JAKE BROWN, KAREN IRONSIDE, LISA BALL

OUR FIRST YEAR

We are delighted to share with you the achievements of Caudwell Youth in our first year of operation. Thanks to the generous support of our founder, John Caudwell, who in our first year underwrote our costs and provided sufficient funds to enable us to generate much needed reserves, has made a commitment to match 33% of our income going forward.

In just over a year, we have reached 157 young people at-risk and empowered them to shape their future. We have also mobilised 150 volunteers who have dedicated their time and skills to make a difference in the lives of these young people. We have established strong partnerships with every local authority in our area and secured the trust and collaboration of 22 employees, 10 trustees, individuals and businesses.

We are blown away by our impact over the last year, led by the courage of our young people and committed volunteer mentors and team. Together, we have made the impossible, possible.

PERSON CENTERED APPROACH

We believe that our person-centred approach is the key to expanding our service delivery and achieving better outcomes for the young people we support. By being person-centred, we can tailor the mentoring experience to each individual's needs, goals, strengths, and challenges.

We use a bespoke initial assessment form to get to know the young people when we first meet them in a way that is easy and accessible.

This approach gives the young person a voice and a choice in their own support. It motivates them to take responsibility and ownership of their own goals and developments.

Our programme values the diversity of the people we support and adapts to their changing needs. This approach also benefits the mentor as they have the flexibility to be creative in supporting the young person.



VISION FOR THE NEXT 2 YEARS

We are amazed by how far Caudwell Youth has come in the past year. We are excited and inspired by what our 2023 – 2025 strategy will enable us to do.

Our main goal is to help more young people receive the support they need to shape their own futures. The next year will see strengthening our support model, that will allow us to grow in a sustainable and responsible way, while ensuring we meet the individualised needs of more young people.

We have a clear ambition: to strive for excellence in everything we do and to be a constantly improving charity. We are proud of the governance, finance and risk mitigation structures we have in place.

The next two years will be spent further strengthening and expanding services whilst preparing for further organisational growth in 2025 and beyond; creating a foundational framework encompassing policies, procedures, governance, and safeguarding.



STATEMENT FROM CHAIR OF TRUSTEES

DEBBIE DENYER

It's been a tremendous first year for Caudwell Youth. We've been able to support 150+ young people, enhancing their confidence, well-being, resilience, and life skills. Surpassing our expectations, the high demand for our services underscores the vital role Caudwell Youth plays. Our dedicated employees have laid strong foundations for realising our ambitious vision of nationwide support for young people at-risk.

We've recruited a diverse Board of 10 trustees, offering valuable expertise. Their commitment has been pivotal in guiding Caudwell Youth through its founding year, providing effective governance and prudent resource management.

On behalf of the Trustees I'd like to express our special thanks to our funders, supporters, and volunteers. Your support empowers us to positively impact young lives when they need us most.

Alongside the generous support from our charity's founder, philanthropist John Caudwell, we have diversified our income through corporate partnerships, the Torchrunners program, donations, grants, statutory bodies, and fundraising events.

Our volunteer mentors have been instrumental in achieving the positive outcomes demonstrated in this report. We're pleased to be expanding our volunteer management team allowing us to continue to foster a supportive environment for both volunteers and the young people we serve.

The safety and wellbeing of our young people, volunteers and employees remain paramount. Our commitment to safeguarding is embedded in all aspects of our work. Employees, volunteers, and Trustees undergo safeguarding training, we've invested in a safeguarding CRM system and we will continually review our approach.

The Trustees have worked with the Senior Leadership Team to create a clear strategy and plans for the future, which includes geographic expansion into Slough and widening our impact across Buckinghamshire, Hertfordshire, and Luton.

I am proud to play a part in Caudwell Youth's future and look forward to seeing the charity go from strength to strength.

HOW WE WORK

YOUNG PEOPLES NEEDS

Our young people are faced by the usual challenges of being young such as peer and educational pressures, learning to know themselves and evolving relationships. They are also faced with a radically changing societal landscape bringing challenges including social media pressure, the cost-of-living crisis, access to healthcare and reduction in availability of early intervention.

Caudwell Youth is on a mission to support young people facing a wide spectrum of additional challenges, primarily centred around mental health, care experience, offending behaviour, and exploitation.

Many of these young people experience co-occurring needs, increasing the risks they confront on a daily basis.

HOW WE WORK

YOUNG PEOPLES NEEDS

SUPPORTING YOUNG PEOPLE'S MENTAL HEALTH

Mental health challenges among young people have surged in recent years. A staggering two in three* children and young adults with diagnosable mental health conditions are unable to access NHS care and treatment. Caudwell Youth offers vital community support to those facing a gap in care due to long waiting times or unmet thresholds.

SUPPORTING YOUNG PEOPLE WHO ARE CARE EXPERIENCED

Young people who are care-experienced often face daunting hurdles, with a shocking 41%* of care leavers aged 19-21 falling into the NEET category (not in education, employment, or training). Caudwell Youth empowers these young people by nurturing confidence, expanding opportunities, and providing guidance as they transition from the care system to independent adulthood.

BREAKING THE CYCLE OF OFFENDING BEHAVIOUR

Some of the young people Caudwell Youth supports have had experience with the criminal justice system. The charity offers non-judgmental support and opportunities to engage in positive activities, steering them away from detrimental influences and towards more positive futures.

SUPPORTING THOSE AT RISK OF EXPLOITATION

Young people are often at-risk of various forms of exploitation, from criminal to emotional, sexual, and financial. Particularly common amongst our young people is county lines, a form of criminal exploitation involving the trafficking of drugs. Caudwell Youth supports young people to envision an alternative path towards education and employment; fosters positive social connections and equips young people with the resilience and confidence they need to thrive as they journey into adulthood.

*Sources: NHS England, Home for good.

**“My anger issues are a lot better now;
no shouting, no fighting with siblings. I
am going to school and know when my
friends are good”**

-CY Young person

HOW WE WORK

YOUNG PEOPLE'S NEEDS



TRANSFORMATIVE POSITIVE PROJECTS

Caudwell Youth's work contributes to a range of transformative impacts:

- Young people experience a journey of increasing confidence and sense of self-worth.
- Improved well-being, better relationships, and enhanced social skills and communication abilities are common outcomes.
- We support young people with practical life skills, such as financial management, employability skills, cooking and hygiene.
- Through their interventions, young people find more meaningful ways to utilise their time and increase positive community engagement.
- We support young people to build their resilience.



HOW WE WORK

OUR SERVICE

We believe that to create genuine long-term change in a young person's journey they need the following: a truly person-centred programme utilising trained volunteer mentors for up to two years. Together they create conditions in which our young people shape their own futures.



Our referral partners identify a young person at-risk who would respond well to our service.

'At risk' for Caudwell Youth means a young person who is in danger of not achieving their potential, due to dangers of exploitation, offending, mental health challenges or being care experienced.



A Young Person initially works with a Youth Support Coordinator who manages their journey. This allows them to comprehensively get to know the young person and build a solid foundation for volunteer mentoring. We use a tailored initial assessment to learn about that young person, including what's important to them and what they want to achieve in the future. This informs the thinking behind the volunteer mentor match, ensuring it is based on the young person's needs.

The mentor and young person meet on a regular basis, typically once a week. These meetings can take place in a structured setting, such as a school or community centre, or in informal settings, like a park or coffee shop.

The mentor offers emotional support, guidance, and practical advice to help the young person address challenges and make positive decisions. They provide a listening ear and help the young person develop problem-solving skills and resilience.

**SHAPING
YOUNG
PEOPLE'S
FUTURES**

HOW WE WORK

OUR SERVICE

PERSON CENTRED APPROACH

Our person-centred mentoring model empowers the young person to have a significant say in their own mentoring journey, to take ownership of their choices and goal setting.



By ensuring our young people's voices are heard and respected this has been proven to increase engagement and encourages personal growth and progression. By focussing on building confidence and resilience, this supports their own aspirations organically.

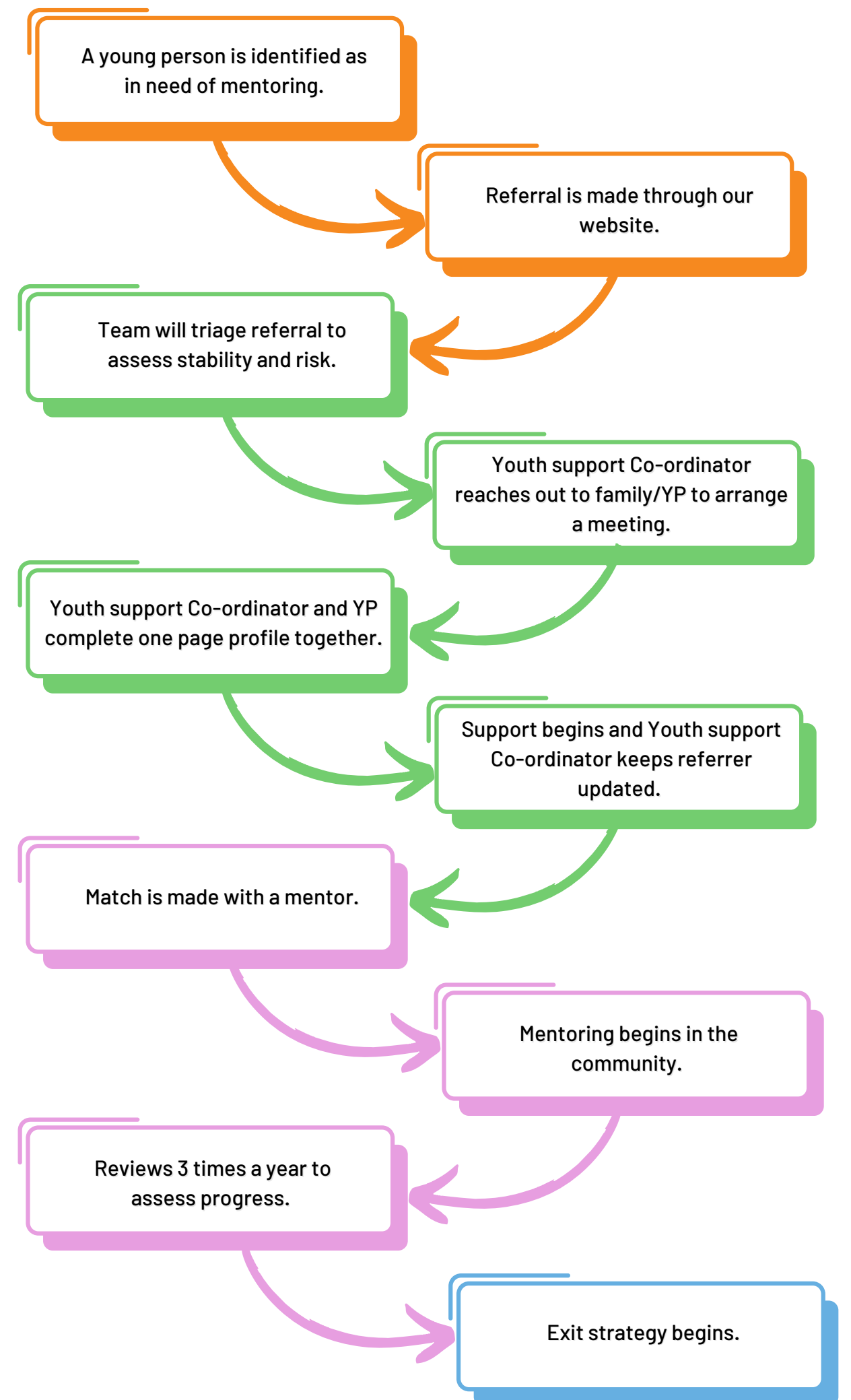
We believe in long-lasting impact. By supporting a young person for up to 2 years, this allows for relationships to be built, trust to be gained and communication to strengthen over time which equips young people with skills and insights, and a sense of empowerment that lasts beyond Caudwell Youth.

