



shaw trust

Strategy 2030

The challenge and opportunity ahead.

The period to 2030 will present significant challenges for employability in the UK, driven by economic aftershocks, geopolitical pressures, and constrained public finances. Low business investment, weak productivity, rising youth unemployment, and health-related barriers to work are converging with rapid advances in automation and artificial intelligence, fundamentally reshaping the labour market.

Without effective intervention, many people - particularly young people and those in declining occupations - risk exclusion from good work and the support needed to build sustainable futures. As highlighted in the Keep Britain Working Review, economic inactivity due to ill health and disability is at a record high. While some are unable to work, many want to do so; exclusion from good work is detrimental to individuals, employers, and the wider economy.

These challenges underpin Shaw Trust's mission: to provide pathways for individuals facing barriers to work to achieve their full potential. Our delivery expertise and commitment to innovation will drive the integration of employment, health and skills. In doing so, we align closely with the government's ambition to improve outcomes for individuals and communities while delivering value for public investment.

Integrating work, health and skills

Programmes such as Connect to Work and Individual Placement and Support, where Shaw Trust is a leading provider, demonstrate the effectiveness of coordinated health and employability support. This model will enable earlier intervention, support sustained

employment, and reduce the risk of long-term unemployment. Over the next five years, we will continue to strengthen our pathway services to ensure people can access the right support at the right time.

Addressing youth unemployment

We will also maintain a strong focus on young people, particularly those not in education, employment, or training (NEETs). The long-term impact of disengagement is now well evidenced, and early intervention is critical. We will expand personalised, cross-sector support for young people facing mental and physical health barriers, helping them achieve a positive start in work.

Growth of AI

Technological change will continue to transform the nature of work. While automation and AI present risks, they also create opportunities for more skilled, creative, and people-centred roles. Through our programmes, we will equip individuals with the skills, confidence, and adaptability required to succeed in an increasingly digital economy.

Employer engagement

Employers will play an increasingly central role in enabling access to good work, job retention, and progression. As businesses place greater emphasis on social value, workforce wellbeing, and community impact, Shaw Trust will work in partnership with them to strengthen investment in skills, health, and inclusion.

Our ambition for 2030

By 2030, Shaw Trust aims to be the leading not-for-profit provider supporting people into good work and delivering high-quality services for children and young people. Through strong delivery, continuous improvement, and innovation, we will be the partner of choice for commissioners and employers. We will lead in designing integrated, people-centred pathways, using robust data and evidence to improve impact, scale what works, and deliver better social outcomes nationally. This will be underpinned by continued investment in our people, systems, digital capability, and partnerships.



Vision

A future where **good work** is accessible to all in society irrespective of their life circumstances.

Mission

To provide the pathways for individuals facing barriers to work to achieve their full potential.

Values

Our values define who we are and how we work. They underpin our shared culture, shape how we support each other, our participants, and how we make a difference together.



We care about people.
We support our colleagues and the people we work with to realise their potential and transform their lives.



We make a difference.
We deliver high quality 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. Everyone is different and everyone deserves equal opportunity.



We have integrity.
We hold ourselves to the highest standards of behaviour.



We are innovative.
We will test new ideas, methods, services, and products to increase the impact and value we add.



We are collaborative.
We believe that by working together with those we support and our partners we create better services and solutions.

Differentiators

Our approach to our mission is defined by four things that set us apart:



We are impact versus profit motivated.

Our motivation is care for the individual and their progress. We are not for profit.



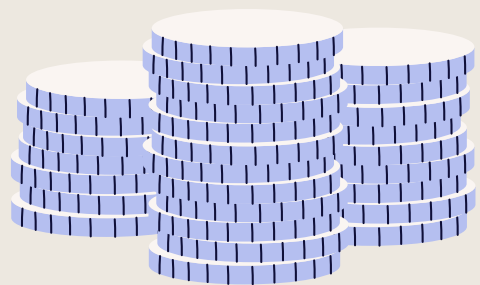
We continuously drive insight & innovation.

We learn, improve impact, and influence change by doing.



We integrate around the individual.

We maximise impact by integrating solutions around the individual – partnering extensively to do so.



We multiply every pound

As a not for profit, we invest back into charitable impact, multiplying the effect of every pound spent.

