

# 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.



Registered Charity Number 1200757  
Broughton Hall, Broughton, Staffs, ST21 6NS  
[www.caudwellyouth.org](http://www.caudwellyouth.org)

# 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.

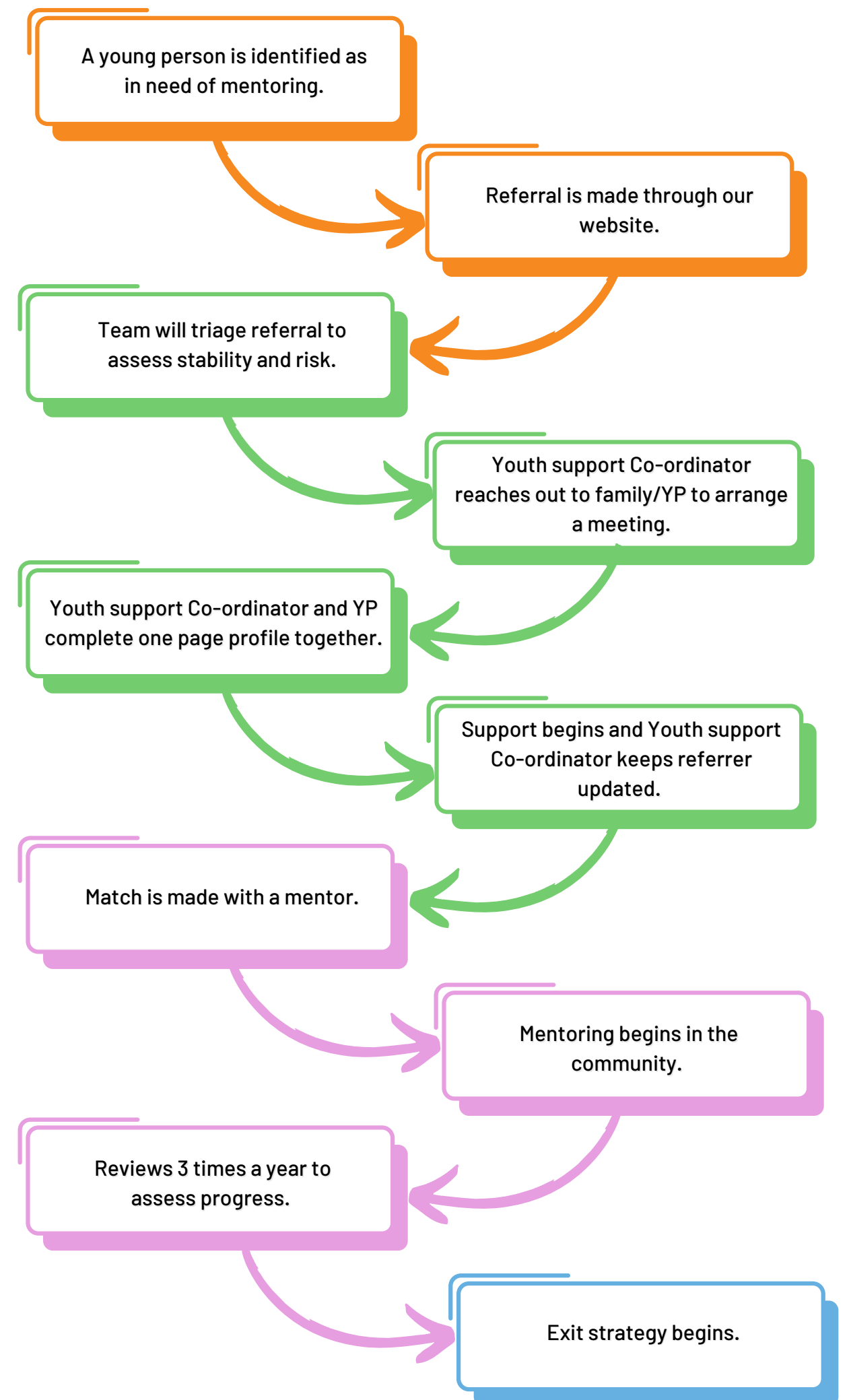
We believe in long-lasting impact. By supporting a young person for up to 2 years, this allows for relationships to be built, trust to be gained and communication to strengthen over time which equips young people with skills and insights, and a sense of empowerment that lasts beyond Caudwell Youth.

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.



