

A portrait of a woman with dark hair styled in buns, secured with bright blue hair ties. She is smiling and looking slightly to the right. She is wearing a dark blue polo shirt. The background is a blurred indoor setting. The image is framed by a white diagonal shape in the top right corner and a dark blue diagonal shape in the bottom left corner.

**shaw
trust**

**Operational Director
Learning and Skills**

Welcome

Dear Candidate

Thank you for your interest in this important role for Shaw Trust.

At Shaw Trust we believe everyone has the right to live a decent and dignified life and an opportunity for rewarding work. We are a social purpose organisation challenging inequality and breaking down barriers to enable social mobility. Our Learning and Skills division is an Ofsted 'Outstanding' training provider of skills and education. We help people with their education, entering work, developing their career, improving their wellbeing and rebuilding their lives. As a charity we add value to everything we do by investing back into the people and communities we support.

This is an exciting time to join us as we transform our Education, Learning and Skills directorate, a key division within the Shaw Trust Group. Supporting people into the workplace, especially those with complex needs is a vital service – valuable to individuals, families, communities, businesses and the economy. Careers support helps people improve their life chances as they enter and sustain meaningful work and tackle in-work poverty. With a new Managing Director recently appointed, you will be joining an ambitious team focused on growing our work in this area to further build our reputation and impact.

Ensuring robust management of our Learning and Skills contracts is critical if we are to continue our growth and continuous improvement. We will be looking to you to ensure that Shaw Trust delivers exceptional outcomes across all of our contracts, meeting or exceeding the expectations of all of our stakeholders and delivering sustainable commercial growth.

You will be an experienced leader used to working in a complex organisation, with a strong track record of achieving and growing Learning and Skills contracts and operating results. You will be a critical and strategic thinker with outstanding commercial acumen and project management capability. Robust and disciplined contract and project management will be at your core as well as the ability to work collaboratively and to enjoy effective relationships with your colleagues. With sharp attention to detail you will be comfortable balancing this with the higher level strategic input required to achieve our ambitious results. You will be an inclusive leader who embraces our culture and values, putting those we serve at the heart of everything we do.

If this excites you, we'd love to hear from you.

Best wishes,

Chris Luck,
Chief Executive, Shaw Trust

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.

Shaw Trust's website is at www.shawtrust.org.uk and offers further insight into the organisation and outcomes it delivers.

Job Description

Job Title:	Operational Director for Learning and Skills
Reports to:	Managing Director – Education and Skills
Location:	Home or Operational Centre (with UK-wide travel)

Purpose

As a member of the Education, Learning and Skills Senior Leadership Team (SLT), the role will support the Managing Director in the strategic leadership of Learning and Skills in the Education division. The role will be responsible for supporting growth, continuous improvement and operational management of all Learning and Skills contracts.

Main Duties and Responsibilities

1. Support a geographically dispersed delivery across a range of sectors, beneficiary groups and contracts to deliver/exceed contractual performance objectives and budget is met.
2. To have Gross Profit / Contribution 1 (C1) accountability for all Learning and skills contracts, contributing to the strategic objectives set by the MD.
3. Working with the Senior Leadership Team and Continuous Improvement Director, to drive and develop strategies to be approved by the MD that contributes to the overall strategic plan and leads to a significant contribution to the Shaw Trust Group.
4. To support the development of the operational business plan for delivery across the Education, Learning and Skills Division.
5. Work closely with other operational divisions to ensure services are layered and deliver the best possible outcomes for the end beneficiary.
6. To achieve operational outcomes that meet all key performance indicators (KPI) contractual requirements, customer satisfaction targets, success rates and progression, and C1 targets for Learning and Skills in a sustainable way over the life time of the contracts, to profile, driving organic growth and contributing to agreed commercial growth to meet Shaw Trust Group strategic objectives.
7. Ensure the operation works across all delivery teams' to drive better quality outcomes for learners and enhanced efficiency/ C1, by maximising direct delivery and ensuring that supply chain partners are performance managed to profile and achieve in a manner that meets and/or exceeds the requirement of Ofsted, Matrix and all Group quality and compliance standards.
8. Develop a high performing team of senior managers who work to key performance and quality indicators, who are empowered and are then held to account in terms of KPI contract delivery, C1 targets, group quality and risk management standards.
9. Ensure voices of those we support are heard and acted upon, through various forums, working with the Operational Support Team.
10. Work with the Finance Department and Shaw Trust Corporate and Operational Support Teams to ensure Learning and Skills teams are furnished with timely, accurate, qualitative and appropriate information to manage and effect performance and quality improvements.
11. Work in partnership with Finance, Subcontracting Governance, Corporate and Continuous Improvement staff to ensure the division is fully prepared re inspections, assisting the MD as designate divisional lead for key Inspection/regulatory and compliance visits (OFSTED, Matrix etc.).
12. Be responsible for driving learning and Skills operations to meet internal and external quality requirements to achieve corporate strategic objectives and to ensure all learners are able to progress, regardless of barrier.
13. To develop and maintain senior external stakeholder relationships for contracts.
14. To support the C Suite to win strategic new income streams as needed.

