

# CAUDWELL YOUTH

## Our Trustees

Charity Reg: 1200757  
[www.caudwellyouth.org](http://www.caudwellyouth.org)

# WHO ARE WE?

Caudwell Youth provides support that changes the lives of at risk young people aged 11-24 years. Founded in 2022, in partnership with John Caudwell, we are determined the needs of at-risk young people are properly addressed.

We work across Hertfordshire, Buckinghamshire, Luton and Milton Keynes.

- We provide a 1-2-1-person centred mentoring to empower young people to fulfil their potential.
- We match each young person with a trained volunteer mentor .
- Through a trauma informed approach, we enable effective transition from isolation, exclusion, trauma, low self-esteem and harmful associations to positive choices, re-engagement with education, training, independent living, employment, building resilience and making a positive contribution to communities.



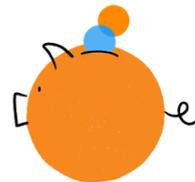
# WHY US?

- We are consistent in a life of a young person where often there is inconsistency.
- We are committed to empowering young people to reach their potential.
- We're in it for the long run! We work with our young people for up to 2 years.



£3,800 supports a young person for a year, £2,500 with John's support

25 young people supported by one Youth Support Coordinator



£102,000 supports 25 young people a year



# Board Skills

We aim to grow Caudwell Youth into an organisation that has a significant national impact.

To do this we have ensured we have a strong trustee board.

Each trustee has a specific area to focus on based on our Skills Needs Analysis.

Skill	Role	Trustee(s)
Strategy	They ensure: <ul style="list-style-type: none"> <li>there is a clear vision and plan of implementation on an annual basis but also on a longer-term basis.</li> </ul>	Gladis Araujo Jason Elsom Sarah Masotti
Finance	They ensure: <ul style="list-style-type: none"> <li>Robust financial management strategies are in place.</li> <li>Effective use of resources.</li> <li>Clear risk management processes in place.</li> </ul>	David Canfield
Technology	They ensure: <ul style="list-style-type: none"> <li>Caudwell Youth utilises technology to drive efficiency and effectiveness but with limited resources.</li> </ul>	Sarah Masotti
Safeguarding	They ensure: <ul style="list-style-type: none"> <li>robust practices and processes are in place and that staff are confident in their implementation and feel supported;</li> <li>safeguarding and risk incidents that require board level review are appropriately reviewed and learnings implemented;</li> <li>the board makes decisions that keep young people at the centre and support safeguarding;</li> <li>the provision of guidance to staff in challenging safeguarding situations.</li> </ul>	Kate Flounders
HR	They ensure: <ul style="list-style-type: none"> <li>All Human Resources legislation is adhered to and best practice maintained.</li> <li>Support Diversity, Equity and Inclusion development</li> <li>Oversee organisational culture</li> <li>Oversee well-planned team expansion</li> </ul>	Almarene Frederick
Fundraising	They ensure: <ul style="list-style-type: none"> <li>a robust fundraising strategy is in place encompassing events, grants, statutory funding, corporate and individual giving;</li> <li>a diverse funding portfolio that prevents dependency on any funding source including on our funder, John Caudwell.</li> </ul>	Open
Legal and Risk	They ensure: <ul style="list-style-type: none"> <li>All board decisions comply with the law</li> <li>Advise on any issues that may arise such as related to contracts, employment disputes, etc.</li> <li>Maintenance of a clear Risk Register tracking all known risks and identifying protocols for potential unknown risks.</li> </ul>	Matthew Yates

Marketing	<p>They ensure:</p> <ul style="list-style-type: none"> <li>Marketing strongly aligns with our strategic plan and reinforces the attainment of our key objectives around funding, volunteering, referrals and corporate engagement.</li> </ul>	Sharon Kennedy
Charity Governance	<p>They ensure:</p> <ul style="list-style-type: none"> <li>Robust governance structures are in place and that the board of trustees implement these effectively;</li> <li>SLT effectively run the charity and ensure the board both hold SLT to account but also give them whatever guidance and support they may need.</li> </ul>	Carolyn Pollard
Volunteering	<p>They ensure:</p> <ul style="list-style-type: none"> <li>The voice of the volunteer is key to any decision making.</li> <li>A strong volunteer journey to maximise recruitment and retention.</li> <li>Clear training and support is in place.</li> </ul>	Debbie Denyer (also Chair)



# Governance

Our Board meet monthly along with the SLT.

