



Impact Report

for the year 1 October 2020 – 30 September 2021



Reviewing our Impact 2020-21



Adapting to change has been critical to charities over the last year. At Cranfield Trust, we have changed too, in order to provide the support that charities and leaders need in such challenging times. Last year, we responded by increasing our consultancy and mentoring support and also by

supporting charities with newer services developed during the early stages of the pandemic. These include our peer to peer exchanges and telephone advice, which have been very well received by charity leaders. Our webinars have also had a substantial reach during the year, with both live sessions and recordings providing ideas, tools and methodologies, backed up by our information resources. We are continuing to develop and expand all these services.

We are deeply grateful to our volunteers, who deliver all our services and who are the heart of Cranfield Trust, and to our donors, funders, colleagues and trustees who support our work and make it happen.

We're proud to publish our impact report for 2020-21, and are excited to be continuing our work together, extending and deepening our impact, doing more for the charities which support us all.

Dr Charmaine Griffiths
Chair

Amanda Tincknell CBE
Chief Executive

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What We Do

Cranfield Trust is the leading provider of management support to the third sector in England, Scotland and Wales. We provide a range of free services to charities and not for profit organisations that are active in addressing human welfare issues.

Organisation Support



Management Consultancy

Management advice to address organisation challenges and help charities achieve their goals.



On Call

Fast and effective specialist telephone support to help charities troubleshoot and get answers to pressing management questions.

Individual Support



Mentoring

Providing an opportunity for charity leaders to discuss a wide range of issues, developing broader perspectives.



Peer to Peer Exchange

Small, facilitated groups for charity leaders to support collaboration, open discussion and problem solving.

Open Access Support



Events and Webinars

Management skills training and fresh thinking for leaders, presented by leading academics and practitioners.



Resources

A library of ready-to-use templates, guides, and tools covering essential management topics for charities.

Our Volunteers

Cranfield Trust volunteers are central to the Trust's work: they make our services possible by giving their time, skills and expertise freely to work with charities. Volunteers come to us from a wide variety of professional backgrounds: what they have in common is significant experience within their field and a desire to support charities and people in need.

Our Project Managers match volunteers and their skills to charities' needs. Wherever possible, we connect charities to skilled volunteers local to them enabling strong, long-lasting relationships. Remote working is providing us with great opportunities to meet charities' needs for support by drawing on our deep pool of talent and experience across our large national register.

On behalf of the Trust and the charities we serve, we are deeply grateful to our volunteers for their commitment and the time and expertise they give to charities.

Volunteer experiences:

We gathered insights from 128 of our volunteers

99% of volunteers surveyed said they would recommend volunteering with the Cranfield Trust to their friends or colleagues.

90% Over 90% of volunteers surveyed saw personal satisfaction as the main benefit of volunteering

83% of volunteers stay in touch with client charities after completing their Cranfield Trust assignments

55% said it increased their understanding of the sector

25% said it increased their skills / they gained new skills

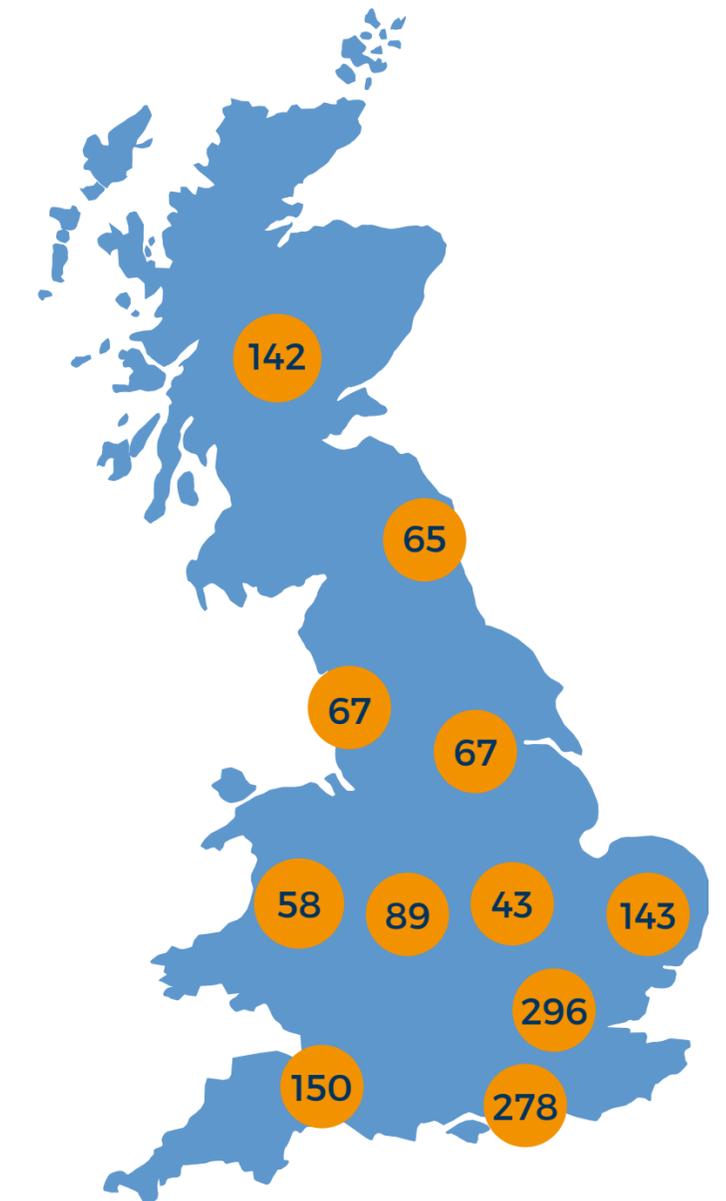
1398 volunteers across England, Scotland and Wales