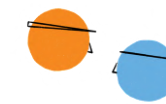
# STRATEGY

## 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.



### 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

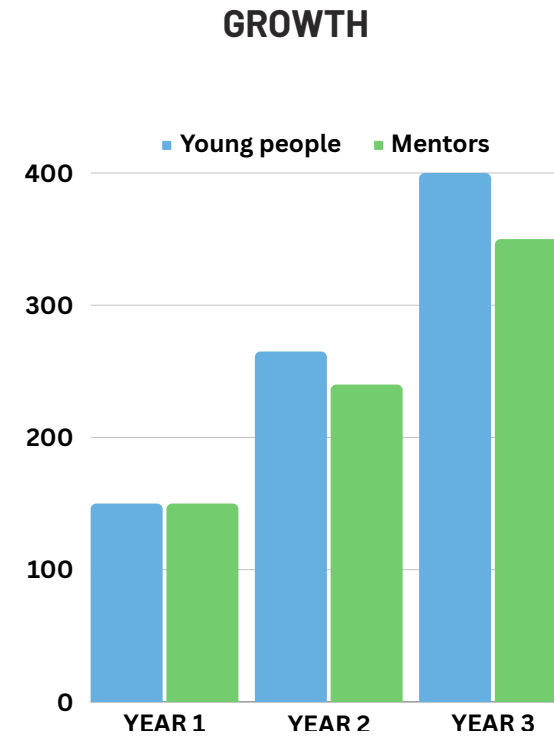
## GROWTH PLANS

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

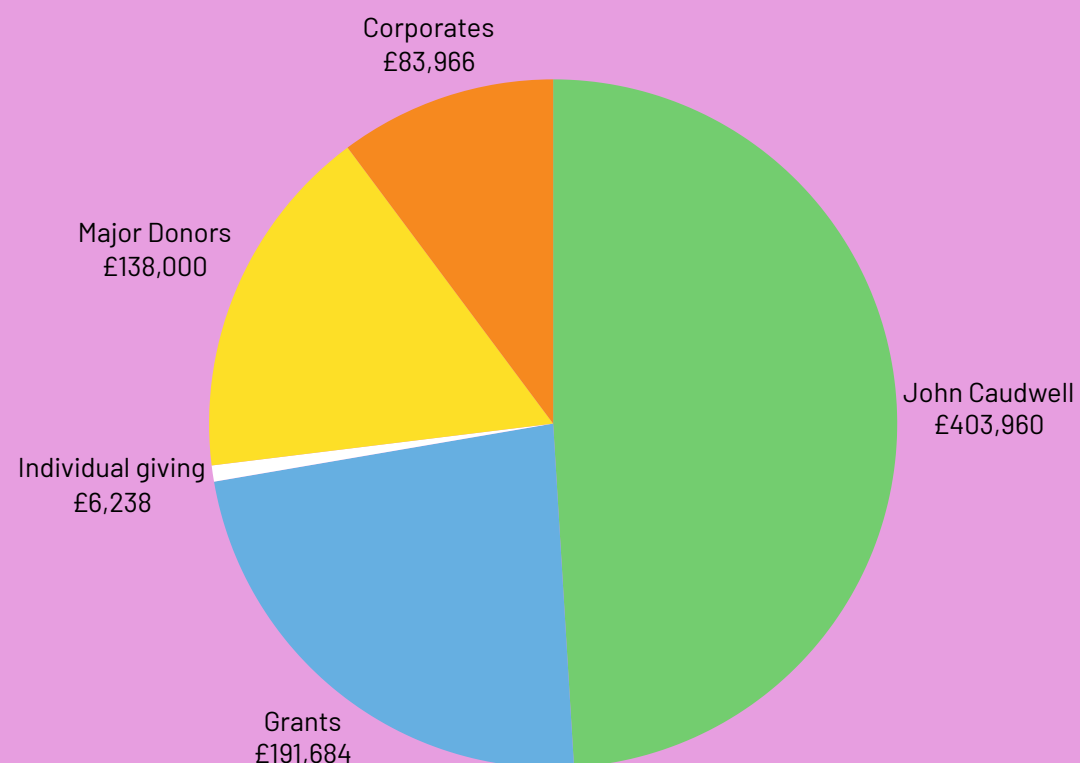
## DIVERSITY OF FUNDING

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**

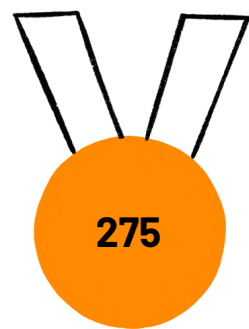
# OUR OUTCOMES

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

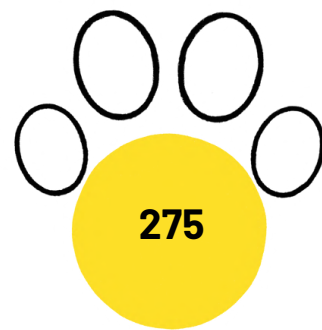
Collecting and collating our outcomes is important because it:

- 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

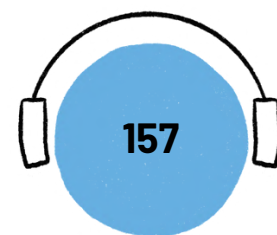
## OUR FIRST YEAR



**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."

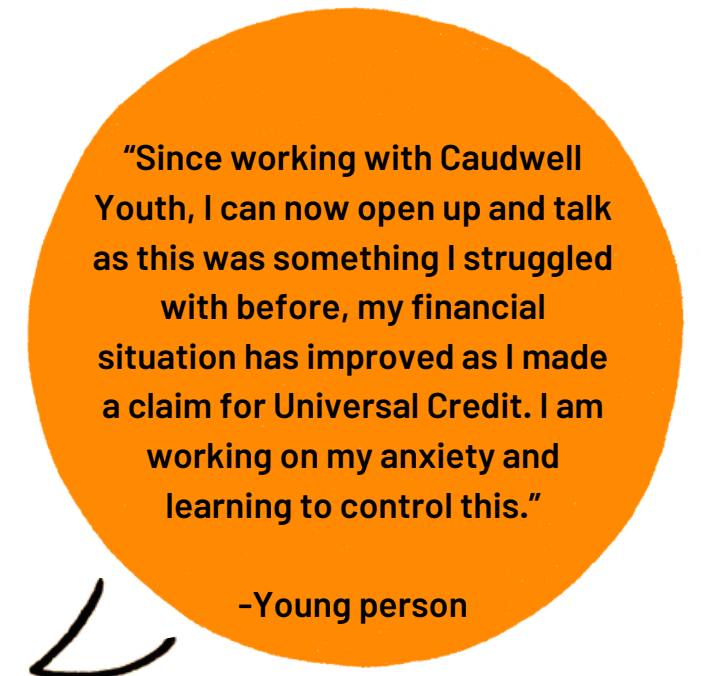
- Mentor

# 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.

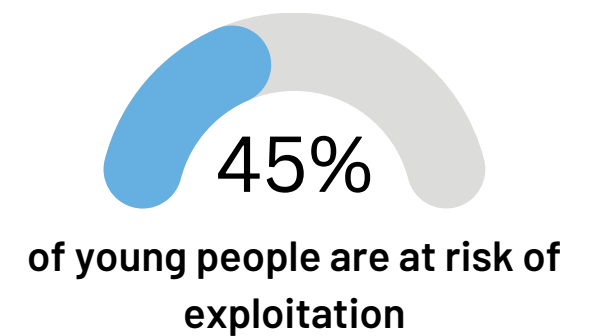
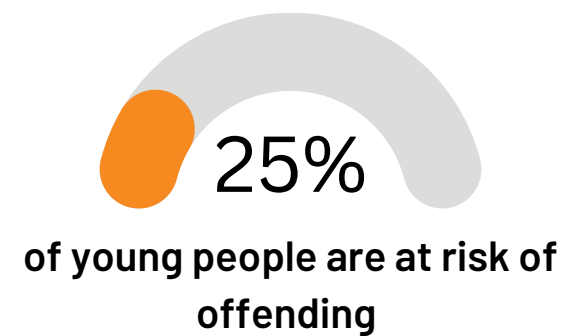
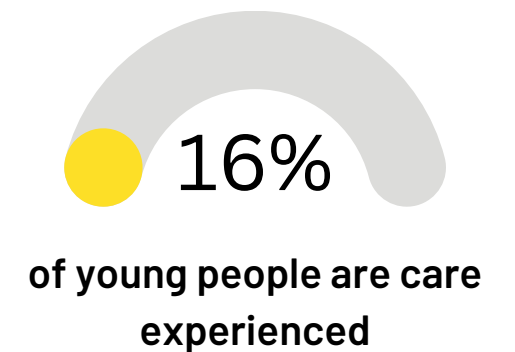
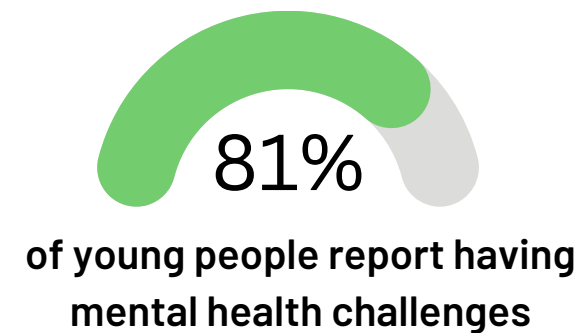
All our young people are experiencing at least one of these needs. However most experience multiple needs, which compounds the level of risk they face. On average, our young people face 2 of these presenting needs.