This approach inherently acknowledges and respects diversity of experiences, backgrounds, and perspectives. It promotes inclusivity by valuing everyone's unique identity and contributions.



EXIT STRATEGY

When the young person feels ready, we begin to taper off Caudwell Youth support at the young person's pace. This is a formal process together with the Youth Support Coordinator, mentor and young person that celebrate successes, identifies goals met, ongoing challenges and coping strategies.



HOW WE WORK

COLLABORATION / STAKEHOLDERS

We work closely with services similar and different to our own, which deepens our roots in delivery areas, builds our own working knowledge, and fortifies our safeguarding practice. We have built excellent relationships with our referrers, especially in local authorities. We assess each young person's support network to understand who is currently, or should be involved, and contact relevant parties to ensure multi-agency support.



CAUDWELL YOUTH COLLECTIVE

The Caudwell Youth Collective (CYC) is a group of young people within the charity who meet once a quarter (or more should they wish), to share ideas, feedback and make recommendations on charity operations and our future development.

The mission of the CYC is to 'give our Young People a platform to amplify their voices, to have a direct influence on decision making in the charity, from the frontline to the very top'. In our first year, they met four times: creating CYC branding; involvement in staff recruitment and most importantly, organising the Caudwell Youth Summer Event.

The Caudwell Youth Collective is an integral part of implementing our Youth Engagement Strategy and is the best embodiment of active youth participation in the charity. We recognise that implementing our Youth Engagement Strategy is an evolving process and we have work to do.

Next year, they aim to meet six times, focussing on events and amplification of the youth voice within governance, strategy and operations and will hold their own budget. They will also consult with other youth panels regarding best practice.



"The Caudwell Youth Collective is an innovative and powerful project to help young people make a positive impact to the organisation. There are very few VCS Youth steering groups at the moment - only one other in Buckinghamshire - so this is a ground breaking project and we are thrilled to hear about it and support it!"

-Krissie Hutton, Youth Participation Coordinator, Youth Voice Bucks (Buckinghamshire Council)

HOW WE WORK

VOLUNTEERING

Our volunteers are the backbone of service delivery, and we find ourselves in complete awe of the relationships our 150+ mentors have built with our young people. Whilst the primary purpose of volunteering is the impact on each young person, it also brings immense reward to the volunteer themselves.

We are keen to build our volunteer community and recognise the benefits of peer-to-peer support. We believe in building relationships with likeminded people who are passionate about making a difference.

We recognise that volunteering is a two-way street, and by engaging as many people as possible from a wide breadth of backgrounds, Caudwell Youth gains value from our volunteer's lived experience.

"I believe this is a vital service and wonderful opportunity to help young people navigate challenges. Caudwell Youth have been great at setting up the volunteering opportunity for me, so if someone asked me about wanting to do it themselves, I would happily recommend them."

-CY Mentor

HOW WE WORK

SAFEGUARDING

At Caudwell Youth, we firmly believe that every young person is entitled to a safe and nurturing environment in which to thrive. This commitment lies at the very heart of our mission. It encompasses our moral responsibility to protect young people from harm, ensure their rights are fulfilled and provide a platform for them to grow, learn, and achieve their full potential.

Our internal safeguarding process is comprehensive, easy-to-follow and regularly reviewed to remain in line with the needs of the service and to meet our duty of care requirements.

We have ascertained that suicidal ideations and self-harm are the highest risks faced by our young people. These are risks we take very seriously. We continue to work in a multi-agency approach to protect these young people.

We are implementing a safeguarding CRM system, CPOMS, to enable us to track and record evolving safeguarding concerns in order to identify training needs and inform our safeguarding strategy.

Our commitment to safeguarding remains unwavering. We understand that safeguarding is not a destination but a journey, and we are dedicated to continuously improving our practices to ensure the safety and well-being of every young person we support.



STRATEGY

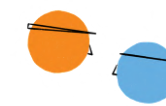
STRATEGIC OBJECTIVES 2023 - 2025

Caudwell Youth's 2-year strategy focusses on building on the foundations of Year One, ensuring we are ready for growth and meeting our mission that we 'Provide individualised support to 11-24-year-olds at-risk, to positively shape their future.'

Trustees, Senior Leaders and the wider team have worked together to identify our key objectives for the next two years and the initiatives we will carry out to achieve them.

Our capacity will increase from 150 to 265 places in 2023 - 2024 and expand into Slough. In the following year, we aim to increase capacity to 400 places and with a wider geographical footprint. Our growth strategy for the next two years is responsible and sustainable as we prepare for more ambitious expansion from 2025 onwards.

STRATEGIC OBJECTIVES 2023 - 2025



Develop and deliver a UK wide charity in a sustainable and responsible way to positively and significantly impact society

- Assess impact of current organisational model
- Determine organisational model to meet future needs
- Trial proposed organisational model and assess impact
- Identify priority geographies for expansion



Develop our service to safely meet the evolving needs of young people

- Assess impact of current service model, utilising internal & external research
- Determine future needs and identify gaps in current service model
- Identify options to meet needs
- Implement recommendations and assess impact



Develop a continually improving charity

- Achieve external quality framework awards
- Develop a robust governance framework
- Continue to develop a youth led organisation
- Become the charity of choice for all stakeholders

STRATEGY

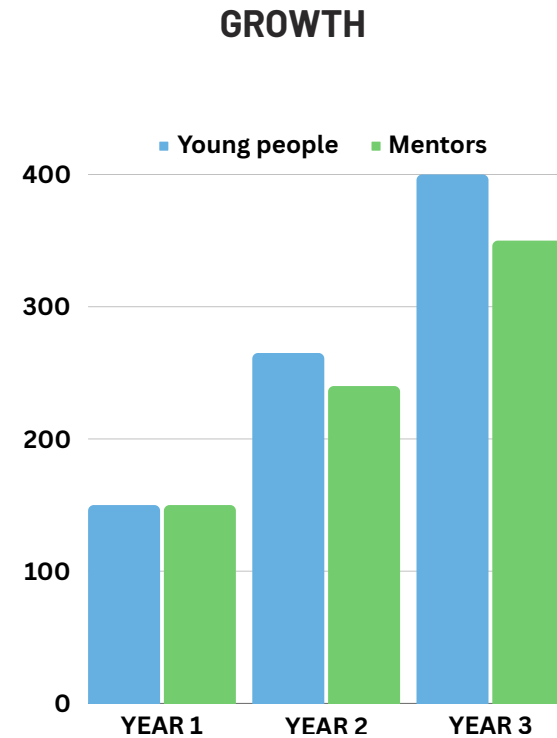
GROWTH PLANS

Our vision is to support all young people at-risk in the UK. This is currently estimated as **100,000 young people**. We are therefore ambitious and intend to grow to meet the needs of as many of these young people as possible.

In order to meet this vision, we are developing our Growth Plans. This plan focusses on creating a replicable and scalable local organisational model. Each model will support 400 young people at any one time. This model will allow us to scale up our support nationally.

We aim to roll out this growth plan in staggered phases of local implementation, to begin effectively and efficiently working in more geographical areas and reaching as many young people as possible.

At current costs, this requires an annual investment of c£1.2m per 400 young people.



'In simple terms, Caudwell Youth are prepared to care for the whole of the journey'

-Ben Nesham, Young Persons Link Worker



STRATEGY

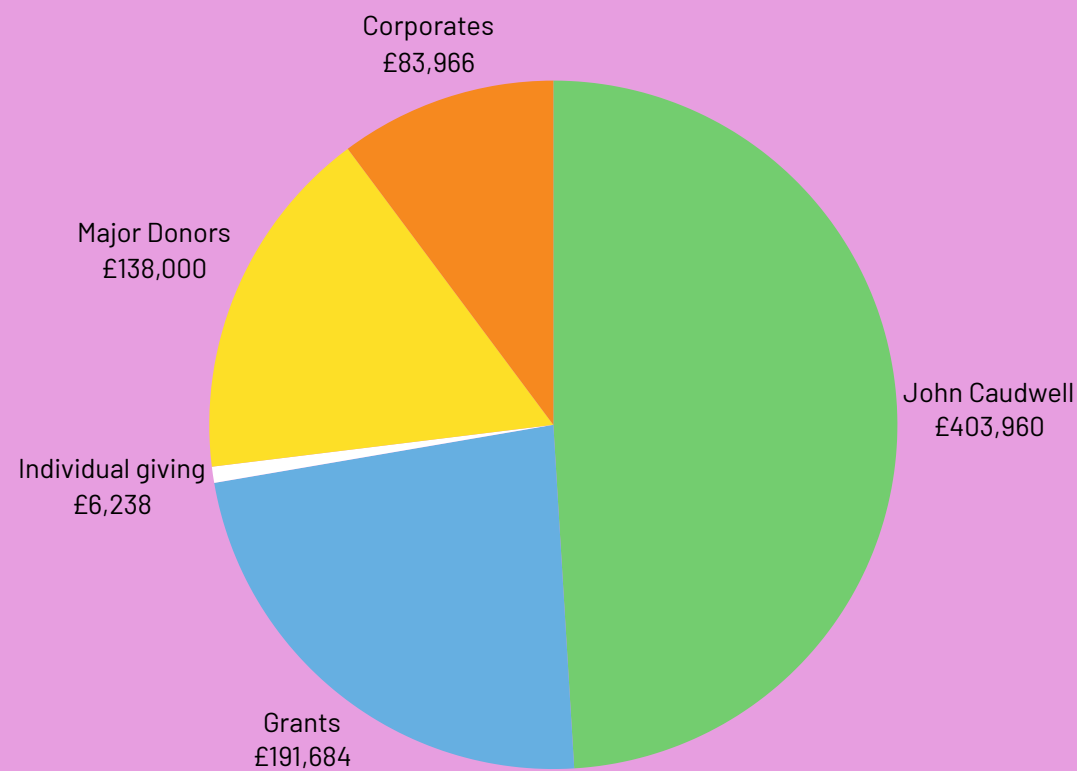
DIVERSITY OF FUNDING

Charities depend on funding to carry out vital work. Caudwell Youth is no exception. We use funding from various sources to meet the diverse needs of our organisation and the young people we serve.