113 volunteers joined Cranfield Trust in 2020-21

About our Volunteers



Where our Volunteers are based



Our Year at a Glance

447 We started 447 Management Consultancy and Mentoring assignments with welfare charities in the year



Our Net Promoter Score was

79



We are a fundraising charity, our work is made possible by generous donors and funders



Our national network of

1,398

volunteers shared

16,158

hours of their time to help build

successful charities



26

people attended our

mentor training programme

and we held **9** mentor reflective sessions



98%

of charity leaders said their learning progressed as a result of a management consultancy project with us



We supported over **3,666** charities across all our services



965

charity delegates attended our live webinars and over

500

more watched our webinar recordings



the market value of our services was over

£2.3 million



100%

of the charities we worked with would recommend us

Where We Work

447

We started 447 new consultancy and mentoring assignments in the year 2020-21. These are the numbers shown on the map.

734

In total we had 734 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 project and identifying the best volunteer to carry it out successfully. Our staff team stay close to each assignment, providing any support needed as volunteer and charity client work together.

CONWY CONNECT (WALES)

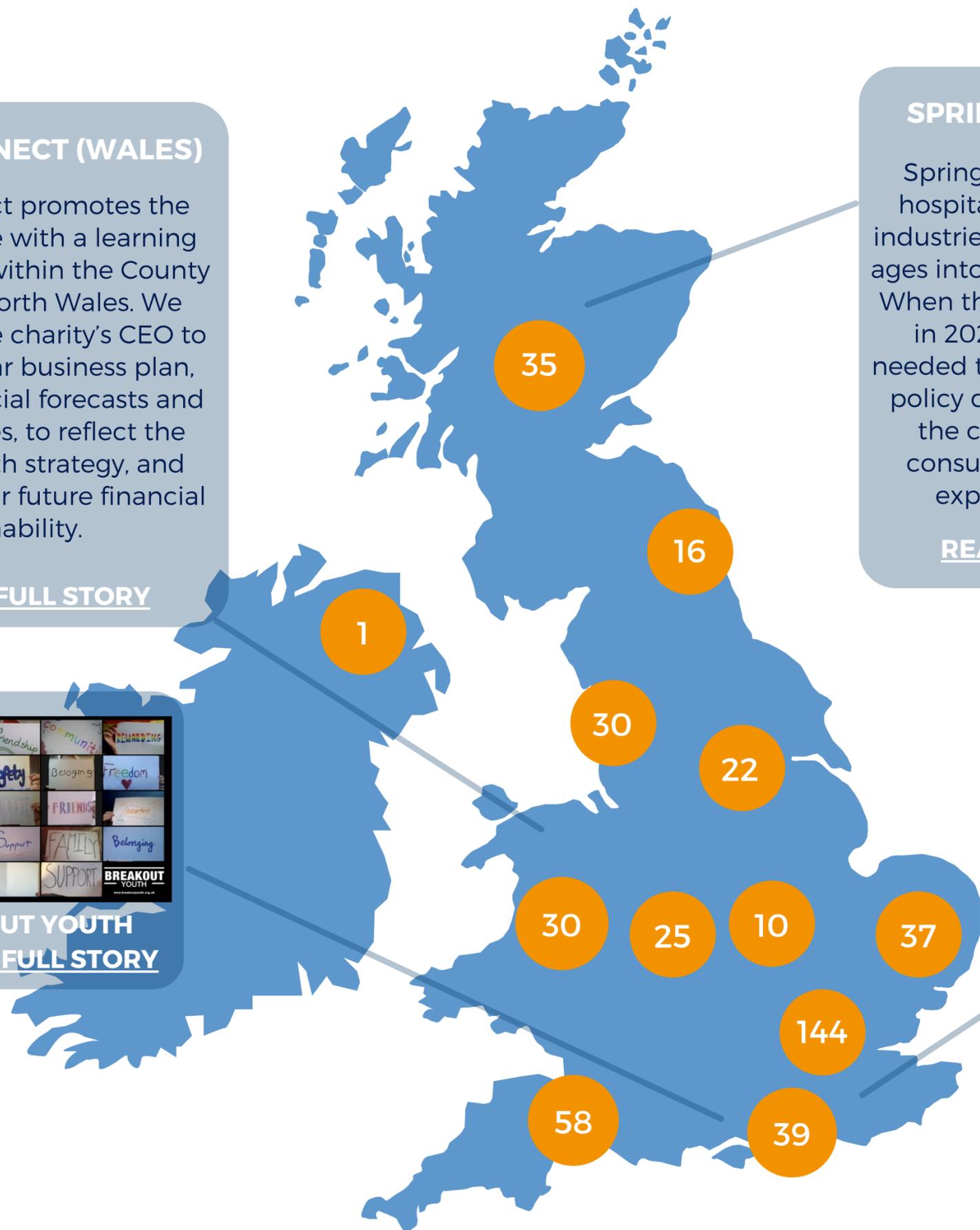
Conwy Connect promotes the rights of people with a learning disability living within the County of Conwy in North Wales. We worked with the charity’s CEO to develop a 3-year business plan, including financial forecasts and other measures, to reflect the charity’s growth strategy, and help ensure their future financial sustainability.

