



THE RANK FOUNDATION'S

# Time to Shine

LEADERSHIP PROGRAMME



# Time to Shine

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Time to Shine (T2S) is a leadership programme created by The Rank Foundation in 2010. The programme evolved in response to the increasing demands within the social sector to improve the range of business capability skills and, following the recession in 2008, to address the wide-spread challenge of under-employment experienced by many people.

To date, more than 300 Time to Shine Leaders have worked in over 200 charities and social enterprises across the U.K. The programme's distinctive culture incorporates a range of personal and professional development activities for the Time to Shine leader, their line manager and in turn, the whole organisation.

The programme has 3 main aims:

1

To address organisational development needs within a social enterprise or charity.

2

To enable a Time to Shine Leader with the right skills mix, talent and work ethic, who is currently under-employed, to experience a 12-month full-time paid position within a supportive social sector work environment.

3

To provide an opportunity for talented people to consider the social sector as a career of first choice.



Building on funding partnerships over the past 5 years, at the beginning of 2020 Rank entered a three-year partnership with **The National Lottery Community Fund** and welcomed a record number of 54 Time to Shine Leaders recruited by 54 different organisations.

The partnership enabled the programme to roll out across the UK, increasing the number of individuals and organisations eligible for the programme and allowing it to be better tailored to specific operational and business development challenges faced by small and medium-sized charities.

# The Programme

Organisations apply for the programme via a short online application form, subject to the following criteria:

## Criteria:

- 1 A discrete, clearly identified organisational development need that will help to sustain or transform the charity or social enterprise.
- 2 Recruitment of the Time to Shine Leader that best fits the criteria of the post, designed by the charity or social enterprise.
- 3 Capacity to provide a dedicated line manager that is committed to the programme.
- 4 Full participation in the Time to Shine Leadership programme by both the Time to Shine Leader and the organisation.



The Time to Shine programme offers meaningful experience which enhances the leader's employability and skills whilst the participating organisation benefits from a new and motivated member of staff, bringing fresh skills and perspectives to the organisation's work. The Time to Shine Leader's role does not replace a core function but often offers the opportunity to test new areas of work that may lead to a permanent post (from other funding) or new ways of working.

The programme is based on a **LEADERS** framework which provides a structured way for emerging leaders to evaluate their own development and progress. Rank uses pre, mid and post programme self- assessment questionnaires in order to evaluate and articulate the distance travelled by each of the Time to Shine Leaders.

**L**eadership  
**E**ntrepreneurial  
**A**spiration  
**D**iscipline  
**E**motional Intelligence  
**R**esilience  
**S**elf Care

# Components

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## Managers

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Managers are very much part of the Time to Shine Leadership programme with a number of opportunities available to them including a 3-day Managers' Retreat, Mentor programme, online action learning sets, peer support, attendance at conference, Four Seasons profiling workshop and membership of RankNet, the Foundation's online community platform.



# Stories

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## KEVIN HOLCROFT - T2S 2019

Kevin moved to Wales in 2017 from South Africa, with a commercial background in business consulting he had a yearning to work within the health and social care sector. Kevin's Time to Shine role at **Credu** (a charity which supports unpaid carers to live their best lives) was to conduct action research alongside stakeholders to improve their engagement strategy. Kevin feels that the Time to Shine programme offers a balanced approach to learning, action and reflection. He has rebooted his career in a field he finds suitably rewarding and made lasting bonds.

Kevin continues to work for Credu as a Raising Awareness Co-ordinator.



## SARAH DREW - T2S 2011



Sarah's role was as a Data Analyst and Research Intern at **NRAS** (*National Rheumatoid Arthritis Society*). She had just completed a Master's in Sociological Research Methods but was struggling to find employment. During her year with NRAS Sarah was responsible for designing and implementing a series of projects to measure the charity's program outcomes using a range of methodologies including interviews, focus groups and surveys.

Sarah's passion for improving service delivery for patients with musculoskeletal conditions continued and she gained a role at the University of Oxford, this was followed by a PhD in Musculoskeletal Sciences from the University. Sarah is currently working as a Research Fellow at the University of Bristol on a 5-year study funded by the Wellcome Trust which aims to improve hip fracture care in sub-Saharan Africa and build research capacity in these settings.

Sarah credits The Rank Foundation for providing her with a platform to pursue her chosen career and feels that this wouldn't have been possible without their support.

## ALEX BAMBBOYE- T2S 2017

Alex regards Time to Shine as an 'unforgettable moment' in her personal and professional development. Her role at **Khulisa** (a charity which focuses on a connected, safe society where people choose crime-free lives) allowed her to gain confidence and experience in areas of work which aligned with her passions and interests.

On completion of the programme, Alex went on to work for BBC Media Action as a Fundraising & Communications Assistant and is now employed at Care International UK as their Trusts and Foundations Officer. During her Time to Shine year Alex made lifelong friends and professional connections, and describes it as 'a remarkable experience with a fantastic support system'.



## GERALDINE COOPER- T2S 2019



Geraldine's credits the Time to Shine Leadership programme as having a profound effect on her; at **Newington Day Centre** she was afforded a regular wage, a support network, quality training in personal and professional development and a job she loves, continuing today.

Geraldine feels Time to Shine is an amazing opportunity to grow in confidence, enhance skills and be free to face challenges with the support of a trusted network. Whatever happens in her future, she will carry the experiences and knowledge gained during the Time to Shine year with whatever comes next.