A Board of Trustees and SLT Workplan is in place to ensure robust governance throughout the financial year.

A Conflicts of Interests Register is in place recording all potential trustee conflicts.

Code of Conduct in place signed by all trustees.

Expenditure Authorisation procedures are in place.

Each trustee meets regularly with their SLT main point of contact to ensure Board decisions accurately reflect needs on the ground and that Board decisions are being implemented.

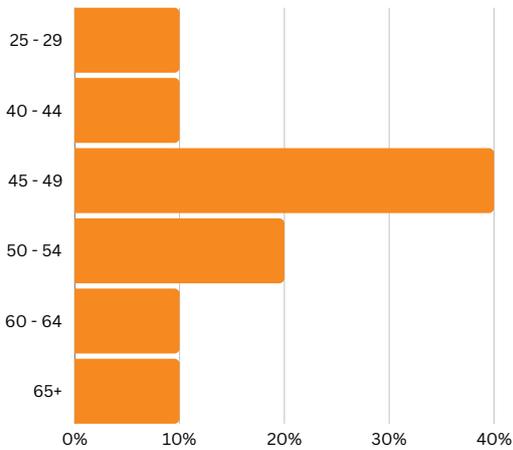
A Risk Register is in development.

All trustees undergo Trustee Training and Safeguarding for Trustees training.

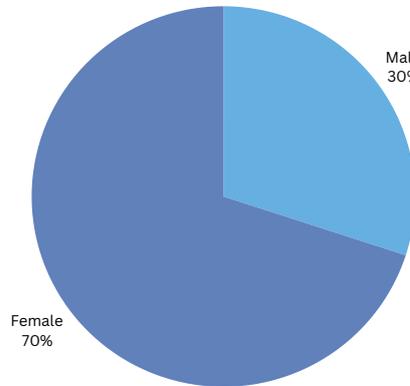
# Diversity, Equity and Inclusion

We recognise that we are on a journey and our board does not yet fully reflect the communities of our young people. We are proud however that our board is younger (average age 50), has more women, is more ethnically diverse (20% of colour) than national averages. We are proud that 30% of our board have lived experience, representing 3 out of the 4 areas we specialise in.