[READ THE FULL STORY](#)



BREAKOUT YOUTH

[READ THE FULL STORY](#)



SPRINGBOARD CHARITY

Springboard works within the hospitality, leisure and tourism industries, supporting people of all ages into sustainable employment. When the Covid pandemic struck in 2020, the charity urgently needed to review and update their policy documents. We matched the charity with a volunteer consultant with the skills and experience they needed.

[READ THE FULL STORY](#)



WORLD BOOK DAY

[READ THE FULL STORY](#)

Management Consultancy

Pro bono management consultancy is Cranfield Trust's longest running service for charities. We have over 30 years' experience of providing bespoke consultancy to welfare charities, delivered by volunteer consultants who work alongside charity leaders and managers, sharing their experience to help tackle a range of challenges.

The predominant client group for our consultancy are smaller charities with income under £500K, which made up 67% of our client base in the year. These organisations may have their own staff but are not large enough to have many of the support functions that larger organisations would have in house (e.g. HR, strong finance functions). We saw a slight movement towards smaller charities during the year: 84% of clients had income under £1m, up from 80% in previous years.

This year, projects covered the same management areas as previous years: 54% of our projects focused on strategic and business planning, which is consistently our largest area of work. It is encouraging that, in such an uncertain and challenging environment, charities are working hard to plan ahead and set their own agenda.

We started new assignments with charities addressing a wide range of welfare issues. Our top ten client causal areas were:

- | | |
|--|------------------------------|
| 1. Education | 6. Carers |
| 2. Multi-activity community organisations | 7. Children and young people |
| 3. Mental health | 8. Older people |
| 4. Disability | 9. Housing and homelessness |
| 5. Recreation (including sport, arts and culture for disadvantaged groups) | 10. Health |

- 4778** In the year 2020-21 we reached 4778 charity assignments started since our founding in 1989
- 315** new Management Consultancy assignments started in the year 2020-21
- 100%** of charities we worked with would recommend us to others
- 98%** of charities said that the learning experienced through their projects was excellent (51%), very good (29%) or good (18%)
- 98%** of charity leaders were very satisfied (82%) or satisfied (16%) with their project support

Top five Management Consultancy topic areas:

1. Strategic & Business Planning
2. People
3. Governance
4. Finance
5. Marketing & Communications

"Working with our Cranfield Consultant helped us to focus on being realistic with what we can achieve for our beneficiaries within the time and resources available."
- Chief Executive, charity working with families and children

FIND OUT MORE ABOUT MANAGEMENT CONSULTANCY



CLICK TO PLAY

Management Consultancy Case Study: Streamlining Logistics for Legs4Africa

Legs4Africa is a charity based in Bristol that gets thousands of people back on their feet in sub-Saharan Africa through recycling prosthetic legs and improving services for amputees.

Legs4Africa came to Cranfield Trust for help in developing an action plan to improve their distribution processes.

Legs4Africa

How we helped

We matched Legs4Africa with a volunteer consultant, Steve Whitlock, who had the skills and experience the charity needed to improve their distribution process.

"I mainly see what Legs4Africa do as a logistical problem, moving legs and components across the globe between the hands of passionate people and organisations that want to make a difference. My knowledge of international logistics is limited and we believe there is potential for a more fluid process... If we can demonstrate that we have seamless logistics we can likely attract more limb fitting centres globally to donate their returned legs to us."

- Tom Williams, Legs4Africa Director



method, increasing their recycling and resilience capacity, and ensuring more people with limb loss in Africa can walk again.

How we made a difference

Working with Cranfield Trust has meant Legs4Africa have been able to introduce a sustainable and systematic distribution



"I really enjoyed working with the Legs4Africa team, who after being challenged about what they were doing, what was potentially possible and having developed options together, would consistently take ideas to the next level. It was a pleasure to work with such a proactive team."

- Steve Whitlock, Cranfield Trust Volunteer Consultant

Continued Support

After we helped improve logistical processes, we continued to work with Legs4Africa to provide strategic mentoring to one of their senior leadership team, helped with a further project and offered 'On Call' telephone advice to help them overcome an immediate challenge they faced.

Measuring Management Consultancy Impact: Journey to Excellence©

In 2020, the Trust introduced 'Journey to Excellence' (J2E)©, a new impact framework developed over a number of years to be used alongside our consultancy support. Designed for charities, J2E© helps to identify organisation development needs at the start and end of each project, using key questions to guide assessment across four core areas of organisation development: Leadership & Strategic Direction; People Management; Financial Management & Sustainability; and, Performance & Impact. The J2E© framework provides structure for our pre- and post project meetings with charity clients, framing conversations about how we can best support their needs, and discussions about further development. J2E© also helps Cranfield Trust to monitor and evidence the impact and quality of our consultancy support.

We developed J2E© to allow us to explore the full impact of our consultancy projects on organisations and to analyse data and generate comparisons between different types of charity, by field of work, location, size, or other characteristics. 2020-21 was our first full year of using J2E©. We collected 99 full data sets from consultancy projects completed in the year. As we gather more data, we will be able to explore a larger dataset by sub-sector, organisation size, location and other characteristics and share insights into typical 'organisation journeys', strengths and development needs for charities.

