

Impact report  
2024/25

**shaw trust**

# About us

We're Shaw Trust, the good work\* charity.

We help people find meaningful jobs that give them purpose, unlock their potential and improve quality of life – especially for those with health conditions or other barriers such as wellbeing, resilience, stable housing, and community relationships.

One in five working-age people in Britain are not only unemployed, they're also not looking for jobs (ONS Nov 2025). This makes our charity more important than ever.

- We're partnering with commissioners and employers to deliver services that help people access and stay in good work.
- We're connecting health and work support in the heart of communities, focusing on the people who need our help the most.
- We're caring for young people and helping them achieve their ambitions by accessing education and training and preparing them for the world of work.
- We're influencing the system by sharing our insights from our innovation projects with government, businesses and partners to build on what works.

In this report, we share the impact we're making – on people, wider communities, and employers. By giving people the right support at the right time, we can help them improve their skills, health, and long-term job chances.

\*Our definition is informed by the Learning and Work Institute's research into progression and job quality, defining good work as work "which provides a decent income, security, and an opportunity to develop and progress."

# What sets us apart



## Impact, not profit.

We're focused on impact through our work and partnerships.



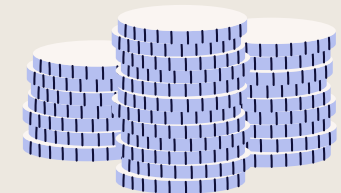
## Driving insight and innovation.

We improve services through innovation and share evidence of what works.



## Integrating services and care around the person.

We integrate support around people, making it easier for them to access the right help at the right time.



## Going even further with our charitable funds.

By combining commissioner and charitable funding, we create greater value and impact.

# Welcome to our impact report

The past year brought big changes in how Government aims to reduce economic inactivity. We've been at the frontline, supporting over 270,000 people to access and stay in good work. This report highlights the tangible difference we've helped people make to their lives and communities\*.

Our services provide holistic support for:

- Young people experiencing the social care system.
- Students who are in, or have dropped out of, school and are considering their next steps in education, training or work.
- Adults wanting to build skills, return to work or stay in work.

We've continued to grow our services so people can access timely, tailored support. Our approach brings together employment, health and wellbeing professionals, integrating support within local communities.

A 2025 highlight is our MSK (Musculoskeletal) Trailblazer with West London Alliance. It tackles economic inactivity linked to physical health by combining employment coaching and rapid access to NHS physiotherapy.

We're especially proud of our Connect to Work services with local and devolved authorities. Shaw Trust is a recognised Individual Placement and Support (IPS) Centre of Excellence, reflecting the strength of our teams and the transformational impact of our programmes on work and wider wellbeing. In our IPS impact report, published in February 2025, we shared what we've learnt to inform future policy and practice.

We've built momentum through our partnerships. Over the past year, we strengthened capability in local organisations and flowed nearly £10m through partnerships with 46 voluntary sector organisations, and small or medium-sized enterprises.


We accelerated the work of our Foundation, our engine of innovation and enhanced social value. With our charitable funds, we launched three innovative services in Ealing, Harrow and Somerset to help young people leaving care find a job or continue in education and training. Our pilot in Birmingham with Fortis Academy supported 30 young people with special educational needs (SEN) to access work placements. This is a vital step that is too often out of reach for this group.

Looking ahead, we're launching our NotGeneration campaign to do more to combat youth unemployment. We're designing innovative services with young people who are not currently earning or learning, meeting them where they are, and supporting their transition to work.

None of this would be possible without the dedication of our colleagues, volunteers and partners. We're grateful to our teams across Shaw Trust; our Trustees and partners for their work; and our commissioners and network of employers for their continued trust and confidence. Most importantly, we thank the people who join our programmes. You continue to drive us to do better, and make sure our work delivers for you.



**Olly Benzecry**  
Chair of Trustees



**Chris Luck**  
Chief Executive Officer

\*This report covers activities from September 2024 to August 2025.

## Key service areas

Our work has a positive impact both on people and systems – the way people can access services to address their specific barriers to work. Shaw Trust's support falls within six service areas:

### Work, wellbeing and health:

Bringing employment and health services under one roof.

People supported:

**49,179**

### Children's social care and education:

Providing stable homes so young people can thrive in school and prepare for work.

People supported:

**292**

### Justice:

Breaking the cycle of offending through skills, education and opportunities.

People supported:

**3,554**

### Youth employment:

Advising young people in and outside schools on their work ambitions.

People supported:

**114,505**

### Careers and skills:

Helping people get on the jobs ladder and build meaningful careers.

People supported:

**103,861**

### Community and retail:

Strengthening local places through fundraising and volunteering opportunities.

People supported:

**1,009**

# Understanding our impact



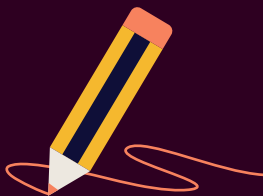
34,151

people started, or remained in, work.



59%

of our Individual Placement Support (IPS) participants who started employment were still working six months later.



61%

Eligible young people in our children's homes who sat their Maths and English GCSEs.



10,469

Young people were moved from Not in Education, Employment or Training (NEET), to in Education, Employment or Training (EET).



81%

of people on our social prescribing programmes showed improvement in wellbeing.



£2.34

Return on every £1 spent on a Primary Care participant in one year of IPS support.

## Local and national partnerships

To return or stay in work, people often require support in other areas like housing, finances and health. We help our participants access these services by building strong partnerships with local organisations. As a result, people get faster, better support, and local provider networks are more joined-up.

We extend the reach of our support by being part of larger, collaborative initiatives. In programmes like All in Edinburgh and Live Well Kent and Medway, we deliver support in step with other organisations to ensure participants receive the most appropriate and holistic support available.