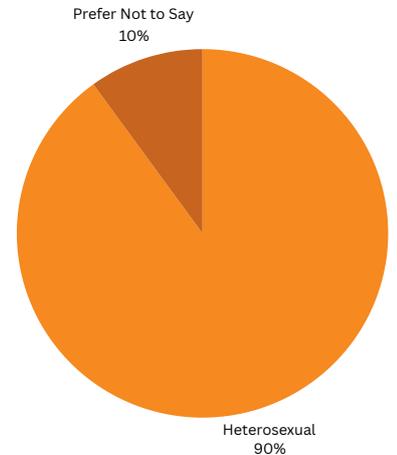
## Age Profile



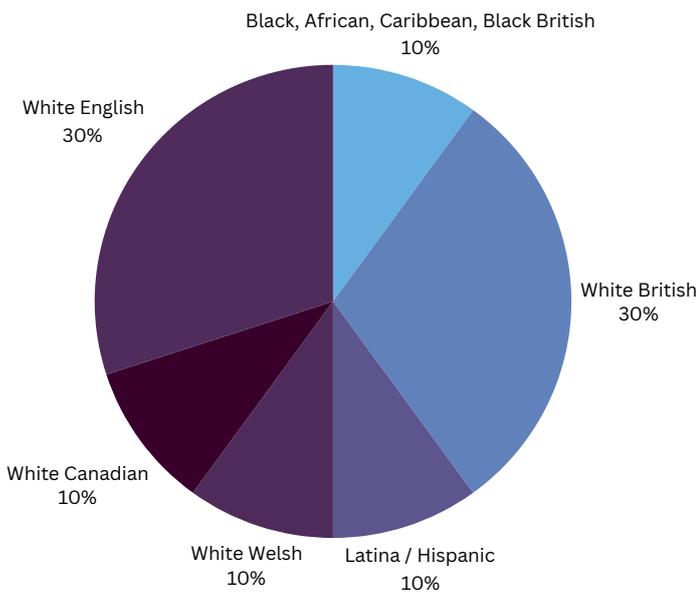
## Gender Identity



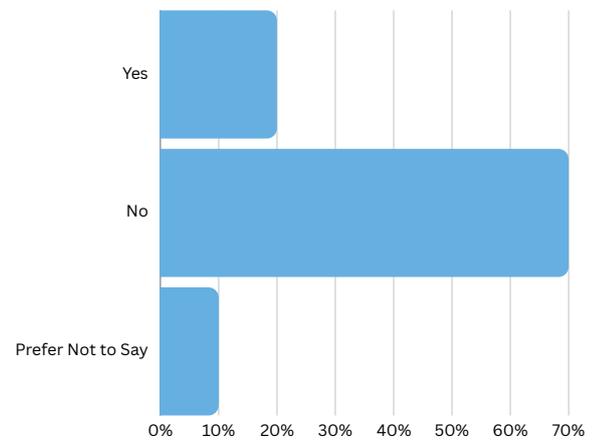
## Sexual Orientation



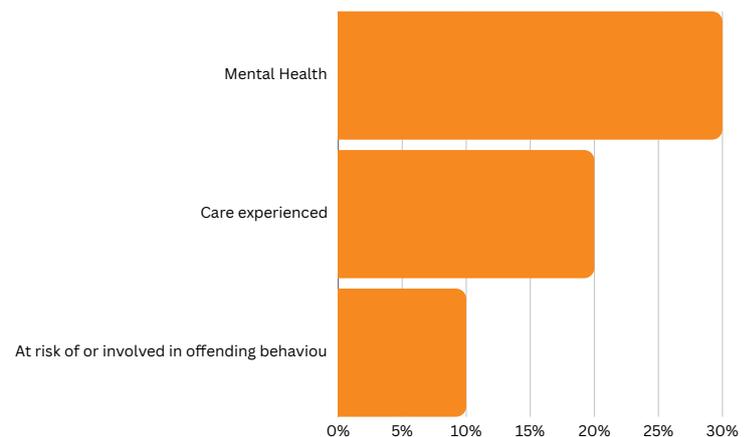
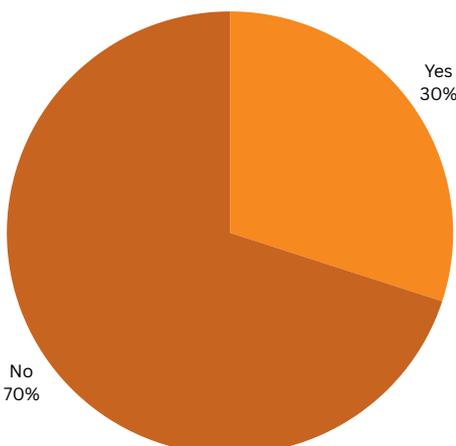
## Ethnicity



## Disability and Health Conditions



## Lived Experience



# Debbie Denyer

**Trustee Board Office:** Chair  
**Trustee Specialism:** Volunteering  
**Appointed:** September 2022

**Executive Coach, Coach the Difference, Ltd, [LinkedIn](#)**

Debbie runs her own coaching organisation of which she donates a percentage of her profit to Caudwell Youth.

Until July 2022 she was the Chair of Trustees for Careers Springboard, a charity that supports people into employment. She has 14+ years senior level experience within the not-for-profit sector in social housing.

Debbie volunteers for Caudwell Youth as a mentor to young people so has a deep understanding of the needs of young people and the challenges charities face in the provision of support.

Debbie's motivation for joining the Board of Trustees is to ensure that high quality, effective services are provided to the young people the charity serves.

She provides insight from mentors and young people, scrutinising and challenging performance to ensure evidence-based decisions are made.



# David Canfield

**Trustee Board Office:** Treasurer  
**Trustee Specialism:** Finance  
**Appointed:** September 2022

**Former Director (retired 2023), Broughton Holdings Limited, [LinkedIn](#)**

David was a Director of a number of the companies within the 'Caudwell Group'.

