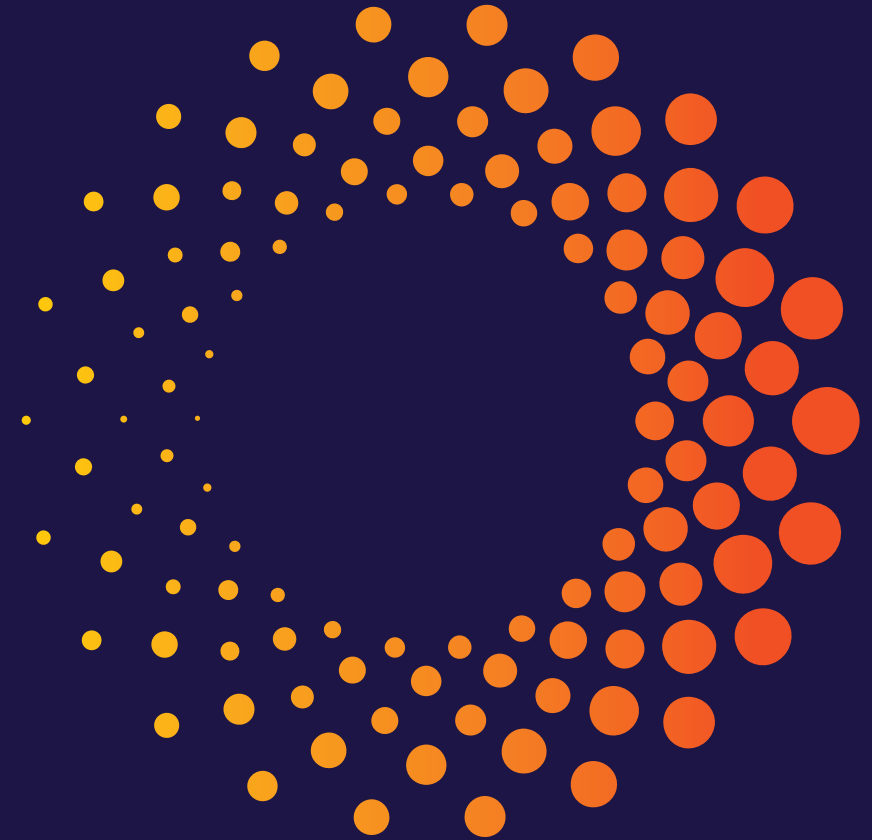




Impact Report

for the year 1 October 2021 – 30 September 2022



Welcome

We are pleased to publish our Impact Report for 2021-22, which presents the evaluation and success of our services, staff and volunteers across England, Scotland and Wales during the last year. This has continued to be a challenging year for our charity clients and we are proud that we have continued to be there to support them through our range of services, tailored specifically to their needs. A special thank you to all our volunteers, donors, funders, corporate partners and supporters for everything they do to help us to empower charities with the confidence and capabilities to thrive.

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Reviewing our Impact 2021-22

Cranfield Trust’s work over the last year has been against a backdrop of the later stages of the pandemic, and the growing cost of living crisis. Through these challenging times, the Trust has worked alongside hundreds of welfare charities, to support leaders and organisations as they respond to people in need.

The most notable trend of the last three years has been growing demand for leader support. In response, we have developed our mentoring offer to charity leaders, and are proud to have started over 100 new mentoring assignments in the last year, supporting individual leaders dealing with management challenges.

Over the year, our staff team have spent more time than usual with charity clients, helping them to untangle the complex issues they and their organisations face, and staying close to them as we work together, to provide all the support they need. In the year, 38% of our client organisations were charities we’ve worked with before, and 76% of our volunteers said that they will stay in touch with their charity clients on completing their consultancy or mentoring assignments – demonstrating the strong relationships we build with frontline charities.

A milestone in the year was the completion of our 5,000th project – working with Hearing Help Essex to develop a strategic plan. More information on the project is on page 8.

We are deeply grateful to our volunteers, who are the heart of Cranfield Trust, and who deliver all our services, and to our funders, donors, supporters, trustees and colleagues who make our work possible. Thank you.

We are proud to present our impact report for 2021-22, and look forward to continuing our work, extending and deepening our impact, and doing more for the charities which support us all.



Dr Charmaine Griffiths
Chair



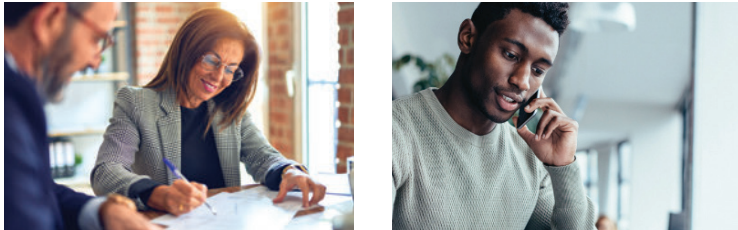
Amanda Tincknell CBE
Chief Executive



What we do

Cranfield Trust is the leading provider of pro bono management support and mentoring to the third sector, empowering welfare organisations with the capabilities and confidence to thrive and change lives.

Supporting organisations



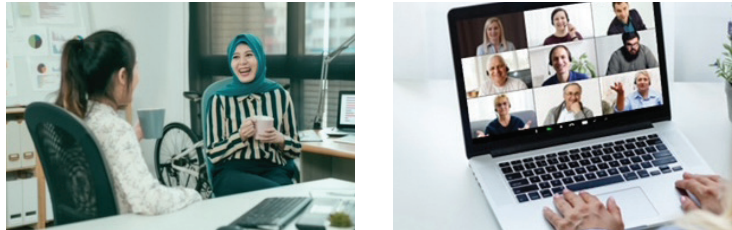
Management consultancy - Our most established service, skilled volunteers work with charities to offer strategic support.

On Call telephone advice - Advice on critical challenges, issues and questions.

"A blessing for those either new to the charity sector or with more experience; Cranfield Trust is like a beacon in the wilderness."

| Delegate at Leading with Kindness webinar

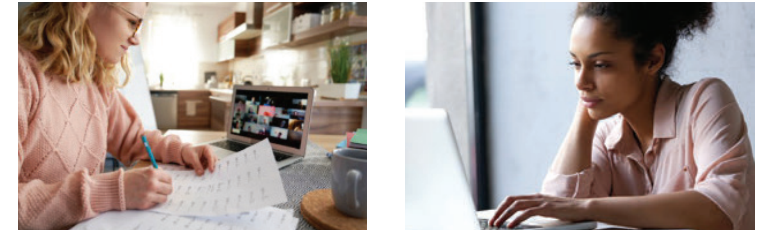
Supporting leaders



Mentoring - We have a mentor training programme and place volunteer mentors with charity leaders to explore challenges, rehearse decisions and provide support. Mentoring has been our strongest growth area in the pandemic.

Peer to peer exchange - Groups of six to eight charity leaders come together over four meetings to share their challenges and provide mutual support, facilitated by a Trust volunteer.

Supporting third sector development



We provide a range of development and learning opportunities to all charities across the third sector.

Webinars/learning events - We provide a wide range of learning events under two headings: 'Essentials to Excellence' (key management approaches and techniques), and 'Learning with Leaders' (fresh thinking from academics and leading practitioners).

Information resources - Our website holds a growing range of information resources on different management topics, including recordings of webinars, blogs, templates and links to other useful management information.