We received excellent feedback on J2E© from charities during 2020-21. They reported that it is a valuable tool for reviewing their management strengths, prioritising development needs, and evaluating the impact of their support from Cranfield Trust.

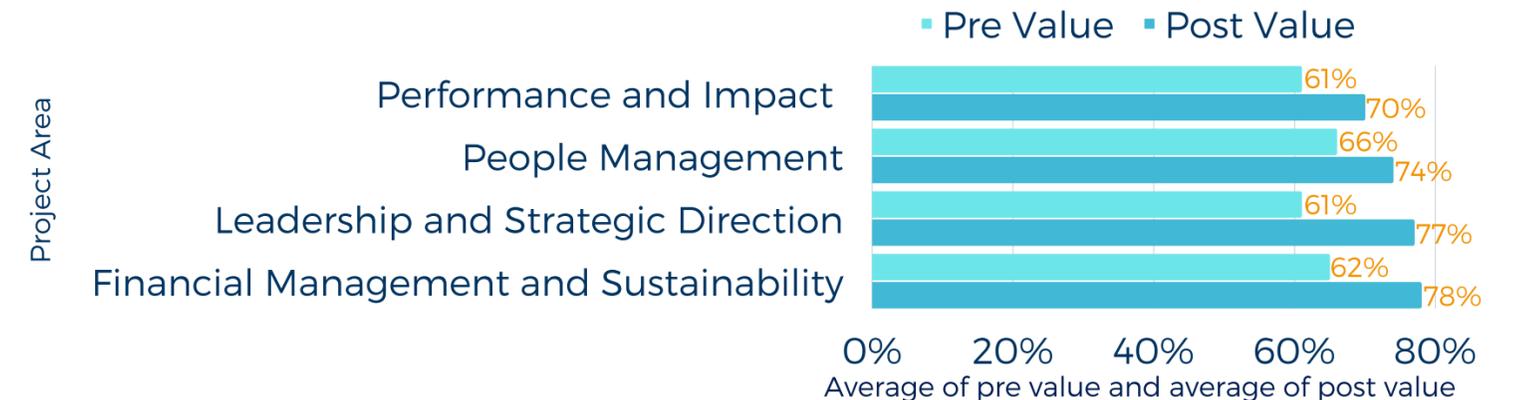
- 99** J2E© Consultancy assessed projects were completed in the year to 30 September 2021
- 18%** On average, the charities moved 18% closer to Excellence in their main project area
- 8** Average project duration (months)
- 24** Longest project duration (months)
- 72%** of our projects were in the Leadership and Strategic Direction project area

For all 99 charities that completed projects in the year, measured with J2E©, the 'average' values are as follows:

Impact of project, in main project area:



Impact of project, across all four areas, regardless of area of project:



Journey to Excellence©: Capturing data for individual charities

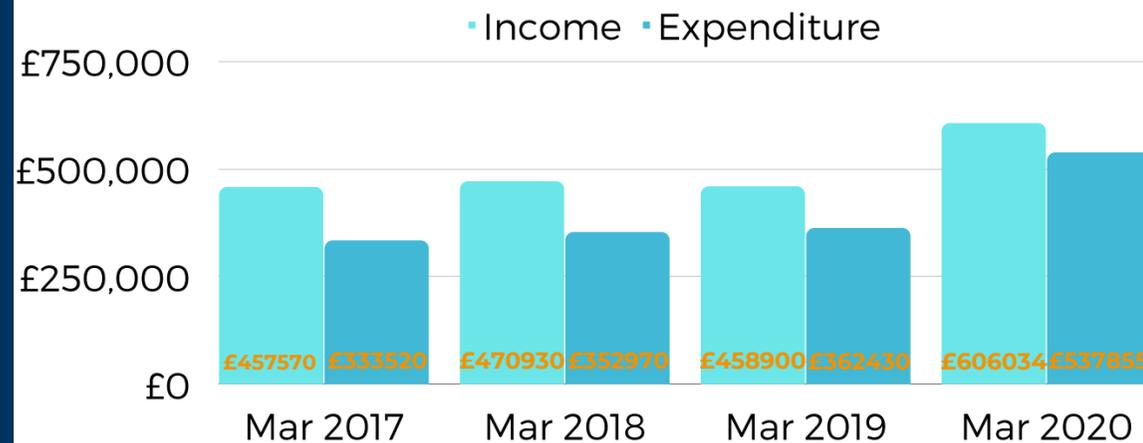
12-month post project feedback: The Upper Room – a charity client moving along their J2E©