**"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

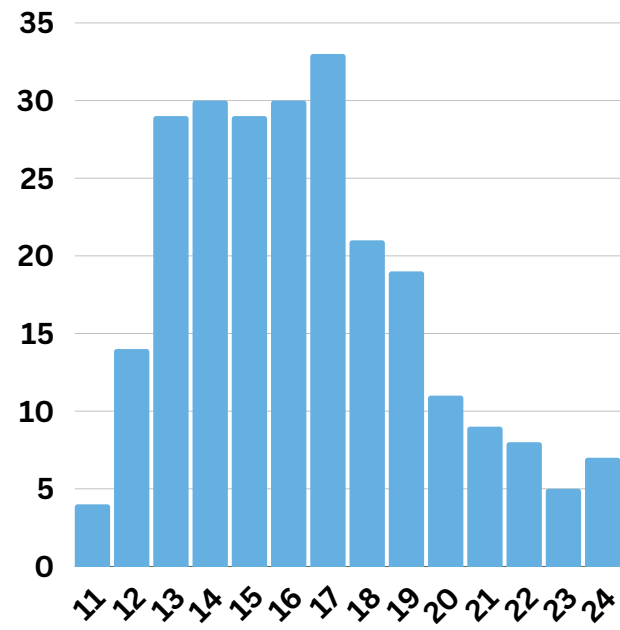
## PRESENTING NEED



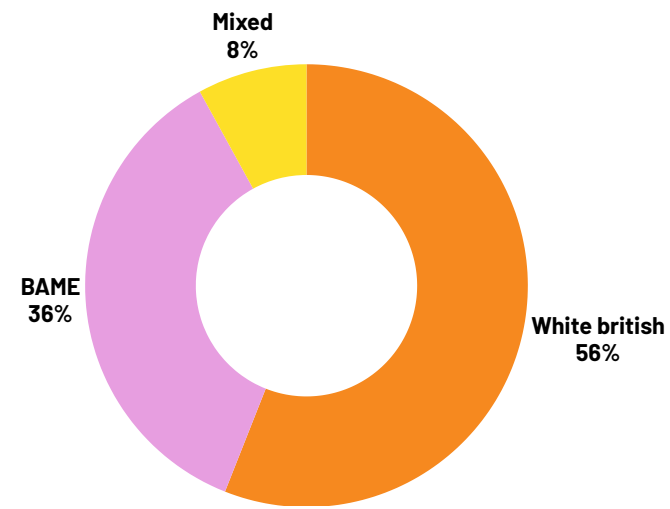
# OUR OUTCOMES

## ABOUT OUR YOUNG PEOPLE

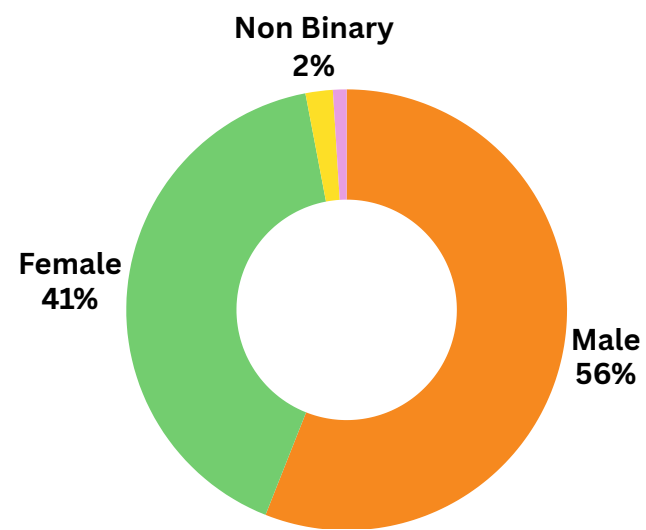
AGE



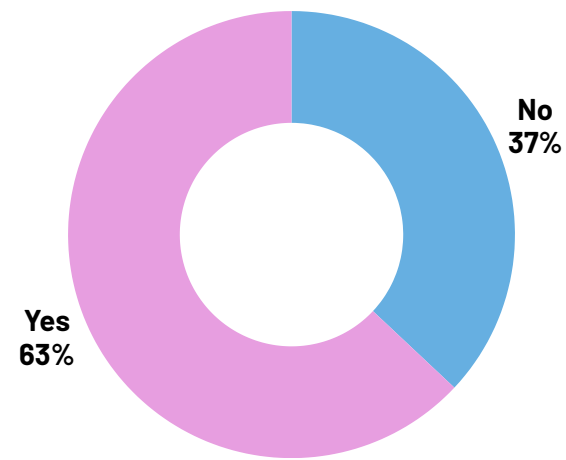
ETHNICITY



GENDER



IN EMPLOYMENT, EDUCATION, TRAINING

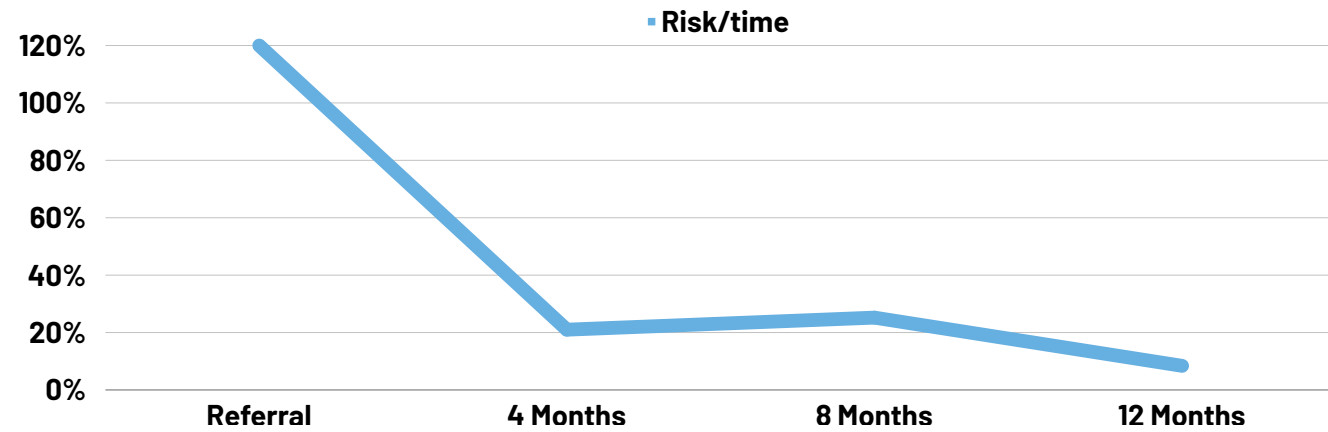


# OUR OUTCOMES

## CHANGES SINCE WORKING WITH US

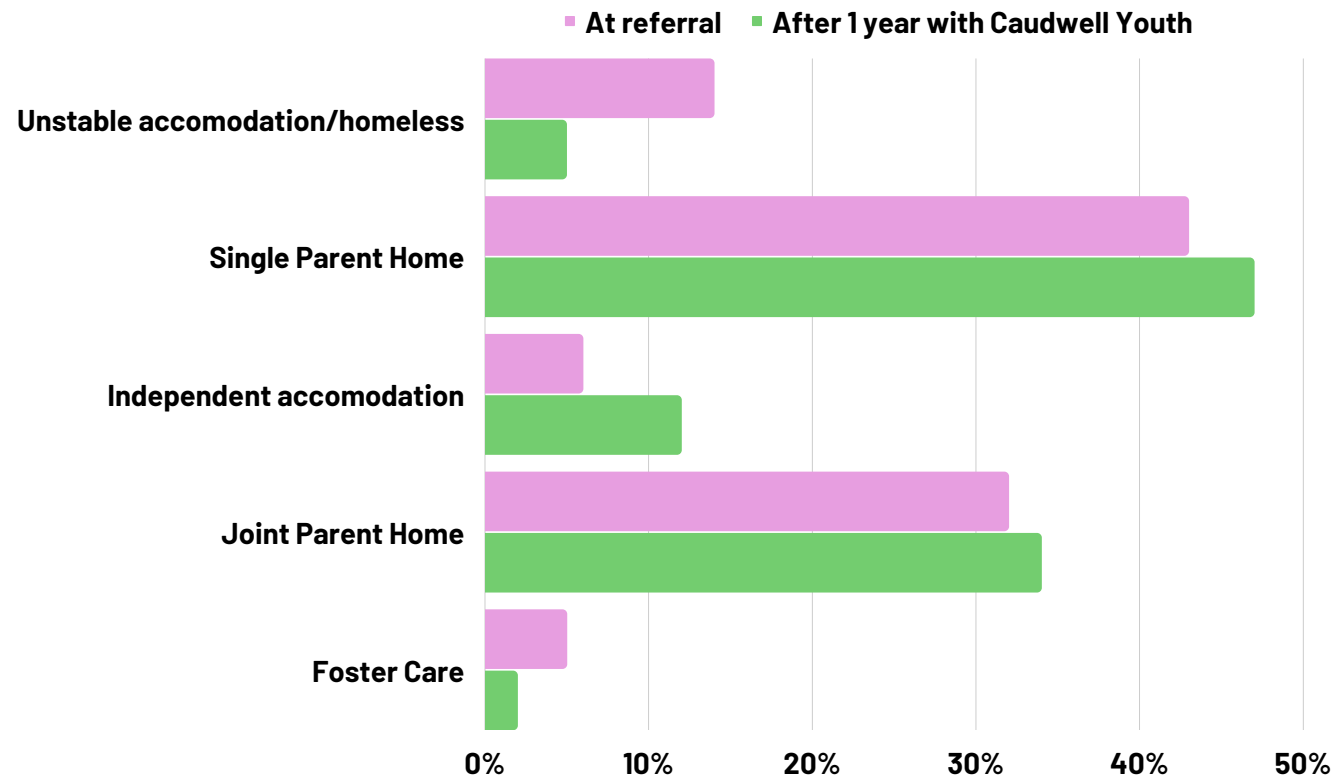