### Working with VCSEs

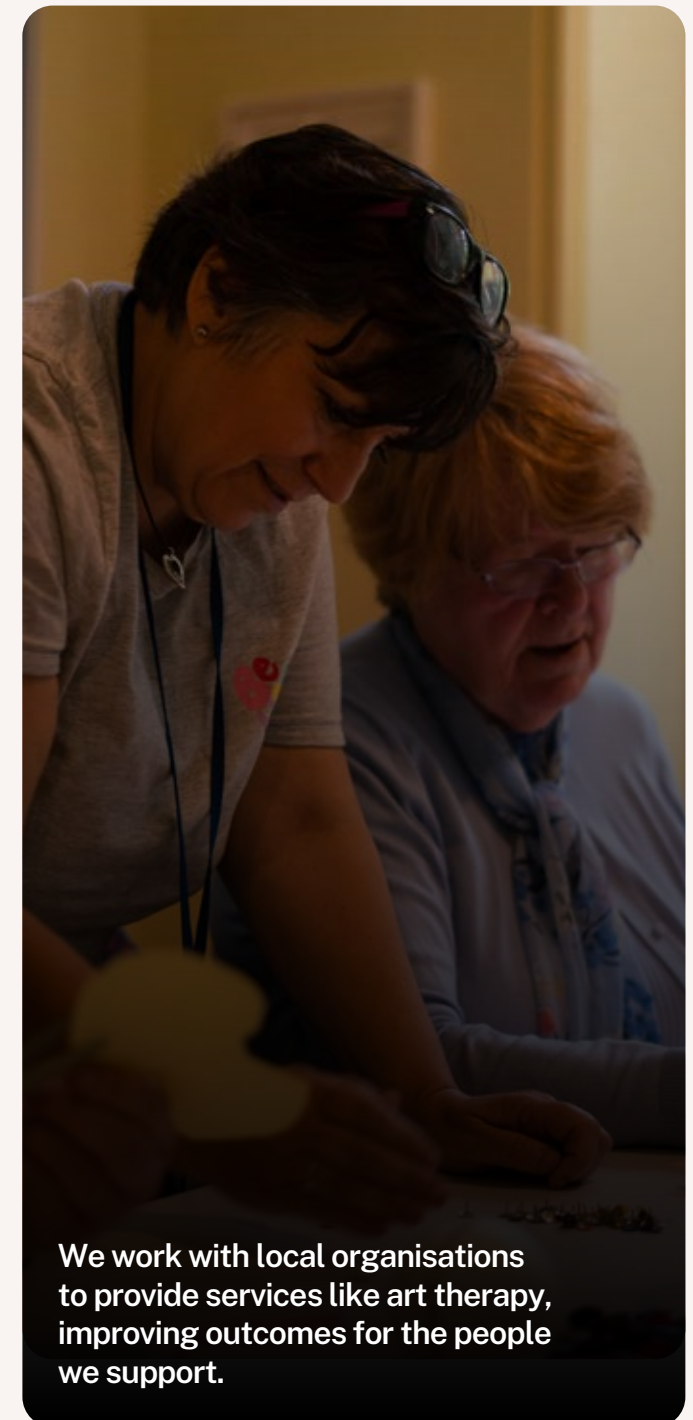
# £9.7m

flowed to 46 voluntary sector organisations or small or medium enterprises through our partnerships.



### Insight and innovation

We made our first social impact investment into the Worker Tech Fund led by Resolution Ventures. Our investment supports start-ups using innovation and technology to make work fairer, more secure, and more inclusive. As part of the impact economy, we've invested alongside Better Society Capital, Friends Provident Foundation, and Joseph Rowntree Foundation (JRF).



We work with local organisations to provide services like art therapy, improving outcomes for the people we support.

# Work, wellbeing and health





**49,179**  
people supported

Our programmes bring work, wellbeing and health services under one roof. We look at underlying challenges to finding good work, like wellbeing, resilience, stable housing, financial planning, community relationships and independence. We do this by creating a “single front door” to services, coordinating our work with other initiatives funded by government, employers and other organisations. We join up our programmes, let people use any area of our network, and give support that meets each person’s specific needs.

There are many employment support programmes for people with different needs. We outline below the different services that we offered and the impact in each.



**26,214**

people participated in national programmes commissioned before Government’s new Pathways to Work scheme:\*

#### Work and Health Programme (WHP)

Helps those with disabilities, health conditions and disadvantages find and keep work.

**4,800<sup>+</sup>**

people moved into employment.

#### Intensive Personalised Employment Support (IPES)

Supported people with disabilities and complex barriers into work.

**600**

people supported in last year of the programme.

#### Restart Scheme

UK government funded programme supporting unemployed people to find sustainable employment.

**43%**

people moved into employment.

#### WHP Pioneer

Extension of WHP, which works specifically with economically inactive people.

**1,300<sup>+</sup>**

people moved from economic inactivity into jobs.

\*These programmes are no longer open to referrals





**6,267**

people were supported through social prescribing services

Our programmes improve mental and physical health and wellbeing by connecting people to local services and organisations that can help.

