

Time to Shine

Leadership Programme

Candidate Guide 2026



Since 2012, The Rank Foundation has supported

650

Time to Shine placements
in organisations across
the United Kingdom

About the Programme

The Rank Foundation's Time to Shine Leadership Programme (T2S) has been running for almost 15 years. Each year, Rank offers a grant to organisations to fund a full-time, paid Time to Shine candidate (known as a T2S Leader) to develop their leadership potential, skills and talent within a charity or social enterprise.

The charity identifies a specific piece of work that can be completed in 12-months. These are entry-level roles; T2S Leaders work on all kinds of projects e.g. fundraising, managing an event, developing social media presence.

Find out more about the T2S Leadership Programme <https://rankfoundation.com/our-approach/leadership/time-to-shine/>

To find out more about the history of the Rank Foundation and the work we do, visit www.rankfoundation.com

The next cohort will commence in April 2026.

What to Expect

The 12-month programme is experiential and focuses on building leadership skills and encouraging personal and professional development. The T2S Leader is employed by the charity and spends the majority of their time gaining valuable work experience and developing professional competency within the workplace. We estimate 15% of the Leader's time will be spent away from their place of work, participating in Rank-led programme activities and events.

There is a requirement for T2S Leaders and their managers to attend residential conferences during the programme which will include travel away from home and overnight stays.

T2S Leaders are placed in a peer support group of up to 10 other T2S Leaders from other charities, guided and supported through the year by an experienced facilitator. They attend a series of leadership days throughout the year. These days include Action Learning- a method of management and organisational development which helps individuals learn new ways of working, share experiences and help with problem solving. [What is Action Learning?](#)



In addition, Rank offers membership of The Foundation's RankNet Community and online digital platform, with over 1500 members and access to training and development bursaries. There is an opportunity for the T2S Leader to request a suitable mentor from our network through the T2S Mentoring scheme.

Key Dates

	Key Dates	T2S Leader required to attend	Manager required to attend
→ Launch Conference	Event 1: 28th April Event 2: 6th May	Yes (48 hours)	Yes (24 hours)
→ Leadership Day 1	May/June	Yes	No
→ Leadership Day 2	July/August	Yes	No
→ Midway Reflective for Leaders	Event : 2 nd September	Yes (24 hours)	No
→ Annual Conference	TBC	Yes	Optional
→ Leadership Day 3	Nov/December	Yes	No
→ Next Steps Conference	January/February	Yes (48 hours)	Yes (24 hours)
→ Leadership Day 4	March	Yes	No

These activities are a mandatory part of the Leadership programme; The Foundation covers the cost of travel, accommodation and food. Leaders and managers are allocated to groups and events depending on a number of factors - individuals are not able to select dates.

The Real Living Wage

The Real Living Wage is the only UK wage that meets the cost of living.

The calculation is made according to the cost of living and is based on the cost of a basket of household goods and services.

For further information visit:
[The Living Wage Foundation](#)

The Rank Foundation awards a grant to each organisation to fund the employment costs of the leader. The grant is based on a 35 hour week.

This equates to:
£24,500 UK rate (£13.45 per hour)
£27,000 London rate (£14.80 per hour)

The contract of employment is between the organisation and the individual.

Time to Shine Journey 2025

Caitlin Bannan - Housing Officer, Back on the Map

Caitlin has worked at Back on the Map in Hendon, Sunderland for her Time to Shine role as a Housing Officer. Her main role has been in the housing department, managing properties in Hendon, inspections, managing finances, booking repairs etc. All of the rent money collected is then distributed back into the community through services.

“ I have gained so much knowledge over the year, and it's been amazing to be a part of something that really makes a difference to people's lives. ”

“At the beginning of my journey, I was excited but nervous to find out what to expect of the year ahead. I remember travelling to Leeds for the first time to meet roughly 30 people in the same boat as me and doing some great seminars that will stick with me for the foreseeable future.

One was about carrying a growth mindset and how to manage those emotions of feeling stuck, or carrying limited beliefs, flipping those into encouraging thoughts and embodying a positive attitude. Leaving Leeds I felt inspired, ready to take on my year gaining leadership skills, leaving my comfort zone, and socialising with peers.

In Action Learning Sets (ALS) with our facilitator different members presented their challenges to each session, other members ask insightful, open-ended questions to help the presenter think through the problem from different angles.

ALS naturally brought us all together very close as a group and taught me to think before I speak, to think about my problems in a different way, as well as offering support in a different way to others who need it.

I've grown massively over the year, both my Time to Shine programme and my experience within my role have opened so many doors for me going forward and I'll always be grateful for the time I've spent here and everything I've learned about myself on the way.

At the end of year conference, we prepared and delivered a presentation to the Rank Network. We had an amazing time coming back together with those I met on day one, it really was a whole circle moment. Overall, it has been an amazing experience that I will never forget.”

