

CASE STUDY

Working with Cranfield Trust has enabled Springboard UK to formalise their policies and procedures to support their funding applications, ensuring their vital work with people working in the hospitality, leisure and tourism industry can continue.



SPRINGBOARD CHARITY BACKGROUND

Established in 1990, Springboard was the first and only dedicated hospitality, leisure and tourism sector charity operating throughout the UK. By supporting and helping people of all ages into sustainable employment, the organisation aims to alleviate poverty and overcome multiple, complex barriers within society. However, the COVID pandemic has had a particularly devastating impact on the sector.



THE NEED

As Director of Operation, Kelly Johnstone explained: “We had to suspend all face to face activities across all our locations from March 2020, while the industry we support had to suspend all operations too, severely impacting our ability to service ongoing funded contracts and carry out many planned fundraising activities and events. Within a 24hr period much of our cash flow disappeared (like many organisations across the globe at this time).

As well as having to furlough many of our team across the UK,

we had to adapt very quickly to provide ongoing support for nearly 2000 programme participants during this uncertain time and quickly mobilised an online/telephone 1:1 & group programme of support. However, we urgently needed to submit many funding applications to support our work when the industry starts coming back after this crisis, as now more than ever they will need Springboard services and we know we will have a wider pool of programme participants to support as hospitality, leisure and tourism businesses are predicting large job losses.





HOW WE HELPED

Following a referral from the Robertson Trust, Scotland Project Manager, Gillian Bell, worked with Kelly and identified that many prospective funders were wanting to see the organisation's policies and procedures. Although Springboard UK had a suite of various embedded policies, they urgently required these to be reviewed, assessed and potentially updated, which was providing particularly challenging with a smaller staff team than normal due to the pandemic. Gillian was able to match Kelly with Cranfield Trust volunteer Bert Paterson, who has a financial background and is himself trustee of an Edinburgh charity, so has experience of charity policies, risk registers etc.

Bert was able to bring this expertise to the project, saying:

"Working on this project underlined the importance of ensuring that a well-structured and complete policy set is the glue that binds governance, compliance, strategy and business processes together and leads to a well-run organisation. During the project I worked closely with Michele McCreary and Janet Butterworth from the Springboard team; their knowledge of the business and enthusiasm ensured that we constructed a pragmatic and easily managed set of policies."

OUTCOME AND IMPACT

Kelly was delighted with the support, saying:

"Our experience of working with Bert Paterson from Cranfield Trust has been incredibly positive. Having access to this additional resource relieved some of the negative pressures that resulted from Covid-19. Being a charity intrinsically linked to the Hospitality and Tourism sectors, we were doubly impacted. Having the benefit of an external review and support with the revision of policy and procedures was of great use to the staff team and the charity as a whole."

We are grateful, through him, to Volunteer Edinburgh who shared policies that they had recently amended and we were then more easily able to adapt to fit our purpose. There has been a considerable effort from Bert to support us across a range of issues over the last number of months and we are incredibly grateful for his guidance and support. This has been a very valuable resource for the charity."

At such a critical time for the industry, Cranfield Trust is delighted to have been able to help and to ensure that Springboard Charity UK is in a stronger position to face the challenges ahead.

Would you like to learn more about our services?

Cranfield Trust offer a range of free and pro bono business support for the voluntary sector. To find out more, visit www.cranfieldtrust.org or call our friendly team for an informal chat on 01794 830338.