



Director of the  
Shaw Trust  
Foundation



# Welcome

Dear Candidate

Thank you for your interest in becoming the first Director of the Shaw Trust Foundation.

This is such an exciting time to be joining Shaw Trust as we launch our new Foundation to deliver even greater impact for the people we support. The Foundation reinforces our absolute commitment to helping the people we support live a decent and dignified life through good employment.

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 as well as Employability. Our new Foundation will be a powerful addition to our work allowing us to create amazing opportunities for the people we support. It is my wholehearted belief that everyone in Shaw Trust should feel that this is their Foundation and a product of their hard work. We are therefore looking for a Director to head the Foundation who fundamentally shares this sense of purpose and opportunity and values the incredible contribution that everyone at Shaw Trust has made in order for the Foundation to exist.

The Foundation will be flexible and multi-faceted to make sure that we can have impact where it's needed most and that we are not constrained in making best use of our contribution. Not only will it be a vehicle for distributing grants from the profit we make in our other areas of work; it will also allow us to enhance our social value through other areas of our work. You will spearhead our call to action, lead our fundraising activity and ensure our Policy Institute is an influential voice for positive change for the people and communities we support.

This opportunity presents an unrivalled and fulfilling opportunity to help improve life chances for the people we support. I am looking forward to working closely with an experienced, strategic grant maker who shares our vision for a fairer society and can already see what the new Foundation could already achieve. With a strong track record as a catalyst of social change, you will be able to devise innovative programmes of giving. You will be working across and outside a substantial and complex organisation, using your exceptional stakeholder skills to support aligned agendas, influence policy and generate further income.

If you believe you can bring the experience, drive and commitment we need to enable us to achieve genuine impact, I very much look forward to hearing from you.

Chris Luck CB MBE MA MPhil  
Group Chief Executive



# About us

As a charity we add value to everything we do by investing back into the people and communities we support. The establishment of Shaw Trust Foundation gives the charity a visible and accountable focus for our charitable purpose and activity. The Foundation will be funded a percentage of the "profit" that Shaw Trust generates through its contracted services and will also actively seek to generate fundraised income. 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.

## **Aims**

Through the Foundation we aim to create a better tomorrow for more of those we support across the UK. Offering a programme of grant giving to individuals supported by Shaw Trust and projects that help them, the Foundation will redistribute charitable income to offer access to services and support not otherwise available to the people we support.

The Foundation will help us further our impact by focussing our advocacy work and maximising opportunities to generate social value. 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 supporters to campaign for our cause and support our charitable mission.

## **Supporter engagement**

The Foundation will cultivate relationships with Shaw Trust supporters, facilitating engagement and conversation, be clear what donors and supporters are helping with, and make it as easy as possible to give to the charity. A brief summary of how people can engage is detailed below.

## **Time**

Shaw Trust already benefits from the support of nearly 1000 volunteers. The Foundation will coordinate and facilitate volunteering opportunities within the group – developing good practice frameworks for volunteer support in parts of the organisation which do not currently engage volunteers. Staff volunteering will continue to be promoted and encouraged, and a framework for offering work experience within the charity will be developed to enable meaningful short-term placements for disadvantaged groups and young people.

## **Income**

The Foundation will receive income through internal contribution and external fundraising activity and donations. At the end of each financial year, a contribution of the net Shaw Trust surplus will be allocated to the Foundation.

Shaw Trust receives a small percentage of its annual turnover through donations and fundraised income. This is primarily through individuals running and fundraising on our behalf in the London Marathon, and unsolicited donations from individuals, community groups or corporates we have worked with, and a small number of legacies. A programme of workforce engagement and opportunities to contribute and influence (for example, through staff fundraising activities, staff volunteering days, involvement in funds allocation and being part of success stories) will encourage teams and individuals to better see the impact that Shaw Trust has overall and their contribution to this. Social value will be embedded in all Shaw Trust activity.

## **Stakeholders' Voice**

Through the Foundation and Policy Institute, Shaw Trust will offer clear calls to action and expand the opportunities and range of avenues for people to use their voice to champion our causes and support the organisation. This work will both develop new avenue and build on existing structures for participation and feedback amplifying a cohesive voice that is heard at all levels, and in all areas, of the organisation.