### Live Well Kent and Medway

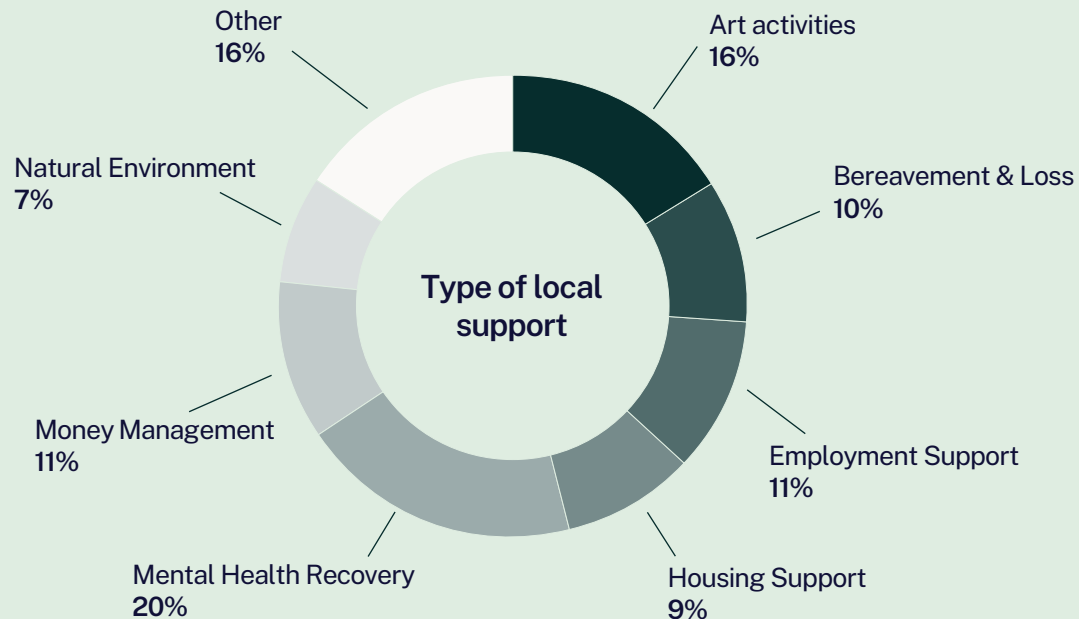


**87%**

of people improved their wellbeing through a range of community-based activities and services.

**2,200+**

people referred into local support.



### Connect for Health



**54%**

of people felt less lonely after being referred to local programmes.





# 16,698

people were supported through new Pathways to Work programmes\*

## WorkWell

A new Department for Work and Pensions (DWP) initiative which supports people with health issues that might make it hard to find or stay in a job.



saw improvement in their wellbeing.

## Individual Placement Support (IPS)

Tailored employment support that links work and health treatment together. Support is coordinated to help people with health problems return to or stay in work.

# 85

primary and secondary care locations, where our IPS employment coaches are embedded within health teams.

## Connect to Work

UK government-funded programme designed to help people with disabilities, health conditions, or other barriers to employment find and keep jobs.



600 participants actively engaged in the first 5 months.



## Influencing the system

The Secretary of State for Work and Pensions and Secretary of State for Health and Social Care visited the WorkWell programme in North Central London.

## What does integration mean for WorkWell?

The minute the GP clicks on the button that says this person's come in for a fit note there'll be a message that pops up to say this person could be eligible for the WorkWell programme here's how you refer. And that allows us to make sure that people get the support that they need the minute that they need it.



\*Pathways to Work is a group of support programmes for people with health challenges. It includes WorkWell, IPS and the devolved Connect to Work programme.

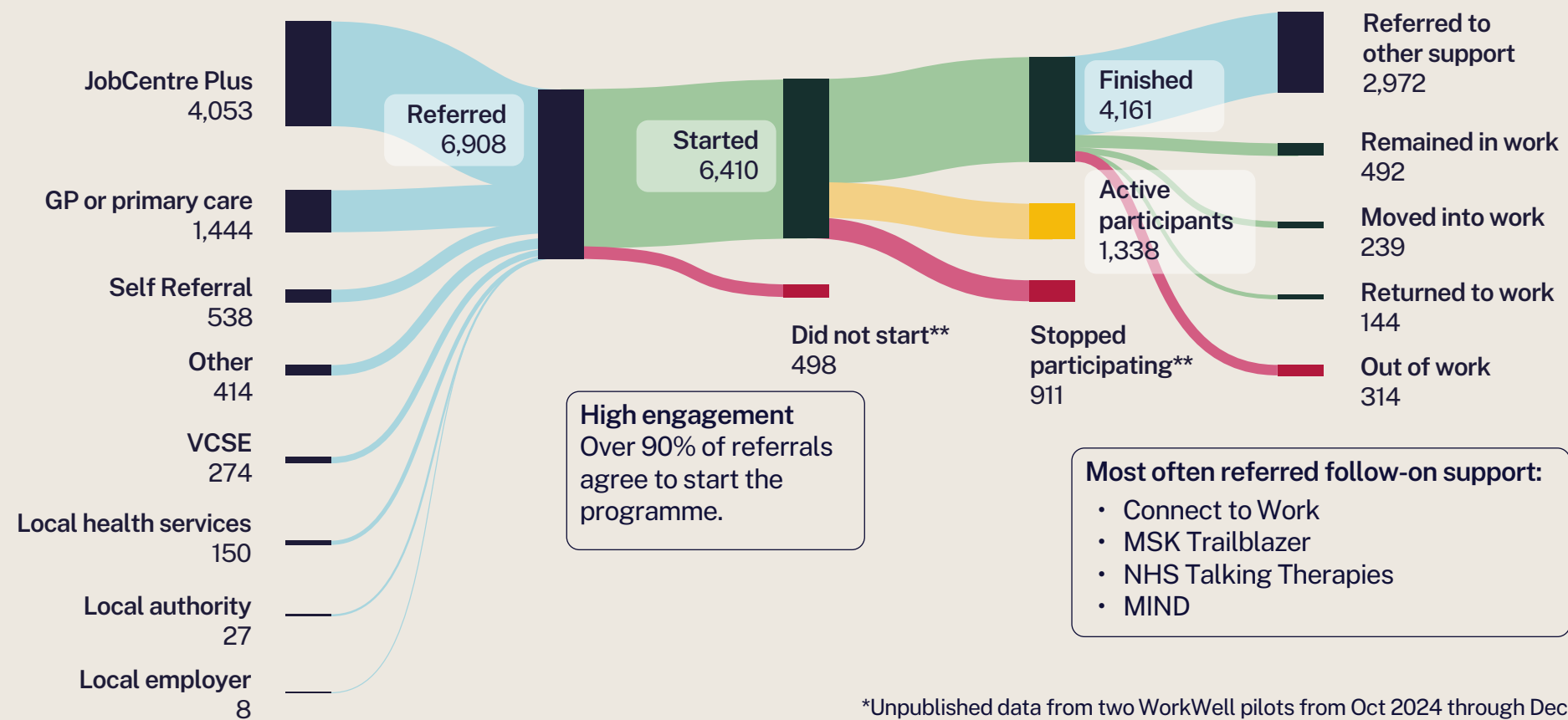
# Workwell: how health and employment services are integrated locally