Our year at a glance

We carried out our **5,000th** project



75 new volunteers joined us during the year, bringing our volunteer total to **1,366**



Across our services, we provided over

11,679

volunteer hours of management support to charities



1,697

downloads of information, guidance and templates from our website, and over

4,363

people viewed our resource pages



60



challenging questions were answered through Cranfield Trust On Call

Including those continuing from the previous year, we had

729 active consultancy projects and mentoring assignments in the year



1,655 delegates attended our **19** live webinars, and

778 watched our webinar recordings



We value our services to the third sector at

£1.95m



We ran **8** Peer to Peer Exchanges – support groups for **43** charity leaders



Overall, we supported over

5,000

organisations across all our services



We started **382** new one to one assignments in the year



263 new consultancy projects

119 new mentoring assignments

99% of charities we worked with would recommend the Trust to others



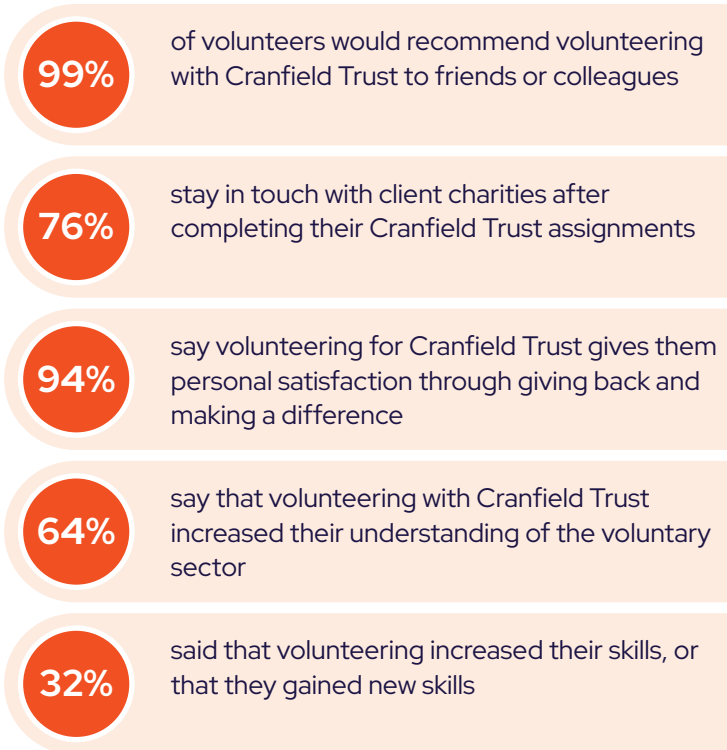
Our volunteers

Our volunteers play a vital role in Cranfield Trust. We couldn't provide the support we do without them, and we are incredibly grateful for their time, expertise and wisdom. At the end of the year, we have 1,366 highly experienced volunteers on our register, mainly commercial sector professionals. They share their knowledge and skills with social welfare charities across England, Scotland and Wales.

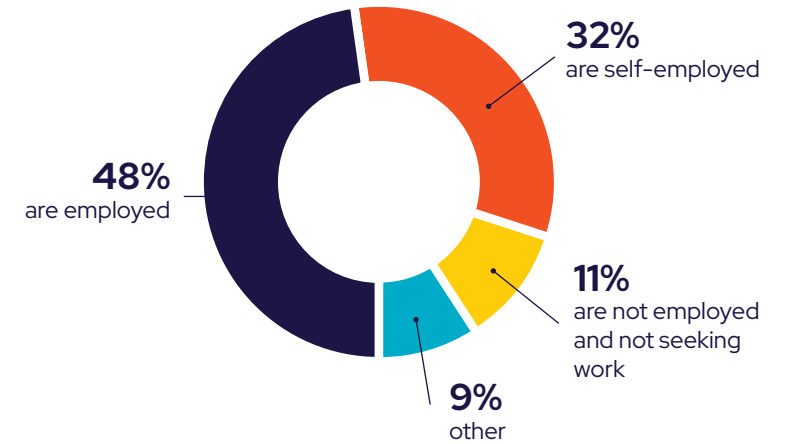
Remote working has enabled us to work flexibly with charities, regardless of location. When possible, we match charities with local volunteers, enabling them to form longstanding, supportive relationships. Remote working provides us with great opportunities to meet particular support needs by drawing on the deep pool of talent and experience across our national register.

Our team of Regional Managers and our Projects and Mentoring Coordinators work closely with volunteers, to ensure that we introduce the right person to each charity, to help them address the challenges they face.

We are incredibly proud of our volunteers and grateful for the time and expertise they provide to the charities we support. Our volunteers work alongside inspiring and impressive charity leaders and managers, making high value contributions to their local communities.



About our volunteers



What our volunteers say:

“Cranfield Trust is a great way to use the skills I have acquired in my professional life to support the charity sector. I have worked with four different organisations in my time with the Cranfield Trust and I have learned a lot and met some amazing people in each of these organisations. I can undertake the work to suit my schedule, so it does not feel onerous in terms of commitment. I would (and do) recommend the Cranfield Trust to anyone.”

“Honestly, the best use of my personal and professional strengths and experience in supporting a charity, thoroughly enjoyed the whole project, especially being an enabling factor for change.”



National impact, local presence

382

We started 382 new consultancy projects and mentoring assignments across England, Scotland and Wales. These are the numbers shown on the map.

729

In total we had 729 consultancy and mentoring assignments active during the year.

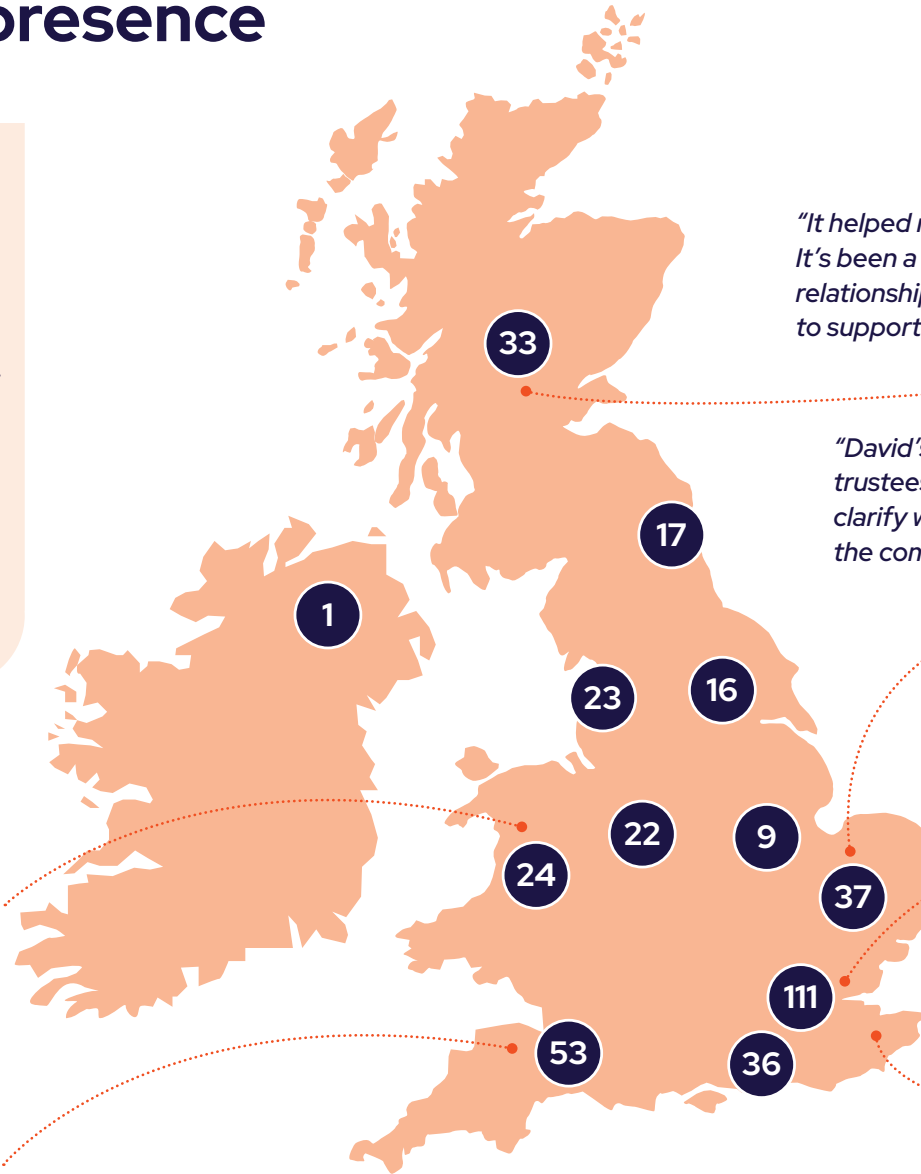
The number of new assignments that we start every year is a key activity measure: much of our staff team's work goes into the start of each assignment, scoping the requirement, and identifying and introducing the best volunteer to carry out the assignment successfully. Our staff team stay close to each assignment, providing any support needed as volunteer and charity client work together.