### EXPLOITATION RISK

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



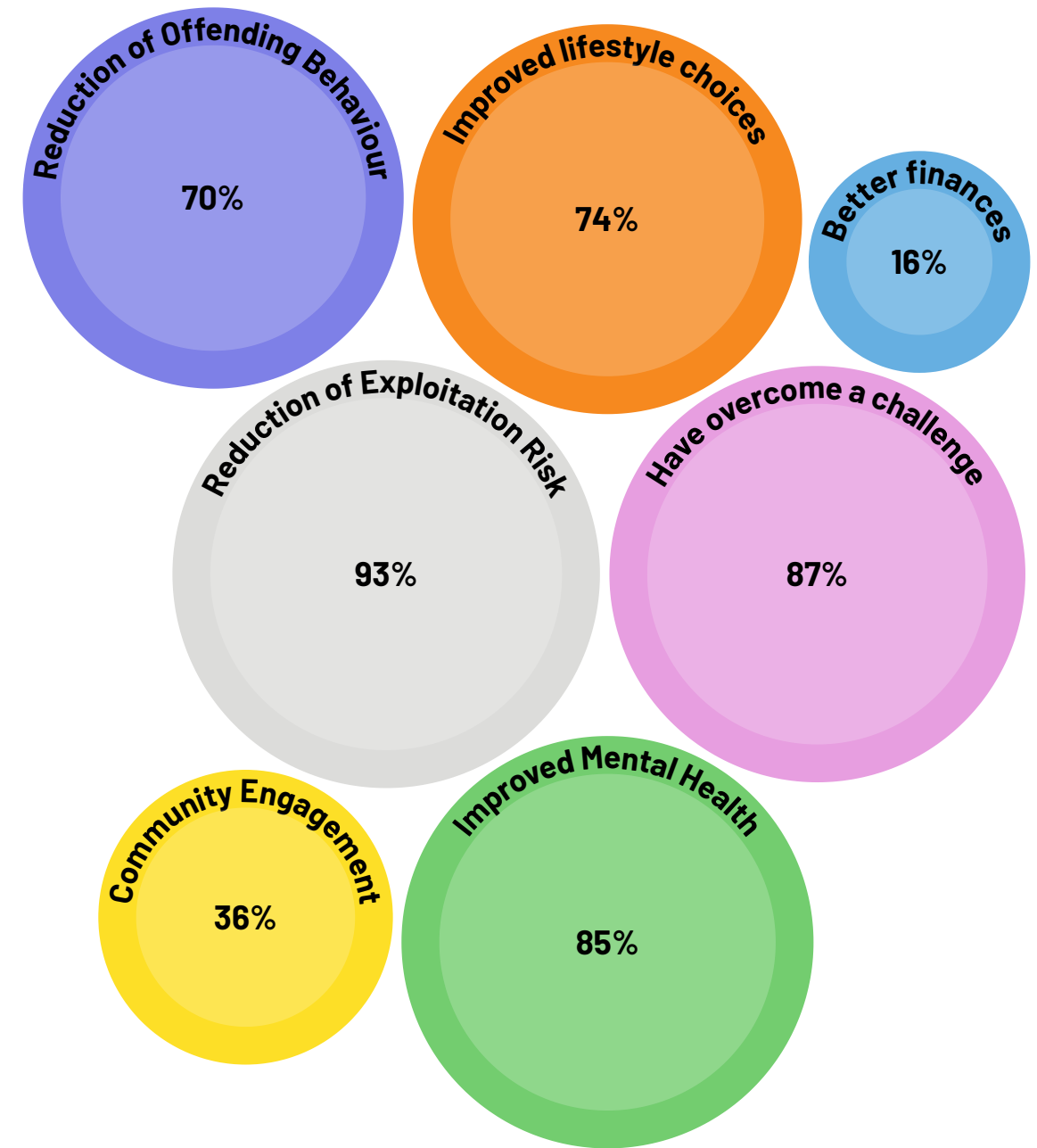
### ACCOMODATION

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.

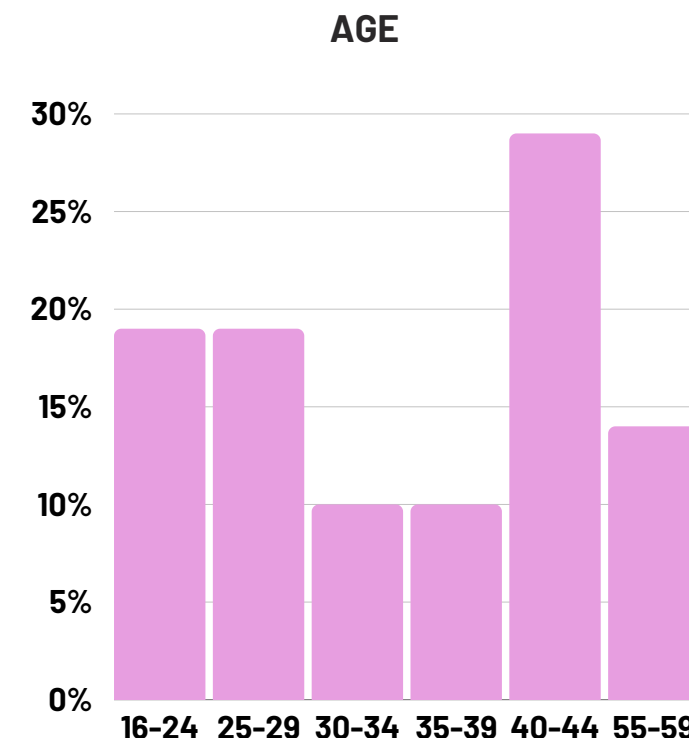
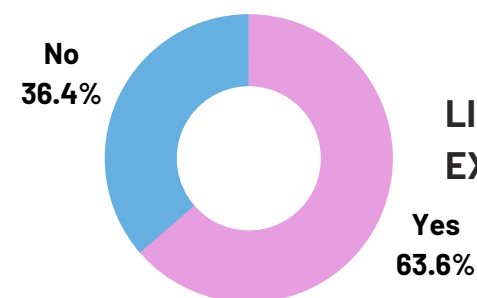
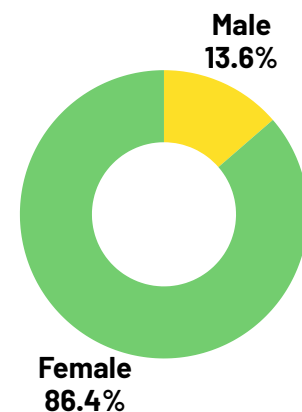
We will continue to work on ensuring our recruitment practices encourage diversity but also our everyday working practices. We want to create a working culture where diversity is celebrated and where all can find a safe space to be themselves.

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



# 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:

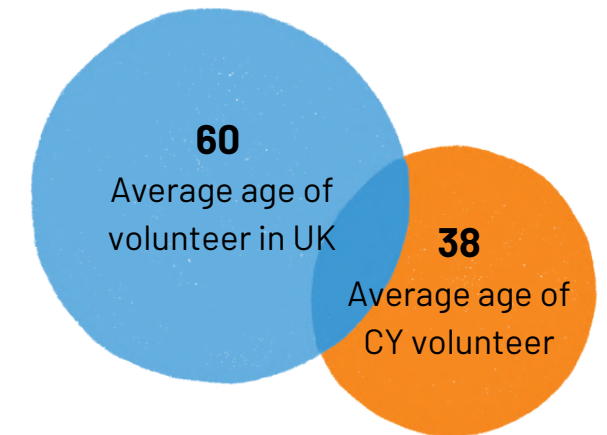
SURVEY QUESTION	AVERAGE SCORE / 10
Do you feel valued in the Charity?	7.4
Does Caudwell Youth do enough to support your wellbeing?	8.2
Do you feel that changes within the Charity are communicated clearly?	8.2
Do you feel your voice is heard in the Charity?	8
Is your role meeting your own personal development 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