# About us

## **The Policy Institute**

A key part of the Foundation alongside income and impact will be how Shaw Trust exerts influence. Nested in the Foundation will be the Shaw Trust Policy Institute, the advocacy engine for Shaw Trust and the sector. The Institute will work to shape and influence thinking with politicians, commissioners, stakeholders and the sectors we operate in by highlighting causes and issues important to the organisation and the people we support.

The Institute will carry out and publish research based on Shaw Trust's expertise and insights as a deliverer of frontline programmes helping people improve their life outcomes. It will be evidence led and utilise business intelligence to form thought pieces and steer the solution-based approaches that the Foundation seeks to support the delivery of.

## **Affect and Effect**

Everyone has a role to play on an individual level in behaviours that when aggregated make a big difference, or when small step changes are made over a period of time then behaviours and attitudes are gradually shifted for the benefit of future generations. The Foundation will work with the Commercial Directorate and operational colleagues to establish a social value framework in Shaw Trust, defining how Shaw Trust adds social value through its actions and services, setting the expectation for behaviours we expect to see of our workforce, people we support and partners, and establishing how we will measure and demonstrate our impact in this area.

## **Charitable Activity: Funding Programme**

While Shaw Trust works across multiple sectors and a range of people we support, we appreciate that we cannot offer support to all, and so will focus funds distribution and core activity across three programmes initially, covering grants to individuals, small project grants and a capacity building programme for organisations who support the same client group as Shaw Trust and need support to increase in size, scope or reach.

## **Governance**

The Foundation will be directed by the Shaw Trust senior executive and be held to account by the Chief Executive and trustees through normal governance chain. Reporting to trustees will be through the committee structure. Shaw Trust is registered with the Fundraising Regulator and will adhere to their Code of Fundraising Practice.



# Role Description

**Job title:** Director of Shaw Trust Foundation

**Reports to:** Chief Executive

## **Purpose**

Shaw Trust has recently established Shaw Trust Foundation, a more visible and accountable rallying point for the charitable purpose and activity in our organisation and a voice for the long-term change we champion for the people we support. The Foundation will be the recipient of the surplus ('profit') that Shaw Trust generates through its contracted services and will also actively seek to generate fundraised income, which together will be used to create better tomorrows for more of the people we support.

Housed in the Foundation is Shaw Trust Policy Institute. The Institute is the advocacy engine for Shaw Trust, championing positive change for the people and communities we support, and the sectors we operate within. The Institute will act as both internal think tank to support the wider Shaw Trust organisation, as well as contributing to external public policy debate.

The role will lead and shape the trajectory of the Foundation, putting the people we support at the heart of all it does. Reporting to the Chief Executive the role will create, develop and implement an income generation strategy and lead the development and implementation of a fundraising plan. The role will have lead responsibility for the Foundation's grant programmes and wider impact activities, as well as seeking and developing new programmes with donors and partners.

The role will lead on strategic influencing, advocacy and communications to a wide variety of stakeholders to successfully affect change through the Policy Institute. Most importantly, the ideas the role will develop in collaboration with colleagues from across the organisation will result in resources being directed towards activities that have the greatest impact in creating better tomorrows for more of the people we support over the long term.

## **Main Duties and Responsibilities**

### **Leadership and Management**

- Provide exceptional leadership of Shaw Trust Foundation, Policy Institute and Volunteers Management Team so that Shaw Trust better serves the people we support.
- Establish structure, processes, competencies and systems to ensure the Foundation is fully equipped to disburse the 'contribution' from Shaw Trust in a highly effective and transparent manner that increases the breadth and depth of outcomes to the people we support both directly and indirectly.
- Lead the development and implementation of a fundraising strategy that underpins Shaw Trust's strategic goals and grows income in a sustainable manner across a diverse range of income streams, embedding a culture of fundraising across the organisation.
- Support the Head of Policy and Public Affairs to establish the Policy Institute as a thought leader in the sector.
- Inspire and develop all members of the Foundation.
- Create a culture of innovation, both in terms of creating new products and initiatives and of continual improvement of working practices and processes that meet the culture, goals and aspirations of Shaw Trust.
- Work with the Senior Leadership Team to provide leadership to the organisation as a whole.
- Oversee policies and procedures necessary for the Foundation's activities to be compliant with all applicable regulations, policies, guidance and best practice.