Since October 2024, Shaw Trust has been delivering WorkWell in two pilot sites across 13 boroughs in North West and North Central London. Occupational health, mental health, and employment specialists provide participants with employer liaisons, work and health coaching and plans to remain in or move into work. **A critical success factor for our specialists is the ability to identify and connect local organisations to create an integrated healthcare, work and skills systems for each participant.**

Over the last 15 months, we've seen the following results:

- **84% of participants reported wellbeing improvements.**
- **875 employment outcomes** (21% of participants who finished WorkWell remained, moved into, or returned to work).
- For the 3,000 participants not yet in employment, we connected them with follow-up support through a **network of 700+ organisations** since April 2025 to address their specific needs.

The visualisation below tracks the journeys of nearly 7,000 people referred to the service.\*



\*Unpublished data from two WorkWell pilots from Oct 2024 through Dec 2025.

\*\* This is often because participants do not respond to multiple contact requests.

## Our impact through IPS

We're continually looking to innovate, exploring new approaches to better support people into good work. Today's employment services include the IPS model, internationally recognised as one of the most effective ways to support people with mental health problems and/or addictions to gain and sustain good work.

### Pioneering IPS

We've been part of the journey helping commissioners test and scale the model across the country.

This involved:

1. Taking part in one of Europe's largest trials for the overall programme in 2018, which showed IPS works.
2. Becoming the largest provider of IPS after the NHS. We gathered more evidence about its positive impact, which then led to a wider roll-out.
3. Building momentum through programmes, like launching the first Connect to Work service with the West London Alliance (a partnership of seven local authorities).

**11,665**

people participated in IPS programmes



**45%**

of people who finished the IPS programme found or stayed in work, against a 40% target.

**82%**

of these were still in work at 13 weeks.

**76%**

of these were still in work 26 weeks later.

Within one year of IPS support, the average working week for people was:

**30 hours**

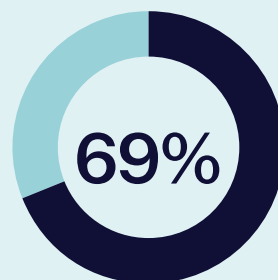


**£2.34**

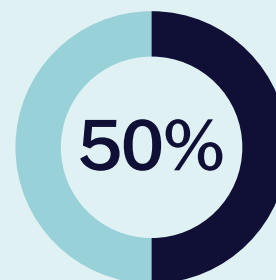
The return on every £1 spent on a Primary Care participant within one year of IPS support.



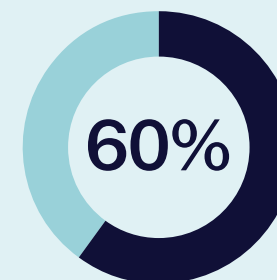
### Wellbeing



of people improved their wellbeing.



improved their mental health.



of those who didn't find work still improved their wellbeing.



# Connect to Work

Launched in 2025, Connect to Work aims to support 300,000 people nationally over the next five years. Funded by DWP, it's designed and commissioned by local authorities, based on local needs and services. Connect to Work brings together employment and health professionals for a joined-up approach to

getting people into work, using both the IPS model and another specialised approach (SEQF) for disabled or neurodivergent people. We're proud to be running the first Connect to Work to launch in England. In the first five months of running Connect to Work in seven West London boroughs, we:

## 1 Simplified access to local services

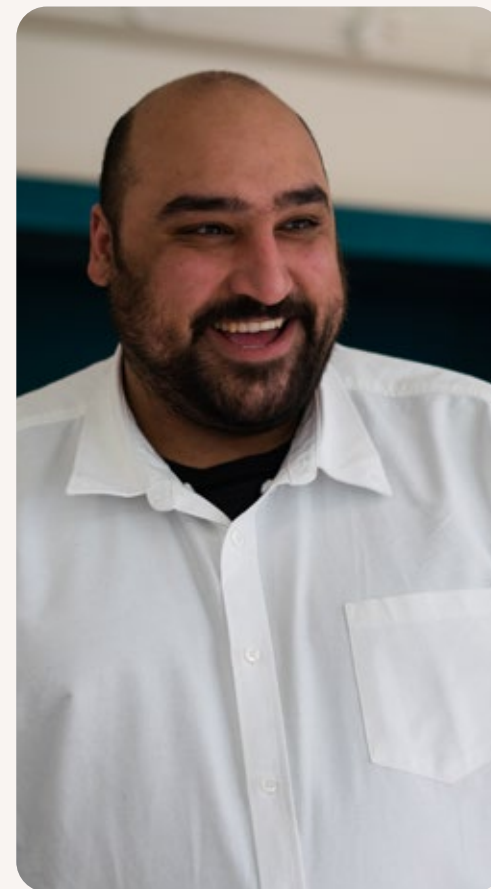
Instead of adding even more layers of support into the local system. We focused on joining up existing services and breaking down any remaining silos. We did this by co-locating in the community, data-sharing for seamless referrals across services, and bringing in local partners to fill any gaps.

