

# 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 & enterprises; also in managing large scale programmes.*

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Repeated success in finding innovative solutions proven vital to the delivery of major projects, financial growth and transformation of public and private organisations. Specialist 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. Comms & 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; no personnel in place to move the programme forward.
  - Tracked down all the application forms and associated contracts, met with all sub-project managers and client groups, 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.
- Co-operative Solutions - have 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 Electrolux) and an orientation towards green technologies long before such technologies were widely in vogue.

#### Governance

- Cooperative Solutions – Engaged in a wide variety of advisories on matters of responsibility and liability.
  - Ranged from SMEs, co-operative and community businesses to stand alone funded programmes requiring evaluation and auditing.
- Fully versed in company and trust law. Eg:
  - 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 Project and Programme Manager, familiar with assessing risk and incorporating risk management strategies in proposals for monitoring and evaluation.
- As Chair of Governors at Okehampton Community College, grappled with struggling school strategies, including review of formal documentation. Ultimately recognised by National Governance Association as “exemplary”.
- 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.

## Finance

- Bristol City and Luton Borough Councils – Managed large scale (£1m+) programmes and projects
- National Treasurer of the Healing Trust – Managed to establish a firm grasp on the financials and mediate conflicts within the Board 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.

## Technology & Change

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

## Leadership

- Via Cooperative Solutions have facilitated collective decision making both immediately -by attending meetings - and strategically - by implementing Communications and Democracy Audits.
  - In the latter case, a company went on to win a national award for innovation.

## 25 Years of Board & Management Experience

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<b><u>Partner / Director</u></b> – Co-operative Solutions., a co-operative partnership	Aug 2003 – Present
<b><u>Chair of Trustees</u></b> – Action for Fundamental Change and Development (AFFCAD)	Feb 2023 – Present
<b><u>Chair of Governors</u></b> – Okehampton College	Jan 2022 – Sept /23
<b><u>Workers Educational Association</u></b> – Tutor / Lecturer	Sep 2021 – Present
<b><u>Director / Company Secretary</u></b> – Development Co-op Ltd	Nov 2018 – Oct /22
<b><u>Company Secretary</u></b> – Blackcurrent Housing Co-op Ltd	May 2019 – Jan /22
<b><u>Core Team Member</u></b> – EdenLit Ltd	Mar 2017 – Apr /19
<b><u>Chair of Trustees</u></b> – Northampton Town FC Community Trust	Jan 2015 – Oct /16
<b><u>Area Committee / Regional Values &amp; Principles Committee</u></b> – The Co-Operative Group	Jul 2011 – Jun 2015
<b><u>Non-Executive Director</u></b> – Techmaids Ltd	Sep 2014 – Jun 2015
<b><u>National Treasurer / NED</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 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 – CD Practitioner; Co-operative College - Certificates in Developing 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; Fair Selection; Accessing European Funds.