He is an Accountant by training and background and prior to joining the Caudwell family office some 15 years ago, held senior Finance roles with a number of multi-national organisations.

David is also a Trustee of the John Caudwell Charitable Foundation.

David was closely involved in establishing Caudwell Youth and his motivation for joining the Board of Trustees is to ensure that at-risk young people receive the support they desperately need and deserve.

As designated Treasurer he is keen to ensure that Caudwell Youth have robust financial management procedures in place to ensure every penny spent goes towards the aims and objectives of the charity.



# Carolyn Pollard



**Trustee Board Office:** Secretary

**Trustee Specialism:** Charity Governance

**Appointed:** February 2023

**Company Secretary, Rightmove Plc.,** [LinkedIn](#)

Carolyn is a Fellow of the Chartered Governance Institute (ICSA) and has broad experience of governance across the private, public, and voluntary sectors.

Carolyn is presently the Company Secretary of Rightmove Plc, a FTSE 100 company, where she leads on ESG.

She is a Trustee and the Secretary of Caudwell Youth and aims to use her governance skills and knowledge to ensure that robust and transparent governance structures and systems are in place to support the charity's development.

Her support for Caudwell Youth is motivated by a strong belief in the power of positive intervention strategies to help and support young people at-risk.

# Gladis Araujo

**Trustee Specialism:** Strategy

**Appointed:** February 2022

**Executive Partner & Chief Supply Chain Officer, Prodensa,** [LinkedIn](#)

She is a partner and Chief Supply Chain Officer. Prodensa focus on nearshore enabling and supply chain integration.

Formerly, Global Quality & Supply Chain Vice-president for Mattel. She had oversight of the end-to-end quality of Mattel, driving the digital transformation for the company, nearshoring initiatives in LATAM, and global value networks. She has over 25 years of experience in leadership roles in Global Supply Chains on 4 continents leading multicultural teams.

Gladis is an award winning Corporate and Social Responsibility ambassador. She works with communities in Mexico and Malaysia supporting women, girls and children acting in the full spectrum from board seats on several non-profit organisations, a hands-on volunteer, and as President and Founder of her own foundation. She is an expert leader in ESG, DIE, Governance & Strategy, and Compliance & Risk Mitigation board's committees.

Gladis is also the Advisor to the Secretary of Economy in Mexico, NED of the Desert Museum (scientific museum Mexico), President of the Chamber of Commerce Singapore-Mexico, Board Director of Mattel Women in GSC, Board Member of Lean IN Women Network, NED of Transformation Coalition in UK. In addition, she is a board member of the School Advisory Board (SAB) of Brighton School of Business and Law.

Her purpose in life is to put her talents at the service of others and young people are at her heart, especially when they are facing challenging times. They represent our future, and they deserve opportunities. Her only goal is to provide them wings to fly as high as they never thought it could be possible. This is her motivation for joining our board.



# Sharon Kennedy

**Trustee Specialism:** Marketing

**Appointed:** October 2022

Employee Engagement Consultant, Engage & Prosper, [LinkedIn](#)

Sharon runs her own Employee Engagement business Engage & Prosper, helping companies to create high performing collaborative workplace cultures.

A Fellow of the Chartered Institute of Marketing, she has over 25 years in Sales and Marketing in a broad variety of industries. Working with Johnson & Johnson, Novartis and Reckitt Benckiser are notable career highlights as was being invited to interview for The Apprentice TV show many years ago.

Growing up in Luton for much of her later childhood, she knows how easy it can be to fall through the cracks of society as a young person. She is grateful to have enjoyed the success, opportunities and experiences her career has afforded her, by the grace of

Having supported charities as a volunteer or mentor, such as The Princes Trust and Cambridge Counselling Consultancy, she wants to make a positive difference. She is fortunate in starting out, achieve their potential. Sharon is also a mentor for Caudwell Youth. She intends to use her marketing expertise and network to increase the amount of Caudwell Youth positively impact.