The Upper Room: 12-month post project feedback

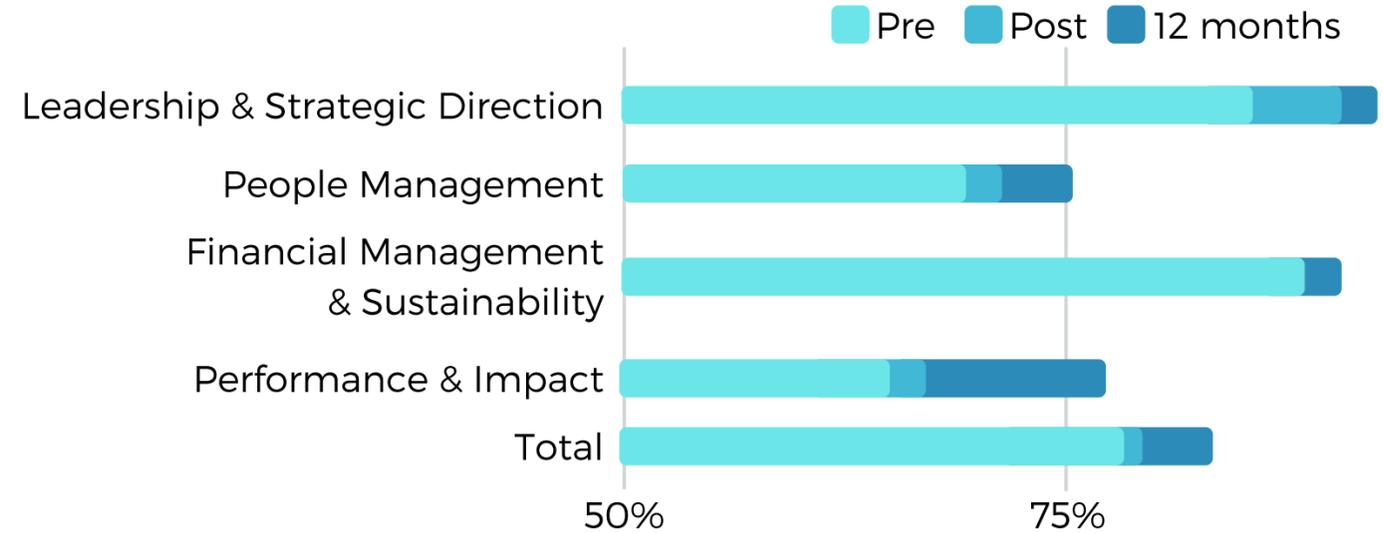
Project Deliverables: Feasibility study for the national roll out (franchising) of the award-winning UR4Driving project which helps ex-offenders avoid re-offending by enabling them to gain a driving licence, dramatically improving their self-confidence and employment chances.

Outcomes Plan in place for rollout: “Working with Phil (volunteer) has been a great experience. He encouraged and challenged us to “think big” whilst making sure we considered all the practical aspects that had to be put in place so that we were fully prepared to take this next step towards a wider roll-out of UR4Driving. I feel confident we can move forward with a robust plan in place.”

Outcomes First franchised project ready to launch: “We are now on track to set up our first satellite UR4Driving project in November 2021. This will serve as a pilot for further rollout in Year 2. We would not have been able to achieve this without the support of the Cranfield Trust.”



Journey to Excellence© results: development



Follow-on project - Fundraising Strategy: “With the economic landscape changing, we wanted to explore ways to diversify funding and reduce our dependence on Trusts & Foundations. Andrew (volunteer) was a joy to work with and his expert guidance has given us the confidence to launch new fundraising initiatives”

Cranfield Trust “experience”: “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.”

Outcomes - People: “We are delighted that Phil has joined our Trustee Board - his skills complement others and he continues to act as my mentor. I in turn am very pleased to be able to give something back to the Trust by becoming a Cranfield Trust mentor” - Nicky Flynn - CEO

Organisation Support: On Call

Sometimes charities have challenges that need talking over, rather than a full consultancy project. Our Project Managers and staff team provide a lot of advice by phone or email, but we wanted to formalise this. In 2019, we began offering a telephone advice service - Cranfield Trust 'On Call'. The service has since developed and our 'On Call' volunteers are available to offer advice on a wide range of different problems and questions, from financial management to governance. Most 'On Call' assignments involve one or two phone or Zoom conversations with email follow-up.

While the largest group of charities supported through 'On Call' is in the same income bracket - £100k-£500k - as the largest group for consultancy and mentoring, On Call does tend to support smaller charities. 87% of On Call clients have income under £500k (the equivalent figure for consultancy is 67%). We believe that On Call is particularly valuable to smaller and community-led organisations that need support with questions and challenges but may not require full consultancy projects.

"The session was informative, enjoyable and has given us the spur to action that we needed."
- **Chief Executive, charity working with farmers experiencing difficulties**

- 57** calls taken as part of our On Call service
- 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 charity contacts

Most common topics of On Call calls were in these areas:

1. Governance

2. Recruitment

3. Finance

4. Planning ahead

5. Facilitating meetings

6. Accounts

"All support provided by the Cranfield Trust has been outstanding and I have benefitted greatly from it."
- **Chief Executive, charity supporting local visually impaired people**

Organisation Support: HRNet

HRNet, Cranfield Trust's longstanding HR advice service, closed in August 2021.

We took the decision to close HRNet because our current strategy is to focus on providing services which develop charities' own skills and capabilities, rather than providing specialist advice.

Furthermore, although HRNet membership had grown over the past three years and the number of questions raised had increased, HRNet had been providing fewer direct answers to questions as more charities were asking for template documents or for more extended support than HRNet could offer. We could not provide a simple answer to many of the questions being raised and we would often refer charities for our own consultancy or to other organisations for support.

