

Join our board

Trustee with
Consultancy/
Operations
Management
experience



Trustee
Recruitment pack



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Welcome from the Chair of Trustees, Dr Charmaine Griffiths



Thank you for your interest in joining the Board of Cranfield Trust. It continues to be a challenging time for the voluntary sector, and the Trust is working hard to support charities, and looking ahead in its own development.

Cranfield Trust has a successful 33 year history of supporting small to medium size welfare charities across the UK, thanks to the generosity of its volunteers and donors, and the management of its staff team. Our trustee Board plays a vital role in guiding and governing the charity, ensuring that the Trust is well managed and that it stays true to its charitable objects and purpose.

The Board has a strong relationship, individually and together, with the Executive team. Trustees challenge, guide and support the team in developing and implementing strategy, and contribute to the operational activities of the Trust through individual relationships with staff members, and through the Audit and Risk committee. We have a mix of longstanding and newer trustees, with two trustees standing down in December after each supporting the Trust for nine years.

We are now searching for a new Board member, with experience of management consultancy in a service industry or industries.

Having a trustee with this background will help us to continue to develop our operations successfully, consolidating existing services and exploring new opportunities to support our charity clients, at a time when frontline charities are undergoing enormous challenge and change. We hope to find a new Board member who shares our passion for our clients, for the work of the Trust, and our excitement about the opportunities for our future.

We are striving to increase the diversity of the Trust, our work, and our Board. We would welcome contact from people from Black, Asian and minoritised ethnic backgrounds, from people with a disability and from younger people.

This is a fantastic time to join our Board in helping to shape Cranfield Trust's future and the impact it has on people's lives. I look forward to hearing from you.

With best wishes

Dr Charmaine Griffiths, Chair of Trustees

About Cranfield Trust

Cranfield Trust is the UK's leading provider of pro bono management services to the voluntary sector. An independent charity, focused on welfare causes, we have a 33-year track record of successful support to UK-based non profits. With the generous support of a register of 1,300 highly skilled commercial sector volunteers and our funders and donors, we provide high value, independent support to local and national charities across the UK.

We offer a range of management services to help build successful charities, including pro bono management consultancy, mentoring for charity Chief Executives and managers, telephone advice, peer to peer support groups, webinars/masterclasses and online resources on a range of management topics. This year, we expect to start around 400 new consultancy and mentoring assignments, and in total, our services will reach over 4,000 charities.

The Trust's activity has grown, doubling in size over the last five years. Organised on a regional basis, our services work well either face-to-face or remotely. During the pandemic, we have widened our range of services, with a particular focus on supporting voluntary sector leaders through mentoring and peer support groups.

We are ambitious in our plans, investing in our current services and developing new activities to meet the needs of the small to medium sized charities we serve.

History

The Trust was founded at the suggestion of HRH The Princess Royal when on a visit to Cranfield University in 1988. At her challenge, staff, students and alumni of Cranfield University formed the Trust in 1989 to harness the skills developed at the university, to benefit the voluntary sector. The Princess is our Patron, and we retain a strong, although independent, relationship with Cranfield University. We recruit volunteers through a range of contact networks including business school alumni groups and professional bodies.

"Cranfield Trust provide the type of support which positively changes an organisation. It's more than training or consultancy that can be fleeting, it helps embed the change that the charity needs to help it help its beneficiaries."

Equal Arts in Newcastle

"Nick has been brilliant, whoever works with him in the future will really benefit. Working with Cranfield Trust gave me the opportunity to have some 'critical friend' support in a formalised and agreed way which meant commitment and clear access from both sides, so I knew that I would access quality support rather than receiving support as a 'favour' from other contacts."

Weston Park Cancer Charity, Yorkshire + Humber

Strategic Goals

Our goals to 2025 are:

1. To have a substantial and sector leading programme of 'open access' services and toolkits that will help to meet demand for charity management support from a large audience of charities, providing some self service support, while maintaining and developing more intensive support services.