"The work of the Cranfield Trust is invaluable to the voluntary youth work sector in Wales. We couldn't be happier with the support provided and want to thank Jayne especially for her tremendous help and guidance."

| Council for Wales of Voluntary Youth Services

"I think the Cranfield Trust have been a real game changer in many peoples' working lives. I've experienced it first hand having been paired with an excellent mentor who knew how to listen how to challenge and how to reflect on a deep level."

| The Music Works – Gloucestershire



"It helped my confidence and pushed me out of my comfort zone. It's been a brilliant experience and Cranfield Trust brokered a great relationship. I have now joined the charity as a Trustee to continue to support their vital services for people in Lothian."

| Volunteer supporting charities – Scotland

"David's help has been amazing and both myself and our trustees have really valued his input. This has helped us to clarify what we are doing, in order to focus on the activities that the community and beneficiaries value!"

| Abbey People CIO – East of England

"I wanted to make sure Cranfield Trust is aware of how brilliant it has been to work with Steve and how both the organisation and me personally have benefited hugely from his support, practical input and guidance."

| AccesEd – London

"The wisdom and expertise provided by our consultant has been invaluable to our charity. We lacked experience and confidence with IT integration, so having such a supportive critical friend to guide our thinking has been a very great help."

| Canterbury Oast Trust – Kent



Working across sectors



We work with charities across a wide range of sub-sectors and during the last year we have seen a significant difference in the top six areas we have supported with consultancy and mentoring.

While our support for community and welfare organisations has remained at the top, we have seen an increase in the provision of support to domestic violence charities. There was high demand for frontline charity support in this area during lockdown, and we are pleased to have supported more charities in this critical field of work.

We have also seen an increase in our work with organisations supporting older people; organisations helping people get into employment and culture and arts organisations, for example disability arts. We have also worked with more organisations supporting people from minoritised ethnic groups.

Top six sub-sectors supported through consultancy and mentoring

Community/welfare organisations (covering a range of activities)

Domestic violence charities

Organisations supporting older people

Culture and arts (with welfare remit e.g. disability arts)

Organisations helping people into employment and providing training

Organisations supporting people from minoritised ethnic groups

“Cranfield Trust are a brilliant organisation as they provide professional expertise in so many areas for charities that those charities may not be able to afford otherwise, plus they have access to, and secure some amazing people to provide short, accessible webinars around interesting topics that help participants to think differently and then possibly act differently to the benefit of their organisations and the people that their organisations are there to serve.”

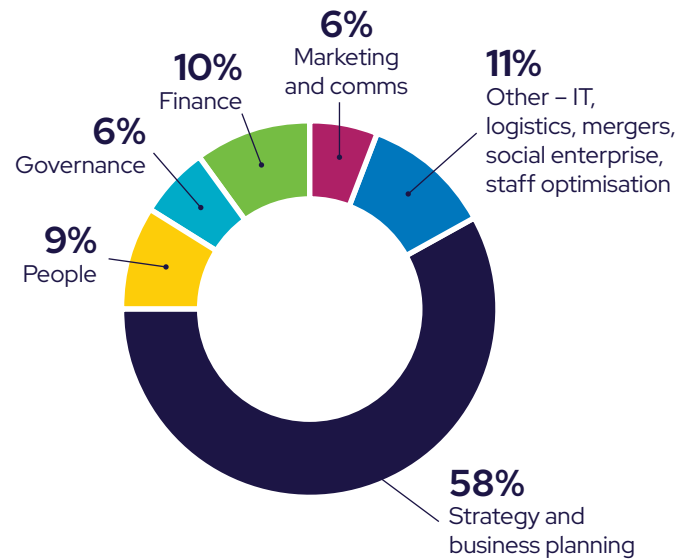
| Delegate at Leading with Kindness webinar



Supporting organisations: Management consultancy

Our pro bono consultancy gives charities free intensive, tailored, one to one support to identify development opportunities and address critical organisation challenges. Our Regional Managers work closely with charities to identify their needs and ambitions. They match them with one of our skilled volunteers with the skills and expertise to help them achieve their goals. Each project is tailored to the needs of the individual charity.

This year, the types of support delivered through our consultancy have been broadly the same as previous years, but we have seen a 5% increase in our strongest area – developing strategy and business planning. It is highly positive to be working with so many organisations to develop their



future plans: in an uncertain environment this is difficult, but the process of planning enables us to cover the breadth of a charity’s operations and help it to be more prepared for whatever the future holds.

Other topics had much lower take-up but were also important: financial planning, forecasting and tight financial management were growing consultancy activities, critical in a time of very limited resources. Preparing for change, and change management, were a key feature of our people projects, as well as focusing on staff welfare, recruitment and retention. Governance is also a growing area for Cranfield Trust, as many trustees regroup after a more operational focus during the pandemic, seek to recruit new Board members and form effective teams.

Projects are taking longer: last year our average project duration was eight months, now it is over 11 months, with our longest project taking 28 months. This extending timescale is partly due to charities addressing more complex challenges, and needing more support over longer periods, and partly due to charity leaders having more competing claims on their time, and needing to take longer periods to address strategic issues.

Our highly experienced Regional Managers have been spending more time with individual clients to help them untangle their challenges before starting a consultancy project, and providing additional support throughout their work with us. We provide patient, individual support to each of our clients, adapting and tailoring our services to meet their needs.

38% of consultancy projects were with ‘repeat’ or previous clients, further demonstrating the strong relationships established, and our charity clients’ need for ongoing support.

- 5,000** we completed our 5,000th consultancy project
- 263** new management consultancy projects started in the year
- 99%** of charities we worked with would recommend the Trust to others
- 100%** of charity leaders were very satisfied or satisfied with the support provided
- 100%** of charities said that the learning they experienced through the project was excellent, very good or good

Celebrating our 5,000th consultancy project

This year we are proud to have completed our 5,000th project. This is an incredible achievement and is thanks to the dedication, determination and expertise of our volunteers and staff.

Hearing Help Essex worked with us through the Thrive Programme, a programme of management support for Essex-based charities, delivered with the support of the Essex Community Foundation.

Sophie Ede, Chief Executive of Hearing Help Essex, came to Cranfield Trust for help as the charity embarked on an ambitious growth strategy.

Hearing Help Essex supports people with acquired hearing loss across the county. It is estimated that a quarter of a million people in Essex have some degree of hearing loss, an invisible disability which can lead to isolation and loneliness. Hearing Help Essex offers practical help, support, advice and guidance.