We have a range of funding programmes that include Trusts & Foundations, Corporate Giving, Torchrunners Programme, Major Donors, Individual Giving, Events and the generous support from our Founder, John Caudwell. These programmes enable us to grow and shape young people's futures for as long as possible.

We aim to be both bold and prudent in our fundraising strategy. We do not want heavy reliance on one source of funding that may diminish in the future. We aim that no single long-term funding source be responsible for more than 30% of our income. Using this approach to inform and drive our income generation, we aim to secure our financial sustainability and our ability to deliver high-quality services.

YEAR 1 INCOME BREAKDOWN



STRATEGY

ETHICAL FUNDRAISING

At Caudwell Youth, we are grateful for any financial support we receive, but we also take our Ethical Fundraising Policy very seriously.

We have a rigorous process of due diligence, led by the Partnerships and Supporter Engagement teams and overseen by our dedicated Trustees, to ensure that the funds we receive and spend are ethical, legal and sustainable.

We apply these same principles when we decide how to use funds to support our Mission, Vision and charitable purpose.

Our Ethical Fundraising Policy details this process and provides clarity on the need and necessity for these procedures.

STRATEGY

PRO-BONO DONATIONS

Pro-bono donations are key to enabling us to support as many young people as possible. Such donations enable us to spend more money on directly supporting our young people or enhancing their experiences and diversity of opportunities for them.

Our Torchrunners (corporate partnerships), and other supporters in 2022 - 2023 offered key opportunities for young people such as:

Workplace Experiences - Workplace visits for young people and mentors

Training - Access to training opportunities and qualifications

Employment - Guaranteed interviews and support with job applications

Sport - Support to access sporting activities

In 2023 - 2024, we will be looking to broaden the range of opportunities available, ensuring they meet the key needs and aspirations of our young people.

Through Torchrunners and other supporters, we have been able to reduce our costs through pro bono donations in 2022 - 2023 by 1% of our forecasted budget. We are extremely grateful for their support and aim to grow this network in 2023 - 2024.

AMOUNT	TYPE	EXAMPLES	BUSINESSES
£6,760	Budget Savings	printing, accountancy and meeting rooms	FERO Retail Marketing, P10 Financial Group, Broughton Holdings, PCL Corporate Wear, Speedy Services, Shoosmiths.
£28,075	Ideal but unbudgeted	legal advice, branding, merchandise, pension advice, staff coaching, goodie bag donations	Quietly Studios, Coach the Difference, Whitbread, Jacobi AM, iHASCO, John Lewis Partnerships
£93,664	Additional extras	clothing, Silverstone tickets, digital advertising	Google, Phiroze Racing, Hoodrich.

STRATEGY

CHARITY RESERVES

Planning for charity reserves is an essential aspect of charity financial management. It supports future planning and risk mitigation.

The holding of reserves is key to building confidence with existing and future funders that we have in-built resilience if faced by economic instability.

We are fortunate to have support from a wide range of people and organisations. Any funds that are unrestricted are used where it is needed most, with some used to build essential charity reserves.

As outlined in our Reserves Policy, reserves can only be used by the charity with the approval of the Board of Trustees. We aim to hold reserves of 3 - 6 months worth of running costs.

We will continue to grow our reserves to reflect the growth and expansion of Caudwell Youth and continue to strengthen our resilience.

"Reserves are your bridge to the future, enabling your social impact for years to come."

-The National Council for Voluntary Organisations

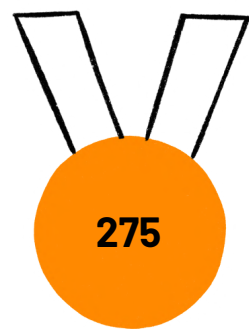
OUR OUTCOMES

Our young people complete their own outcomes surveys, 3 times a year, evaluating their progress and sharing their achievements.

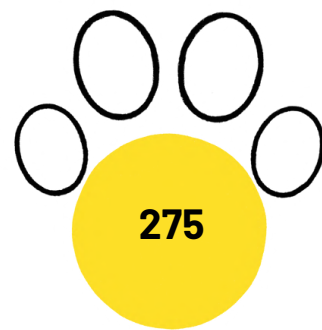
Collecting and collating our outcomes is important because it:

- Empowers our young people to evaluate and reflect on their progress
- Provides an opportunity to regularly review the goals our young people set for themselves
- Gives young people the opportunity to feedback on the support they are receiving and the service we are providing
- Allows Caudwell Youth to monitor and evaluate the progress our young people are making
- Highlights the issues facing our young people
- Helps Caudwell Youth to tailor the service to the young people we are working with

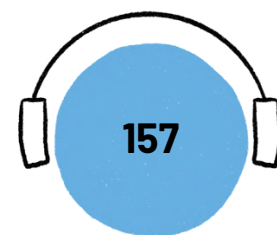
OUR FIRST YEAR



Volunteer applications



Referrals



Young people

"I have loved watching them come to a realisation that things can be positive, and working through things even though they are tough."

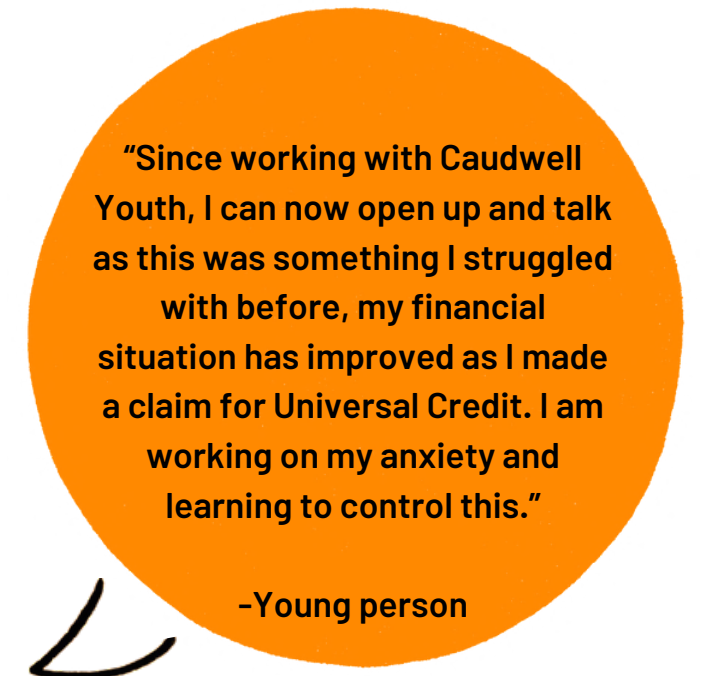
- Mentor

OUR OUTCOMES

ABOUT OUR YOUNG PEOPLE

We have a breadth of knowledge and experience working with young people, in particular, those who are care experienced, facing mental health challenges, and/or at risk of/offending and at risk of exploitation.

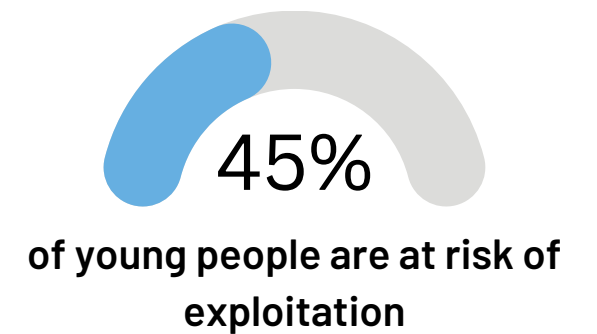
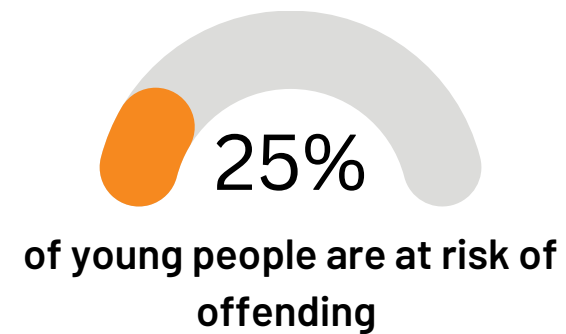
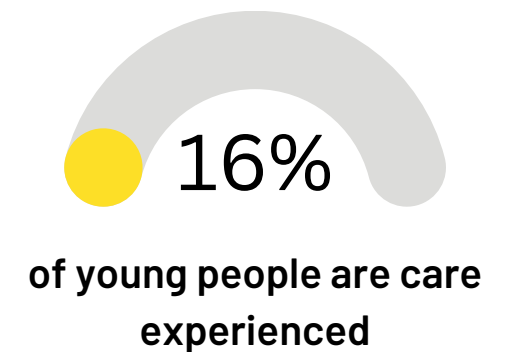
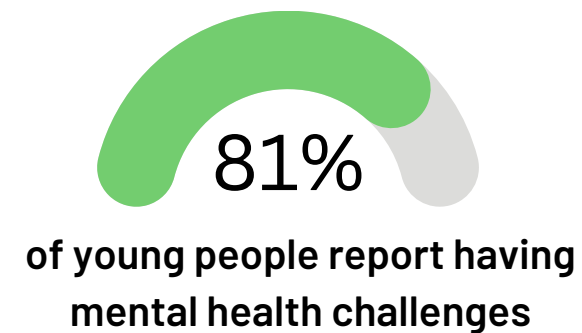
All our young people are experiencing at least one of these needs. However most experience multiple needs, which compounds the level of risk they face. On average, our young people face 2 of these presenting needs.



"Since working with Caudwell Youth, I can now open up and talk as this was something I struggled with before, my financial situation has improved as I made a claim for Universal Credit. I am working on my anxiety and learning to control this."