We are proud of everything that HRNet achieved over 18 years. This included providing excellent advice and guidance to thousands of charities on very challenging HR situations. We know the value of this advice was substantial for many charities and we are grateful to all volunteers and staff who supported HRNet over the years.

**"Thank you for the information and the links you sent me – I had some of them already but it was complicated to bring it all together so I'm glad that I asked HRNet. Your advice has joined the dots for me – thank you."
- Chief Executive, disability sport charity**

2,221 members of HRNet in the year 2020-21

138 questions asked by charity members in the year 2020-21

Most Common HRNet Question Topics of 2020-21

1. Contracts
2. Pay
3. Sick leave / sick pay
4. Leave / unpaid leave
5. Recruitment

**"Thank you for your advice, it was helpful and much appreciated. We're meeting our staff member to chat and now have a good way to hold the conversation."
- Chief Executive, charitable foundation**

Leader Support: Mentoring

One of the most significant changes to our work in 2020-21 has been the increased demand for leadership support, which began during the previous year at the outset of the pandemic. We had made a substantial commitment to mentoring in 2019 and were well placed to support more charity leaders with volunteer mentors when lockdown started. Mentoring enables leaders to discuss a range of issues, rather than focusing on a consultancy project.

- 132** We started 132 new Mentoring assignments in the year 2020-21
- 26** people attended our mentor training programme in the year 2020-21
- 9** mentor reflective sessions held in the year 2020-21



Our mentoring clients are similar in size to our consultancy clients, with the largest number in the £100k-£500k income range. Our mentoring work demonstrates a slight trend towards larger charities: possibly because as well as mentoring Chief Executives of smaller charities, we frequently provide mentors to emerging leaders in larger organisations. 47% of our mentoring clients come from organisations with income over £0.5m, as opposed to 34% of consultancy clients.

HEAR FROM CHARITIES WHO HAVE BENEFITED FROM OUR MENTORING SUPPORT



CLICK TO PLAY

“Thank you to the Cranfield Trust for providing group mentoring and 1:1 mentor support. This support has been invaluable, with support, guidance and an honest approach that I have been able to relate to day-to-day challenges. It has not only improved my role within the Charity but also my overall health and wellbeing.”

- Chief Executive, cancer support charity

Mentoring Testimonial: Tir Dewi

Tir Dewi was established in 2015 as a free helpline, listening and sign-posting service for farmers in West Wales. The charity offers confidential support to farmers and their families, who are experiencing a wide range of personal and professional difficulties.



I admit, I was a sceptic! Which is odd, as in my previous career as a headhunter for 17 years, I have recommended to dozens of senior executives that they would benefit from having a mentor relationship.

I'd found myself running a small, regional charity in West Wales. Tir Dewi was established in 2015 and, at the end of that year I was asked to take on the management of it. It is a charity supporting farmers and farming families with a wide range of issues with all support being provided by volunteers. For a couple of years, we grew at a quite gentle pace but then a decision was made to drive growth with the ultimate ambition of being able to provide support across the whole of Wales.

This brought with it a number of significant challenges including attracting funding, devising a new team structure, recruiting the staff, establishing regional operations and developing and managing them and, building Tir Dewi's infrastructure, which we hadn't previously needed. At the beginning of this process, Covid hit!

Despite this, in 12 months, Tir Dewi quadrupled its income, moved from 2 to 5 staff, grew from around 20 to 60 volunteers and is now providing support across almost the whole of Wales.

July 2021



I was managing just fine – or so I thought. I hadn't noticed the cracks appearing. Then Jayne (Cranfield Trust Project Manager, Wales) suggested that I try a mentoring project and introduced me to Alex (Cranfield Trust volunteer mentor).

Our introductory chat established the 'ground-rules', which included an agreement that we would be completely open and that nothing was 'off-limits'. This was, on reflection, critical to the process to come as it freed me up to talk about anything that was on my mind; I 'gave myself permission' to talk about stuff.

The process of meeting with Alex and talking through my challenges made me reflect on what was essential for me, or better delegated to others. On our most recent meeting, I looked back at my notes from the first session and where we were after 5 sessions over 5 months. The difference was astonishing. The team has clear roles. I seem to be doing less work but getting more done and the organisational structure of Tir Dewi is stronger than I had ever hoped for.

I'm not sure I would have got there without Alex, but I certainly wouldn't have got there so quickly, so effectively, and had such a good time along the way.

I would recommend anyone who is leading change to take the time to meet with a mentor with skills like his.

- Gareth Davies, CEO, Tir Dewi

Leader Support: Peer to Peer Exchange

We developed Peer to Peer Exchange in response to demand for peer support during lockdown. The service is valued by charity leaders as a safe and confidential platform to share their challenges and provide mutual support through dynamic dialogue. Peer to Peer Exchange provides time and space for reflection, discussion with others, and an opportunity from peers to learn what works well for them. Each group of five to eight leaders is facilitated by a Cranfield Trust volunteer. In the last year, we have trained a group of ten volunteers as facilitators, working with volunteer Dr Andy Bass of Bass Clusker Consulting. Having started in lockdown with groups of leaders from around the country, we worked with national and local groups in 2020-21.

"I learned that I can give myself permission to do things that might feel uncomfortable (for me or someone else) for the good of the charity, and to trust my instincts more."

- **Chief Executive, charity supporting people with sight loss and visual impairment**

"It has given me much more confidence and I learnt by hearing about the difficulties that others were experiencing and how they overcame them. I was able to transfer this to myself when I was experiencing something similar."