The challenge

Hearing Help Essex were looking to expand their services to respond to the level of need across the county. They had an ambitious growth strategy, aiming to double services within three years, and asked Cranfield Trust for help in managing the planned growth. Sophie was aware that as a small charity they lacked skills in forward planning, and needed some expert guidance to pull together all the elements – staffing, operations, processes, communications, funding – and ensure they were in a strong position to deliver their plans.

The solution

Cranfield Trust matched Sophie with Cranfield Trust volunteer, Chris, a retired HR Director and trustee of several charities, who understood the challenges the organisation faced. Chris worked with Sophie and her team to help them take a step back, work out the actions they needed to take, and to set priorities.

A key focus of the project was building capacity within their organisation through the creation of new roles, as well as clarifying responsibilities, so that everyone was clear about what they needed to achieve and their role in making it happen. Chris supported Sophie in presenting her plans effectively to the trustee board for approval and coached her through the recruitment process to new roles. He also helped set up simple tools for the team to track progress against their objectives.



Celebrating our 5,000th consultancy project

Sophie said:

“Working with Chris has been brilliant. He really took time to listen to and understand our challenges, and then helped me to map out the stepping stones needed to achieve both our short-term and longer term aims. He has helped me to break down our ambitious strategy into ‘bite-sized’ chunks and has also been a supportive listening ear. With Chris’s mentorship and encouragement, I have increased confidence in my leadership skills and also in our organisation’s ability to achieve our ambitions.”



The impact

As a result of the project, Hearing Help Essex has increased its management capacity, taking on an Operations Manager and new outreach staff. This has freed Sophie up to focus on developing strategic partnerships and collaborations with the NHS, County Council and other organisations. It is already having a positive impact on the services Hearing Help Essex is able to deliver and the number of people they are supporting.

Sophie summed up the success of the project and how it has given them the capacity and resilience to support future growth:

“Our beneficiaries are already feeling the benefit of this project as we scale up our services to support more people. As a direct result of this project, we have increased our capacity and we are already reaching 36% more individuals than we were this time last year.”

“I am confident that we are now on the right path. We are in a much better position to move forward with our strategy, and I feel really excited for our future and better prepared for the challenges that may lie ahead. The whole team of staff, trustees and volunteers feel optimistic and energised by the results. The support from Cranfield Trust has been invaluable. Thank you, Chris, and thank you, Cranfield Trust.”



Sophie Ede, Chief Executive of Hearing Help Essex

This project was delivered through the successful Thrive Programme, a partnership with Essex Community Foundation to help organisations in Essex to build skills and confidence in management and leadership. Organisations taking part receive bespoke advice and consultancy on a one-to-one basis from Cranfield Trust volunteers, alongside a series of leadership workshops, over a 12 month period.



Consultancy impact: Journey to Excellence

We first introduced Journey to Excellence® (J2E) in 2020, it is our impact framework for consultancy projects, designed specifically for charities. J2E is a set of questions covering different areas of charity management, grouped under four main headings: Leadership and Strategic Direction, Financial Management, People Management and Performance and Impact. It provides structure for our initial conversations with charity clients, helping charities to reflect on their management strengths and development needs, and to understand how we can best work together. It also frames discussions on project completion, and further conversations 6–9 months after project closure.

J2E gives us a consistent approach to consultancy support and a thorough method of exploring client issues. It enables us to track our impact and to identify future areas for support. Each charity is unique and starts its Journey at a different point: we do not select charities with high potential for development, but seek to support all our client charities to address their particular challenges.

We have highly positive feedback on J2E from our charity clients, they find it valuable in assessing their development needs over time, and in action-oriented discussions with Cranfield Trust Regional Managers.

This has been our second full year of using J2E and the accumulation of data has allowed us to explore more deeply the results of our work in various project areas, with charities of different sizes, located in different regions and under various programmes.

Although J2E is particularly valuable for individual charities, we also aggregate information across all our consultancy projects, covering all areas of support.

For the year, the average of all our clients' Journey towards achieving management Excellence through their work with Cranfield Trust was 15%.



“Huge impact. Our Young People will benefit hugely from the competency development framework we have now drawn up. The framework is values based and will underpin self-development. Colleagues who are developing and working in line with organisation values are likely to give a better service to our young people. Also the framework is our tool to have conversations with colleagues to support them to be their best selves. When we are working as our best selves, our young people get the best out of us.”

| 1625 Independent People: supporting young homeless people in Bristol



Consultancy impact: Journey to Excellence

Journey to Excellence main project area and capability ratings

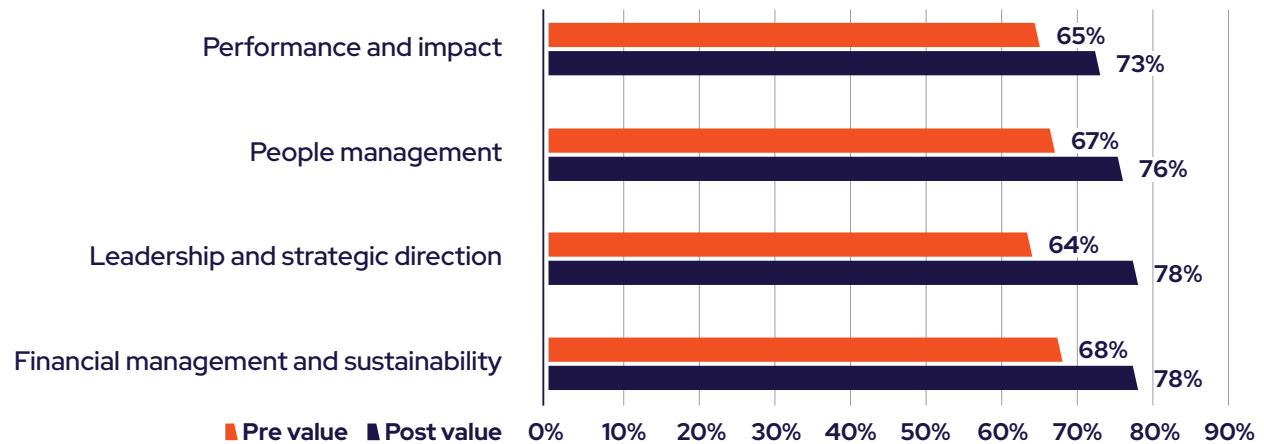
J2E main project area	Number of charities with main project in area	Average pre-project capability rating	Average post-project capability rating	% change
Leadership and strategic direction	54	61%	78%	+17%
People management	13	62%	72%	+10%
Financial management and sustainability	9	68%	86%	+18%
Performance and impact	1	77%	75%	-2%

Only one project focused on performance and impact, and this charity moved from a pre-project rating of 77% in this area, to 75%. This is because they became more aware of their weaknesses in impact measurement as a result of the project, they realised that they not only had to account for positive outcomes, but should also address under performance. Although their J2E score went down, they now understand the direction they need to take to improve.

In the other areas, the strongest improvement was in financial management, closely followed by leadership and strategic direction. We are concerned that many charities do not have strong enough financial management skills and processes, and do not always realise this. 58% of our projects are strategic/business plans, both for charities improving their plans, and for those who do not have an existing plan, but who work with us and our volunteers to develop robust forward plans.

Impact of project in all four areas, regardless of area of project

We also capture the impact of consultancy projects on all areas of a charity's operation. The graph shows the improvement across all four areas, for all 72 consultancy projects for which we completed J2E assessments in 2021-22.



Journey to Excellence case study: Millennium Farm Trust

Organisation review

The Millennium Farm Trust (MFT) was established in 1996 and operates a Care Farm at Depden, Suffolk. MFT provides supported work experience for young adults who have additional needs. The Trust offers the opportunity to learn skills in agriculture, horticulture, animal husbandry and construction. The main clients for the Trust have learning disabilities, acquired brain injury and/or mental health challenges, many display characteristics associated with autism. Several clients have mobility issues and require mobility aids or a wheelchair.