-Young person

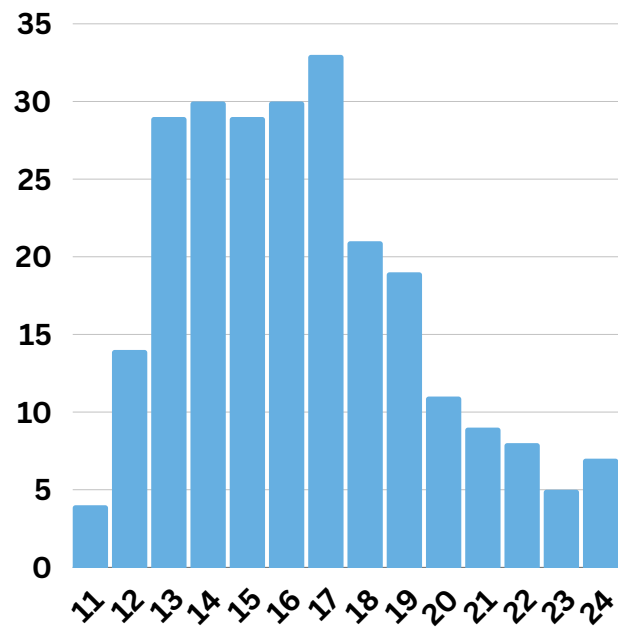
PRESENTING NEED



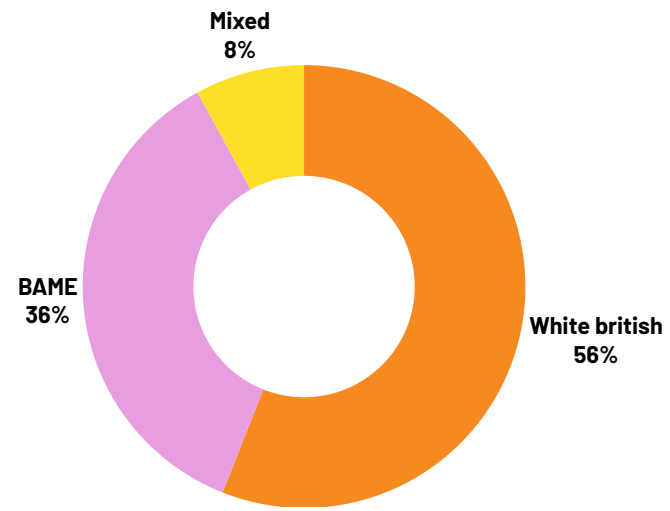
OUR OUTCOMES

ABOUT OUR YOUNG PEOPLE

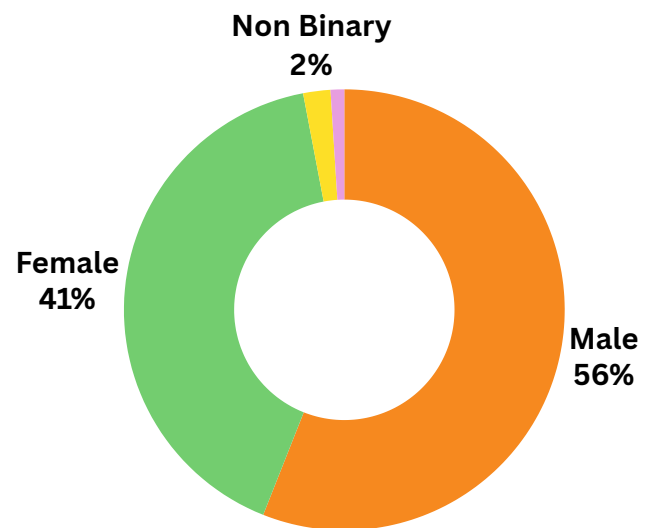
AGE



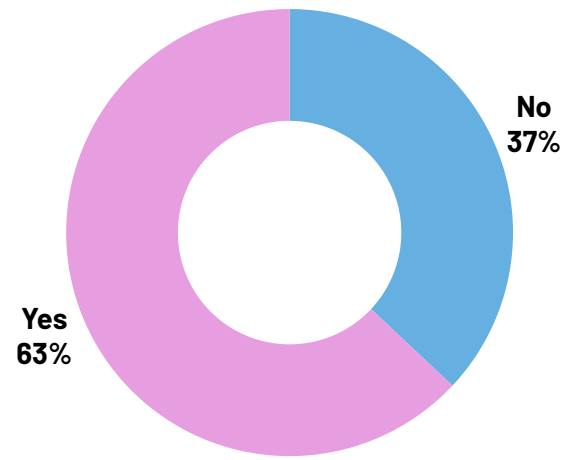
ETHNICITY



GENDER



IN EMPLOYMENT, EDUCATION, TRAINING

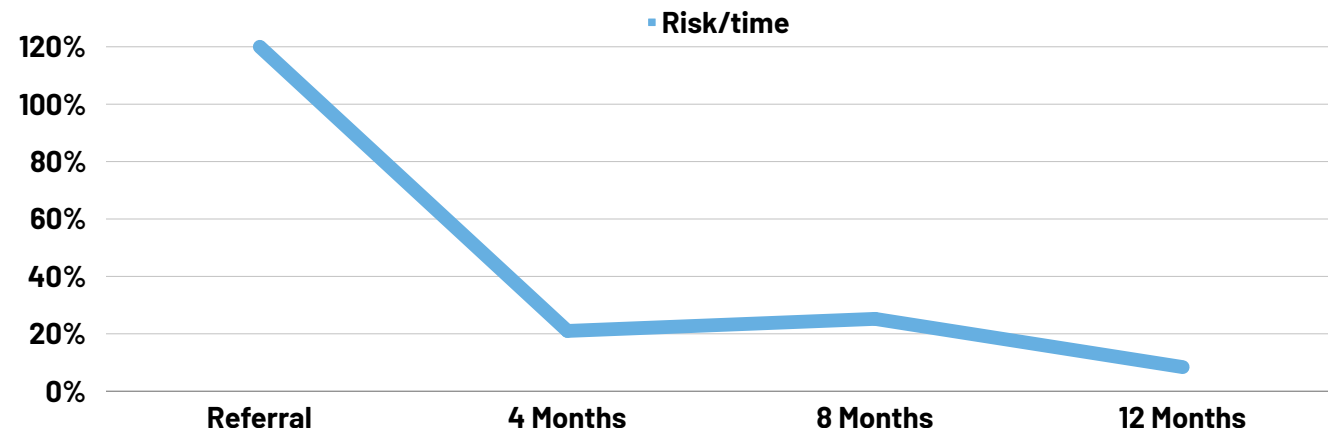


OUR OUTCOMES

CHANGES SINCE WORKING WITH US

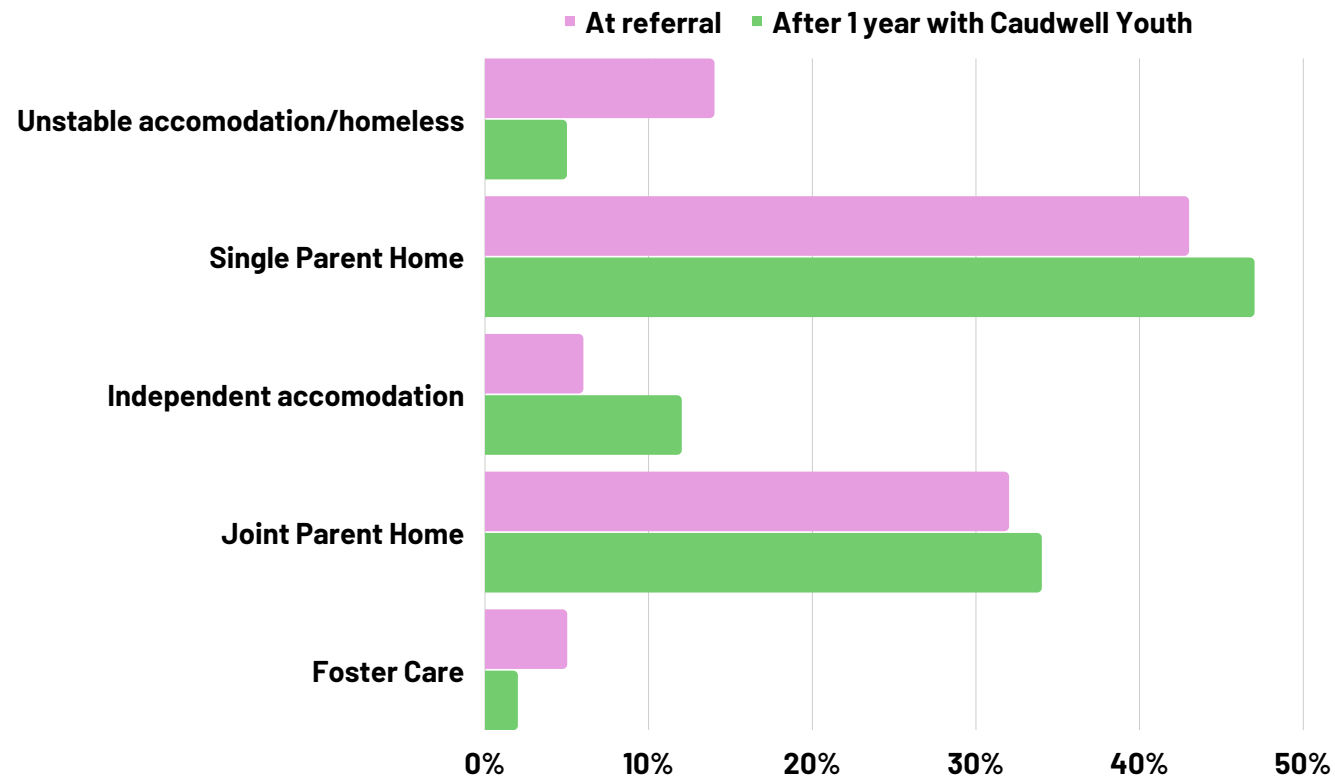
EXPLOITATION RISK

Number of young people who are considered high risk for exploitation.