## 2 Built a rapid pipeline

Through data, process and service integration, our teams rapidly built a solid pipeline of participants. A fast and clear referral pathway keeps participants engaged and onto the service that gives them the best chance of getting work.

## 3 Built local partnerships

A great service needs local job opportunities. We built relationships with a wide range of local employers to reduce the time it takes to get people into work. We got to know our neighbours, made it easy for employers to engage and built partnerships with local businesses.



## Insight and innovation



Joint, muscle and bone conditions are stopping more and more people from staying in work. To solve this challenge, we launched the Musculoskeletal (MSK) Trailblazer as part of West London Alliance's Economic Inactivity initiative.

This highly focused, integrated intervention with local healthcare teams provides faster access to NHS physiotherapy and free gym memberships. People also receive holistic coaching from a specialist employment coach who understands MSK conditions.

In the first four months, over 400 people joined the programme, with many telling us that their wellbeing has already improved.

# Strategic partnerships

We enter into long-term strategic partnerships with commissioners, often spanning a decade, to ensure services are integrated and designed collaboratively to meet community needs effectively. Not only does this mean support is faster and more innovative, but we're not doubling up on services. People can then get the right help at the right time, and move forward.

## Strategic partnership in action: West London Alliance 'No Wrong Door' initiative

Years of frontline experience in West London Alliance revealed a challenge: a fragmented system with narrow referral pathways into programmes. We recognised the need for a broader, simpler entry point into employment support services.

Through our strategic partnership with West London Alliance, we developed a single front door for employment support which:

### Simplifies access:

Residents, local providers, and JobCentre Plus only need to contact us once, and we route them to the most appropriate programme.

### Broadens reach:

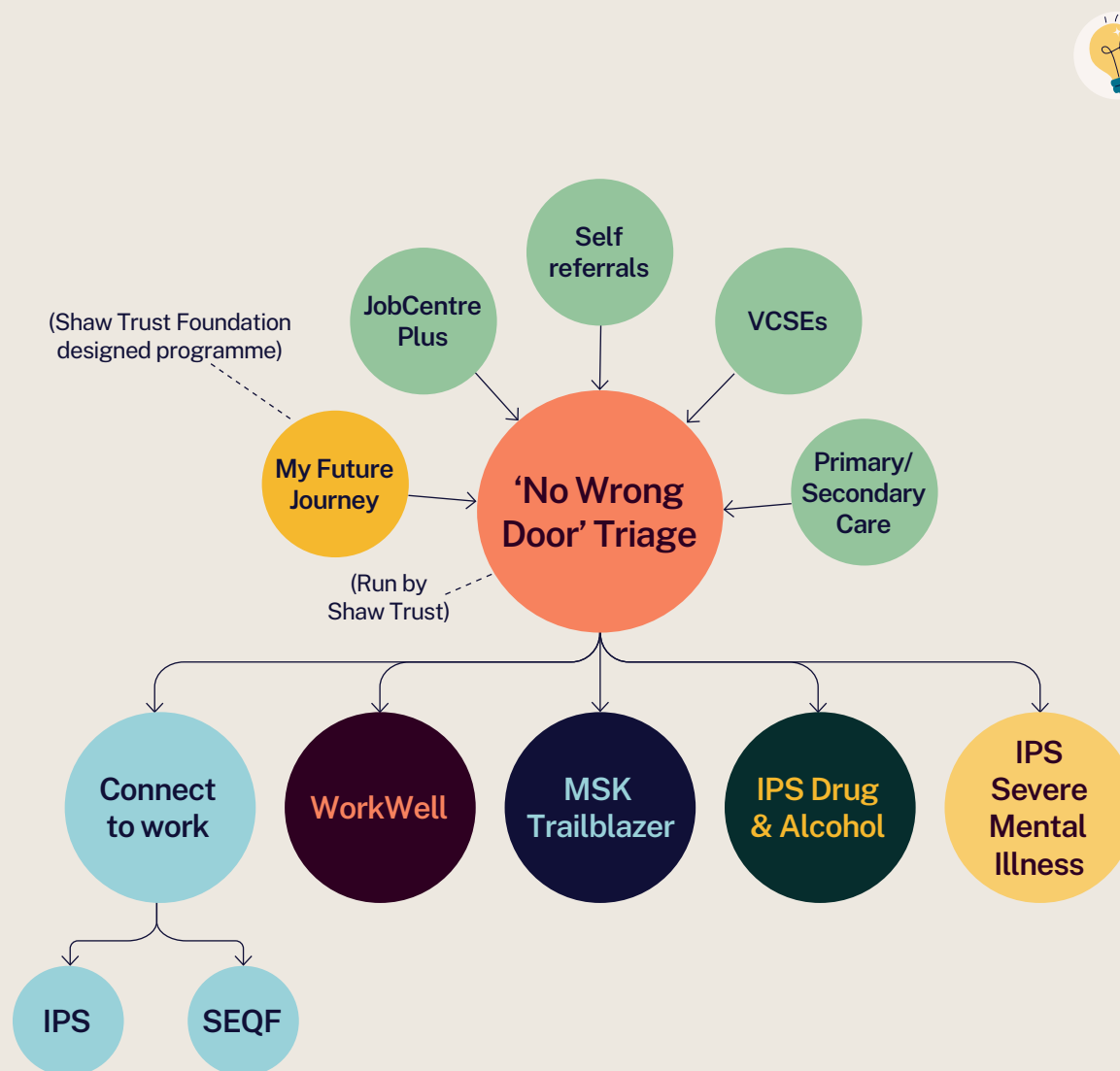
It expands the referral pathways into employment support so more people get the support they need.