# Sarah Masotti

**Trustee Specialism:** Technology and Strategy

**Appointed:** February 2023

Digital Transformation Lead, Google, [LinkedIn](#)

At Google, she partners with FTSE100 organisations to achieve their business goals. Sarah works at the leading edge of innovation, helping customers take advantage of AI/ML, data, collaboration, security and sustainability benefits, and cost savings all facilitated by Cloud computing.

Before Google, Sarah was a management consultant at PwC, supporting Global 500 organisations in North America and Central/Eastern Europe.

She is a Guest Lecturer at Smith School of Business (Queen's University), reads 50+ books a year, and has international experience spanning 60+ countries.

Ages 11-24 are formative years and Sarah is grateful for the opportunity to give back to at-risk young people through the Caudwell Youth Board of Trustees. Sarah intends to use digital technology and data as a tool to build connections and support more at-risk youth.

Sarah will also bring in her strategic insight and commercial know-how, along with 10X thinking, and digital expertise to reach and have an impact on more young people in need.



# Almarene Frederick

**Trustee Specialism:** Human Resources

**Appointed:** September 2022

Human Resource Consultant, Eilieah HR Consultancy, [LinkedIn](#)

Almarene runs her own successful HR Consultancy specialising in supporting start-ups and SMEs.

She has also worked as both a mentor for young people at risk and helping to coordinate mentors supporting similar young people within a non-profit.

Almarene's motivation for joining the Board of Trustees is driven by the belief that all our young people deserve the opportunity to thrive and, given timely and appropriate support, they can do so.

Making a difference to the lives of young people is a cause close to Almarene's heart and she is committed to playing her part within a community that genuinely cares about the people it serves whilst providing a voice for the most vulnerable.

Almarene will provide guidance and support to ensure the highest standards of governance in policies and practice related to HR whilst providing appropriate support and advice to the Trustees, Senior Management on arising HR issues.



# Matt Yates

**Trustee Specialism:** Legal and Risk

**Appointed:** February 2023

General Counsel, Whitbread (Premier Inn and Restaurants), [LinkedIn](#)

Matt is an experienced international FTSE divisional General Counsel and Group Chief Privacy Officer/DPO, procurement leader, ESG leader and sports lawyer.

He has extensive international experience including a wide range of commercial and legal issues arising from the hospitality industry (luxury and budget segments), sport and transport industry.

Matt has been a member of the senior UK management team for operations, brand development, property acquisition and estate management of Premier Inn and Restaurants within the UK and Ireland. He was also a member of the Middle East and Asia management team for the growth of Premier Inn through multiple models.

Matt proudly leads the Whitbread enAble network as Chair to drive accessibility for disabled guests and team members. He also plays a lead role in the commercial arrangements for Whitbread's Great Ormond Street Hospital charity partnership.

He leads IT strategic procurement for Whitbread and the strategic review of UK and Germany Procurement and Supply Chain to drive efficiencies. He set up the international legal team, and developed and implemented the FTSE100 legal strategy with year on year cost and service efficiencies. Matt is Secretary to the UK Management team, Risk Working Group and PLC Audit Committee

He has had significant involvement in key partnerships such as the transitional services and contract strategy for Coca Cola's £3.9bn acquisition of Costa from Whitbread; Whitbread's significant IT change contracts; Intellectual Property strategy; Jumeirah's sponsorship of Rory McIlroy and Dubai Desert Classic golf tournament; and filming rights for movies within Dubai including Mission Impossible: Ghost Protocol.



# Kate Flounders

**Trustee Specialism:** Safeguarding and Whistleblowing

**Appointed:** February 2023

CEO ,Safeguarding Association, [LinkedIn](#)

After 15 years as a child protection solicitor, she founded the Safeguarding Association.

It was set up to help busy and stressed Designated Safeguarding Leads access continuing professional development, be empowered in their decision making and have access to emotional support in a highly stressful role with high stakes. She specialises in supporting organisations working with 15 – 24-year-olds.

Kate is an independent Safeguarding Advisor to several local authorities and colleges.

She firmly believes in ensuring the foundations to safeguarding are right to enable safe expansion of services.

Her role is to provide strategic oversight of our safeguarding function while also ensuring operationally the right systems are in place. She will also provide expert support in the event of a serious safeguarding incident.

