

shaw trust



**Vision 2030**  
Strategic Directive

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We commit ourselves to building a better future for those we support



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## Foreword

The 1942 report Social Insurance and Allied Services (aka the Beveridge Report) was the intellectually strong and socially empathetic foundation on which our present-day Welfare State was built. Two aspects of the Beveridge Report are truly remarkable.

The first is its optimism – it was produced by the social economist’s investigative committee long before the outcome of World War II was even close to being predictable.

The second is its longevity – eight decades later, many of its solutions – or their descendants – remain in place today of which the NHS, Universal Credit and Job Seekers Allowance are some. What is much less a cause for celebration is that Beveridge’s targets – the five ‘Giant Evils’ of ‘Want, Disease, Ignorance, Squalor and Idleness’ still stalk the streets of our country.

Exacerbated by the pandemic, conditions for those who find it hard to fulfil even their basic potential have become more challenging. Families are struggling to make ends meet and are resorting to food banks in record numbers, the prioritisation of resources to fight Covid-19 has prevented patients from accessing routine medical support, pupils and students have missed months of education and unemployment is rising.

The complex human needs which this combination unleashes are unprecedented in peace time and will persist for many years come.

The Government has recognised that extraordinary measures are required to alleviate the extraordinary impact of the 21st century’s Giant Evils. From the Treasury to the Departments there is an acknowledgement of the need to fund partners who have the scale to make a difference but the sensitivity to ensure that interventions deliver sustainable outcomes.

This is the backdrop for Vision 2030 – at its core are two concepts:

- **One Shaw Trust:** Our 3000 people and 1000 volunteers add up to an enormous volume of knowledge and skill underpinned by a deep human empathy. Our strategy brings those assets together to create an unmatched strength; and
- **Child to career:** For too long, services for the victims of the Giant Evils have been delivered piecemeal. Early experiments such as our Hubs showed that helping people to access Doctors, Dentists, Social Workers, etc in a single location improved outcomes significantly. Child to career will take this to the next stage by joining up our support over the years during which we can make a difference.

Based on One Shaw Trust and child to career we intend to use our special status as an organisation with a business head and a charitable heart to meet the needs of our twin constituencies:

- **People whom we help:** Vision 2030 lays out how we will deploy our nationwide,

multi-disciplinary skills and services to offer tailored support which is people-centred and not driven by the profit motive. In addition, we will use our experience to advocate on behalf of those in need. The Shaw Trust Foundation will use profits and donations to provide ‘top-up’ funds for individuals where statutory monies are not available; and

- **People who commission us:** Vision 2030 explains how we will work with commercial and charitable partners to meet our commissioners’ policy objectives. The Shaw Trust Institute will provide evidence-based inputs to assist the design of outcome-focused policies.

Finally, Vision 2030 defines the short to medium term priorities which must be met to ensure that we have an organisation fit for the next decade.

I would like to close with thanks. First to Chris and his team for turning the ambitions discussed at the Board’s offsite into Vision 2030 and second, to everyone who works for us and with us without whom our country would be a poorer place.

**Sir Ken Olisa**  
Chair of Trustees



Helping build a future where rewarding employment is accessible for all.



## Introduction

Shaw Trust believes in the right of every person in the United Kingdom to live a decent and dignified life through good<sup>1</sup> employment.

We are a not-for-profit social enterprise that seeks to improve life chances for employment for people who face social and economic challenges, or who may also be disabled or have complex needs.

We know that inequality and barriers to accessing good employment impact significantly on people's income, sense of purpose, social connections and personal agency. These inequalities and barriers often begin early in life, impacting on individuals throughout their school years and into early adulthood.

We have grown from humble beginnings. Founded in 1982 as a small charity in the Wiltshire village of Shaw, our initial focus was to find employment for disabled people. Over time

and through a combination of organic growth, mergers and acquisitions we have become the UK's largest not-for-profit social enterprise in the employability sector.

Today we are a charity that remains committed to employment as the core pathway to a better life. However we recognise that access to good employment is critically dependent on what happens in people's formative years and the opportunities they then have.

To address this, we provide a broadened framework of complementary services including; Education and Skills, Children and Young People's Services, Health and Wellbeing.

This Vision 2030 Strategic Directive outlines our ambition and commitment to deliver high quality services to the people we support and to our commissioners for the decade ahead.

