

A portrait of a young woman with dark hair tied back, featuring a bright blue flower accessory. She is smiling and looking slightly to the side. The image is framed by a diagonal white line separating the top right corner, which contains the Shaw Trust logo, from the rest of the image. The bottom left corner is a solid dark blue triangle containing the text 'Trustee Brief'.

**shaw  
trust**

**Trustee  
Brief**

# Welcome

Dear candidate,

Thank you for considering making an application to join the board of Shaw Trust. I hope you enjoy learning a little more about us from the Welcome Pack and by browsing our web site. I will be delighted if this leads to you making an application.

This is a particularly important time for our country and for Shaw Trust.

The last twelve months have seen three shocks to our national system. Covid tested our health and economic systems, Black Lives Matter tested our consciences and Brexit tested our nerves. Although the combined effect of the three has been to bear down on our collective mood, it is apparent that the load has fallen disproportionately the poor and marginalised. The Government has an aggressive agenda to tackle those consequences from the regional 'Levelling up' ambition to new programmes such as JETS (Job Entry Targeted Support) charged with helping hundreds of thousands of people to gain employment as we recover from the pandemic.

Shaw Trust is front and central in helping to deliver the services which will help us to recover from the impact of the three shocks.

Last year the Board signed off a strategic vision for 2030 and the route we will take to get there. This will considerably increase the range and scope of our services to some of the most disadvantaged citizens in the UK.

To achieve this, we need to increase the capability and experience of our board for three main reasons:

- we expect the scale of our work to increase significantly;
- we would like to extend our understanding of the lived experiences of our beneficiaries; and
- we will be losing three of our most experienced and long serving trustees who are due to retire over the course of the next 12 months.

As you will notice from the pack, if you join us you will find yourself in the company of a Board of experienced professionals from a range of backgrounds. However, we share one thing - we are totally committed to Shaw Trust's ethos as a not for profit organisation with a charitable heart and a commercial head.

The UK's response to the traumas of the last twelve months has been uplifting, from the number of people who contributed to Sir Tom Moore's £32m NHS fundraiser to the many tiny charities that have risen to the challenge to provide food, services and a human touch to the disadvantaged. They and so many others, have shown that beating inequality will never be the consequence of policy alone – it will be the result of good people doing what it takes to help those who are less fortunate for no other reason than that they can. Thank you again for taking this first step towards adding to this contribution.

The role that we play has become even more critical as a consequence of the three shocks and the impact they are having and will continue to have on people's lives for a long time to come. We recognise this may also apply to you and your organisations, so we have sought to make the application process as user friendly as possible. I hope you find it so but do please contact our recruitment consultants - Starfish, if you need further help with this.

With best wishes

A handwritten signature in white ink that reads "Ken" followed by a long, sweeping diagonal stroke.

Sir Kenneth Olisa

# About

At Shaw Trust we pride ourselves on our 'charitable heart with a commercial brain' approach to what we do; quality services that also maximise social value and social investment to communities. This approach will allow us to meet:

## **Our Vision**

A future where good employment is accessible to all in society irrespective of life circumstances.

## **Our Mission**

To focus our experience, skills, 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.

Shaw Trust believes in the right of every person in the United Kingdom to live a decent and dignified life through good 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.

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.

## **Our Services**

Employability pathways and programmes are at the core of what Shaw Trusts delivers. Our framework to enhance contracted employability outcomes will include:

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

## **Our Ambition**

Our ambition is to accelerate our mission and amplify our reach – by 2030, providing more people with the good help that they need to access good work and a good quality of life – and we need people like you to help us. For us, impactful change is about creating the conditions for this to happen, advocating and delivering services that make a real difference. Working in partnership not competition, we are part of an eco-system of purpose-led organisations, striving for a fairer, more equal society centred on opportunity for all.

Shaw Trust was founded on these principles over 30 years ago; for our 2,700 employees and 800 volunteers across the UK, they remain true. In the last financial year, we supported over 290,000 people through an annual revenue of £223m. We are now poised for the next era of significant development.

Our vision for the next 10 years is built on our Child to Career tenet focusing on joining up our nationwide, multidisciplinary skills and services to provide tailored, people-centred support without profit motive.

We will also use our deep experience to advocate on behalf of those in need. Our new Shaw Trust Foundation uses surplus generated and donations to deliver positive change and our Shaw Trust Institute provides the essential evidence that helps shape national policy.