Our intensive services are consultancy, mentoring, peer to peer support, and telephone advice.

Our open access services will include thought leadership webinars and events, sharing knowledge and insight, a learning centre for charity management essentials (in partnership with a main provider)

2. We will promote the importance of strong management in small to medium size charities, and how Cranfield Trust helps them to be more effective. We will collaborate with others, to build the field of sector support
3. All our people, whether volunteers, trustees or staff, will have a great experience of being part of Cranfield Trust. We will commit ourselves to diversity, equity and inclusion throughout the organisation, and to demonstrate this through our people and services
4. We will continuously improve our management and processes, pursuing quality, effectiveness and value for money, with technology which supports and enables our development.

Organisation

Our staff team of 25 manages the activities of our volunteers and charity clients, enabling them to work together effectively. Our team covers fundraising, finance and administration, communications and insight, and operations. Our 11 Regional Managers are based around the country, and other staff are also home based, away from our office in Romsey, Hampshire. Our Romsey team have a hybrid working pattern, and many of our team work part time.

The Trust is led by longstanding Chief Executive Amanda Tincknell CBE, who works closely with the management team of Alice Dabrowska, Head of Operations; Jim Lennard, Head of Finance, Administration and Control; Joanne Madders, Head of Development and Laura Cadd, Head of Communications and Insight.

Client charities

Every year, the Trust works with hundreds of small to medium size charities, across the country. 80% of our clients have income under £1m, and 60% have income under £0.5m. Most clients have income over £100,000, and employ at least one or two staff. They are welfare charities, working on critical social issues including housing and homelessness, disability, equality, care and carers, addiction and a wide range of other causes.

Our clients are experts in their services and the people they support. The Trust's role is to provide, thanks to its volunteers, commercial sector skills which complement the skills of our clients, working together to strengthen organisations and services to individuals and communities.

Volunteers

Cranfield Trust Volunteers are highly skilled managers, mainly from the commercial sector. They choose to give their time as individuals, rather than through their companies, and make a strong commitment to working with us to support frontline charities.

Our volunteers' skills complement those of our charity clients, and our feedback shows that both parties enjoy working together. Many volunteers come back to us to volunteer regularly, others make strong connections with their charity clients and often become their trustees.

Services

Our services are organised around

- Support for organisations
- Support for leaders
- Open Access services

1: Organisation Support: Management Consultancy

Projects are specified to meet the needs of the charity client, and usually run over 6-7 months, with 7-12 days of volunteer consultant input. 79% of volunteers maintain contact with their charity clients after the projects, forming long lasting supportive relationships. Projects frequently cover:

- Developing strategy and business planning
- Financial management, especially cashflow forecasting and establishing and monitoring financial performance indicators, financial scenarios
- Governance
- Scenario planning including changing organisation structure, collaboration and mergers
- Change management

In 2021-22 we started 263 new consultancy projects across the UK. 222 projects were completed in the year by volunteers, 41 by advice and guidance from Cranfield Trust staff members.

To evaluate our consultancy work we use an impact framework, Journey to Excellence (J2E). J2E enables us to work closely with charities to assess their management strengths and areas for development, to introduce the right support, and to evaluate the impact of the support after each project. Each project is individual, and each charity has its own 'journey'.

In the 72 completed 'journeys' that we captured during the year, our consultancy clients averaged an 15% improvement in their capability and confidence, across all our projects. This aggregated figure is related to the charities we worked with in the year – we are not able to

forecast whether this will be a higher or lower figure in future years, results depend on the client charities which come forward for support.

Charity clients of our consultancy service would 100% recommend us to other charities, 100% said that the learning they achieved through working with us was good – excellent, and 100% were very satisfied or satisfied with the support received.

2: Organisation Support: Cranfield Trust On Call: Telephone advice

Charities can book telephone/Zoom advice calls with volunteers to address immediate management problems and challenges. This service gives callers some immediate, actionable advice and guidance, and often leads to further support through our other activities.