### Strengthens the system:

Once participants are engaged, the partnership enables referrals into the wider community service provision (health, housing, finance), ensuring truly integrated support based on individual need.

### Fill gaps in support:

Through the Shaw Trust Foundation, we fund innovation trials to fill gaps in our support – like care-experienced young people needing help to access job support.



# Careers and skills





# 103,861

people supported

Whether it's coming back into the workplace, taking the next step on the ladder or even looking for that first role, everyone's professional journey is different. We meet people where they are and guide them to take those next steps—like learning skills, gaining qualifications or gearing up for a promotion.

## Apprenticeships

Apprenticeships fill local skills gaps, especially those at Level 2 (equivalent to 5 GCSEs) and 3 (equivalent to 2 A levels). We've supported 883 apprentices gain hands-on experience of the workplace.

56% of surveyed participants were promoted or received a pay rise.



\*Please note this data is non-published DfE data

\*\*B is the initial of the participant

## Careers advice

Through the National Careers Service, we provide free and impartial careers information, advice and guidance to help people make informed choices about their futures.

### 100,000+\*

people accessed the National Careers Service.

Of these:



### 45,000+\*

learned new skills and,



### 24,000+\*

landed a job.

## Insight and innovation: Equipping people for future skills



As the economy shifts, the skills employers need also change. This is especially true in priority and fast-growing sectors, such as construction and energy transition. Employers in these areas are looking for local candidates with sector-specific skills and knowledge. We work with employers to design specific adult skills programmes which prepare potential candidates for these roles at pace. At the end of programme, we set up guaranteed interviews with our employer partners.

## A participant's story

The Jobs + Skills Project helps individuals like B\*\* achieve rapid results. The programme provided not just a qualification, but confidence; B's site visit and interview were key to making him feel comfortable with the employer.

He completed his course, gained his CSCS qualification, and started a job with Neilcott Construction – a turnaround of just four weeks, demonstrating the efficiency of our service through employer coordination.



# Youth Employment





Everyone deserves a bright future. Today's young generation has been playing catch-up due to the lingering effects of Covid on education and the economy. NHS England estimates that one in five young people aged 8-25 have a probable mental health condition. Many young people are missing school, taking time off work, and struggling to find jobs. That's where we come in – helping them make positive changes in their lives through cognitive behavioural mentoring, resilience coaching, and career and employment support.

**Careers information, advice & guidance:** Our independent careers advisors visited schools and helped **33,150** young people map out their career ambitions and plans.

**Transition into post-16 life:** We supported **55,098** Year 11 students successfully transition to Post-16 education, employment, or training opportunities.

**Supported internships:** **190** young people with an education, health and care plan joined a Shaw Trust supported internship. Each young person worked on-site with an employer and was supported by our job coaches.

**Over half** of those on our supported internships moved into paid employment, education or training.

**Study programme:** **158** people aged 16-19, with few or no qualifications, entered study programmes. Through our skills support, they gained work experience and had a guaranteed interview at the end of their placement.

Nearly **one-third** moving into employment, education or training.

## Insight and innovation



Work experience is a key milestone for secondary school students. However, only 35% of students with vulnerabilities or SEND were offered a work placement in the last twelve months (Youth Voice Census 2025 Report) and online alternatives rarely meet their needs.

To change that, our Foundation took the work placement into schools. 30 students with SEND participated in a week's work placement on hospitality and catering organised in their school. They learnt "on the job" skills in catering and hospitality, met with employers, created their CV, did mock interviews and ran a pop-up café for their parents and carers. By the end of this work placement, students were talking about volunteering and looking for summer jobs.

"My only wish was for a truly meaningful experience... what we got was, as one carer said, 'life changing'."

**Sarah Murcott, Executive Headteacher**

# NEET tracking and prevention

Schools and local authorities have a statutory (legal) duty to identify NEET young people and help reduce their number. We partner with 17 local authorities across the country, from Westminster to Wakefield to help them support young people who are not in work, education or training.



22,955

NEET young people whom we supported with coaching.

Of these 42% moved into education, training or work this year.

Beyond our tracking services, we provide specialised programmes focused on preventing and reducing NEET rates through a combination of mentoring and resilience coaching:

**Change Project:** Funded by the Greater London Authority, this helps improve the life chances of 1,856 young Londoners aged 16-24.

**Propel GLA London:** Mentoring programme aiming to improve transitions from year groups 6 into 7 and 11 into 12.

**Norfolk Youth Early Support Services (YESS):** Supports young people aged 10-18 with areas like wellbeing, education and school attendance.

**Staying Close (Gloucestershire):** Funded by the Department for Education, Staying Close supports young people leaving care to build their ability and skills to live independently through coaching and workshops.

## Insight and innovation

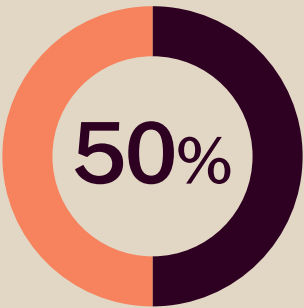


The Shaw Trust Foundation is asking what more can we do to support young people into work. We're launching a NEET employment pilot in 2026 to test a new approach. The trial will be an on-ramp to existing local employment programmes like Connect to Work and IPS. It will target young people aged 18-24 who are economically inactive or long-term unemployed, providing the bespoke support they need to successfully transition into and benefit from longer-term employment services.

