



Local infrastructure organisations: building resilience

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What do we mean by ‘resilience’?

*“Improved ability to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to **survive** and **prosper**”*

(Cranfield University, 2017)

Resilience building blocks

- Clear **mission** and strong **strategic planning**
- Financial **sustainability**
- **People** and **culture** that meet the needs of the organisation
- Effective **leadership**
- Operations **fit for purpose**

Mission: setting priorities

Charitable objects: what **must** you do?

Capacity building, supporting fundraising, convening and co-ordinating local organisations, fostering efficient use of charitable resources

You and your co-trustees must make sure that everything your charity does helps (or is intended to help) to achieve the purposes for which it is set up, and no other purpose.

This means you should:

- ensure you understand the charity's purposes as set out in its governing document
- plan what your charity will do, and what you want it to achieve
- be able to explain how all of the charity's activities are intended to further or support its purposes
- understand how the charity benefits the public by carrying out its purposes

Charity Governance Code

1. Organisational purpose

2. Leadership

3. Integrity

4. Decision making, risk and control

5. Board effectiveness

6. Equality, diversity and inclusion

7. Openness and accountability

Strategic Plan

- Do you have a **plan in place**?
- How **far ahead** are you planning?
- **Process** is as important as the plan
- Changing **environment**, changing **organisation**
- **Scenario** planning
- What's the next **'what if'**?



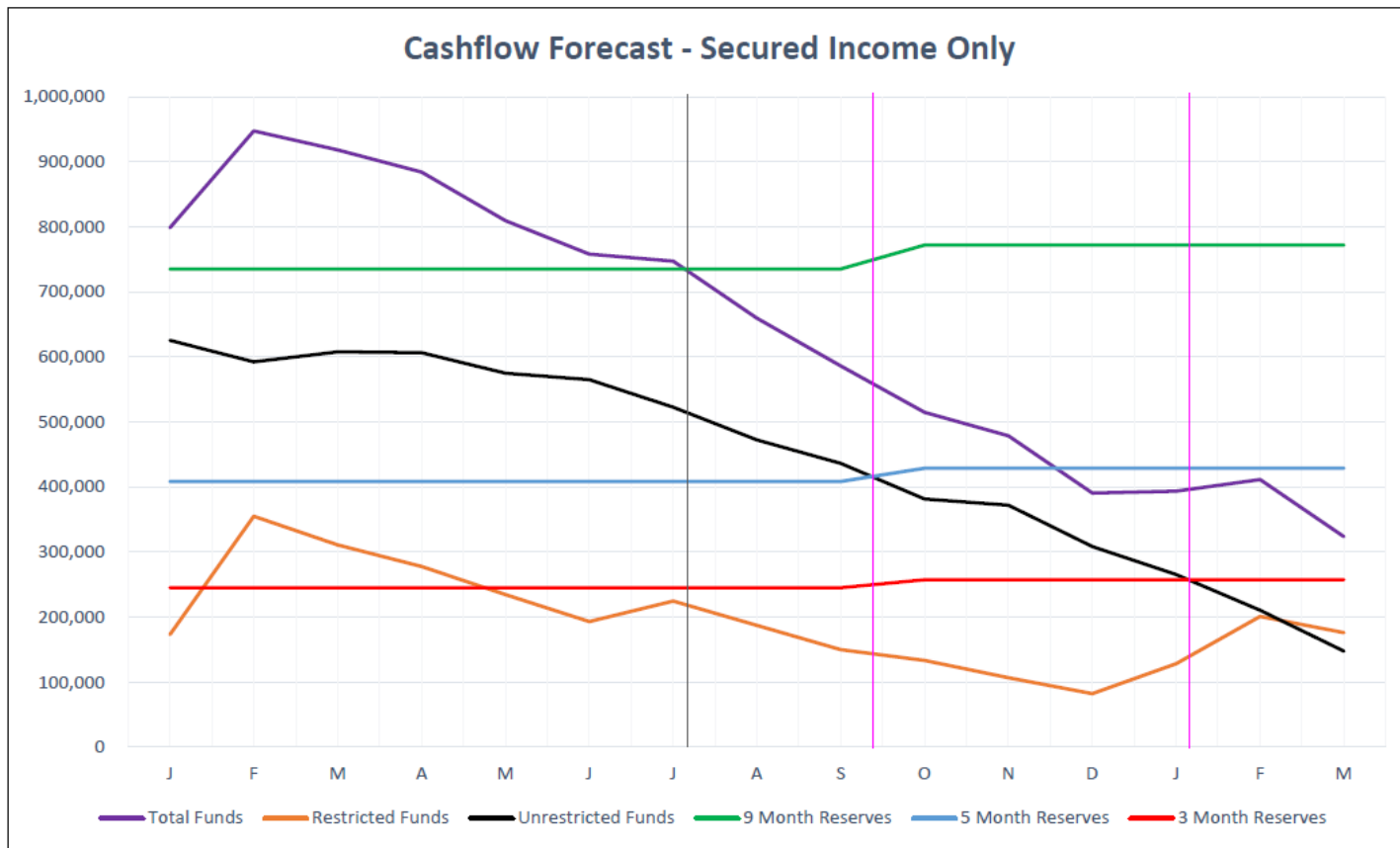
'...Every business is successful until it's not.
What's amazing is how often top management
is surprised when 'not' happens...'