Helping the people we support improve their life outcomes

<sup>1</sup> Meaningful, rewarding, purposeful and dignified.

# Who we are: our vision, mission, commitment and values

At Shaw Trust we take pride in our ‘charitable heart with a commercial brain’ approach to what we do. Our focus is to deliver quality services that also maximise social value and social investment to communities. This approach allows us to meet:

## Our Vision

A future where good<sup>1</sup> employment is accessible to all in society irrespective of life circumstances.

## Our Mission

To co-create and deliver high quality employability programmes and complementary services for people with complex needs, challenging life circumstances or other barriers that impact on access to work.

## Our Commitment:

To focus our experience, skill, advocacy and passion to deliver the highest quality services for the people we support and to improve opportunities and access to work now and for the long term.

## Values

We believe that who we are and the values we hold directly improves the quality of what we provide to those we support. Our values guide and focus us every day:

### We care about people;

We support our staff and people we work with to realise their potential and transform their lives.

### We make a difference;

Making a lasting positive impact for the people we support is the reason we exist. We deliver high performance across our services, helping people to improve their lives.

### We are inclusive;

We value the ideas, views and strengths of everyone we work with and support. Everybody is different and everybody is equal.

### We are collaborative;

Working together is more effective and efficient. We believe that by working together with those we support and our partners we create better services and solutions.

### We are honest;

We are authentic, accountable and transparent in all we do.

<sup>1</sup> Meaningful, rewarding, purposeful and dignified.





## How will we meet our mission?

Employability pathways and programmes are at the core of what Shaw Trusts delivers. We will work with those we support and our commissioners to create and deliver a framework of quality services that increase the opportunities to access and gain good employment. We will also increase the social value we deliver through re-investing our surpluses into programmes for individuals and communities and by advocating for greater social equity.

Our framework to enhance contracted employability outcomes will include:

- Education and Skills.
- Children and Young People's Services.
- Health and Well-being.

Using this framework, we will focus on helping people with specific or complex needs, whether social, economic, learning (Special Educational

Needs) or disability challenges, through a range of additional services including our:

- Multi-academy trust schools
- Apprenticeships.
- Justice programmes, including youth offenders, and Probation services.
- Careers advice and guidance for school children, young people and adults.
- Children's homes and fostering service
- Health and mental well-being programmes.

We will partner with small to medium sized organisations wherever possible – people who are expert and rooted in place, so as to better meet local needs and so nurture sustainable communities and supply chains.

Shaw Trust is committed to continuous improvement. It will continue to draw on its delivery expertise and experience to improve its programmes and to use that experience to advocate for and influence public policy on behalf of those we support.

### Creating enduring outcomes for the people we support

Promoting social aspiration and mobility through breaking down barriers to progress by;

Regional and locally partnered solutions and delivery powered by our national perspective resulting in;



Delivering better today's and tomorrows through employability, education, care and well-being, through;

Improved outcomes for the people we help, their families and their communities.





## The challenge and need in the decade ahead

### Strategic Context

The 2010s were shaped by austerity following the near global collapse of the banking sector in 2008. This has had a profoundly detrimental impact on the lives of many across all metrics. The 2020s will continue to be shaped by its legacy and now amplified by the impact of Covid-19 for as much as the first half of the decade. Shaw Trust's strategy over the next decade will therefore focus relentlessly on creating high quality programmes and on building the capacity to help as many people as possible to adjust to and navigate the complex employability challenges that lie ahead.

### Situational forecast analysis for the 2020s

Overcoming the damaging impacts of the coronavirus pandemic is set to frame government policy for much of the coming decade. The impacts of the pandemic are not being felt equally and will exacerbate many of the inequalities that existed pre-Covid. The UK economy is predicted to contract by 11.5% and by 14% if the virus returns later in the year. The shape of the recovery has been hotly debated by economists. ING economist James Smith, summarises an emerging consensus that "the prospects of a 'V-shape' recovery have long since faded, and we should not expect the size of the UK economy to return to pre-virus levels until at least 2022".