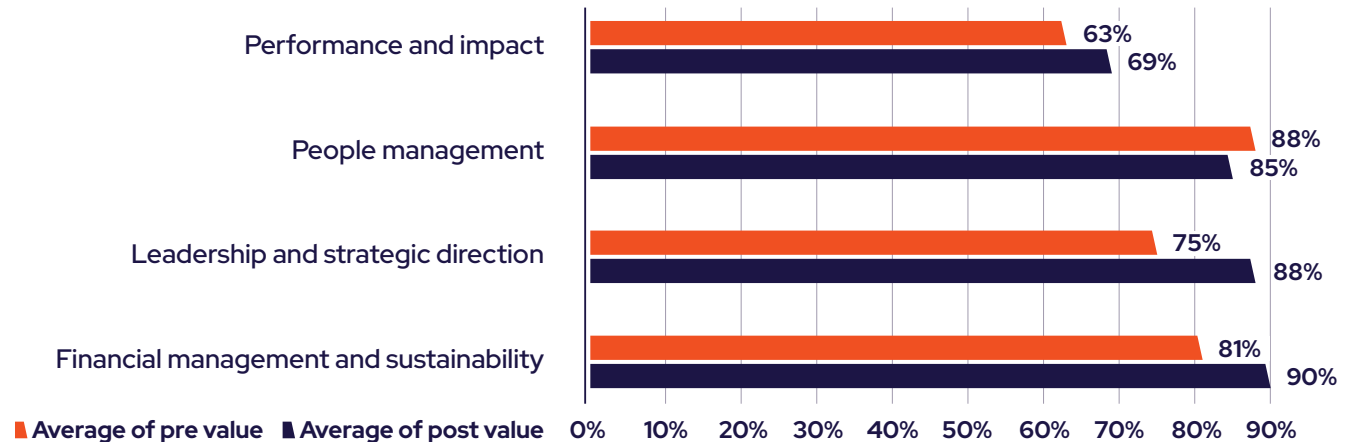
The Trust offers around 60 half day sessions/work placements per week (Mon-Fri). Most clients attend for a full day and the care farm can accommodate around 30 clients per week. The Trust was operating at 70/80% capacity and the Board asked for Cranfield Trust's help to review the strategic direction of the Trust.

Overall impact

The strategic plan provided the base for a recovery and subsequent growth in the Trust's client base. The expectation is that numbers attending the care farm will continue to grow.

"We now have a clear understanding of our strategic priorities for the next 5 years (and beyond) and some key milestones/tasks in a delivery plan. Of equal significance it has shifted the focus of the board from operational issues to consideration/informed discussion of strategic matters."

Average pre and post project scores across project areas



Project Outcomes 12 months on – Strategic direction: “We have an agreed 5-year strategic plan with a supporting annual action plan. The plan provides a framework for our current annual budget and has enabled the Trust to move forward with confidence.”

Project Outcomes 12 months on – Leadership: The Board is more focused on the strategic development of the organisation. In the context of the strategic plan, the skill set of the existing trustees has been reviewed and we are recruiting new board members to ensure they are ‘fit-for-purpose’.

Project Outcomes 12 months on – Sustainability: The Trust has a solid financial base and attracts external funding for capital works and other new initiatives. In recent months we have secured funding for investment in new sheds to house small animals and equipment, and for a new initiative to open the farm on a Saturday for community use.

“Cranfield Trust came to our rescue. They provided an expert who acted as a critical friend, helped us follow a clear process and encouraged us to tackle a number of difficult issues that, without his intervention, would probably have been left unresolved. The outcome is that we have a challenging but deliverable strategy that will take the organisation forward.”



Supporting organisations: Cranfield Trust On Call

Cranfield Trust On Call is our telephone advisory service offering support and guidance to charity leaders faced with critical issues. This service gives leaders the opportunity to talk to an experienced team member, and to a volunteer or volunteers with the right skills to help them address their challenge. Calls explore suitable solutions and provide the clarity and confidence charities need to make timely decisions.

We have 35 volunteers who support On Call, and 60 charity leaders received On Call advice in the last year. Most calls were on finance topics, followed by strategy and governance.

- 60** charity leaders received On Call advice in the last year
- 35** volunteers support On Call
- 100%** of charity callers would use On Call again
- 100%** would recommend On Call to other organisations
- 100%** felt the call had helped to resolve their problem or question

Record count



"We received exceptional advice and support from volunteer Frank and Cranfield Trust Regional Manager Marie. They were amazing thank you! The impact has been amazing and has saved a small charity paying hundreds of pounds for alternative services. It has also helped us to avoid costly mistakes, to rectify a fundamental error in relation to financial accounting, and strengthened our financial governance arrangements."

| Birmingham Talking Newspapers



"I've been getting started on a new way to present our accounts so all systems go! As you know my main enquiry was around how best to set the shop up. Your guidance, call and follow up emails you sent were all extremely helpful and I'm sure we don't need a separate trading arm. My enquiry to Cranfield Trust is more than answered, so thank you very much. The support provided by John has been outstanding. We were able to get immediate support and advice regarding our existing financial policies and procedures and also our current risk management strategy - he truly went above and beyond! We are keen to continue to work with the Cranfield Trust, their support has been invaluable."

| Caerphilly Miners Institute



On Call case study: Brighter Futures Rhyl



Brighter Futures registered as a charitable incorporated organisation in September 2020, creating a community hub in Rhyl, in the poorest ward in Wales. The hub brought together six local activities (from Mens' Shed to

Community wifi) under one roof for mutual benefit and critical mass for fundraising. The charity was at an early stage of development, and required immediate support and advice on budgeting and forecasting.

Cranfield Trust volunteer Frank, a Welsh volunteer with in depth accounting experience, explored the charity's figures and guided the compilation of a budget for the new financial year, to be submitted for trustee approval. He also advised on setting up a monthly cashflow forecast.

As a new charity, Brighter Futures needed help on drawing up its first annual accounts, advice on transition issues with member organisations, and some introductory guidance on governance issues. Frank was happy to give this advice, and also provided support on financial policies and controls, trustee liability, volunteer and risk management.

Impact

The charity was confident about its financial position, with good information and tools to support strong financial management in future. Brighter Futures acted promptly on the advice given, and were delighted with the support:



"We have covered a lot of ground, far greater than the scope of just budgeting, and I really do appreciate being able to pick your brains. It's very rare to have access to someone with your skills and knowledge, so I may have gone a bit off tangent now and then, I was just keen to soak up all I could. The process has been fantastic; I'm looking forward to feeding back to our trustees and making recommendations shortly to put all I have learnt into practice.

Again thank you so much, we love doing what we do but recognise how important these governance improvements are, we just wouldn't be able to make them without this kind of help! It's shocking really that an hour or so with a Cranfield Trust volunteer has helped us learn and understand more than we have over the past 3 - 4 months trying to do it ourselves."