To help us deliver impact on the scale and of the quality we want to see, we are now looking for people with significant professional and personal influence to join our Trustee Board. You will have specific experience of leadership gained from having held significant roles or portfolios in our core areas or from working with large complex organisations. One role will be a significant Finance Committee Chair appointment, we also have opportunities for Trustees to join our Commercial and Performance and our Audit and Risk Committees. Following these initial appointments we will be continuing to recruit additional Trustees as part of our Board expansion.

**Shaw Trust's website is at [www.shawtrust.org.uk](http://www.shawtrust.org.uk) and offers further insight into the organisation and outcomes it delivers.**

# The Board



## **Sir Ken Olisa, OBE (Chair)**

Ken has enjoyed a distinguished career and was knighted in the 2018 New Year Honours for services to Business and Philanthropy.

In 2015 Ken was declared 'the most influential black man in Britain' and in the same year he was appointed Lord-Lieutenant of Greater London – The Queen's personal representative in the capital. However, it is not public recognition that drives Ken but public good and a strong sense of purpose to challenge society's inequity. For Ken a society where families are struggling to make ends meet, talented disabled people are unemployed, children in care are prevented from accessing opportunities is one in which Shaw Trust is not only desirable but essential. Sir Kenneth has called on government and other policy makers to recognise that help for the needy is better driven by charitable rather than commercial priorities. His pride in Shaw Trust is reinforced by our evident commitment always to act as an organisation with a charitable heart and a business brain.



## **Peter Holmes**

Peter became a trustee in September 2012 when Shaw Trust acquired Career Development Group (CDG). He also serves as the Chair of the Performance and Investment Committee.

Peter became a trustee in September 2012 when Shaw Trust acquired Career Development Group (CDG). He also serves as the Chair of the Performance and Investment Committee. Peter spent more than thirty years working in the technology and management consulting sectors helping public sector organisations to deliver higher quality services and to improve their efficiency. Since retiring from Accenture in 2008 he has taken on a number of non-executive positions for social purpose companies, charities and trade bodies. He joined Shaw Trust to apply his experience of delivering major public sector contracts to help people from a diverse range of backgrounds to fulfil their potential.



## **Chanelle Gray**

Chanelle graduated from Roehampton University with a 2:1 in Psychology and Counselling and joined the Civil Service as a court usher.

Ten years later and Chanelle had climbed the ranks into a leadership position, on a competitive talent programme. She was also developing her skill and interest in Diversity and Inclusion both within the Civil Service and outside of it. Most recently, Chanelle has worked heavily on championing social mobility and ethnicity within the workplace, focusing on improving the diversity within the Civil Service's senior leadership to avoid groupthink and to ensure it is as representative as the society the Civil Service serves. Outside of work, Chanelle has a strong passion for volunteering supporting people who do not have the best start in life. Before she embarked on an adventure into motherhood, Chanelle volunteered as an appropriate adult within Croydon Police Station, helping vulnerable and underage suspects understand what was happening and ensuring they were treated fairly and appropriately.





### **Mike Nussbaum**

Mike joined Shaw Trust in February 2016. Mike sits on the boards of RNIB, Guide Dogs, Vision UK, the Equality and Diversity Forum and supports numerous other charitable organisations.

Mike's passion for social justice started young when he was involved in a wide range of social action programmes including chairing national youth organisations. Now, following more than 50 years of public service, Mike brings his blind lived experience to Shaw Trust. An active and committed volunteer Mike previously sat on the boards of RNIB, Vision UK, and the Equality and Diversity Forum. Mike is still an active member of the board for Guide Dogs and continues to support numerous other charitable organisations. Mike is passionate about the added value which volunteers can bring to an organisation as well as the personal benefits of volunteering. Supporting Shaw Trust's 1,000 person strong volunteer programme, Mike received a national 'Year of the Volunteer' Award for services to volunteering in 2005, and in 2008 The Open University awarded him an Honorary Doctorate.



### **Mike Hawker**

Mike has been a trustee for more than eight years and holds a number of board roles including with South Central Ambulance Service, the British Army's audit committee, Salisbury Trading and Odstock Medical.