The impacts of the Covid-19 pandemic and accompanying recession will be felt in various forms, but the shock waves sent through the UK labour market are set to be some of the hardest felt. We are moving from a decade of relatively high employment into a decade where unemployment is rapidly rising. Evidence from previous recessions shows us that unemployment falls slowly after recessions typically leading to higher long-term unemployment, with lasting 'scarring' effects on individuals and the economy. Bank of England officials expect unemployment to jump from 4% to 9% by the end of the second quarter, with the OECD estimating that the pandemic will leave at least one in ten workers unemployed.

Young people are predicted to be hit especially hard by the pandemic. At least 1.5 million young people are forecast to be out of full-time education, training or employment by the end of the year. Those out of work, and in particular groups who faced employment opportunity gaps pre-Covid, are likely to be impacted disproportionately by the pandemic. In weaker jobs markets, those already out of work will fall further behind. The disability employment gap will widen in coming years if more is not done to retain focus. Most layoffs in recent months have occurred among low-paying jobs, where disabled workers often find themselves. This comes on top of the fact that disabled people are already twice as likely to be out of work as those not disabled.



A significant skills gap, sectoral changes and diminishing meaningful work are impacting the future labour market

A charity shop volunteer

## continued

For the future of the labour market four key factors emerge:

### A significant skills gap.

It is already thought that 40% of the workforce do not have appropriate qualifications for their job and this is set to increase significantly by 2030. The digital divide further exemplifies the skills gaps the UK faces; it is estimated that more than 10 million UK adults still have either no or very limited digital skills.

### Sectoral changes.

Covid-19 has hit some sectors much harder than others, such as hospitality, non-food retail and leisure industries; sectors which are often an entry point into the labour market for young people. Jobs in other sectors, such as health, social care, and key public services, have held up or in some cases even increased. It is likely that these sectors may continue to grow, while some of the aforementioned sectors may never fully recover, thus altering our economy fundamentally. At the same time, sectors that employ a disproportionately high number of EU nationals working within them, for example nursing, are likely to be affected by Brexit and will struggle to fill their vacancies in coming years without a concerted national shift in skills uplift and accompanying recognition and reward. Additionally, there will be significant

focus on sectoral growth in priority sectors for the UK economy, such as the green economy, construction and digital as we look to rebuild the economy over the coming decade.

### Good work.

The growth of atypical work has been a trend of the 2010s e.g. the gig economy and zero hours contracts. With the disruptive impacts of automation set to accelerate as we approach 2030, there will be continued focus over this decade on what 'good' work looks like, what skills are needed for the jobs of the future, and how we support those in low pay to progress in work. Skilling, upskilling and re-skilling will be essential requirements for opening up employability for all in the 2020's, as will the quality of education received by school children and young people.

### Health and Wellbeing

Against this backdrop is the changing demographic of our society. We have an ageing population, and the Work Foundation's estimate is that 40% of the working age population will have long-term health conditions by 2030. Increasingly health has come to dominate public spending, with pre-Covid estimates anticipating that it would account for 40p in every pound of public spending by the end of 2021, which is up from 31p in 2009-10.