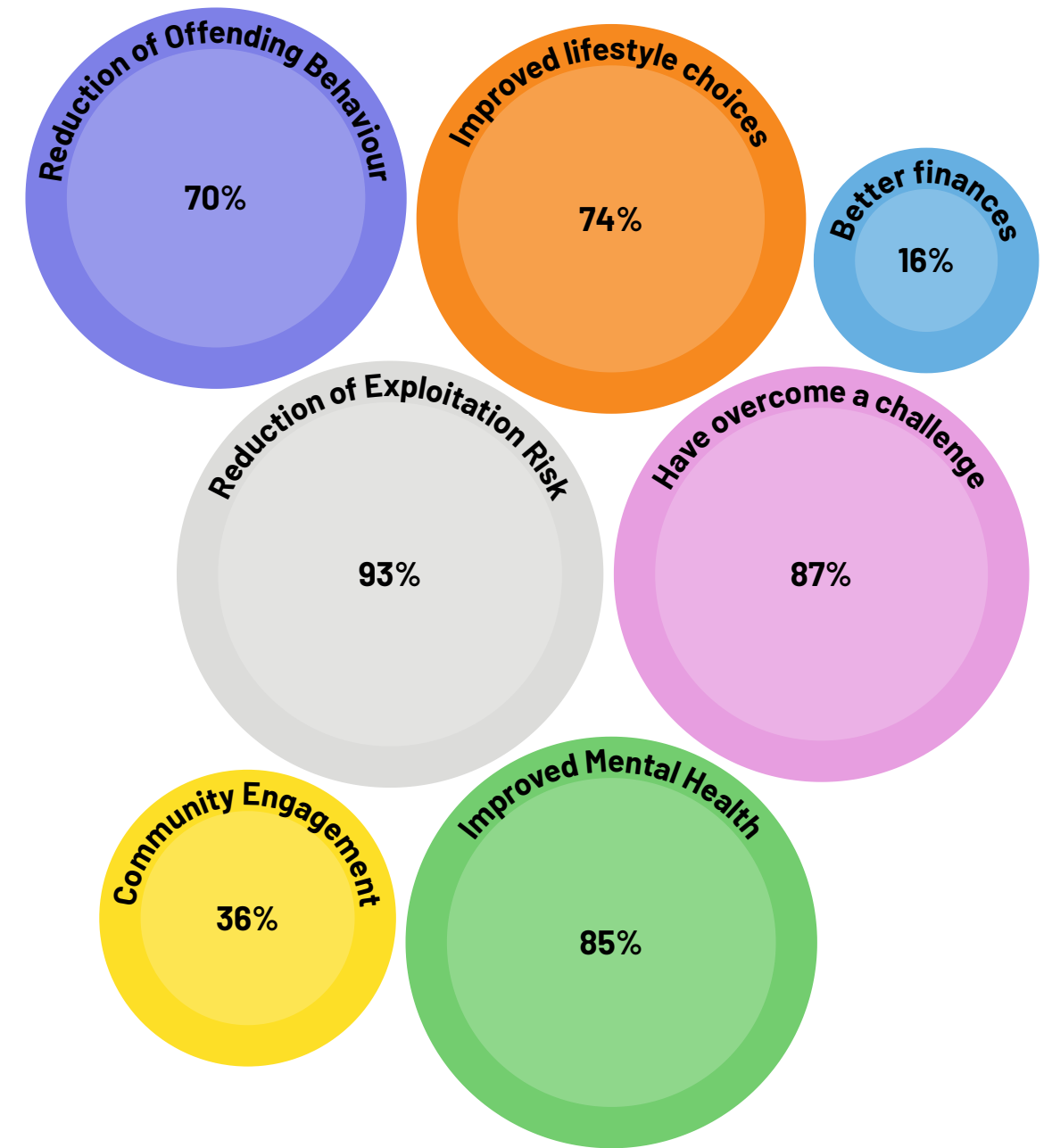
ACCOMODATION

14% of young people referred to us are in unstable accommodation or homeless. After working with Caudwell Youth for 1 year, this is reduced to 5%.



OUR OUTCOMES

CHANGES SINCE WORKING WITH US



SANDRAS' STORY

Sandra struggles with her mental health and was sofa surfing. When she joined us, she had no permanent home which impacted her mental health.

Sandra is now living in semi-independent accommodation, she is re-gaining structure and independence. She's attending life-coaching sessions and is engaging really well. She's also now finished her Maths and English exams and is awaiting results.

Her mentor and her have so much in common and often spend sessions doing art together. Sandra's next steps are to prioritise her well being and transition into adulthood.



CALLUM'S STORY

Callum was referred to us by the Youth Offending Service after being cautioned in 2022. We matched him with mentor Paul, who has gone above and beyond to support Callum during their time together. Here is what Callum has to say about his mentoring journey:

"You have helped me improve my life in so many ways. I got a distinction for my course; I went from Sunday boy to assistant manager within a year at my work all because my mentor Paul helped me get my mind on the right path and to focus on the things I love. Thank you for everything Paul and the team I've loved every moment, it's made me the person I was always meant to be."

OUR PEOPLE

OUR LEADERSHIP

On the morning of October 1st, 2022, the first 13 members of staff of Caudwell Youth began their first day in the new charity. Our initial team of 13 staff members has expanded to 22 and a team of 150 volunteers, all showing incredible dedication and passion for our vision and mission.



We are grateful for the courage and trust of those first staff and volunteers who joined a new charity not even officially registered at the time. They have been instrumental in bringing our vision to life.

During our first year, the charity was led by four Co-Leaders, each bringing their own skills and experience:



KAREN IRONSIDE
CO-LEADER
PARTNERSHIPS,
GOVERNANCE, PEOPLE



LISA BALL
CO-LEADER
FUNDRAISING



JAKE BROWN
CO-LEADER
MARKETING AND
TECHNOLOGY



CHARLIE DIXON-PRIOR
CO-LEADER
OPERATIONS

As we enter our second year of operation, we are excited that we will be hiring our first CEO. This is a significant step for our governance and leadership, and it reflects our ambition and potential. The CEO will be responsible for implementing our strategy and leading our growth in the coming years.



SHAPING YOUNG PEOPLE'S FUTURES

OUR PEOPLE

LOOKING AFTER OUR STAFF

The work we carry out can be difficult and requires personal strength and resilience. As an organisation, we recognised that we excelled at encouraging our volunteers and young people to be open about their well-being and not be afraid to ask for help. We needed, from the beginning, to model this internally too.



Our team have: access to counselling and medical support through private health insurance, trained Mental Health First Aiders, and mechanisms to share their views formally with their line managers and through our six-monthly anonymous surveys. We have also built in informal mechanisms such as our monthly Huddles (full-team meetings) and fortnightly written Huddle communications.

"I love the team, I have the pleasure of working with some amazing people. I also enjoy being part of an organisation that supports young people and makes a difference to society."

-CY staff member

OUR PEOPLE

LOOKING AFTER OUR STAFF

We have invested significantly in training including the training system, iHASCO. This ensures all staff receive consistent training regarding topics such as GDPR and Safeguarding. We have also listened to our staff's individual training needs and have ensured the team have access to a wide range of training including: LGBTQIA+, neurodiversity, drugs and alcohol use, gang awareness, fundraising, and safer recruitment. In our most recent staff survey, 100% of those surveyed felt their training needs were being met.

In the past year, we have developed and implemented policies that aim to protect and support our staff in their vital roles. We work hard to ensure that policies are communicated clearly and consistently to all staff, and that they are regularly reviewed and updated to reflect the changing needs and risks of our work. By doing so, we hope to create a culture of trust, respect, and care among our staff, and to enable them to deliver our mission effectively and efficiently.

Our key policies include:

- Equality, Diversity, Inclusion Policy
- Health & Safety Policy
- Lone Worker Policy
- Safeguarding & Risk Management Policy
- Data Protection Policy
- Sickness & Absence Policy
- Digital Communication Policy
- Whistleblowing Policy
- Grievance & Dispute Policy
- Positive Behaviour Policy
- Expenses Policy

OUR PEOPLE

SUPPORTING EQUALITY, DIVERSITY AND INCLUSION

We are committed to EDI (Equality, Diversity and Inclusion). One of our values is - Intentionally Inclusive. We want to create a culture where everyone feels welcome, respected and valued. We know that we have a lot of work to do to achieve this goal.

We focussed, in our first year, our EDI practices in our hiring process. We have made sure that our job adverts are accessible and appealing to a diverse range of candidates. We offer guaranteed interviews for anyone with lived experience of the challenges we support who meet the minimum role criteria. We have also used fair and objective criteria to assess and select the best applicants for each role. As a result, we have seen a significant increase in the diversity of our staff team in the 9 roles we have filled since then.

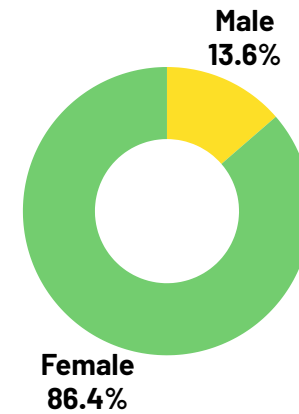
We will continue to work on ensuring our recruitment practices encourage diversity but also our everyday working practices. We want to create a working culture where diversity is celebrated and where all can find a safe space to be themselves.

Diversity is a powerful message for our young people, and it is important to see themselves represented at Caudwell Youth.

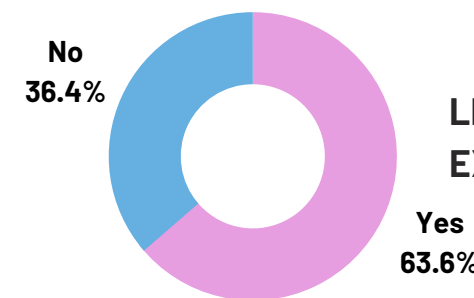


OUR PEOPLE

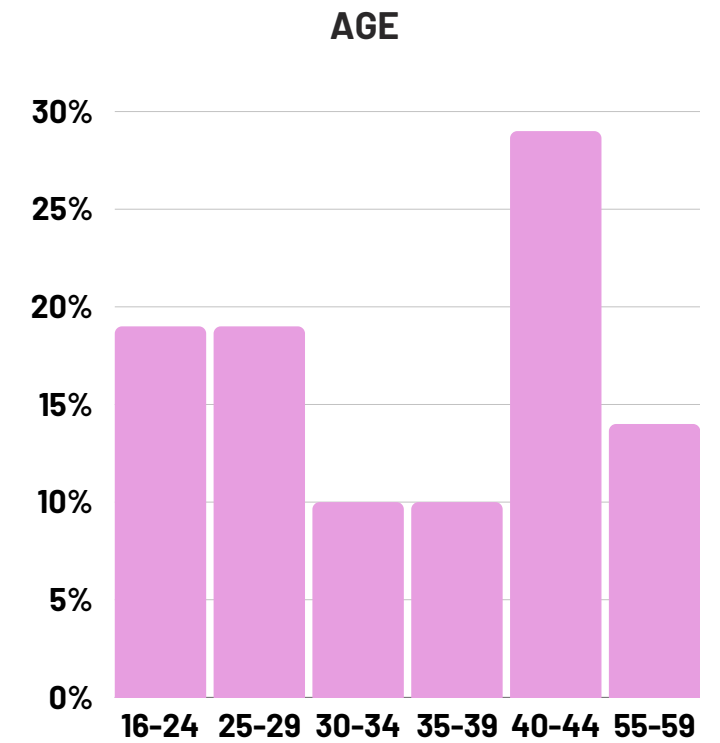
OUR CURENT STAFF



GENDER



LIVED EXPERIENCE



OUR PEOPLE

CAUDWELL YOUTH TEAM VOICE

The voice of our team matters. Every 6 months we survey our staff to see what we can do better. Staff gave each question a score out of 10. We are proud of these statistics for End of Year (22 - 23) Survey but will continue to strive to improve these further:

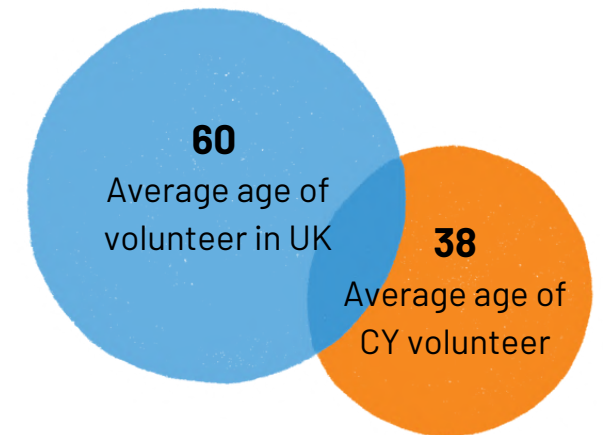
SURVEY QUESTION	AVERAGE SCORE / 10
Do you feel valued in the Charity?	7.4
Does Caudwell Youth do enough to support your wellbeing?	8.2
Do you feel that changes within the Charity are communicated clearly?	8.2
Do you feel your voice is heard in the Charity?	8
Is your role meeting your own personal development objectives?	8.2
Please rate how well the senior leadership team are performing in leading the Charity.	8
Please rate how confident you feel in addressing any concerns to your line manager and that they would be addressed.	8.5
Please rate how likely you would recommend Caudwell Youth as a great place to work.	8.6

OUR PEOPLE

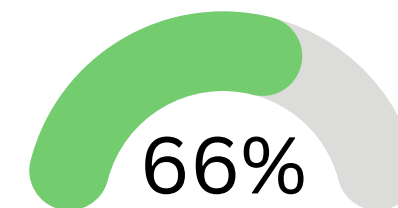
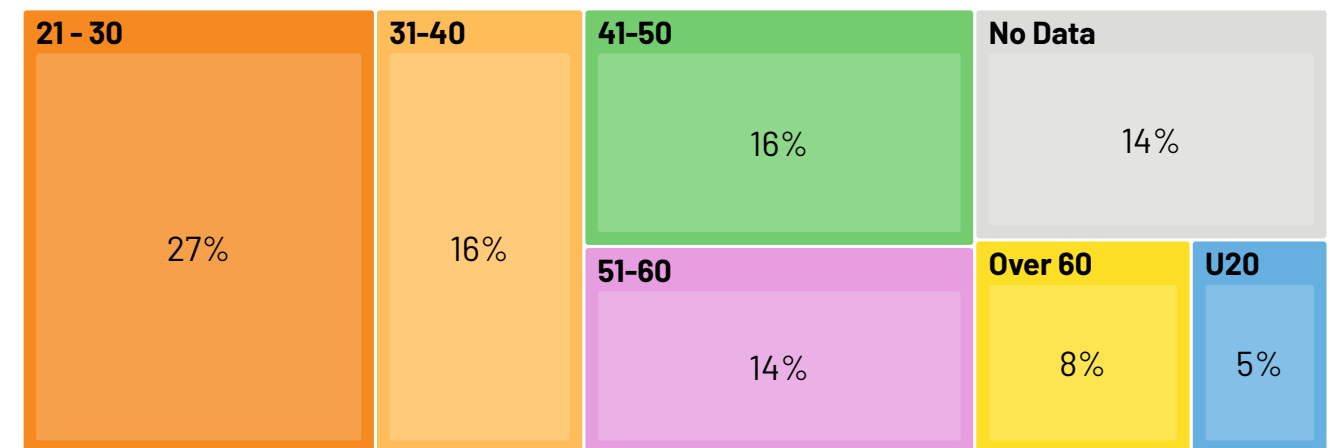
OUR VOLUNTEERS

Diverse volunteers bring a wide range of life experiences and perspectives. This can lead to more creative problem-solving and innovative approaches to challenges faced by young people. Different young people have different needs.

Having a diverse group of volunteers feeds directly into our person-centred approach. We are extremely proud of the diverse backgrounds of all our volunteer mentors.



AGES OF OUR MENTORS



66% of our volunteers have lived experience, either directly or through a close friend or relative, of the risks our young people experience.

RISK MANAGEMENT AND ASSURANCE

RISK MANAGEMENT FRAMEWORK

In 2022 – 2023, we developed our Risk Management Framework which will continue to develop into Year 2 of operation, 2023 – 2024.

- Senior leaders have identified key risks and mitigations which are acted on across the organisation and held in our Risk Register.
- Staff and trustees are encouraged to balance both the risks and rewards of decision making.
- Risk management has been embedded throughout our 2023 – 2025 Strategy.

GOVERNANCE OF RISK

- The Risk Register is reviewed quarterly by senior leaders and bi-annually by the Board of Trustees.
- In 2023 – 2024, all Risk Owners will be required to review the Quarterly Risks and Controls Ownership document and provide formal confirmation that this has been completed.
- In 2024 – 2025, all Risk Owners will be required to provide a formal quarterly attestation of controls working based on the Risks and Controls Ownership document.
- From 2025 – 2026, all Risk Owners will be required to evidence their quarterly attestation of controls working based on the Risks and Controls Ownership document.

“I have referred over 10 young people to your service. One of the reasons I refer young people to your service is that the Youth Support Co-ordinators encourage the young people to get involved in decisions that affect their lives. The Youth Support Co-ordinators in your service work together to empower, support and safeguard through one to one support.

The staff are also so kind, friendly and approachable. I have worked in partnership with Claire Burns (Luton YSC) and she has supported my young people through assessments. I have signposted Caudwell Youth to my colleagues and they have also found your service helpful too. Thank you for all the support that you provide our young people that make positive changes in their lives. Keep up the hard work!!”

-Family Worker, Family Partnership Service within Luton Children’s Services

RISK MANAGEMENT AND ASSURANCE

SIGNIFICANT RISKS

Due to the nature of our work and the impact of external actions, we are aware that often we can only mitigate the impact of a risk rather than the likelihood. This therefore means that the level of risk in certain cases remains Significant.

The most significant risks and uncertainties we face as an organisation at the time of this report are:

OPERATIONAL RISKS

A MAJOR INCIDENT INVOLVING A YOUNG PERSON IMPACTS MENTAL / WELL-BEING OF ONE OR MORE STAFF, MENTORS AND OR CHARITY REPUTATION

- Trauma response service available
- Regular Safeguarding Forums (for Operations team)
- Safeguarding Trustee and Policy
- Risk assess young people, with risk plans in place to reduce likelihood and impact
- Incident debriefing sessions

EVOLVING IN RISKS RELATED TO YOUNG PEOPLE REFERRED RESULTING IN STAFF / MENTORS BEING PUT AT HEIGHTENED RISK

- Robust risk assessment to identify suitability of risk level for service
- Work with other agencies to reduce risk levels or signpost for alternative support
- Provision of appropriate staff training to manage risks

NOT ENOUGH MENTORS FOR OUR CAPACITY RESULTING IN THE CLOSURE OF REFERRALS

- Regular monitoring of volunteer recruitment numbers
- Evaluate most effective recruitment strategies
- Allocate sufficient budget to meet recruitment marketing needs

RISK MANAGEMENT AND ASSURANCE

SIGNIFICANT RISKS

ORGANISATIONAL RISKS

LACK OF DIVERSITY IN FUNDRAISING PORTFOLIO RESULTING IN A RISK OF FINANCIAL INSECURITY IF ANY SIGNIFICANT SOURCE WAS NOT TO CONTINUE

- Feasibility assessment regarding varied fundraising mechanisms
- No more than 30% dependency on one fundraising source by 2024 - 2025
- Hold minimum 3 months reserves

LACK OF UNDERSTANDING OF DATA PROTECTION LEADING TO A DATA BREACH RESULTING IN REPUTATIONAL DAMAGE, INABILITY TO CONTINUE OPERATING WITH LEGAL AND FINANCIAL RAMIFICATIONS

- Data Protection Policy, that is understood by everyone and consistently applied
- All staff are Data Protection trained
- 2 Data Protection Champions in place
- Registered with the ICO
- Legal and technical trustees in place
- IT systems have in-built data protection systems

INSUFFICIENT TRAINING IN PLACE TO MEET QUALITY STANDARDS FOR STAFF RESULTING IN POOR DECISION MAKING, USE OF TIME OR RESOURCES

- Mandatory training is identified in personal development plans, adequately funded and undertaken by everyone who requires it
- Generic training provided for all staff (Health and Safety, Lone Working, etc.)
- Safeguarding training for all staff, enhanced for Operations Team
- Training plan reviewed every 6 months and training refreshed annually

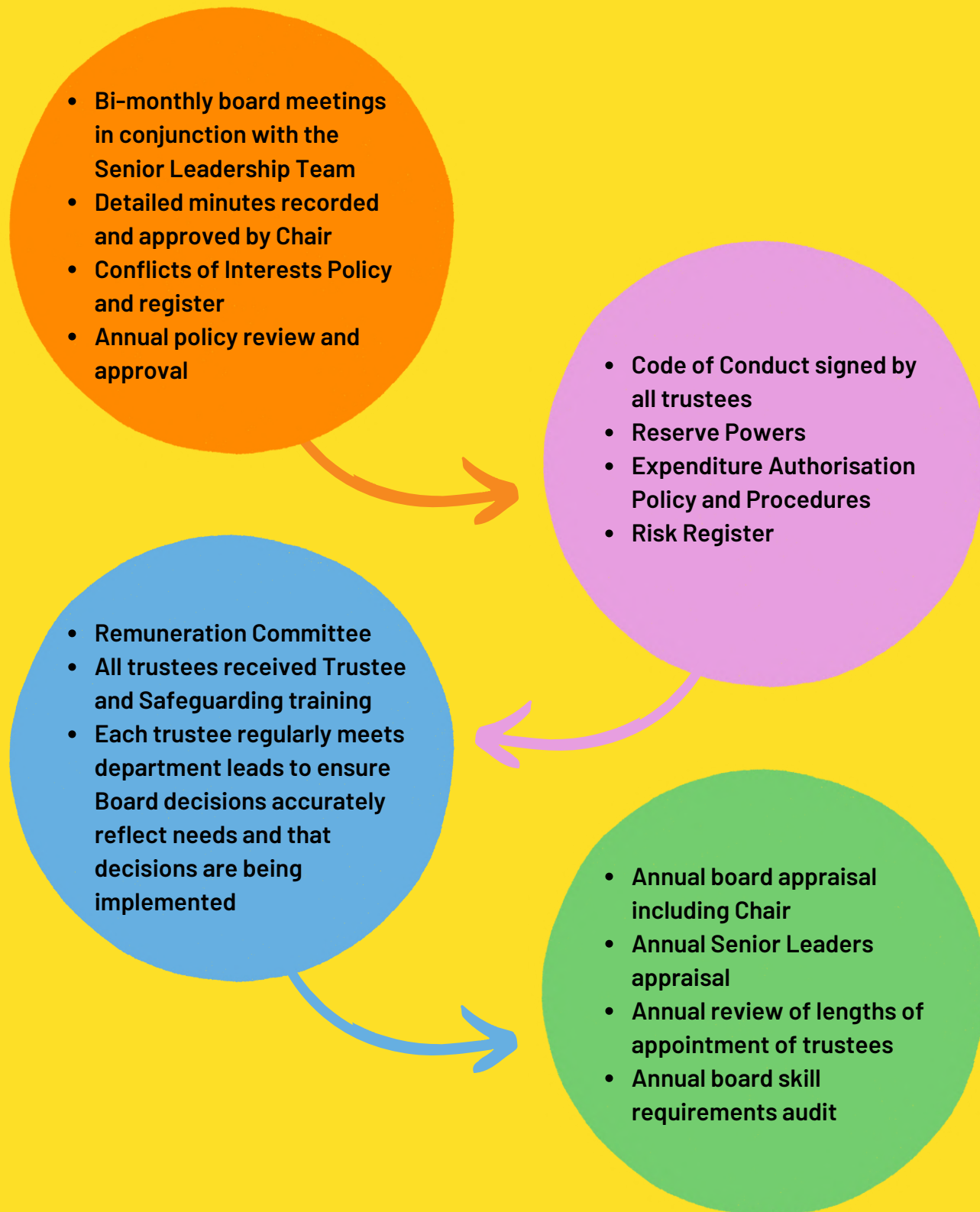
PUBLIC SECTOR PARTNERS DON'T PAY FOR OUR SERVICE AS WE ARE FREE AT POINT OF SERVICE RESULTING IN MISSED PUBLIC SECTOR FUNDING OPPORTUNITIES

- Provide the highest quality service, clarifying that the only way to guarantee places is by funding ring-fenced places
- Aware of local priorities and what funding is available as a result and ensure we target this funding as relevant
- Hold senior relationships with all partners

GOVERNANCE

GOVERNANCE FRAMEWORK

In 2022 – 2023, we developed our Governance Framework which will continue to develop into Year 2 of operation, 2023 – 2024.