Mike had a successful executive career in Bradford before chairing a further education college and becoming director of a training and enterprise council that supported initiatives to address the social and economic consequences caused by the demise of the coal and wool industries. These changes were close to Mike's heart, although a Yorkshire lad, his mum's relations retrained or relocated when coal mines closed in Somerset and skilled work at Clarks was lost as shoe manufacturing moved overseas. His council house childhood and Yorkshire upbringing means he sees we sometimes need a little help to help ourselves and being a trustee enables him to provide that help. Speaking about Shaw Trust, Mike comments: "My mum grew up in a children's home; she would be very proud that I am a Trustee of an organisation providing in its children's homes a level of care and support she could only have dreamt of."



### **Jeremy Moore**

Jeremy became a trustee in October 2018 after many years as a senior civil servant in several Whitehall departments dealing mainly with social policy issues.

Jeremy now has a portfolio career in those areas in which he worked as a national policy maker – welfare, the labour market, education and skills. He believes strongly that governments need to work with expert charities like Shaw Trust to design and deliver programmes which will increase economic and social opportunities for those too often left behind. He has recently helped with the Trust's long-term strategy and on strengthening its internal governance. He is keen to see us become more influential in shaping policy and public attitudes in order to reduce inequality and increase opportunity.



### **Paul Baldwin**

After two decades working in the banking and finance industry, in 2009 Paul decided he would rather spend his time working on the causes that he is passionate about.

Since then he has pursued a portfolio career working with a select number of charitable organisations across a range of different sectors. His most significant areas of interest include, disability, education and skills, conservation and the environment, and animal protection, including as chair of Battersea Dogs & Cats Home. Paul first became aware of Shaw Trust while he was Chair of the Disabled Living Foundation (DLF) and was looking for a suitable merger partner to secure DLF's long-term future. An immediate meeting of minds led to a successful merger in 2014, and Paul joined the Shaw Trust board in 2016. Other than working as a charity trustee, Paul is happiest when in the mountains: hiking, ultra-running, skiing, or teaching adaptive snow sports to people with a range of different disabilities.



### **Annmarie Hassall**

Annmarie was appointed to the Board as a trustee in autumn 2019. An expert in her field, she was appointed MBE for services to children and families in 2011.

At Shaw Trust Annmarie draws on all of her sector experience of working with charity, private sector, local authority and central government to support our work by ensuring we are on the right track, doing what we have agreed, delivering on commitments and doing it well. Volunteering her time as a trustee it was the values of Shaw Trust that most attracted Annmarie. The belief people should be at the heart of change; employment as a goal for everyone and the focus on skills; valuing education, training and skills for life.



### **Paul McGee**

Paul was a founding director of Prospects, which was acquired by Shaw Trust in 2017 and is currently chair of Homes2Inspire and Optimus Education, both part of Shaw Trust.

After studying maths and philosophy at Leeds University, Paul worked at the Globe (now Gielgud) Theatre in London. He joined the education sector teaching maths and computing in inner London before spending periods as a general inspector and Chief Education Inspector in Croydon. In his role as Chief Inspector, Paul led on curriculum development, pupil assessment, teacher appraisal and school evaluation and inspection systems prior to their introduction nationally. He was also heavily involved in the major secondary school reorganisation leading to post-16 centres, and The Brit School. As Director of Education and Leisure in Bexley, Paul reorganised the arrangements for entry to the borough's selective schools and ensured that almost all children with special needs were educated within Bexley. He also established the Bexley Heritage Trust and reorganised the swimming and leisure centres. After retiring Paul became a trustee of Signature Care and Support, Autism Wessex and Choice Support where he was Vice-Chair and Chair of the Finance and Audit Committee. Paul was a founding director of Prospects, which was acquired by Shaw Trust, and was invited to become a trustee of Shaw Trust. He is currently chair of Homes2Inspire and Optimus Education, within Shaw Trust, as he was in Prospects. His major interests are in trying to provide coordinated services to children and young people with special needs in what has become an increasingly fragmented system.



### **John Norman**

John joined the organisation in 2009 following a 40-year career in airport management. It was during his time as HR Director at Stansted Airport that he became enthused by the work of the third sector.

Particularly when it related to finding work for those who are long term unemployed. John continues to be highly motivated by the work Shaw Trust undertakes in this critical area. John also strongly believes that all young people, particularly those socially disadvantaged should have the best start in life and has been active in the Foyers movement, more recently with London Youth and of course with the services Shaw Trust provides to young people. He played a leading role in the creation of Shaw Education Trust and has played a key role in supporting HR activity and the recruitment of fellow trustees and senior executives.