## Those we support are at the heart of our services

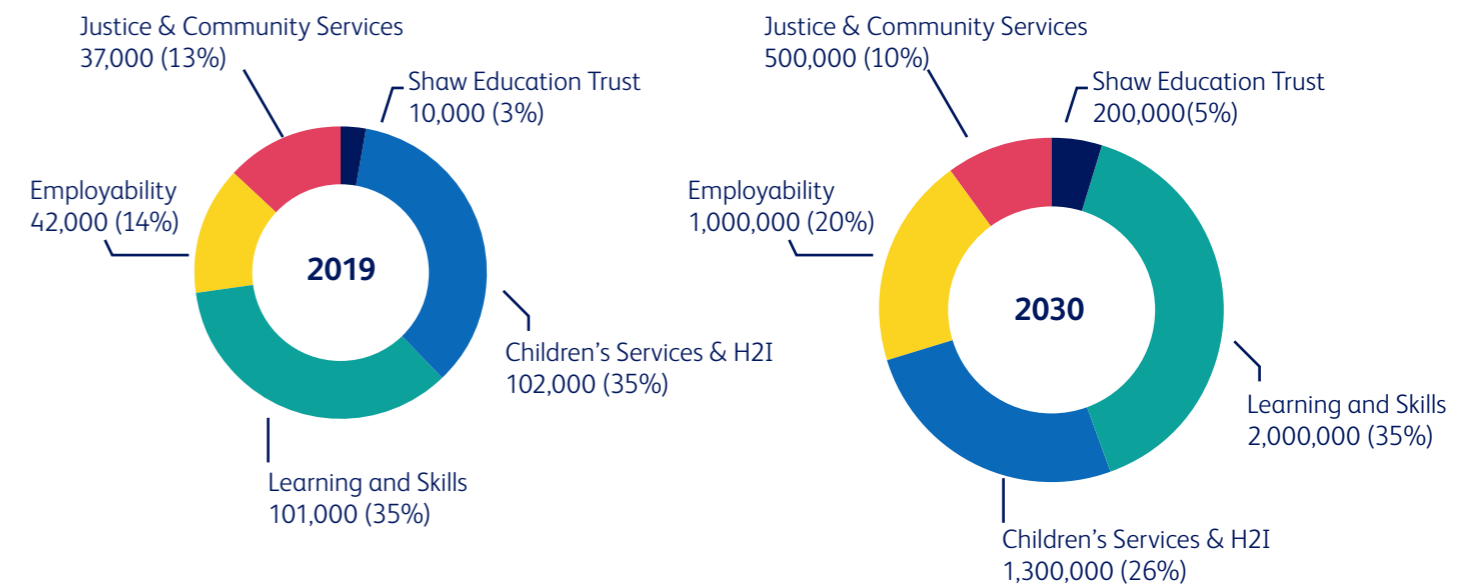


## Making a difference for those we support

Our purpose is to improve the opportunities for the people we support to be able to access and gain work through our programmes. The 2020s will be even more challenging for those we traditionally support to find work, as well as for many others – both young and old. Our aim is to meet this growing need and reach as many

people as possible through our commercial acumen and delivery excellence in the decade ahead. This will require us to be robust, resilient and innovative as an organisation, if we are to increase the pathways available to good employment.

### Our commitment to those we support in the coming decade (2020-2030):



By 2030 we aim to have supported around 5 million people through our child to career programmes





A photo of Chris Luck and Sanita Marshalleck on CEO Shadow day



Our people are our most important asset

Working in one of our enterprises

## Our people, communities and our commitment to them

Our people, both staff and volunteers, are our greatest strength. They are the custodians of our culture as an organisation and they are the deliverers of our quality programmes and services. They are also our direct link with those we support. As a national service provider Shaw Trust does not work alone;

- We build communities of partnerships rooted at the local level, preferably small and medium social enterprises and purpose led businesses.
- We aspire to deliver our programmes in a way that protects the environment and we will build supply chains that support this.
- We aim to maximise social value and return on social investment in our programmes and services and will use all our surplus to deliver additional social value projects.

### For our people we will:

- Pay the National Living Wage with a target to be a Real Living Wage company by 2025 or earlier.
- Offer a cross-organisation career path for those aspiring to broaden and develop their careers beyond their immediate roles. This will include:
  - Internal apprenticeships.
  - Future Leaders' Development Programme.
  - Shadow CEO Programme.
  - Targeted Continuous Professional Development.
  - Staff Training Pathways developed to support progression opportunities for all staff.
- Be committed to a fully diverse and representative workforce:
  - No artificial barriers or ceilings to advancement whatever your background.
  - Positive action where appropriate

to shape our workforce.

- Creating safe spaces for anyone in our workforce – especially those with protected characteristics.
- Be committed to our volunteers ensuring they receive the correct training and recognition whilst supporting our programmes.

### For our people, communities and commissioners we will:

- Be guided by the UN Global Goals for Sustainable Development and pro-actively shape our programmes, processes and actions by them. We aim:
  - To be carbon neutral by 2030.
  - To build green approaches from all our stakeholders and partners.
- Fulfil our Corporate Social Responsibility both as an employer and as a deliverer of services to society.
- Be guided by the findings and operational principles described in NESTA's<sup>1</sup> 'Good and bad help: How purpose and confidence transform lives.'
- Invest in the communities where we deliver by building local partnerships first and by leaving them stronger when we leave.
- Be innovative and proactive; anticipating changing need and constructing solutions through co-creation with our people and commissioners.
- Build robust and resilient supply chains with local partners who share our values and principles:
  - We will be assessed by the DWP supply chain management 'MERLIN' standard as 'good' or better.
  - As a prime contractor we will pass down the same or better terms to our supply chain partners.