Achieving our Mission

As we move forward to 2030, we will:

- Plan and deliver the services required, aligned to our impact areas, in response to societal, government, commissioner, and business need.
- Design integrated services and products using data, business intelligence, digital processes, and service design, to drive measurable increases in outcomes and impact.
- Contribute to national-level impact through our strong regional presence and local partnerships. We will use our expertise with voluntary, community, and social enterprise (VCSE) organisations, and small and medium enterprises (SME) with common purpose. This will create more local impact for commissioners through supply chains and partnerships.
- Seek and champion long-term commissioner partnerships that deliver better outcomes over time and allow for re-investment in continual improvement and innovation.
- Act as a trusted partner and advisor to national, devolved, and local government, commissioners, employers, and stakeholders.
- Tackle the challenge of access to good work by innovating and sharing our insights. We will commission trials, strengthen our evidence base, and apply what we learn to influence policy, improve practice, and design better solutions for delivery.
- Continue to invest in technology-enabled services as well as digitally enabled operational excellence. This will allow colleagues to spend more time supporting people and will make our enabling functions more efficient, creating a better working environment for our teams.
- Continue to build a resilient, agile, empowered, and skilled workforce able to respond to the challenges and opportunities as they arise. Our people and their development will remain our greatest strength. We will recruit, nurture, recognise, and reward the diversity of talent we need and invest in ways to empower our people to release their full potential.
- Remain committed to a culture and diversity to attract and retain the best talent and to reflect society and the communities we support, and to corporate social responsibility. We will look to create more opportunities for interns and apprentices from all backgrounds wherever possible as part of our commitment to social mobility.
- Continue to minimise our impact on the environment by aiming to be carbon negative by 2030.



Our strategic priorities

To achieve our mission, our strategic priorities out to 2030 will be to:

Increase the impact of our services and innovation.

Develop our portfolio to meet stakeholder and commissioner need in our chosen impact areas.

Strive for operational excellence in how we organise and act, and in what we deliver.

Deliver the financial robustness required to support our ambition for impact creation.

Deliver best-in-class Duty of Care, including safeguarding, and risk management.

Deliver the digital architecture, infrastructure, processes, services, and products that provide the highest possible protection, opportunities, digital safety, and underpins our impact and participant experience aspirations.

Deliver a motivated, diverse, skilled, and rewarded talent and leadership base.

Developing Shaw Trust

To deliver our strategic priorities, the strength of our integrated offer comes from our balanced portfolio of delivery, services, and programmes. This portfolio approach gives us the flexibility and resilience to adapt, manage change and respond to strategic shocks and to pivot fast to where need emerges.

We will be attentive to the core problems facing government and devolved authorities. We will adjust and expand our range of services to meet future challenges, alongside a renewed focus on productivity, youth employability, and economic inactivity. As we develop and add new services, we will continue to expand our core programmes where there is need.



Enabling Activities

Our strategy will only achieve its objectives if Shaw Trust has the right colleagues, structures, technology, and governance arrangements in place. The ever-changing operating landscape demands that our enabling activities are agile and evolve quickly to meet emerging needs. We will regularly assess and adjust how we enable our activities to ensure they remain fit for purpose.

Our approach to enabling activity will include:

Colleagues.

Due to the nature and challenge of running a cyclical contract portfolio, the critical element of success, and therefore our highest task, is getting the right number of colleagues with the knowledge, skills, and mindset to deliver our services.

A colleague strategy will be implemented to ensure we recruit and retain the right people at the right time and that we build an ethos in which colleagues strongly identify with Shaw Trust. Our culture will be one where colleagues are committed to its mission, to each other, and willing and able to drive operational excellence.

The colleague strategy will also identify the best pathways to develop and harness our talent. This includes providing opportunities for development and advancement, whilst creating a culture of colleague empowerment. Where the contract cycle does not enable us to retain colleagues, our investment in their development will support their continuing success in alternative roles at Shaw Trust or in the sector. Our goal is for valued colleagues to leave well and aspire to return.



Structures.

We will continually review how we organise and adjust our structures to make sure they are impactful, effective, efficient, and economical. This will include having sufficient capacity for resilience. It also means having the leadership and management quality and capacity to lead our colleagues well and drive the business forward. We will embed a culture of colleague empowerment and a proactive approach across Shaw Trust.

Technology.

We will continue to embrace technology and accelerate adoption to increase our effectiveness and efficiency. Our focus will be on rationalising and integrating our systems exploiting emerging technology to improve data capture, flow, and use.

We will automate routine tasks so that human talent is focused where it has the greatest impact. This requires developing the skills and knowledge needed to use the data effectively and identify the opportunities that will free up colleague time.



Leadership and Governance.

We will embrace the concept of Enterprise Leadership. This mindset and set of behaviours emphasises seeing Shaw Trust as a whole, rather than as separate elements, to achieve greater impact through integrated thinking and working to deliver our common goals.

A strong central pillar will remain essential to plan, direct and govern the complex range of activities in which Shaw Trust engages. Its structures and processes will be regularly reviewed so that they remain proportionate to the needs of our mission, add value, and avoid unnecessary cost.

At the same time, we will place greater authority, responsibility and accountability at the front-line of delivery to harness and develop the talent located there. This will speed decision-making, encourage continuous improvement, and make the creation and development of opportunity easier.

shaw trust

the good work charity

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and connect with us here.



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