## **Our CEO is Chris Luck**



### **Chris Luck CB MBE**

**MA MPhil**

Group CEO, Shaw Trust

Chris joined the Trust in May 2019, after a distinguished career in the armed forces. Chris had not planned to move into the voluntary sector, however, his life experiences, personal values and strong sense of purpose made him the perfect fit to lead Shaw Trust. Ensuring those we support are at the heart of everything we do, Chris has implemented a new organisational structure, reviewed our strategic direction and championed new initiatives, including the Shaw Trust Foundation and Shaw Trust Policy Institute supporting and advocating for social mobility through opportunity.





# The Role

The Board of Trustees holds ultimate accountability for the affairs of Shaw Trust. Its job is to ensure that it is solvent, well-run, and delivers the charitable outcomes for the benefit of the public for which it has been set up. With a strong, capable and highly experienced executive team in place, we are looking for trustees whose experience further reinforces the Board's role in creating strategy, anticipating risk, introducing new ideas, overseeing change and growth, and providing critical support and stretch to the CEO and his team.

Trustees routinely:

- contribute to the setting and shaping of strategic direction;
- contribute to good governance including financial stewardship, stability and sustainability;
- offer valuable resource in terms of supporting, questioning and holding to account the Executive, and engaging in particular projects from time to time;
- call on their personal and professional networks and contacts in support of the Trust's activities and reputation, and act as ambassador;
- ensure that the organisation complies with its governing document, charity and company law and any other relevant legislation or regulations;
- ensure that the organisation pursues its objects as defined in the governing documents, safeguard its good name and value and protect its resources.





# The Person

Our intention is to create a step change in the weight, breadth and agility of our Board so it is fully equipped to support our strategic commitments. We are specifically looking for applicants who will bring:

- compelling personal experience as follows:
  - for the Commercial and Performance Trustee role, leadership experience gained in an organisation of over £500m turnover ideally (but not necessarily) serving a comparable, or comparably diverse, population or customer base
  - for the Audit and Risk Trustee role, experience gained at a senior level of identifying and managing risk within, or on behalf of, organisations that are similarly complex and exposed
  - for the Finance Committee Chair role, strategic financial management experience, including oversight of very large, complex budgets, again gained within commercially-oriented organisations of at least £500m turnover
- experience of commercial growth and development gained within a service or customer-led setting
- experience of leading or contributing to business and cultural change.

We are looking for people who:

- have sophisticated communication skills
- have the judgement to lodge challenge firmly and constructively
- can participate fully in debate about key strategic issues
- build positive and constructive relationships quickly and are highly capable of self-reflection
- hold personal and professional credibility
- hold a passion for, and have personal values that are aligned with, those of Shaw Trust.

*We are keen that our Board should become more diverse and representative of the communities we serve. We would particularly welcome applications from disabled people, ethnic minorities and women.*



# Terms of Appointment

## **Time commitment**

It is estimated that the time commitment will amount to one to two days per month.

Board meetings are held once per quarter. All Trustees are also members of one of our four Board committees, which also meet once per quarter. There will also be an annual strategy away day, extraordinary committee meetings as required, engagement with our staff, stakeholders and the people we support.

## **Remuneration**

All trustee roles are voluntary and reasonable expenses are reimbursed.

## **Conflict of interest**

Trustees must avoid conflict between their personal interests and those of the Trust.

## **Appointment length**

Term of appointment is three years potentially renewable for a further three and up to a maximum of nine years.

## How to progress your interest in one of these roles

We hope that you are interested in these appointments. If so, please contact our advising consultants, Juliet Brown ([Juliet.Brown@starfishsearch.com](mailto:Juliet.Brown@starfishsearch.com)) or Juliet Taylor ([Juliet.Taylor@starfishsearch.com](mailto:Juliet.Taylor@starfishsearch.com)) directly, enclosing your CV or equivalent biographical information. They will be very pleased to discuss the role further and respond to your questions.

**It is anticipated that this search will be closed by mid-April 2021.**

A young man with short brown hair and freckles, wearing a green zip-up hoodie, is leaning over a garden bed. He is carefully planting a small green parsley plant into dark, rich soil. To his left, there is a black plastic pot containing more parsley plants. The background is slightly blurred, showing more of the garden and some foliage. The image is split diagonally from the top right corner, with the top right portion being white and containing the 'shaw trust' logo.

**shaw  
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