

# Martin Strube

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## Non-Executive Director • SME Advisor • Growth Strategist

*A proven Non-Executive Director and Business Consultant with successful experience in advising start-ups, SMEs, and community groups and enterprises.*

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Repeated success in finding innovative solutions that have proven vital to the delivery of large-scale programmes, financial growth and transformation of public and private organisations. Specialises in quickly understanding business dynamics, adopting a full range view to mediate conflicts and bring all arms of an organisation together. With unique insight into turning around companies across sectors, growing family owned and private organisations, advising local charities on governance and scale-up and driving education and community regeneration programmes/projects. Teaches CEOs and boards to embrace change, adopt fresh approaches and look deeper to find imaginative solutions.

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### Areas of Expertise

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|-----------------------------------|----------------------------|-------------------------------|
| 1. Business Planning & Strategy   | 2. Education Strategies    | 3. Governorship, Trusteeship  |
| 4. Project & Programme Management | 5. Community Enterprises   | 6. Start-up & SME Advisory    |
| 7. Costings Analysis              | 8. Mediation & Negotiation | 9. Board Leadership           |
| 10. Economic Development          | 11. Performance Assessment | 12. Technology & IT Solutions |

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### Skills and Achievements

#### Strategy

- Bristol City Council – Contracted to turn around and deliver a large £3 million regeneration and education programme funded externally.
  - The drafters of the applications had left BCC and there was no one in place to move the programme forward.
  - Tracked down all the application forms and associated contracts, met with all sub-project managers, and had a full reporting framework in place within weeks.
  - On the strength of this, gained an additional £1 million in funding to augment the original programme.
  - The outcome was a city-wide “Extended School Partnership” system which facilitated the sharing of school resources with local communities and enterprises. The system is still in place today.
- Provided advice to start-up businesses and SMEs looking to expand. Have specifically advised companies with succession issues in the matter of selling the enterprise to the workforce.
- Luton Borough Council – Drafted the economic development strategy for several years running.
  - This included a package for responding to local company closures (including Hoover) and an orientation towards green technologies long before such technologies were widely in vogue.

#### 1. Governance

- Cooperative Solutions – Engaged in a wide variety of advisories on matters of responsibility and liability.
  - This ranged from SMEs, co-operative and community businesses to stand alone funded programmes requiring evaluation and auditing.
- Fully versed in company and trust law. Assisted local companies to set up charitable arms such that they could trade as usual but also attract charitable donations for community beneficial programmes.
  - Assisted a local company on converting to a charity. Advised on trading restrictions which can apply to charitable enterprises and suggested they set up a separate trust, with the same objectives, to run in parallel.
  - This they did and are now able to attract charitable funds as well as contribute their own to the trust whilst continuing to trade as before.
- As Chair of Northampton Town FC Trust, pulled the organisation back from the brink of dissolution and set it on a path of reinvigoration and growth.
  - This included in depth discussions with funding bodies and a full-length recruitment programme.

## 2. Finance

- National Treasurer of the Healing Trust – Mediated an array of internal conflicts with the Chair and entire Board being replaced at the AGM.
  - Invited by the outgoing Chair to stay on and establish a firm grasp on the financials and mediate conflicts within the new board.
  - Managed fairly seamlessly (given the circumstances) such that the wider membership had little or no knowledge of the slowly resolved conflict.
- As NED to Techmaids (established to provide IT employment opportunities for ethnic minority women) provided advice and guidance in terms of managing cashflow.

## 3. Technology & Change

- Have set up and maintained own and numerous other websites. Currently exploring cryptocurrencies which will be the trading medium of the future.
- At Bristol City Council, was a designated “Change Manager” as the entire organisation shifted towards electronic procurement.

## 4. Leadership

- Via Cooperative Solutions have facilitated collective decision making both immediately (by attending meetings) and strategically (by implementing Democracy and Communications Audits).
  - In the latter case, the company went on to win a national award for innovation.
  - Have acted as the “independent voice” in the majority of the above scenarios.

## 25 Years of Board Experience

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<b><u>Partner / Director</u></b> – solutions.coop ltd, a Co-Operative Partnership	Aug 2003 – Present
<b><u>Director / Company Secretary</u></b> – Development Co-op Ltd	Nov 2018 – Present
<b><u>Core Team Member</u></b> – EdenLit Ltd	Mar 2017 – Present
<b><u>Chair of Trustees</u></b> – Northampton Town FC Community Trust	Jan 2015 – Oct 2016
<b><u>Area Committee / Regional Values &amp; Principles Committee</u></b> – The Co-Operative Group	Jul 2011 – Jun 2015
<b><u>Ex Officio Board Member</u></b> – Techmaids Ltd	Sep 2014 – Jun 2015
<b><u>National Treasurer / Ex Officio Board Member</u></b> – The Healing Trust (NFSH Ltd)	Aug 2013 – Apr 2014
<b><u>Ambassador</u></b> – The Global Poverty Project	Jan 2012 – Jan 2013
<b><u>Trustee</u></b> – University of Bristol Student Union	Nov 2008 – Feb 2011
<b><u>Programme Manager / Senior Advisor</u></b> – Bristol City Council	Oct 2004 – Jul 2009
<b><u>Non-Executive Director</u></b> – Social Software Ltd	Dec 2005 – Jan 2009
<b><u>Assistant Director</u></b> – Marsh Farm New Deal Community Development Trust/Renaisi Consultants	Feb 2002 – Jul 2003
<b><u>Company Secretary, Director &amp; Founder Member</u></b> – Eastern Region Co-Operative Council	Jan 1997 – Jul 2000
<b><u>Economic Development Officer / CDA Manager</u></b> – Luton Borough Council	Apr 1995 – Jun 2000

## Education

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**Northumbria University, UK** – Post Grad Certificate towards MPhil in Public Service Management

**Memorial University, Newfoundland, Canada** – BA Anthropology & Political Science

**Courses/CPD:** Institute of Leadership & Management – Co-operative Development Practitioner, Co-operative College Certificates in “Developing an Engaged Membership”, “Applying Values & Principles”, “Understanding Group Finance”, “Understanding Management Information”, BTEC Level 4 – Management Into Leadership, BCC Coaching for Change, Procurement & E-Procurement, Common Assessment Framework, eCAF, Fischer Family Trust analysis, ESRC (Extended Schools Remodelling Consultant), Project Cycle Management, Mediation, Viable Systems (Stafford Beer), Communications, Health & Safety, Negotiation, Equal Opportunities, Accessing European Funds, Fair Selection.