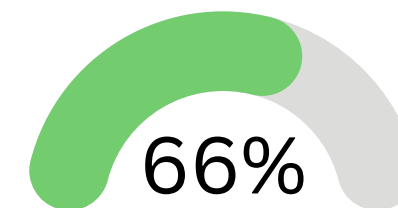
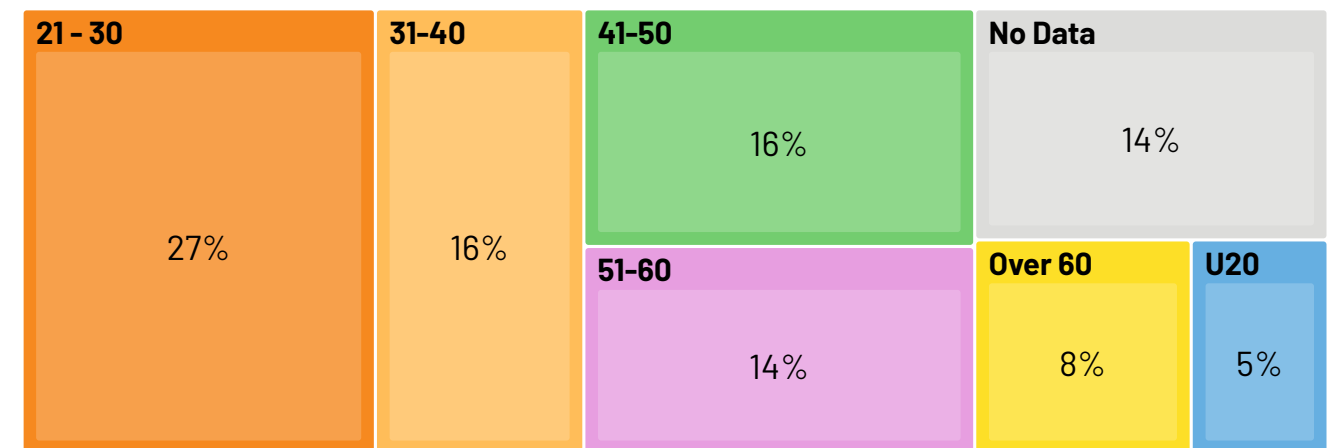
## OUR VOLUNTEERS

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

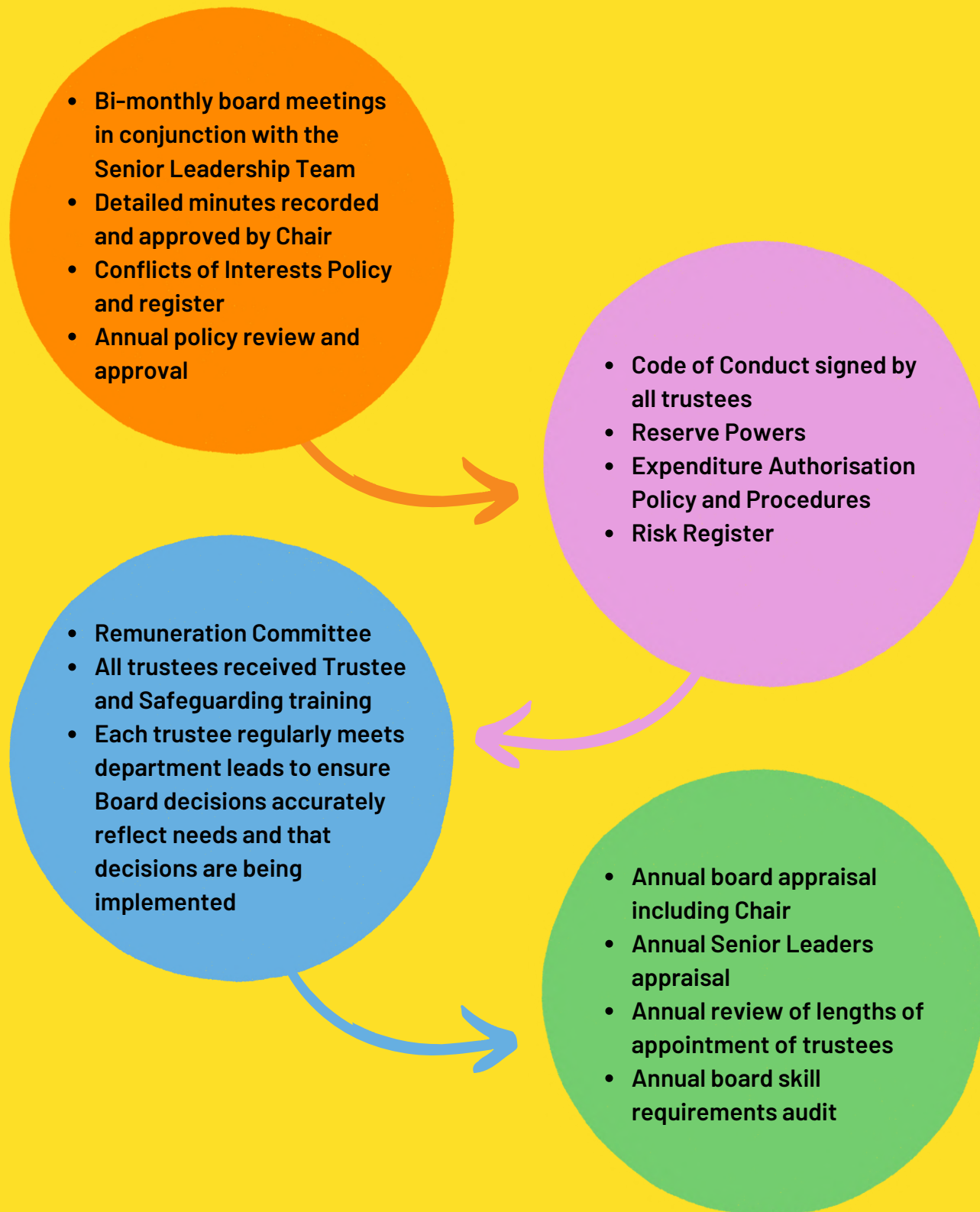
### **PUBLIC SECTOR PARTNERS DON'T PAY FOR OUR SERVICE AS WE ARE FREE AT POINT OF SERVICE RESULTING IN MISSED PUBLIC SECTOR FUNDING OPPORTUNITIES**