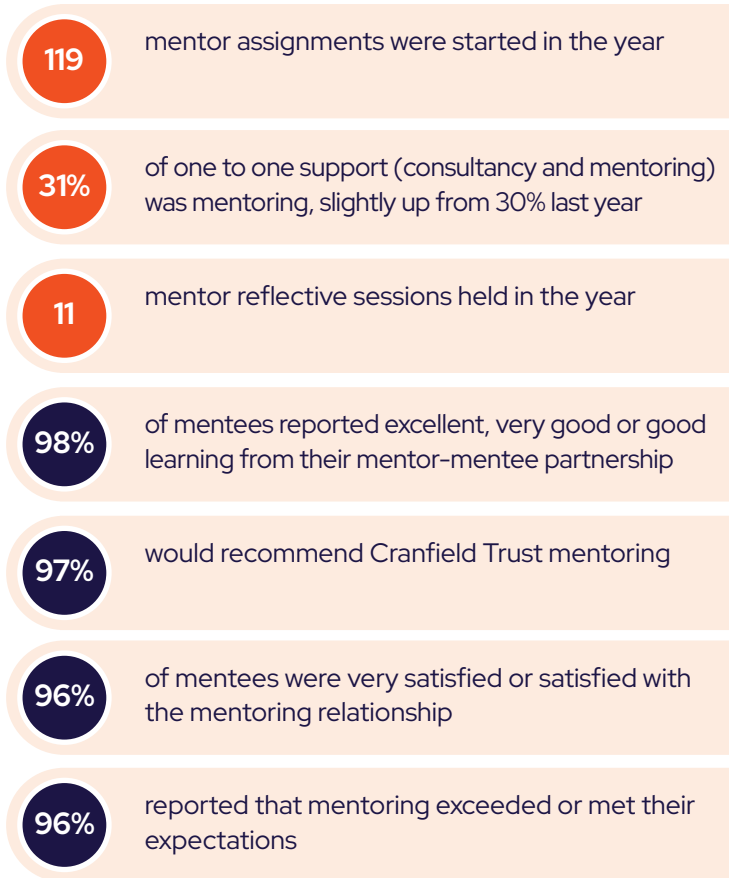
| Director, Brighter Futures Rhyl



Supporting leaders: Mentoring

Leader support has continued to be a strong and growing area of demand for Cranfield Trust. We have an excellent group of volunteer mentors who provide support to charity leaders, and we will be launching an online mentor training programme early in 2023. We offer mentoring to Chief Executives, emerging leaders, and Chairs.

We believe that supporting leaders will continue to be critical in the near to medium term future. After the pandemic, many people in the sector are exhausted – and are facing a deepening cost of living crisis in autumn 2022. Having a mentor to discuss a range of problems and challenges, and to give some personal thinking space on a regular basis, is increasingly important to our charity clients, and we expect demand for mentoring to continue.



Top five reported benefits from mentoring for charity leaders

- Learning how to approach different scenarios
- Helping me solve one or more specific issues
- Developing confidence
- A positive influence on my wellbeing
- Learning new skills

“The Cranfield Trust mentoring programme has been a fantastically supportive experience for me personally as well as directly helpful to my organisation. Making a commitment to mentoring creates an opportunity to pay attention to the parts of ourselves and our roles that can so easily get overlooked, particularly in third sector organisations where we often have to fulfil multiple and overlapping roles. To misquote my mentor, it gave me the chance to work ON my role, not just IN my role. I would highly recommend this and am grateful that I made the time, even when I felt as though I had no time.”

| Cairns Counselling



Mentoring case study: Sporting Penistone

Chair of Trustees Rachel was managing a community owned and led sport and leisure centre herself, and was struggling to hand over to a successor. She was supported by volunteer mentor Joanna:

"Mentoring for the Cranfield Trust has opened my eyes to the amazing work done by so many in the charity sector. Giving just a few hours of my time to help make a positive difference for leaders of small charities is a humbling and very rewarding experience".

Chair Rachel, said:

"I wanted to say how brilliant I have found Joanna and the whole process. At the start, I was feeling quite desperate and that everything was going wrong and I couldn't manage it at all. I now feel very happy and that everything has worked out brilliantly. I've established my boundaries of what I can do as Chair of Trustees. The centre will now be able to move into its next stage of development with the new manager, and I'm confident it will flourish.

"I have Joanna to thank for helping me turn this around. She helped me to see what I was doing that wasn't working, and how I could do things better. She has so much experience that she was happy to share, and looked through documents for me as well as talking on Zoom. Having the time and space to think things through properly and have Joanna asking the right questions was invaluable."



Supporting leaders: Peer to Peer Exchange

We know that being a leader can be a lonely place, but it doesn't need to be. Our Peer to Peer Exchange sessions provide a sense of solidarity and give charity leaders a greater awareness of different ways to approach their problems, helping to improve effectiveness and resilience. Through participating, people also develop their questioning and coaching skills.

Peer to Peer Exchange participants are usually Chief Executives of their organisations. They take turns to be the 'challenge owner', bringing their individual challenges and questions to discuss with the group.

We are conscious that, in a high pressure operating environment, leaders need to feel supported. Peer support provides a sense of shared challenges, understanding, and mutual support.



We asked participants: Has being involved in the Peer to Peer Exchange		
Given you the confidence to take action	100%	Yes
Changed your perspective on your challenge	92%	Yes
Increased your professional network	87%	Yes
Helped you to feel part of a community of leaders	87%	Yes
Strengthened your personal resilience	82%	Yes
Developed your leadership capacity	74%	Yes

"Cranfield Trust definitely cares about you as an individual, they support without judgement, offer solutions without enforcing this and give you time to think, voice your thoughts and have space in a friendly environment. I felt like a person rather than a CEO from an organisation and my feelings and thoughts mattered. I felt well supported and cared for."

| Havering Volunteer Centre

"I felt as if the Peer to Peer exchanges provided me with direct and easy access to the wisdom of key experts in my field. It was delivered in a format that was so fun and intimate, that the sense of support I gained from talking to my peers on the programme was powerful and uplifting. I could not recommend it highly enough."

| The Turnaround Project



Supporting sector development: Webinars

We had a record year for webinar attendance, with 1,655 delegates attending our live sessions, almost double the previous year. Across our 19 webinars in the year, we had an attendance rate of 60%, which is above average.

Our webinars are in two streams: Learning with Leaders, which provides insight and fresh thinking from academics and leading practitioners, and Essentials to Excellence, which covers a range of practical management topics.

Webinar delegates often return to Cranfield Trust for support through our other services, we receive a growing number of requests for support following webinars. All those who register for webinars (2,703 in the year) are sent a recording of the session, slides and links to further reading on the webinar topic. All webinars are recorded and are available, free of charge, on our website.

1,655

charity delegates attended our live webinars in 2021-22

778

views of our recorded webinars in the year

97%

of delegates rated our webinars as excellent, very good or good

96%

said that their webinar met or exceeded their expectations

Top 3 attended webinars

1. Introduction to Problem Tree Analysis & Theory of Change
2. How to write a successful bid
3. Leading with kindness

Top 3 most viewed webinar recordings

1. What is governance, why does it matter?
2. Introduction to Problem Tree Analysis & Theory of Change
3. How to write a successful bid

"Please pass on my thanks to Trevor whose webinar on bid writing I attended. Trevor's words were clearly in my mind when I made an application to the Ministry of Justice and we were awarded £96,000 a year for three years. Please let Trevor know that his time has proved to be really valuable to our organisation, and most importantly, our clients. Without funding we would not be able to support them as they learn to cope with the impact of domestic and sexual abuse on their lives. The funding will be used to support groups of people for whom funding has not previously been available."

Delegate at 'How to Write Successful Bids' webinar

"Cranfield Trust play a vital role in developing the skills and knowledge of leaders in the third sector. The training is considered and relevant to current sector needs. I've never attended a Cranfield session which hasn't been of value to me and to our service."

Delegate at Outstanding Users Service Experience webinar

"These training courses are invaluable for small charitable organisations like ours that do not have the financial resources for such high quality management training. The access to the library of training and webinars is also a massive benefit. It has been promoted to all our board of trustees."

Delegate at How to Get People to Engage



Masonic
Charitable Foundation

We would like to thank the Masonic Charitable Foundation (MCF) for funding our Peer to Peer Exchanges and our webinars since June 2022 and into the future. The MCF supported webinars contributed to the development of 868 charity attendees in the year.