Hamel & Välikangas

Forecasting is vital

Secured income forecast is base for different income scenarios

What's your Plan B?



Fundraising Pipeline

1-10 Probability basis (1 = unverified prospect, 10 = funds banked)

8-10 = secured income

Cashflow forecast based on secured funds only

Example: halfway through financial year, 76% of budget already secured

£238k to raise to meet budget target

Current unsecured pipeline value (quantified prospects rated 4-7) is £306k.

Average conversion ratio in the current financial year is 74% (higher for renewals, lower for new funders)

Pipeline value = £233k: pipeline too small

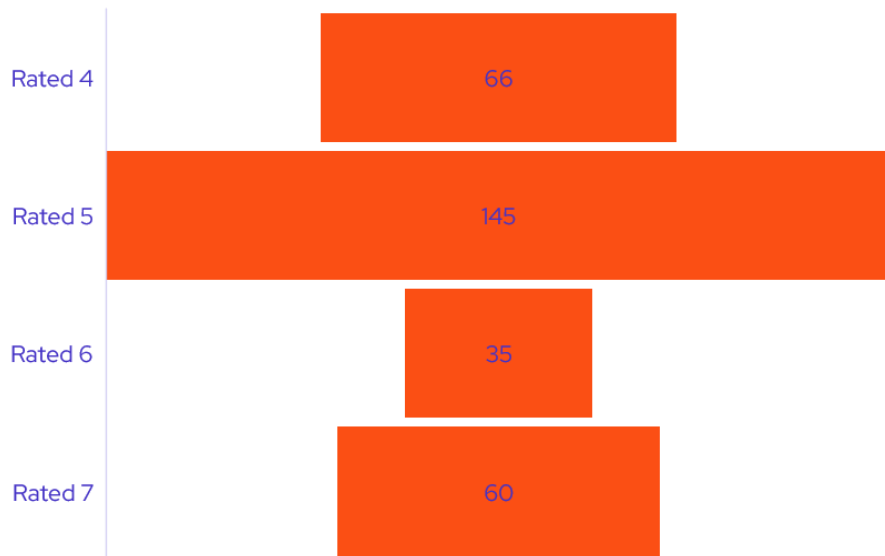
Unsecured pipeline

Prospects rated 4-7

Decisions expected before Sept

Figures in £'000

Total pipeline value: £306k

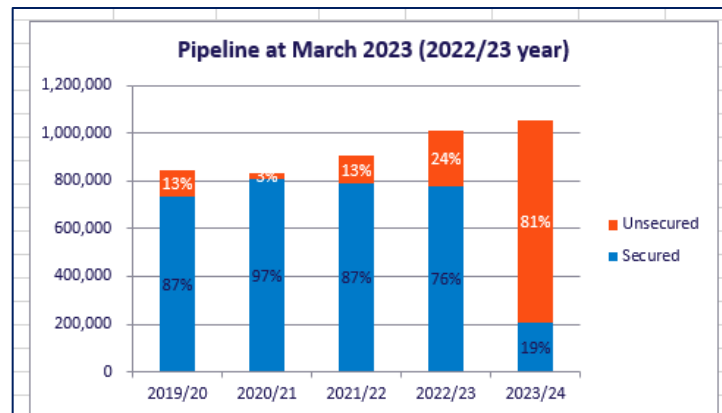


Fundraising Performance

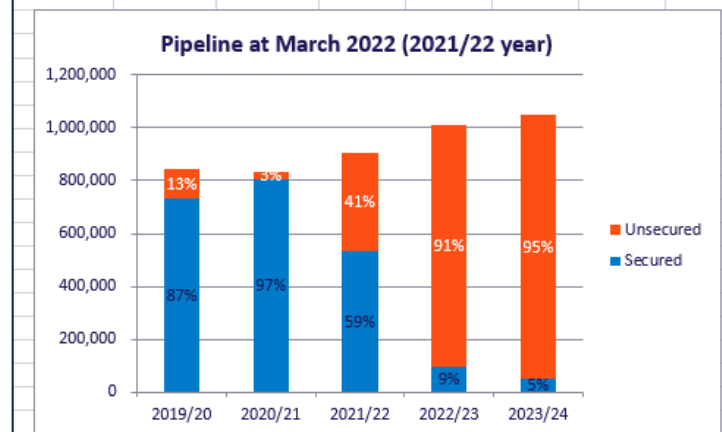
Targets and pipeline: by year end, we aim to have achieved our income budget, and to have secured 40% of the following year's budget requirement.

Year on year comparisons: at the time of charts, we had raised 19% of next year's draft budget requirement, compared to 9% at end of March 2022.

Percentage of current year funding secured	Secured	Budget	%
At March 2023	774,601	1,012,551	76%
At March 2022	534,611	903,530	59%
Percentage of next year funding secured			
At March 2023	205,000	1,052,013	19%
At March 2022	95,000	1,012,551	9%



Note: At March 2023, 2023/24 is next year



Note: At March 2022, 2022/23 is next year

Understanding costs

- Are all services/contracts covering their costs?
- Full cost recovery?
- Cost allocation – especially management costs