Last year we took 60 On Call cases, covering a range of topics including governance, recruitment, finance, forward planning and accounts.

- 100% of charities felt that the call helped them with their problem or issue
- 100% of charities would use the service again
- 100% of charities would recommend the service to other charities

3: Leader Support: Mentoring

We have a well-established mentoring programme for voluntary sector leaders and managers. Mentoring enables mentees to cover a wide range of challenges in discussion with their mentor, rather than focusing on a single issue. Our mentoring framework works through 7-8 mentoring sessions, each an hour long, over a period of 4-5 months.

We offer mentor training to Cranfield Trust volunteers through a partnership with Clutterbuck Associates, a leading mentoring organisation. We have trained over 70 volunteers as mentors in the past two years. In our last financial year we started 119 new mentoring assignments, and held monthly reflective sessions for mentoring volunteers.

4: Leader Support: Peer to Peer Exchange

Peer to Peer Exchange provides group support through facilitated meetings with small groups of organisation leaders, offering a platform for dynamic dialogue; a time for reflection, discussion with others and creating new behaviours and habits.

Each facilitated group supports up to six charity leaders over four fortnightly sessions lasting up to 90 minutes. We developed Peer to Peer Exchange in lockdown, and are working to expand its reach to charity Chief Executives.

43 participants took part in eight groups in the last year, and five volunteers trained as facilitators.

- 100% of users believed that participating was a useful investment of time
- 90% felt that taking part helped them to feel part of a community of leaders
- 90% felt that participating had given them the confidence to take action
- 90% said that taking part had strengthened their personal resilience
- 85% said that participating had developed their leadership capacity

5: Open Access: Learning and Development

We moved our in person 'masterclasses' to online webinars in 2020, and have continued to have good engagement with our online sessions, reaching over 3,000 charity leaders to date. Our webinars are focussed on topics relevant to smaller charities, we currently have two strands:

Essentials to Excellence: key management topics such as governance, financial management

Learning with Leaders: fresh thinking, management ideas and inspiration from business school faculty members and leading practitioners

Recordings, slides, notes and other resources are circulated and held on our website after the live webinar, allowing delegates to refer to materials, and those who did not attend the live session to watch the recordings and use the materials.

In the last year, over 1,600 charity delegates attended live webinars and many more viewed on-demand webinar recordings through our webinar channel.

6: Open Access: Information and Guidance

We have developed the resources area of our website to cover areas of interest in our consultancy and other services, providing templates, blogs, written guidance and signposting.

We published a full impact report on our 2021-22 financial year (October 2021-September 2022), available on our website <https://www.cranfieldtrust.org/pages/8-our-impact>

More information on all our services is available on our website www.cranfieldtrust.org

*"I can't express how much me and my colleagues are **LOVING** the webinars on demand!! They really have made such a difference to us and such a boost 😊*

Chief Executive, Autism Beds

Funding and Financial Position

The Trust's income is almost all from Trusts and Foundations in the form of grants. We are fortunate to have strong relationships with a number of funders, and also provide 'funder plus' support where we work alongside (and are funded by) foundations to provide support to their grantees. We are working to diversify our income by investing in major donor fundraising.

Our financial year is from 1st October to 30th September. In 2021-22 we estimate our out-turn figures to be: income of £796,000, expenditure of £772,000, and 5.6 months of unrestricted reserves at year end (we are just undertaking audit in February 2023). Our budget for 2022-23 is £1,012,000, and we have a strong fundraising pipeline to achieve this budget. Our most recent published accounts (for the year, 2020-2021) are on the [Charity Commission site](#)

Joining our Board

Cranfield Trust is keen to recruit a new trustee to join its Board at a key time in the Trust's development, as it consolidates newer services, continues to develop established services, and explores new opportunities to support even more charities.

Our Trustees serve for a maximum of three, three-year terms and the role is unpaid, with reasonable expenses reimbursed.