GOVERNANCE

GOVERNANCE OVERSIGHT

- A workplan is in place to ensure all governance requirements are met throughout the year. This is reviewed regularly and formally annually.
- In 2023 – 2024, an action plan will be put in place to prepare for an external governance audit.
- In 2024 – 2025, an external governance audit will take place and actions will be implemented from findings.

HOW WE HAVE APPLIED THE CHARITY GOVERNANCE CODE

In our first year of operation, we put in place a governance framework that applied the seven principles of the Charity Governance Code for larger Charities: Organisational Purpose; Leadership; Integrity; Decision Making Risk and Control; Board Effectiveness; Equality, Diversity and Inclusion; and Openness and Accountability.

We have a clear organisational purpose and charity objectives and we have an experienced and committed Board of Trustees who provide strategic leadership and act with integrity. Decision making processes are informed and rigorous and fit for purpose systems of risk management and controls have been put in place.

The Board of Trustees are an effective team with a balance of skills and experience that supports the purpose and strategy of Caudwell Youth. The Trustees, the SLT and the Charity as a whole are committed to ensuring that Caudwell Youth is an equitable, diverse and inclusive organisation, with an open and accountable culture.

As Caudwell Youth grows, it will further develop and refine its processes and practices to ensure that the Code Principles are applied fully, and that all recommended practices are either applied or explained.

TRUSTEES

OUR TRUSTEES

As a new charity, we are fortunate to have trustees with outstanding expertise and skills at both national and international level. They joined us when we were still a small organisation with a limited reach and an untested impact. Since then, they have exceeded their initial commitment and devoted countless hours and passion to our work. We are immensely grateful and appreciative for their contributions and the difference they have made.



DEBBIE DENYER
Chair,
Volunteering

Executive Coach, Coach the Difference, Ltd.

Debbie has 15+ years' experience within the not-for-profit sector and is also a volunteer mentor for Caudwell Youth. Debbie is passionate about delivering high-quality and effective services to the young people who benefit from the charity's work. She has committed to donate a percentage of her profits to our work.



KATE FLOUNDERS
Safeguarding and
Whistleblowing

CEO, Safeguarding Association.

Kate is a child protection solicitor with 15 years of experience and the founder of the Safeguarding Association, which focuses on young people aged 15 to 24. She also works as an independent Safeguarding Advisor for various local authorities and colleges. She oversees our safeguarding policies and practices and offers expert guidance in case of a serious safeguarding incident.



DAVID CANFIELD
Treasurer,
Finance

Former Director (retired 2023), Broughton Holdings Limited.

David brings accounting expertise with his 15 years of working in the Caudwell family office and previous senior Finance roles in multi-national organisations. He ensures, as Treasurer, that financial management procedures are sound and efficient, so that every penny is used for the charity's mission.



CAROLYN POLLARD
Secretary,
Charity Governance

Company Secretary, Rightmove Plc.

Carolyn is a Chartered Governance Institute Fellow who has worked in various sectors including the not-for-profit sector. She ensures that the charity has sound and transparent governance systems and structures. She is passionate about helping young people at-risk through positive intervention strategies.



MATT YATES
Legal and Risk

General Counsel, Whitbread.

As a FTSE divisional General Counsel, Group Chief Privacy Officer and ESG leader, Matt has extensive experience in legal and ethical matters. He is also passionate about accessibility and Whitbread's charity partnership with Great Ormond Street Hospital. He serves as the Secretary to the UK Management team, Risk Working Group and PLC Audit Committee.



JASON ELSOM
Strategy and Fundraising

CEO, Parentkind.

Jason was the former CEO of Robert Peston's social mobility charity, Speakers for Schools, scaling it from 8 to 160 staff. As CEO of Parentkind, he champions the role of parents in successful educational outcomes. Jason also sits on the advisory councils of the Foundation for Education Development and The Shakespeare Birthplace Trust.



ALMARENE FREDERICK
HR

HR Consultant, Eilieah HR Consultancy.

As an HR Consultant, Almarene helps start-ups and SMEs with their human resources needs. She is passionate about empowering young people to reach their potential and provides them with the right support. She maintains high standards of HR governance and offers guidance on HR matters.



SARAH MASOTTI
Technology and
Strategy

Digital Transformation Lead, Google.

Sarah has a strong background in innovation, working with FTSE100 clients at Google to create cutting-edge solutions. She also has experience as a management consultant at PwC and teaches at Smith School of Business as a Guest Lecturer. She combines strategic thinking, business acumen and digital skills to deliver value.



SHARON KENNEDY
Marketing

Employee Engagement Consultant, Engage & Prosper.

Sharon is a seasoned marketing professional and a Chartered Marketer. She has over two decades of experience in Sales and Marketing. She leverages her skills and connections to enhance the reach and impact of Caudwell Youth.



GLADIS ARAUJO
Strategy

Global Quality & Supply Chain Vice-president, Mattel.

Gladis has 25 years of diverse leadership experience in the commercial and non-profit sectors, and has a proven track record of delivering results and creating impact. She is passionate about empowering young people to soar beyond their expectations and achieve their full potential.

TRUSTEES

OUR TRUSTEES

RECRUITMENT AND APPOINTMENT OF TRUSTEES

Trustees are appointed for a term of three years. If they wish to continue serving, they must be re-elected by the Trustee board at the end of this term.

To ensure a comprehensive understanding of their roles and responsibilities, all new Trustees undergo an induction programme with existing trustees. This programme not only focuses on their duties to the Charity but also provides a broader perspective on their role as a trustee of a Charity in general.

Additionally, the Charity's policies and procedures for managing conflicts of interest are thoroughly explained to the new Trustees. This is to ensure transparency and integrity in the Charity's operations.

ORGANISATION AND STRUCTURE

During the first year, the Board of Trustees convened on a monthly basis. As we transition into our second year of operation, the frequency of these meetings will be reduced to six times a year. However, all trustees retain the right to call an additional board meeting if necessary.

The day-to-day management of Caudwell Youth is entrusted to the four Co-leaders: Karen Ironside, Charlie Dixon-Prior, Lisa Ball, and Jake Brown. A well-defined Reserve Powers Policy and Expenditure Authorisation Policy have been established to guide decision-making delegation. The Board of Trustees review these policies regularly to ensure their relevance and effectiveness.

PUBLIC BENEFIT

The Trustees affirm that they have consulted the Charity Commission's general guidance on public benefit while reviewing the Charity's objectives and aims, and also during the planning of future activities for the year. They believe that the Charity's aims, which focus on enhancing outcomes for young people, are clearly in the public interest. This commitment to public benefit is a guiding principle in all of the Charity's endeavours.



RESERVES POLICY

The Trustees regularly review the reserves policy, which stipulates that the Charity should maintain general reserves adequate to cover 3-6 months of operational expenses. It is estimated that reserves for 3 months would amount to roughly £150k.

As of the end of the year, the charity's unrestricted reserves stood at £198,137. This figure excludes restricted funds amounting to £39,218. These reserves are equivalent to approximately 4 months of operational costs.

As the charity grows, it will persist in reviewing both the reserves policy and the level of reserves held. This is to ensure they are not only sufficient but also appropriate, thereby guaranteeing the charity's financial stability. Simultaneously, the charity is committed to maximizing the value derived from all raised funds for the benefit of its beneficiaries.

“With the launch of our Contextualised Safeguarding Hub that focusses on young people at risk of offending or exploitation, Caudwell Youth's experience of working not just in Milton Keynes but also across other geographies is essential. With just a limited number of places to support young people across the city, we know that we cannot support everyone who would benefit from our internal programmes. Being able to therefore refer young people who do not meet our thresholds or as a next steps programme means we can expand support to wider numbers thereby increasing impact.”

**-Sarah Bottomly, Milton Keynes Council
Professional Lead for Missing, Exploited and Trafficked
Children**

FINANCIAL REVIEW

INDEPENDENT EXAMINER'S REPORT

Independent examiner's report to the trustees of Caudwell Youth

I report to the charity trustees on my examination of the accounts of the CIO for the year ended 30 September 2023.

Responsibilities and basis of report

As the charity 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 CIO's accounts carried out under section 145 of the Act. In carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the Company'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 because I am a member of the ICAEW, 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 Trust 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 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.

Christopher Abbott FCA
DJH Mitten Clarke Manchester Limited
Chartered Accountants
St George's House
56 Peter Street
Manchester
M2 3NQ
23.11.2023



FINANCIAL REVIEW

STATEMENT OF FINANCIAL ACTIVITIES

INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE 49 WEEK PERIOD ENDED 30 SEPTEMBER 2023

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2023 £
Income from:				
Donations & Legacies	2	660,526	120,322	780,848
Charitable activities		-	43,000	43,000
Total		660,526	163,322	823,848
Expenditure on:				
Activities with Young Persons	3	(351,255)	(124,104)	(475,359)
Costs of raising Funds	4	(111,134)	-	(111,134)
Total Expended		(462,389)	(124,104)	(586,493)
Net Income / (expenditure)		198,137	39,218	237,355
Transfers between funds		-	-	-
Net movement in funds		198,137	39,218	237,355
Total funds brought forward		-	-	-
Total funds carried forward		198,137	39,218	237,355

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.
The accompanying notes form part of these financial statements.