- Confident unit costs

People, organisation, culture: **change**

- **Organisation** resilience = **people** resilience
- **Effective** leadership: future focus, time, priorities, people
- Operations **fit for purpose**: processes, skills, resourcing

‘Culture eats strategy for breakfast’

Working together, meeting needs

- Services, not organisations
- Potential partners: service user focus
- Align processes? Partnership? Collaboration? Merger?

Sources of **support**

- **Management** support: Cranfield Trust, Reach
 - **Legal** advice: LawWorks, TrustLaw
 - **HR/people** advice: ACAS, RootsHR, NCVO
 - **Trustee training** (online): ICAEW
 - **Trustee recruitment**: Reach, Trustees Unlimited, ICAEW, Hon Treasurers' Forum, Women on Boards
 - **Data/impact**: DatakindUK, Pro Bono Economics
- ... there are many more free/low cost services

Get started ...

Resilience

<https://www.gotostage.com/channel/546a606c53a1459f81013a1f9c14d198/recording/f5d4f54029c24eef858c048655d0f3b8/watch?source=CHANNEL>

Financial/cashflow forecasting

<https://www.gotostage.com/channel/546a606c53a1459f81013a1f9c14d198/recording/b040b689ed104ef2a30330013226e444/watch?source=CHANNEL>

<https://www.cranfieldtrust.org/articles/67-controlling-cashflow-at-a-time-of-economic-uncertainty-ideas-for-charities>

Business planning

<https://www.cranfieldtrust.org/resources/charity-strategy-and-business-planning>

<https://www.gotostage.com/channel/546a606c53a1459f81013a1f9c14d198/recording/cc5f17f3aa244604bbef21da8e52afad/watch?source=CHANNEL>

“The difficulty lies not so much in developing new ideas as in escaping old ones”

John Maynard Keynes