- **Chief Executive, charity supporting families with children with special educational needs**

"It's quite lonely as a Chief Exec in the middle of a pandemic so I wanted to be able to talk through challenges with people in similar position."

- **Chief Executive, charity supporting their local voluntary sector**

59 participants throughout the year in 9 groups

100% of users believed that participating was a useful investment of time

95% said that participating helped them respond from a fresh perspective

90% felt that taking part had 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

HEAR FROM CHARITIES WHO HAVE PARTICIPATED IN A PEER TO PEER EXCHANGE



CLICK TO PLAY

Open Access Support: Webinars

Moving from in-person workshops and masterclasses has increased the reach of our learning activities dramatically. Although delegate numbers peaked during initial lockdown in 2020, they remained high in our 2020-21 year. Webinars also serve as a good introduction to Cranfield Trust services and we receive a growing number of requests for support following webinars.

Our webinars are in two streams:

- Learning with Leaders, which provides insight and fresh thinking from academics and leading practitioners
- Essentials to Excellence, which covers a range of practical management topics

In 2020-21, we focused on Learning with Leaders, bringing seven experts to a voluntary sector audience. In the previous year, we had built up a library of Essentials to Excellence webinar recordings. These were well used in the year. We also delivered one live session on business planning, thanks to volunteer Stephen Cahill. We provided further webinars through our programmes of work with grant-making foundations.

We are extremely grateful to everyone who volunteered to present a webinar during the year.

VISIT OUR WEBINAR CHANNEL TO WATCH OUR ON DEMAND WEBINARS



CLICK TO VIEW

- 1433** charity delegates registered for our webinars in the year 2020-21
- 965** charity delegates attended live webinars
- 507** views of our on-demand webinars through our webinar channel

Learning with Leaders Webinars available on our webinar channel:

- 1.** Resilience Reimagined: Professor David Denyer
- 2.** Lean impact: Ann Mei Chang
- 3.** Leading heroes, not being the hero leader: Professor Kim Turnbull-James
- 4.** Positive about potential: effective diversity: Julian John Delsion
- 5.** How to present and Influence on Video Calls: Dominic Laurie
- 6.** Mentoring and Coaching for wellbeing and resilience: Dr Julie Haddock-Millar
- 7.** The Charity Digital Code of Practice: Zoe Amar

"Focused, engaging and really practical input with lots to take away - and all in a single hour."
- Trustee, voluntary organisation helping families and young children

Open Access Support: Information Resources

Our open access online resource library aims to support charity leaders with the information they need to make well-informed decisions and exercise their leadership effectively. Thanks to the hard work of our volunteers, we offer a range of useful articles, case studies and tools organised around key management topics, including leadership and strategic direction, people management, financial sustainability, and performance and impact. We also feature blogs and on demand webinars with insights, practical tips and best practice guidance from leading academics and practitioners on topics including strategy, business planning, marketing, finance and HR.

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

Top 5 resources downloaded from our website in the year 2020-21:

1. Key questions to ask when developing your charity's business plan
2. Outline structure for a 3 year business plan
3. Worksheet: 7 finance questions every trustee should ask
4. Key questions to ask when developing your charity's business plan
5. 6 ways to improve your charity's fundraising

3,222 our resources area on our website was viewed over 3,200 times

1,248 1,248 people accessed our open access resources on our website

“I’ve had a look at your website which is a mine of fabulous information and links. I’ve been asked to give a new Trustee at another charity in the welfare sector some advice on governance and I will be directing her straight to your site.”
- Trustee, charity focused on safety at sea

Top 5 blogs read on our website:

1. 7 Finance questions every charity trustee should ask
2. Using the circle of influence to support resilience
3. 6 steps to reworking your charity's strategy in the new normal
4. 10 ways to improve your charity's reporting and why it matters
5. One Year On: Leading and Managing through Change

Our Supporters

As an independent charity, we fundraise to meet all of our funding and expenditure needs. We are deeply grateful to all those who have made our work possible in 2020-21 through donations, grant-making, partnerships, and 'in kind' support and services.

We would like to thank those individuals and organisations whose donations and core funding fully enables Cranfield Trust to support any charity that approaches us and invest in our organisation and development. In 2020-21, we were grateful for support from **The Princess Anne's Charities Trust, The Robert and Rosie Wright Charity, Pears Foundation, Porticus, Tudor Trust, Dulverton Trust, John Ellerman Foundation, The Rank Foundation, Paul Hamlyn Foundation, The Four Acre Trust, Beatrice Laing Trust, The Betsy Foundation** and **many generous individual supporters**.

We are grateful to those organisations that have funded the provision of our work and services in geographically defined areas of England and Wales: **Garfield Weston Foundation, National Lottery Community Fund for Wales, Sir James Knott Trust, Gale Family Trust** and **Salford CVS**.

We are proud and grateful to work in partnership with a large number of organisations to deliver services and programmes of work for their grantees and communities. Please see Page 18 for a comprehensive list of our 2020-21 programme partners.