Supporting sector development: Information resources

The resource area of our website has a wealth of information on non-profit management, and aims to provide information and guidance to help charity leaders to make informed decisions and develop new approaches. Our volunteers contribute useful articles, blogs, case studies, templates and tools, which are organised around key management topics.

Our most read blogs and resources reveal that charity leaders are developing their skills in strategy and business planning, finance and governance.

4,364

number of times our website resources area was viewed in 2021-22

1,697

number of resource downloads from the site

18,540

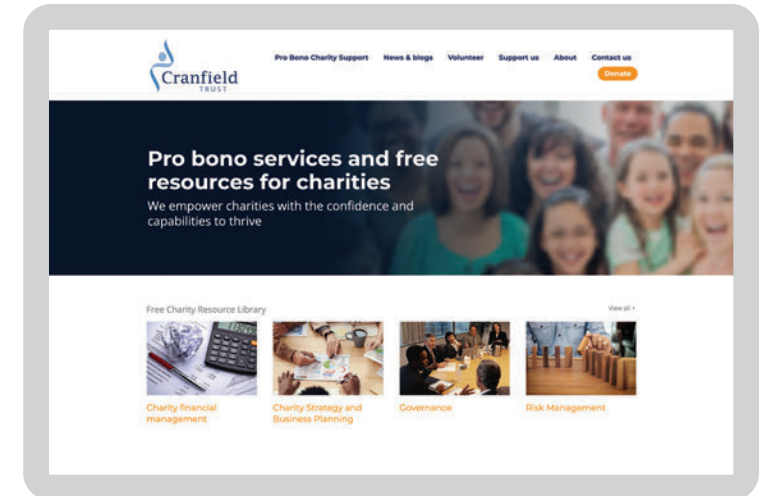
visits to our pro bono support page on our website

Top downloads

1. **Outline structure for 3 year business plan**
2. **Seven finance questions every new trustee should ask**
3. **Trustees' Annual Report and Accounts – How it can boost fundraising**
4. **Top 10 tips for assessing the financial management of smaller charities**
5. **Business Planning Implementation questions**

Top blogs read on the website

1. **Seven finance questions every charity Trustee should ask**
2. **Six steps to reworking your charity's strategy in the new normal**
3. **Challenges facing small charities**
4. **Top ways to improve your impact, and why it matters**
5. **Charity board papers, 9 tips and 1 rule**



Our supporters and partners

As an independent charity, Cranfield Trust is deeply grateful to all its supporters, who have helped us to continue to support charities and to develop our services, through donations, grants, partnerships, and 'in kind' support and services. With the invaluable help of our funders, we have been able to support hundreds of charities this year, and have continued to develop, improve and grow as an organisation.

Donations and core funding have been essential during this period when we have needed to adapt quickly and respond effectively to the needs of the charities we support, helping us to sustain and develop new and flexible services at a critical time.

Thank you to our funders, donors and supporters who have enabled us to have significant impact again this year.

Our supporters

In 2021-22, we have been grateful for support from The Princess Anne's Charities Trust, The Robert and Rosie Wright Charity, Pears Foundation, Dulverton Trust, Porticus, Henry Smith Charity, The Four Acre Trust, Beatrice Laing Trust, Antony and Amanda Jenkins, and many generous individual supporters.

We are grateful to those organisations that have funded and pledged support for the delivery of our support and services to charities in different parts of the UK: Garfield Weston Foundation (North of England); Waterloo Foundation (Wales); Steel Charitable Trust (Bedfordshire); Lawson Trust (Kent and Sussex); The 29th May 1961 Charitable Trust (West Midlands).

We thank The Society of the Holy Child Jesus for a grant to support the delivery of our services to charities that address the issues faced by refugees and asylum seekers.

We are also proud and grateful to work in partnership with a large number of organisations to deliver our services and programmes of work in support of defined communities of charities, including grantees. Please see page 21 for more information on our funder partnership programmes.

In-kind support

In 2021-22, Cranfield Trust was the very grateful recipient of 'in kind' support from the following organisations:

AFFINITY, a brand agency, is providing strategic brand and communications consultancy for Cranfield Trust. During the year, Affinity has worked closely with us to develop and introduce a new visual identity for Cranfield Trust and brand guidelines. This has been the final piece of work as part of the wider brand strategy development, which also included a review and refresh of our mission, vision, purpose and values. We are incredibly grateful for their significant support with the brand strategy and in designing this Impact Report, our first use of our new logo and visual identity.

CAPCO, a global technology and management consultancy, is supporting Cranfield Trust to process and analyse our project data, enhancing our systems' ability to identify insights into our services and their impact on our charity clients. During 2021-22, Capco's support included developing dashboards for the Trust's staff and Board to better analyse and present information from our database of charities and volunteers; and working to improve registration forms and processes used to sign up for the Trust's services.

SALESFORCE.COM provides a customer relationship management platform that Cranfield Trust uses to underpin its operations and activities. During 2021-22, Cranfield Trust has benefitted from in-kind support through licences for the Salesforce.com software and pro bono support from within Salesforce's account and solutions development teams.

CRANFIELD UNIVERSITY, Cranfield Trust continues to enjoy a warm relationship with Cranfield University, where our charity was founded in 1989. In 2021-22, we were grateful to the University for supporting the cost of the Trust's audit.

AFFINITY



CAPCO



Our partners and programmes

Cranfield Trust is proud to work in partnership with a range of trusts and foundations to deliver capacity building and development support to their grantees and communities.

In 2021-22, we delivered a range of programmes of work to address charities' needs and funders' strategic objectives. Our programmes and partnerships include:

Barnwood Trust – Cranfield Trust delivers consultancy support for Barnwood Trust's strategic partner organisations and mentoring for emerging leaders identified by Barnwood Trust.

'Strive' with City Bridge Trust – Through 'Strive', we have continued to support over 50 City Bridge Trust grantees a year with individually tailored consultancy or mentoring support and a further 16 charities with Peer-to-Peer support. Strive is in its sixth year, and on completion, the programme will have provided over 300 individual pieces of support (consultancy and mentoring) to welfare charities in London. We are proud to deliver such a substantial programme in London, and especially to have supported the capital's charities through the pandemic and beyond.

The Bridge Programme with City Bridge Trust – In addition to Strive, in which we deliver our own services to support charities, we continued to work with City Bridge Trust to connect grantee charities to support from voluntary sector and commercial providers.

'Thrive' with Essex Community Foundation – In 2021-22, Thrive supported 14 Essex charities with Consultancy or Mentoring and group workshops as part of a third annual structured programme of leadership development over 12 months.

Gannochy Trust – As part of Gannochy Trust's Grants Plus programme, Cranfield Trust has begun consultancy and mentoring support with seven grantee charities during the 2021-22 year and delivered a series of four fundraising and income generation workshops for 12 grantee charities.

'Invest' with Gloucestershire Community Foundation & The Honourable Company of Gloucestershire – 10 Gloucestershire charity leaders worked with Cranfield Trust mentors and participated in two Peer to Peer Exchanges to build relationships and provide mutual support.

Lloyds Bank Foundation – Through the Enhance programme, we have worked with a range of social welfare charities, starting 7 new capacity building projects with charities during 2021-22 and completing 8 projects started in previous financial years.

Masonic Charitable Foundation (MCF) – We launched a strategic partnership with MCF. Please see page 22 for the details.

The Mercers' Company – We have continued to work closely with The Mercers' Company to support grantees in their Early Years and Transitions to Education and Employment programmes, providing consultancy, mentoring and webinars to support charities in these fields.