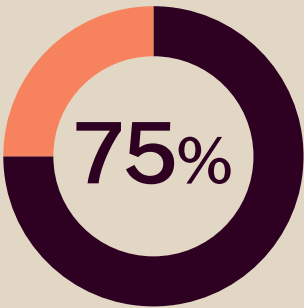
The trial draws on the successes of IPS with young people:

709

completed our IPS services in the last year.



moved into work.



improved their wellbeing.



## John's Story

Focused and driven, John knew he wanted a career in media. But cracking this brutally competitive industry was tough. He didn't have much industry experience, and after countless unsuccessful applications, his confidence began to dip.

That's when John was referred to the Change Project. The team supported John with career sessions and coaching, helping him build the skills he needed. He got hands-on experience of audio engineering, filming and editing, and even interviewed people for a short film about Shaw Trust's work.

Encouraged by his progress, and with the support of his Change Project mentor, John joined a specialist training course. Here, he learned about set etiquette and the day-to-day running of the film site. John also shared his story with Evan Davis on BBC Radio 4, in a news segment about young people being "too picky" over jobs. In the face of a tough line of questioning, John was calm and professional, while showing his unwavering passion and commitment to working in media.

With new skills and growing confidence, John applied for the BBC's film technician degree apprenticeship. He's now thriving in his studies, and a bright future in film is firmly within reach.

# Children's social care and education







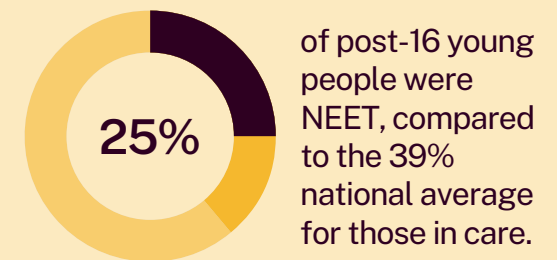
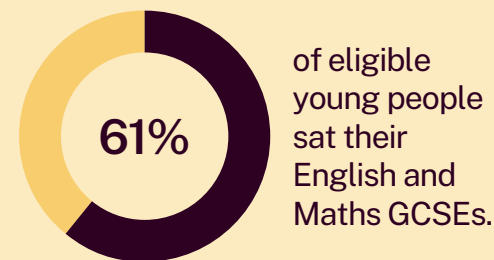
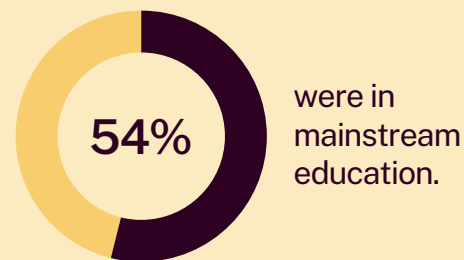
As the largest provider of residential children's homes with a charitable status in the UK, we're changing the way children's care is provided. We help children stay in school, be resilient and build strong connections.

Every day, we support 292 young people in 56 homes across the Midlands, South West and East of England. 91% of our homes are rated Ofsted Good or Outstanding, above the 82% national average.

## Raising the bar for education

We help our care experienced young people stay in school and provide specialist support and tutoring where it's needed.

In the past year in our Homes2Inspire care homes:



## Insight and innovation



We're taking impact further by creating a resilience and employment support pathway for care leavers. Based in Ealing, Harrow and in Somerset, the services funded by our Foundation help care leavers to build resilience and access work, training and employment. In Somerset, the project connects Somerset Council's Leaving Care Team with its Supported Employment Team and funds two coaches dedicated to working with young people leaving care. In Ealing and Harrow, the services are integrated with Connect to Work, helping to create a pathway for care leavers into broader employment programmes. Our work is supported by the London Innovation and Improvement Alliance (LIIA) and we are grateful for their advice and coaching.

## Influencing the system

We share our learnings on how to provide good care with policymakers and providers. Our CEO joined the Social, Cooperative and Community Economy APPG to highlight how social enterprises can start, grow and scale the provision of children's residential care. We also hosted Baroness Barran, Shadow Education Minister in one of our homes in Somerset ahead of the Children's Wellbeing and Schools Bill, with our partnership highlighted as part of the House of Lords debate.

## Somerset Council Strategic Partnership

We've partnered with Somerset Council and the Somerset NHS Foundation to bring homes, education and therapy together. To date, we've opened eight family-style homes for some of the most vulnerable young people in the area.

This year, we also opened our first Therapeutic Education provision offering places to 10–15 children and young people with additional needs and SEND.

# Justice





# 3,554

people supported

We help young offenders and prison leavers break the cycle of reoffending through learning, earning and self-development. We do this by bridging the gap between custody and community, supporting people before and after release.

At Feltham, the Young Offenders Institution, we support young men aged 15-18 with education and career prospects.



## 324

young people in education.



## 32

GCSEs taken.



## 669

accreditations achieved.

For adults, we deliver the Government's Creating Future Opportunities (CFO) Evolution programme in 31 prisons. Each person has their own dedicated support worker, giving them the tools and skills they need to grow their self-esteem and start job searching.