FINANCIAL REVIEW

BALANCE SHEET

AS AT 30 SEPTEMBER 2023

BALANCE SHEET	Notes	2023 £
Current assets		
Debtors	7	91,897
Cash at bank and in hand		164,093
		<hr/>
		255,990
Creditors: amounts falling due within one year	8	(18,635)
		<hr/>
Net current assets		237,355
		<hr/>
Net assets		237,355
		<hr/>
Income funds		
Restricted funds	9	39,218
Unrestricted funds	9	198,137
		<hr/>
		237,355
		<hr/>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 30 September 2023.

The trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the Board of Trustees and were signed below on its behalf by:

D Canfield

Trustee

Date: 21/11/2023

Company registration number: CE030462



FINANCIAL REVIEW

STATEMENT OF CASH FLOWS

AS AT 30 SEPTEMBER 2023

	Notes	2023 £
Cash provided by Operating Activities	12	164,093
Cash provided by (used in) in financing or investing activities		-
Increase (decrease) in cash and cash equivalents in the year		164,093
Cash and cash equivalents at the beginning of the year		-
Total cash and cash equivalents at the end of the year		164,093
Analysis of cash and cash equivalents		
		2023
		£
Cash in hand		164,093
Total cash and cash equivalents		164,093



**SHAPING
YOUNG
PEOPLE'S
FUTURES**

FINANCIAL REVIEW

1.ACCOUNTING POLICIES

BASIS OF PREPARATION

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and republic of Ireland (FRS 102) issued on 16 July 2014 and with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and with the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

GOING CONCERN

The Trustees consider that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Accordingly the financial statements have been prepared on a going concern basis.

INCOME

Income has been recognised gross on the basis of entitlement, probability and measurement.

Donations and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement

EXPENDITURE

Expenditure is recognised on an accruals basis.

ACCUMULATED FUNDS

Unrestricted funds are general funds that are available for the use at the Trustees' discretion in furtherance of the objectives of the Charity. Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

VOLUNTEER HELP

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

REPORTING PERIOD

This is the first financial period of the charity and the results presented in the financial statements run from 19th October 2022 to 30th September 2023.

CREDITORS

The charity has creditors which are measured at settlement amounts less any trade discounts.

TANGIBLE FIXED ASSETS

These are capitalised if they can be used for more than one year, and cost at least £500.

DEBTORS

Debtors are measured on initial recognition at settlement amount. Subsequently they are measured at the cash or other consideration expected to be received.

FINANCIAL REVIEW

INCOME AND EXPENDITURE

2.ANALYSIS OF INCOME	Unrestricted funds	Restricted funds	Total 2023
	£	£	£
Donations & Legacies			
Donations and gifts including gift aid	660,526	120,322	780,848
Charitable activities	-	43,000	43,000
Total	660,526	163,322	823,848

3.ANALYSIS OF EXPENDITURE ON ACTIVITIES WITH YOUNG PERSONS	Unrestricted funds	Restricted funds	Total 2023
	£	£	£
Activities with young persons	219,935	124,104	344,039
Support costs (Staff time)	131,320	-	131,320
Total	462,389	124,104	586,493

Staff costs are allocated to activities with young persons, support costs and costs of raising funds based on an apportionment of staff time.

Included in the above amounts of expenditure are independent examiner's fees of £2,400 (inclusive of VAT). No other fees were paid to the independent examiner.

FINANCIAL REVIEW

RAISING FUNDS, STAFF COSTS

4.ANALYSIS OF COSTS OF RAISING FUNDS	Unrestricted funds	Restricted funds	Total 2023
	£	£	£
Staff costs	111,134	-	111,134
Total	111,134	-	111,134

5.STAFF COSTS	This period
	£
Salaries and wages	357,876
Social Security costs	117,621
Pension costs	18,471
Other employee benefits	-
Total staff costs	493,968

No employees received employee benefits for the reporting period of more than £60,000.

The amount recognised in the SOFA as an expense in relation to the defined contribution pension scheme was £18,471. The expense for the defined contribution scheme follows the allocation of staff costs when costs are allocated between activities and between restricted and unrestricted funds.

FINANCIAL REVIEW

HEAD COUNT, CREDITORS, ACCRUALS

6.AVERAGE HEAD COUNT IN THE PERIOD	This period
	Number
Fundraising	-
Charitable Activities	15
Governance	-
Total number	15

7.DEBTORS AND PREPAYMENTS	Sep-23
	£
Trade debtors	91,297
Other debtors	600
Total debtors	91,987

8.CREDITORS AND ACCRUALS	Sep-23
	£
Trade creditors	16,235
Accruals and deferred income	2,400
Total creditors	18,635

FINANCIAL REVIEW

CHARITY FUNDS

9.CHARITY FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds		Balance at 30 September 2023
	Income	Expenditure	
Buckinghamshire Council - Early Help Team	5,000	5,000	-
Buckinghamshire Council - Community Safety Team	10,000	10,000	-
Stort Valley Healthcare 1	12,500	12,500	-
Buckinghamshire Council - YOT / YOS	3,000	3,000	-
National Lottery - Awards for All	10,000	8,640	1,360
Bedfordshire and Luton Community Foundation	48,000	17,999	30,001
Tony and Sheelagh Williams Foundation	20,000	20,000	-
Stort Valley Healthcare 2	12,500	12,500	-
Heart of Bucks	10,000	10,000	-
The Brazier Trust	5,000	-	5,000
MK Community Foundation	2,640	2,640	-
Clearview Intelligence	1,682	1,682	-
Postcode Places Trust	23,000	20,143	2,857
Total	163,322	124,104	39,218

The Charity holds the following material restricted funds:

The movement of unrestricted funds was as follows:

	Income	Expenditure	Balance
General Fund	660,546	462,389	198,137
Total	660,546	462,389	198,137

FINANCIAL REVIEW

RELATED PARTIES, TRUSTEE REMUNERATION, NET MOVEMENT

Fund	Purpose
Bedfordshire and Luton Community Foundation	Restricted for young person's services and activities within Luton.
Tony and Sheelagh Williams	Funding across all localities for activities with young people.
Postcode Places Trust	Restricted for young person's services and activities within Luton.

10. RELATED PARTIES

Total donations received from John Caudwell directly, or indirectly routed through the John Caudwell Foundation during the year were £403,960. Included within Trade Debtors is an amount due from the John Caudwell Foundation of £40k which we consider to be a related party.

11. TRUSTEE REMUNERATION AND BENEFITS

None of the trustees have been paid any remuneration or received any other benefits from an employment with their charity or a related entity.

Trustee expenses of £64.35 were claimed in the period.

12. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	This period
	£
Net movement in funds	237,355
(Increase) in debtors	(91,897)
Decrease in creditors	18,635
	<hr/>
Net cash generated from operating activities	164,093
	<hr/>

CLOSING STATEMENT

CLOSING STATEMENT FROM CHAIR, DEBBIE DENYER

In closing, I express deep gratitude to our dedicated supporters, stakeholders, volunteers, and partners for their unwavering commitment to Caudwell Youth's mission. Your invaluable contributions have been the driving force behind our success in shaping the futures of young people at-risk.

As we reflect on the accomplishments of the past year, I am inspired by the positive impact we've collectively made. The journey ahead holds exciting opportunities, and with your continued support, we are poised for even greater achievements.

Together, we are not just building brighter futures; we are fostering a community that believes in the potential of every young person. Your belief and commitment are integral to the transformative work we do. Thank you for being an essential part of Caudwell Youth's story, and I look forward to another year of positive change and shared success.

The trustees' annual report was approved by the board on 21/11/23



DEBBIE DENYER
Chair of Trustees

OUR YEAR IN IMAGES



THANK YOU

Thank you to all our supporters for your unwavering commitment to Caudwell Youth. Your support has enabled us to make a positive impact on the lives of young people at-risk aged 11 to 24. We are grateful for your generosity and dedication to shaping futures.

Our vision is to create a world where every young person is empowered to shape their own future. We are committed to making this a reality.

We are proud of the progress we have made over the past year, and we are excited about the future. We are continuously improving our charity to ensure that we are providing the best possible support to young people at-risk. We are committed to working with our partners and supporters to create positive futures.

As we look ahead to the next year, we look forward to continuing working with you to help every young person at-risk in the UK, in a sustainable and responsible way, positively and significantly impacting our society.

www.caudwellyouth.org

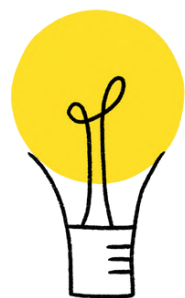
**SHAPING
YOUNG
PEOPLE'S
FUTURES**



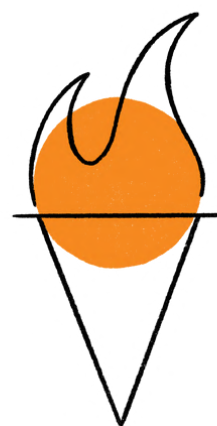
SUPPORT CAUDWELL YOUTH

We invite you to join us in our mission.

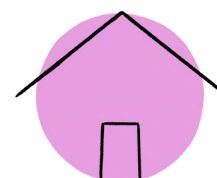
Whether you are interested in volunteering, fundraising, or simply learning more about our work, we would love to hear from you. Together, we can make a difference in the lives of young people and create a brighter future for our society.



PARTNER WITH US



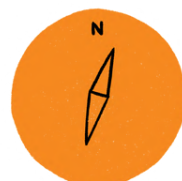
BECOME A TORCHRUNNER



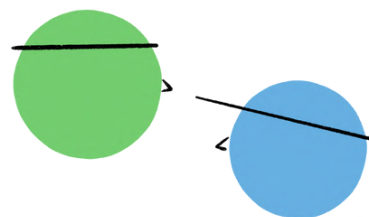
REFER A YOUNG PERSON



FUND OUR WORK



ASK US A QUESTION



MENTOR WITH US

www.caudwellyouth.org

<p>TRUSTEES</p> <p>Almarene Fredrick Carolyn Pollard David Canfield Debbie Denyer Kate Flounders Gladis Arujo Jason Elsom Matt Yates Sarah Masotti Sharon Kennedy</p> <p>FINANCE DIRECTOR</p> <p>Liam Ablewhite (Seconded - Deputy Finance Director, John Caudwell's Family Office)</p>	<p>REGISTERED ADDRESS</p> <p>Caudwell Youth Broughton Hall Broughton Staffs ST21 6NS</p> <p>LEADERSHIP TEAM</p> <p>Charlie Dixon-Prior - Operations Director Jake Brown - Marketing and IT Director Karen Ironside - Partnerships Director Lisa Ball - Supporter Engagement Director</p> <p>REGISTERED CHARITY NUMBER</p> <p>1200757</p>
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CAUDWELL
YOUTH

SHAPING YOUNG PEOPLE'S FUTURES

Supported by:



Registered Charity Number 1200757
Broughton Hall, Broughton, Staffs, ST21 6NS
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