# Role Description

## **Income generation**

- Lead the development and implementation of a fundraising plan, which includes key activities, areas of required investment, KPIs and milestones as well as the projected growth of fundraising income.
- Oversee the growth of our fundraised income and establish a range of new income streams, with a particular emphasis on the application of digital technology.
- Establish a commercially astute approach to income generation; making data driven decisions to support growth.
- Deliver exceptional stewardship by designing and managing a fundraising pipeline with well-defined recruitment and retention initiatives.
- Work with the Head of Marketing and Communications to ensure the right level of marketing support to enable the effective promotion of Foundation activity to all stakeholders, and to market and promote fundraising activities.
- Monitor new markets, trends and regulations – testing new approaches to ensure our activities remain effective, resilient, ethical and well governed.

## **Grant management**

- Oversee on behalf of trustees through the Chief Executive all aspects of grant making and the grant management processes for the charity, including ongoing review and improvement.
- Develop the Foundation's information needs – devising data capture and reporting requirements to demonstrate impact and inform future funds distribution.

## **Engagement**

- Develop a communications and engagement strategy for the Foundation that delivers our objectives whilst growing and engaging key audiences seamlessly across the organisation's activities and outputs.
- Ensure a supporter-centric approach to fundraising, using insight to drive activities and evaluating return on investment.
- Establish supporter segmentation and journeys as the basis for effective supporter engagement and align with wider stakeholder engagement across the organisation.
- Establish, test and rollout a supporter acquisition programme, including the use of social media as a prominent means of reaching new supporters.
- Work collaboratively with colleagues across the organisation to ensure volunteering and giving are part of an integrated strategy to connect previous recipients of Shaw Trust's services, supporters and staff in a meaningful ongoing relationship with Shaw Trust and our charitable activities.
- Ensure our communications channels influence existing and potential donors, supporters and partners of the charity.
- Convene and work with partners and influencers to amplify the messages and profile of the charity, leading to broader benefits being realised through collaboration.
- Act as an ambassador and spokesperson for Shaw Trust, actively promoting its work, networking, driving new business and developing beneficial relationships.

## **Impact**

- Contribute to the development of a policy and public affairs strategy that aligns with the overall strategy and known areas of development within public policy.
- Work to the Chief Executive to determine our advocacy priorities and oversee a programme of research, papers and campaigns through the Policy Institute.
- Oversee the development of a social value measurement framework for Shaw Trust and ensure we are capturing, utilising and communicating the added value Shaw Trust generates on an ongoing basis.
- Contribute to the sustainable development agenda of Shaw Trust.

# Role Description

## Other

- To undertake any further training as identified in the Shaw Trust review procedures.
- Ensure that safe working practices are followed in respect of COSHH and other Risk Assessment control measures.
- Employees must comply with the provisions of 'The Health and Safety at Work Act 1974' and must take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts of omissions whilst at work. Employees are also required to co-operate with their employer to enable them to perform or comply with any statutory provisions. The Trust's efforts to promote a safe and healthy working environment can only succeed with the full co-operation of its employees.
- To understand, comply with and promote Shaw Trust's safeguarding policy and procedures. It is the responsibility of all employees to make the working environment safe and secure for all. Everyone must adhere to the 5 Rs in relation to possible abuse: Recognition, Response, Reporting, Recording and Referral. The Trust can only ensure its dedication to the protection of vulnerable people with the full cooperation of its employees.
- The Trust has an Equality and Diversity Policy and it is the responsibility of all staff to comply with this. The key responsibilities for staff under this Policy are set out in the Trust Code of Conduct.
- To maintain the confidentiality about clients, staff and other Trust business. The work is of a confidential nature and information gained must not be communicated to other persons except in the recognised course of duty. The post holder must meet the requirements of the Data Protection Act at all times.
- Be aware of, promote and implement Shaw Trust's Quality and Information Security Management Systems.
- To report to line manager, or other appropriate person, in the event of awareness of bad practice.
- Recycle and manage energy within your environment.