'The Skills Collaborative' with Oak Foundation – In partnership with Pro Bono Economics and Pilotlight, Cranfield Trust has continued to provide capacity building services for grantees charities working to address housing and homelessness.



The Triangle Trust 1949 Fund – Building on our work together in 2021, The Triangle Trust 1949 Fund launched the Sparks Programme with Cranfield Trust in January 2022. Through Sparks, we are delivering capacity building support for charities that support Young Carers or Young Offenders. In 2022, we have supported 12 charities with 2 Peer to Peer Exchanges and 10 Consultancy and Mentoring assignments.

Wales Council for Voluntary Action (WCVA) – In late 2021, as part of WCVA's Third Sector Resilience Fund, we partnered with WCVA to deliver urgent consultancy and On Call support to charities in Wales, with the aim of supporting their fundraising efforts in 2022.



Masonic Charitable Foundation

In 2021-22 we launched an exciting new strategic partnership with Masonic Charitable Foundation (MCF). We share a commitment to supporting vital, frontline charities across the country, developing their capabilities to sustain and deliver services for their communities. By working together, we have helped to launch ‘funder plus’ support as part of MCF’s extensive philanthropic programme by making pro bono consultancy and mentoring freely available to MCF grantee charities. Over the next two years we will provide critical management support to 60 frontline, welfare organisations, identified by the Masonic community.

Our partnership is also providing support for online learning events and Peer to Peer Exchanges, making these services and resources freely available for thousands of charities throughout the UK. In addition, our strategic partnership will include a study focussing on the learning and development needs of small charity leaders and investigate the development of a new management essentials learning programme to address these needs.

Chris Stelling, Carers in Bedfordshire CEO:

“Our digital transformation and mapping project with Cranfield Trust was actually crucial and instrumental to us being able to access financial support for this important work, including the generous grant that we were given by Masonic Charitable Foundation.”



Carers in Bedfordshire is a registered charity that supports unpaid carers in Bedfordshire, people of all ages and walks of life, with information, support and advice.

Chris first contacted Cranfield Trust when he realised that their IT system was obsolete and recognised they needed to transition to the digital world. He knew the charity didn’t have the skills internally to achieve this transformation, and he also identified that a transformation project would involve significant cost. Their Digital Transformation Mapping project started with Cranfield Trust and ultimately led to the digital development programme that Masonic Charitable Foundation has helped to fund.

Chris said:

“When we have had an opportunity or challenge that is either beyond our skillset or we don’t have the capacity to look at within our own team, we have gone to the Cranfield Trust. We’ve talked to our local Cranfield Trust contact about the problem we have and he’s taken that away and come back with a solution.”

“In terms of the lasting impact of the support, we now have our transformation plan, which we have moved through and we continue to do that. We believe we are now one of the leading charities regionally in how we use digital tools to deliver our support service and we are far more efficient in our administration. Over the last two years the number of people we support has gone up by about 2,000, but our administration of that support has stayed the same because of the efficiencies we’ve achieved and the way we have changed our processes.”

“Our digital transformation and mapping project was actually crucial and instrumental to us being able to access financial support for this important work, including the generous grant that we were given by Masonic Charitable Foundation.”



Our year ahead

As we head further into the cost of living crisis, we will continue to respond to charities’ needs for support. Through our services, we will be focussing our support and help on:

Cost management: although many charities feel that they have cut costs as much as possible, we believe that there are efficiencies to be made in processes in most organisations. Careful consideration to identify and remove activities that do not add value helps charities to save money, potentially increase capacity, and perhaps improve their service to beneficiaries.

Collaboration: working with other organisations can take a variety of forms – sharing premises, sharing back office functions, reducing overlap in service activities. These can be cost saving themselves, but can also lead to improvements in service delivery and more joined up support for beneficiaries.

Funding/investment readiness: in a highly competitive environment for all types of fundraising, charities have to be funder ready. This covers: presenting a strong case for support, having a clear strategy and robust business plan to underpin fundraising, developing strong financial information and ensuring readiness to act when funds or investment are in place. These activities also benefit the overall management of the charity.

Positive change/culture focus: mastering hybrid working, making positive culture changes, and creating a workplace focused on wellbeing and productivity are all vital in attracting and retaining staff. With record levels of workplace sickness, and many people dealing with personal challenges, a supportive culture is critical in keeping team members and helping them to work effectively.

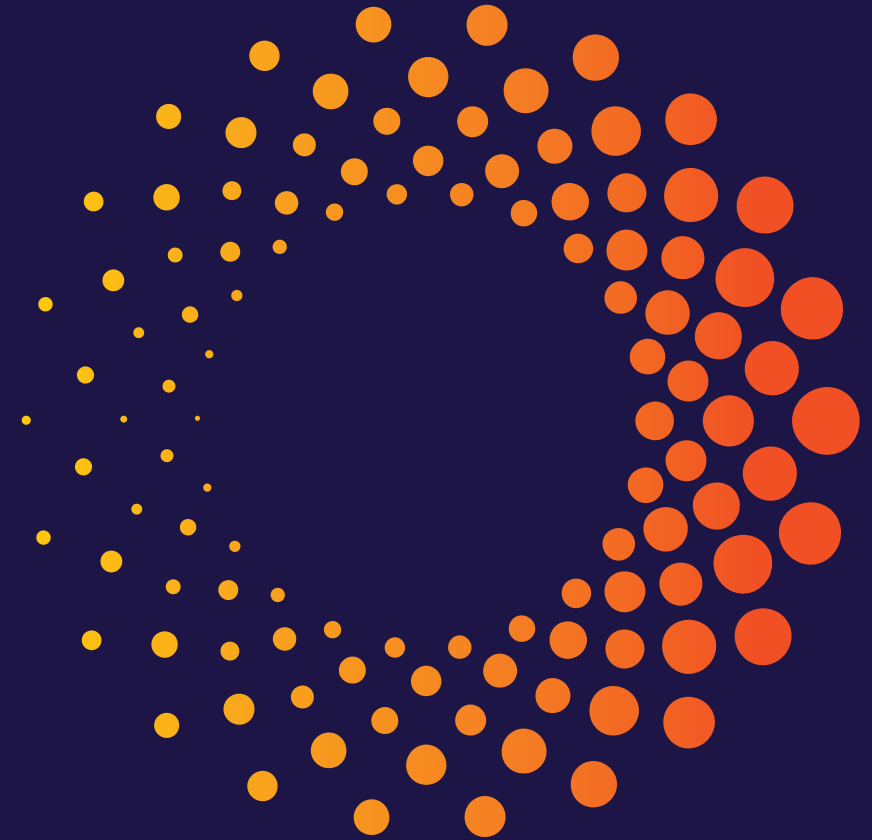
We will continue to work towards achieving our ambitious five year strategy this financial year, whilst being agile and responsive to charities as they face considerable change and challenges.

Our plan for the year ahead

DEVELOP new activities, DELIVER high quality services, and DEEPEN our practice to improve experience for volunteers and clients, and achieve efficiencies across our activities.

DEVELOP	<ul style="list-style-type: none"> We will explore the development of a major management learning centre for the sector Adapt and develop services to provide support through the Cost of Living crisis – providing accessible services and straightforward processes to add value to charities and leaders
DELIVER	<ul style="list-style-type: none"> Reach more charities with our support, with high quality, relevant services
DEEPEN	<ul style="list-style-type: none"> Deepen our practice to focus on quality of support, enhancing the volunteer experience and using insight from our work Raise awareness of the Trust’s work, increase our profile in the voluntary sector, and with potential volunteers and supporters Continue to develop our fundraising and technology to invest in resources and create efficiencies, allowing us to continue to improve our effectiveness





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