<sup>1</sup> NESTA is an innovation foundation, for us innovation means turning bold ideas into reality and changing lives for the better.



## Delivering social value outcomes for those we support

As a national charity our aim is always to maximise the outcomes for those we support with the programmes, resources and skills available.

across the group to deliver the best possible outcomes in response to the evolving need.

The One Shaw Trust model allows us to use all our skills, experience and programmes from

There are three social value adding levels through which Shaw Trust aims to maximise its social value to society:

### Social Value Outcome level 1

The commercial contracts that we undertake to deliver will only be those that meet our mission.

### Social Value Outcome level 2

Any one we support will be able to potentially benefit from a layering of services from across the Group, even if outside their own commissioned programme.

### Social Value Outcome level 3

The Shaw Trust Foundation will commission and support additional social value programmes with the surplus from our commissioned programmes and from charitable donations.

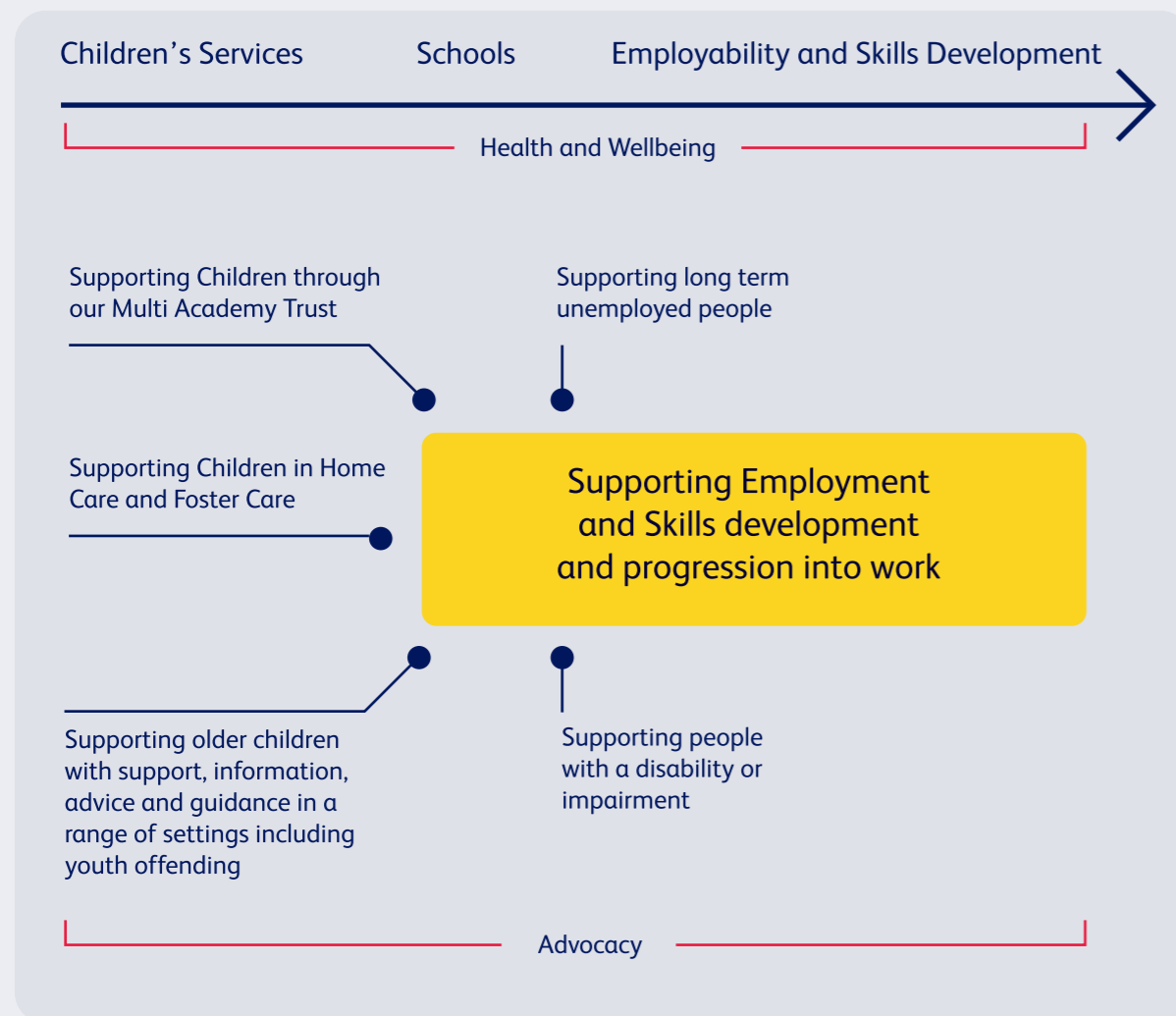
As a charity our aim is always to maximise the outcomes for the people we support