## 680

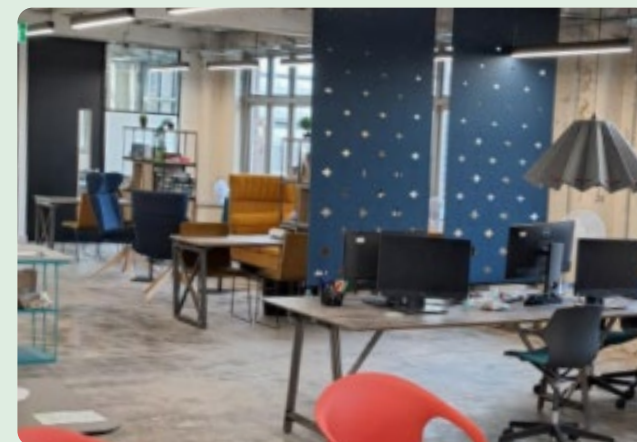
training courses delivered.



## 17,000+

interventions.

We maximise our impact through our 'Pop-up Hubs' to meet people in their communities. This flexible, localised support encourages community engagement and supports compliance with licence conditions, reducing the chances of recall and further offending.



We've helped more than 95 adults prepare for, train and find work in the last 8 months alone.





**Community  
and retail**

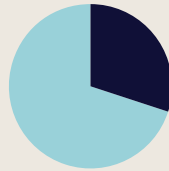
Our social impact spreads even wider through our charity shops. They're a place where people can volunteer, build their skills and gain confidence. Our shops also contribute to the circular economy through pre-loved donations. Best of all, they raise funds that support our work programmes, helping even more people find good work.



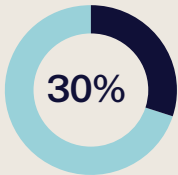
**32**  
charity shops across the UK  
(and a warehouse).

**1,009**

Volunteering opportunities created  
in local communities.



One third: Volunteers  
who are under 30.



Volunteers who are disabled  
or have a long-term condition.



**16%**

of volunteers who left, did so  
due to gaining employment.



**763,872**

Donated items saved  
from landfill.



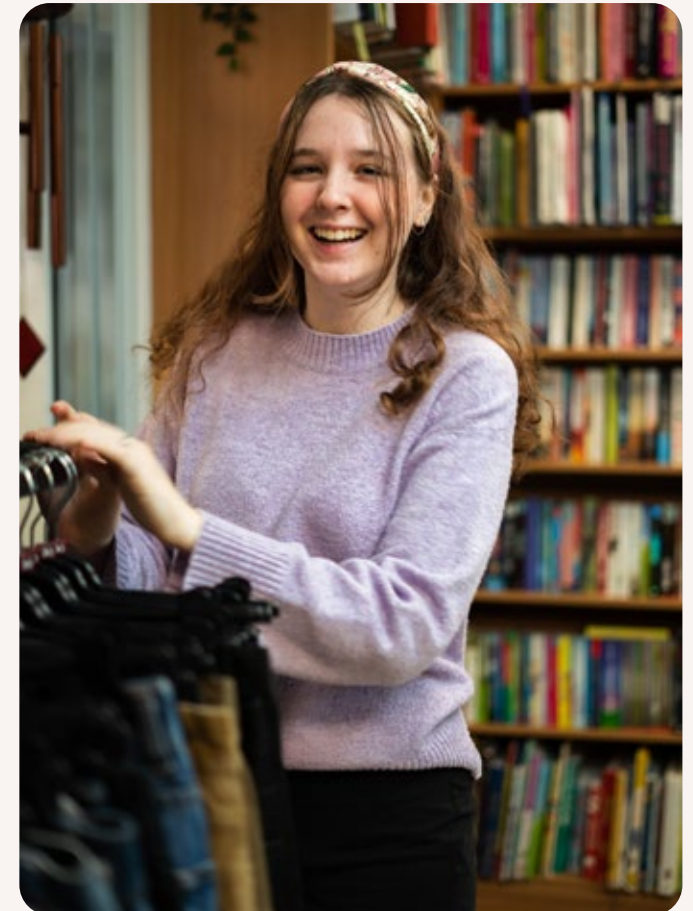
**11,300**

tonnes of CO<sup>2</sup> saved  
in emissions.

## A volunteer's story

"One of the reasons I volunteered was to help my confidence and improve my CV....Working on the till helps me speak to people and know how to start conversations. I'm applying for college now and I know the interviews will be less stressful with this experience."

Sophia, young volunteer in Marlow Shop



## Looking ahead

As we publish this impact report (for our work from September 2024 through August 2025), we know people across the country continue to face challenges in accessing good work. We will continue to provide holistic support to all our programme participants and to innovate and improve our services. We will focus on three problems of national significance:

1.

### Integration of work and health

We'll continue to lead more integrated working between employment coaches, healthcare professionals and social prescribers. Taking a place-based approach, we'll share our experience of creating a single front door to services, enabled by data, triage and clear process flows between teams. This will make it easier for people to navigate the local offer and improve outcomes for all.

2.

### Young people

Through our commissioned services and the exciting work of our Foundation, we'll continue to expand our support for young people. The Government's Youth Guarantee aims to reach many young people on benefits and struggling to find good work. We will go beyond the target group and use our charitable funding to identify and engage even more young people who need help to start their careers or return to education.

3.

### Supporting employers

The role of employers is becoming more critical in creating routes into good work, staying in work, and opportunities for progression. More businesses are looking to support their communities, improve social mobility, and enable disadvantaged people access to work. We will continue to work with them to improve and increase their ability to invest in the future of their workforce and the communities they are from.



The impacts outlined in this report are only possible by the dedication and expertise of our people, along with our partnerships with commissioners, employers, supply chain organisations, and the local communities we serve.

As an inclusive employer we're proud of our National Equality Standard, Disability Confident Leader, Mindful Employer, Autism and Menopause Friendly accreditations. We are also a committed signatory of the Armed Forces Covenant.



For further information, contact Chief Impact Officer  
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Find out more about Shaw Trust  
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