This job description is intended to provide a broad outline of the main duties and responsibilities only. The post holder will need to be flexible in developing the role in conjunction with the line manager. The post holder may be asked to carry out any other delegated duty or task that is in line with their post, seniority or the need of the organisation.



# Person Specification

## **Part One** **Knowledge and Experience**

### **Leadership and management**

- Proven experience of operating at a senior level, with the strategic ability to lead, support, inspire and manage effectively.
- Experience of building and nurturing strong and productive relationships, internally and externally.
- An exceptional collaborator with proven experience of working with peers to successfully realise the overall goals of a charity.
- Proven track record of leading and developing a team to increase impact, awareness and income.

### **Grant management and income generation**

- Proven experience of setting and developing a grant making framework and of successfully delivering a grant making programme with impact in line with strategic objectives.
- Evidence of catalysing social change either through innovative grant giving or income generation.
- Proven successful experience of developing and implementing fundraising strategy that has grown income and established a more diversified and sustainable income base.
- Track record of successfully developing a pipeline, cultivating relationships, developing proposals and securing successful partnerships.
- Proven experience of successfully leading the development and implementation of a KPI framework and the development of reporting systems in line with the long-term goals of an organisation.

### **Engagement**

- Experience of digital fundraising and engagement best practices with an understanding of how the digital environment can be optimised to drive organisational objectives .
- Management of supporter data and thorough knowledge of legislation for fundraising and communications (desirable).
- Understanding of communications and marketing in particular developing reputation and brand positioning for income growth (desirable).
- Understanding and knowledge of best practice for optimising long-term supporter relations (desirable).

### **Impact and influence**

- Experience of strategic influencing, advocacy and communications to a wide variety of stakeholders to successfully affect change.
- Understanding of the sectors Shaw Trust operates in and related government policy (desirable).
- Understanding of social value and the Social Value Act (desirable).



# Person Specification

## Part Two

### Skills and abilities

- Exceptional interpersonal skills.
- High strategic acumen.
- A proven leader of innovation.
- Commercially astute with excellent planning, financial management and budgeting skills.
- Able to inspire teams by establishing a common commitment to the mission of an organisation.
- Able to work collaboratively and influence effectively across departments and externally to achieve organisational goals.
- Be able to display an awareness, understanding and commitment to the protection and safeguarding of young people and vulnerable adults.

## Part Three

### Leadership style and behaviours

- Motivated to improve lives for the better.
- Personal presence and demeanour that secures the confidence of others quickly and energy that can work with a range of stakeholders, from those we support to government.
- Open minded and a flexible approach to working with colleagues.
- Positive and enthusiastic.
- Have an understanding of and be able to demonstrate a commitment to Equal Opportunities and Diversity.



# Terms of appointment

<b>Salary:</b>	Competitive
<b>Benefits:</b>	25 days annual leave in addition to bank holidays. Enhanced pension.
<b>Eligibility:</b>	This post requires a Disclosure and Barring Service check at a Basic Level.
<b>Location:</b>	Home based with UK-wide travel.

## How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact [Juliet.Taylor@starfishsearch.com](mailto:Juliet.Taylor@starfishsearch.com) or [Juliet.Brown@starfishsearch.com](mailto:Juliet.Brown@starfishsearch.com) and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/shaw-trust-foundation-director/> and click on the apply now button, with the following prepared:

- your CV (no more than three sides)
- a supporting statement that sets out why you think this role is the right move for you and how you meet the Knowledge and Experience criteria.
- we would be grateful if you would also tell us your current salary details (we do not disclose this to our clients without your consent).

<b>Closing date</b>	8am Monday 21st September 2020
<b>First round interviews</b>	25th and 28th September 2020
<b>Agreement of the final shortlist</b>	2nd October 2020
<b>Interviews with Shaw Trust</b>	12th October 2020