- 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.



**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.



**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.



**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



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

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 £
<b>Current assets</b>		
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/>
<b>Net current assets</b>		<b>237,355</b>
		<hr/>
<b>Net assets</b>		<b>237,355</b>
		<hr/>
<b>Income funds</b>		
Restricted funds	9	39,218
Unrestricted funds	9	198,137
		<hr/>
		<b>237,355</b>
		<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

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



**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
	£	£	£
<b>Donations &amp; Legacies</b>			
Donations and gifts including gift aid	660,526	120,322	<b>780,848</b>
Charitable activities	-	<b>43,000</b>	<b>43,000</b>
Total	<b>660,526</b>	<b>163,322</b>	<b>823,848</b>

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

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	<b>111,134</b>	-	<b>111,134</b>

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	<b>493,968</b>

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	<b>15</b>

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

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

# 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
<b>Total</b>	<b>163,322</b>	<b>124,104</b>	<b>39,218</b>

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
<b>Total</b>	<b>660,546</b>	<b>462,389</b>	<b>198,137</b>

# 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	<b>164,093</b>
	<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.



**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](http://www.caudwellyouth.org)

**SHAPING  
YOUNG  
PEOPLE'S  
FUTURES**

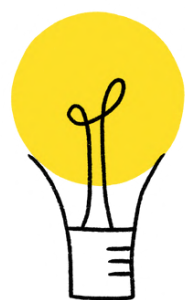




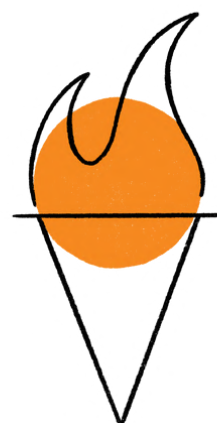
# SUPPORT CAUDWELL YOUTH

We invite you to join us in our mission.

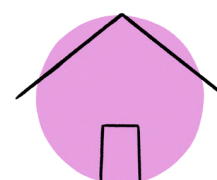
Whether you are interested in volunteering, fundraising, or simply learning more about our work, we would love to hear from you. Together, we can make a difference in the lives of young people and create a brighter future for our society.



**PARTNER WITH US**



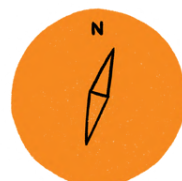
**BECOME A TORCHRUNNER**



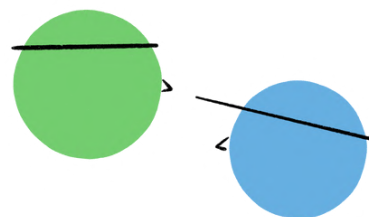
**REFER A YOUNG PERSON**



**FUND OUR WORK**



**ASK US A QUESTION**



**MENTOR WITH US**

[www.caudwellyouth.org](http://www.caudwellyouth.org)

**TRUSTEES**

Almarene Fredrick  
 Carolyn Pollard  
 David Canfield  
 Debbie Denyer  
 Kate Flounders  
 Gladis Arujo  
 Jason Elsom  
 Matt Yates  
 Sarah Masotti  
 Sharon Kennedy

**REGISTERED ADDRESS**

Caudwell Youth  
 Broughton Hall  
 Broughton  
 Staffs  
 ST21 6NS

**FINANCE DIRECTOR**

Liam Ablewhite  
 (Seconded - Deputy  
 Finance Director, John  
 Caudwell's Family Office)

**LEADERSHIP TEAM**

Charlie Dixon-Prior - Operations Director  
 Jake Brown - Marketing and IT Director  
 Karen Ironside - Partnerships Director  
 Lisa Ball - Supporter Engagement  
 Director

**REGISTERED CHARITY NUMBER**

1200757

CAUDWELL  
YOUTH

# SHAPING YOUNG PEOPLE'S FUTURES

Supported by:



Registered Charity Number 1200757  
Broughton Hall, Broughton, Staffs, ST21 6NS  
[www.caudwellyouth.org](http://www.caudwellyouth.org)

@Caudwellyouth