We ask all Trustees to commit to attending four Board meetings a year, and to serve on one committee in their area of interest.

The Trustee Board meets formally four times a year, two meetings in person, one in London and one outside London, and two online meetings. We also hold regular Board awaydays, sometimes to coincide with Board meetings (this year the Board day will be in June 2023). The Trust also holds regular events for supporters and volunteers and welcomes Trustee attendance and involvement.

We are committed to increasing the diversity of the Trust and our work, and to having a more diverse Board. We would welcome contact from people from Black, Asian and minoritised ethnic backgrounds, from people with a disability and from younger people.

Our Board is currently formed of six trustees, with a wide range of commercial and voluntary sector experience (please find more about us on our [website](#)). We expect to be joined by another trustee, with a voluntary sector background, in April 2023.

Trustee Role

Appointment to the Trust's Board will mean that the appointee will need to be part of ensuring good governance, as well as bringing expertise from their individual backgrounds.

In line with Charity Commission guidance on trusteeship and the Charity Governance Code our Trustee roles are to:

- Support Cranfield Trust's purpose and vision, in line with its charitable objects
- Develop an understanding of the Trust's operating environment
- Advise on the Trust's vision, mission and strategy, reviewing and approving strategic plans prepared by the Chief Executive
- Monitor and evaluate operational activities and policies, ensuring that the Trust is effectively managed
- Provide strong financial oversight and risk management
- Act as an ambassador for the Trust, contributing to the development of its profile and using skills and networks to support its development
- Support the Trust's Chief Executive in delivering her role and responsibilities, and the management team in their areas of work
- Ensure that the Trust models good governance, and regularly reviews its own governance

Operations Management Trustee role: responsibilities

- Share skills, networks and time to support the Trust's Operations team by working with Head of Operations, Alice Dabrowska
- Enable the Trust's Operations team to continue our journey to excellence, focusing on innovation, efficiency and above all service
- Represent and support Trust operations at Board level
- Contribute to other trustees' understanding of the challenges of operations and service delivery

"Working with Cranfield Trust has been empowering. Your volunteers give so much more than their time: their skills - listening, advising, and guiding, not doing - have been invaluable. We have grown significantly, not just as an organisation but aspirationally."
(CEO, homelessness charity)

Person Specification

We are looking for a trustee who will bring energy and enthusiasm to our Board, and who will contribute to the diversity of experience and thinking at Board level. They will demonstrate:

- Commitment to Cranfield Trust and its aims and activities, and willingness to devote the necessary time and effort
- Strategic vision and independent judgement, with an ability to analyse risks and opportunities, and to take a balanced approach to both
- Willingness to speak up, and to lead and participate in discussions, working creatively as part of an effective Board, ability to work as part of a team and willingness to take collective responsibility for the governance of our charity.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship, following Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- A strong commitment to equity, diversity and inclusion

As well as these governance elements, we would welcome someone with:

- Experience of working in a leading-edge role in consultancy, in a service industry or industries, with experience of and ideas from assignments with numbers of clients
- A strong customer focus - sharing the Trust's approach of delighting customers
- Experienced in successfully navigating organisational change
- Focused on continuous improvement of service and processes
- Curious and a good listener

Recruitment timetable

The closing date for applications is end of day on Tuesday 11 April 2023.

We plan to hold interviews online during the week of 17 April, with a view to an appointment being made by early May 2023.

How to apply

To apply, please send a short email/letter explaining why you are interested in becoming a trustee of Cranfield Trust, and how your skills and experience are appropriate for one of the roles, plus a CV or link to LinkedIn profile, to Jim Lennard, the Trust's Head of Finance, Admin and Control, at james.lennard@cranfieldtrust.org We will ask for references for candidates shortlisted for the roles.

If you would like to speak to our Chief Executive or one of our existing trustees before applying, please contact Amanda Tincknell, Cranfield Trust Chief Executive at amanda.tincknell@cranfieldtrust.org