# The Shaw Trust framework of Child to Career support

We will concentrate on three key themes in our framework of supporting Child to Career. This approach allows us to support people at any stage by joining our programmes as and when depending on their needs:

- Education and Skills
- Children and Young People’s Services
- Health and Well-being

## The framework of Child to Career support



# Our strategic aims to 2030

After a decade of austerity and the impact of Covid-19, the demand for Shaw Trust’s services is increasing and will drive our plans to respond with increased capacity whilst retaining quality. We will retain employability as our principle specialisation and to support it we will grow our complementary services in:

- **Education and Skills.**
- **Children and Young People’s Services.**
- **Health and Well-being.**

To deliver our aims we will:

- Establish the Shaw Trust Foundation and Shaw Trust Policy Institute.
- Expand our employability programmes through the new DWP departmental framework as a partner of choice.
- Grow our balanced portfolio to support the national need.
- Establish a second multi-academy trust modelled on the Shaw Education Trust.
- Examine the requirement and portfolio fit for Early Years interventions.
- Maximise the potential of our Homes 2 Inspire children’s homes.
- Increase our children’s services engagement with Youth Offending Teams across the UK.
- Increase our children’s services support for looked after children, young offenders and young people who are at risk of becoming NEET<sup>1</sup> by expanding our NEET offer.
- Expand our Health and Wellbeing services support using the ‘Live Well Kent’ model.
- Review and adjust the various Social Enterprises now within the Shaw Trust group for strategic fit within our growth pathways and layered services.

The strategic aims of Shaw Trust are to:

- Maintain a balanced portfolio of services to ensure robustness and resilience across the Group
- Innovate and continuously improve our offer to include digital-by-design and digital-by-execution where and when appropriate.
- Deliver an integrated, blended and seamless portfolio of services and programmes that are locally based and nationally scalable.
- Continue our advocacy work through dialogue with commissioners and government to improve access to and quality of employment for all.

<sup>1</sup>Not in Education, Employment or Training.





## Our initial strategic actions to 2022

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Our actions will be:

- To complete the consolidation of Shaw Trust's acquisitions of Prospects Ltd and Ixion Holdings Ltd, including divesting non-core entities.
- To treat, transform or dispose of non-core or non-contributing businesses.
- To complete Group integration and transformation to establish the 'One Shaw Trust' model.
- To maintain a balanced portfolio of services to avoid dependency on a single commissioner or contract.
- To maintain and further drive quality, compliance and continuous improvement processes.
- To maintain the MERLIN standard at 'good' or 'better'.
- To achieve DWP Quality Framework Gold Standard.
- To maintain and improve Ofsted outcomes across the Group.
- To withdraw responsibly from legacy international commitments to concentrate on the UK.
- To work with the Westminster Government and the devolved administrations of the UK to increase and improve opportunities for those we support.





“Disability wasn’t my problem; it was the problem of how society was organised – for able-bodied people only.”

Baroness Jane Campbell

Baroness Jane Campbell

## The Shaw Trust Foundation: the heart of our charity

As a charity we add value to everything we do by investing back into the people and communities we support. The establishment of the Shaw Trust Foundation gives the charity a visible and accountable rallying point for the charitable purpose and activity in our organisation. The Foundation will receive the surplus revenue generated through our contracted services and will also actively fundraise to support our work. It will house the Shaw Trust Policy Institute, which will champion positive change for the people and communities we support, and the sectors we operate within.

The Foundation aims to create a better tomorrow for more people across the UK by establishing a grant giving programme to offer access to services and support not otherwise available.

The Foundation will help us increase our impact by maximising opportunities to generate social value with like-minded organisations. The Foundation will advance social justice through social value adding programmes, support initiatives that build community and improve individual lives, and champion those with barriers to progression in life. The Foundation will build a

community of volunteers and other supporters to campaign for and support our charitable mission.