Cranfield Trust was the very grateful recipient of 'in kind' support provided by corporate supporters in 2020-21:



Capco, a global management and technology consultancy, is supporting Cranfield Trust to process and analyse our project data, enabling better use of our systems to identify insights about our services and their impact on our charity clients. During 2020-21, Capco's support has included working with Cranfield Trust staff to better identify data and insight needs across the business, a 'hackathon' event, developing 'dashboards' for use by staff, and support for capture, processing and analysis of data as part of our work on Journey to Excellence©.

Affinity, a brand agency, is providing strategic brand and communications consultancy for Cranfield Trust. In 2020-21, Affinity has supported Cranfield Trust with design and delivery of a brand audit, development of brand strategy, and initial exploration of brand identity.

Salesforce.com provides a customer relationship management platform that Cranfield Trust uses to underpin its operations and activities. During 2020-21, the Trust has benefitted from in-kind support through licences for the Salesforce.com software and consultancy.

Our Partners and Programmes

Alongside the support we provide directly to individual charities, Cranfield Trust works in partnership with funders to deliver programmes of capacity building and development support. In 2020-21, we provided programmes of work that addressed charities' needs and funders' strategic objectives. Our partnerships and programmes included:

- **Barnwood Trust** – Cranfield Trust is providing consultancy projects for Barnwood Trust's strategic partner organisations and mentoring support for emerging leaders identified by Barnwood Trust.
- **'Strive' with City Bridge Trust** - In its fifth year, Strive supports 50 City Bridge Trust grantees a year with individually tailored consultancy or mentoring support.
- **'Thrive' with Essex Community Foundation** – Thrive supports 10 Essex charities with consultancy or mentoring and group workshops as part of a structured programme of leadership development over 12 months. We completed our first programme and started our second in our 2020-21 year.
- **Gannochy Trust** – Cranfield Trust provided six consultancy projects for grantee charities in the 2020-21 year.
- **'Invest' with Gloucestershire Community Foundation & The Honourable Company of Gloucestershire** - 13 Gloucestershire charity leaders worked with Cranfield Trust mentors and participated in two Peer to Peer Exchanges to build relationships and provide mutual support.
- **'Building Effectiveness' with Hertfordshire Community Foundation** - we delivered our fourth programme in this partnership, supporting nine charities in the county with consultancy projects and a structured series of leadership development workshops, supported by a former High Sheriff of Hertfordshire.
- **Mercers' Company** - we worked closely with the Mercers' Company to support grantees in their Early Years and Transitions programmes, providing consultancy, mentoring and webinars to support learning.
- **The Skills Collaborative with Oak Foundation** – In partnership with Pro Bono Economics and Pilotlight, Cranfield Trust is working to provide capacity building services for grantees, all of whom are charities working to address housing and homelessness issues.
- **The Triangle Trust 1949 Fund** – in 2021, Cranfield Trust provided consultancy and mentoring for a number of grantee charities supporting Carers or Ex-offenders.
- **The Bridge Programme with City Bridge Trust:** In addition to programmes of support in which we deliver our own services to support charities, we worked with City Bridge Trust to connect grantee charities to support from voluntary sector and commercial providers.

In addition to the organisations listed above, we would also like to thank **Lloyds Bank Foundation, The Robertson Trust, The Community Foundation for Surrey, BBC Children In Need, Wessex Community Action, Age UK** and **Place2Be**.

Future Plans

We are excited about the development of our services and the success of the work, which is delivered by our volunteers and supported by our generous donors and funders. There is growing demand for our services and we have reviewed our strategy to 2025.

Our plan is to:

Continue to deepen and enhance our practice in our established services, consultancy and mentoring. As well as responding to the needs of individual charities, we will seek to have most impact by:

- Developing regions, addressing cold spots
- Supporting relevant sub-sectors or themes
- Ensuring that we support a diverse range of people and organisations.

Embed our newer services, developed during lockdown (peer to peer exchanges, telephone / immediate advice service). We will extend our peer to peer support and train further volunteers to act as group facilitators. In our telephone/ immediate advice:

- We will focus on small and community-focussed organisations;
- We will help small charities and community organisations to be 'project ready' – prepared for further, more transformational support;
- We will deliver advice in tandem with signposting to our resource and learning materials.

Invest in open access services (information, webinars), particularly by exploring the opportunity to develop a 'charity management essentials' learning programme in partnership with an academic institution:

- We will carry out a feasibility study with a view to offering interactive, accredited management courses geared to established leaders filling knowledge gaps or acquiring new tools, or emerging leaders developing their management capability;
- We will continue to offer our own 'Learning with Leaders' webinars to bring fresh thinking and different perspectives from academics and leading practitioners.

Develop our use of data and knowledge to share information and insight widely across the voluntary sector. We will further develop the Trust's website information and guidance resources.

Invest in our people, technology and communications, building our team and our capabilities, enabling us to maximise the value of the time, expertise and funding that our volunteers generously give us, and the support of our valued donors and funders.

We believe in building successful charities

Cranfield Trust is the leading provider for pro bono management support for charities in the UK. We have a network of highly skilled volunteers who help charities succeed and flourish by giving their time, skills and expertise to provide strategic and operational business advice and leadership support. Through our work we empower charity leaders to do more good and make the greatest difference possible to society and the millions of people who rely on the services of charities every year.

We would like to thank all our volunteers, donors, funders, corporate partners and other supporters for everything they do to support our work and help to build successful charities.

To help us continue our work, make a donation, volunteer or learn more about what we do, visit www.cranfieldtrust.org

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