Initially the core activity of the foundation and funding allocations will focus on three programmes.

### Funding Futures

Grants for individuals to support progression in education or learning.

### Projects for progress

For projects that address a core theme and are short term to meet a specific need, to show financial sustainability at funding end.

### Size up, Scope Out

A capacity building programme to help small voluntary sector organisations.

The Foundation will also continue to coordinate corporate volunteering opportunities as well as promote the Shaw Trust staff volunteering scheme.



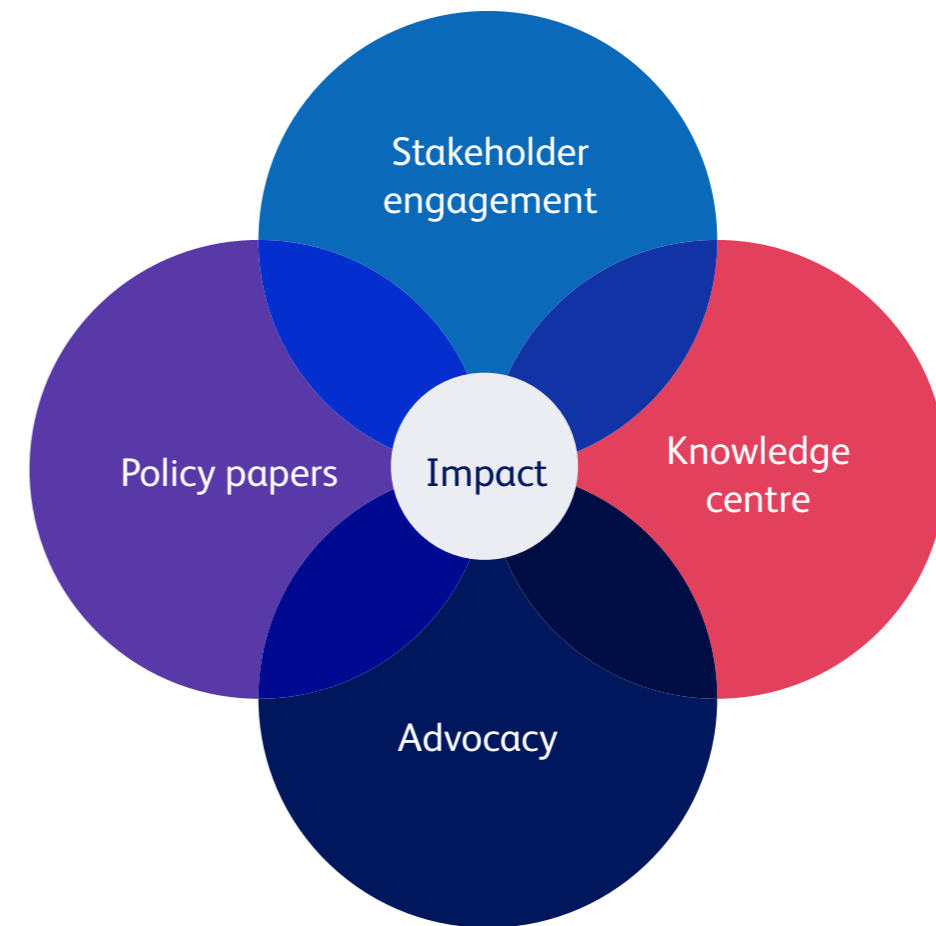


Helping Shaw Trust achieve its mission through advocacy

## The Shaw Trust Policy Institute: our Think Tank

The Policy Institute is the advocacy engine for Shaw Trust, championing positive change for the people and communities we support, and the sectors we operate within. We advocate policy solutions to the challenges that the people we support, our sector and our society face. To do this, we will continue to learn directly from our delivery of our services, as well as using research to drive improvements in our service delivery.

The Shaw Trust Policy Institute acts as both an internal think tank to support the wider Shaw Trust organisation, as well as contributing to the external public policy debate. The Institute informs the organisation of the ever-changing external landscape and disseminates essential information in order to support the organisation in making informed strategic choices.



# shaw trust

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**shaw trust**  
Delivered by Prospects

**shaw trust**  
Delivered by Ixion



[shaw-trust.org.uk](http://shaw-trust.org.uk)