Planning & Strategy

15. As part of the Education, Learning and Skills SLT and Ixion Management Board, to contribute to defining the corporate strategy and direction for Education, Learning and Skills on an annual basis, to ensure a robust business plan and strategy is developed and approved and which supports the Shaw Trust Group to achieve its strategic aims.
16. With the MD, to lead on developing and delivering the annual strategy and operational business plan for the Learning and Skills provision in the directorate.
17. Disseminate the Shaw Trust Group strategy and corporate objectives into Learning and Skills action plans and budgets as part of the overall planning process.
18. Working with the Commercial department and the MD, drive forward innovation and the mobilisation of new revenue streams, providing operating models and solutions when required.
19. Working with the MD, liaise with stakeholders, Employers and partners to develop new models of working to add social value and reduce cost.
20. Measure success and customer satisfaction, constantly seeking to improve it by building customer feedback into planning for all contracts and report as required to the Continuous Improvement Director on these issues.
21. With the MD, Plan and drive forward a vision and culture of sales, commercial excellence and innovation to develop beneficial relationships with top levy paying employers, large corporate and public sector in order to support the progression of the people we support into and within progression employment.
22. Working with all other divisions, support the layering of funding contracts to ensure maximum value for the client / end beneficiary in their journey with the Shaw Trust Group by using all the divisional contracts.

Leadership and Risk Management

23. With the CCorpO, MD and Chief People Officer (CPO) to identify and nurture future leaders and succession plan across the division.
24. Challenge conventional approaches and drive forward change with the CID when needed to continuously improve what we do.
25. Work with peers in a supportive manner and demeanour across all divisions to ensure there is a visible senior interface across all Learning and Skills contracts.
26. Support direct reports through objective setting, appraisals, talent management review and the agreement of personal development plans.
27. Provide support to lead any Inspections including but not limited to: OFSTED, MERLIN. ISO, Matrix etc as deemed by the MD.
28. Identify and record risks on the risk register and report through the MD and CcorpO to Shaw Trust Group Operational Review business process.
29. Ensure value for money activities are actioned, audits are managed, and audit recommendations are implemented in a timely manner.

Stakeholder Management

30. Act as an outstanding ambassador for the organisation, build strong relationships with customers, stakeholders and strategic partners.
31. Attend key funding body contract negotiation / contract review meetings with the MD.
32. Establish and manage external contracting and partnership relationships to Shaw Trust Group standards within the contracts of the Division.
33. Establish and maintain an acute awareness of differing local, regional and national interests and agendas, including their partners, commissioners and key stakeholders.

Governance

34. Through the MD, the Operational Review business process and the Learning and Skills Management Board structures, to drive an operational performance culture through the business.
35. Ensure there is sufficient management capacity and capability to deliver, monitor and manage performance.
36. Safeguard values and ensure the divisions' obligations to its customers and stakeholders are met.
37. Attendance at Operational Review Meetings (and Board Sub Committee meetings, as required) providing response to challenge and scrutiny to further improve the division, quality of delivery and the learner experience.
38. Ensure all operational activity is ethical, meets our vision & values and meets all regulatory and legislative duties.

Financial Management

39. Monitor the financial performance and key performance indicator performance on a regular basis for all contracts and hold C1 Managers to account for all monthly performance to budget and datums.
40. Ensure contracts are financially reforecast on a monthly basis to feed into the monthly Operational Review reporting processes for the Group in order to meet the agreed annual budget and forecast.
41. To work closely with the divisional Finance Business Partner and the MD to review financial performance of underperforming contracts to take corrective action where necessary.

Other

1. To undertake any further training as identified in the Shaw Trust review procedures.
2. Ensure that safe working practices are followed in respect of COSHH and other Risk Assessment control measures.
3. 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 or 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.
4. To understand, comply with and promote Shaw Trust's Prevent and Safeguarding policies 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.
5. 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.
6. To maintain the confidentiality about beneficiaries, 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.
7. Be aware of, promote and implement Shaw Trust's Quality, Risk and Information Security Management Systems.
8. To report to line manager, or other appropriate person, in the event of awareness of bad practice.
9. 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 corporate requirement.

Person Specification

Job Title: Operational Director for Learning and Skills

(E = Essential D = Desirable)

Technical competency (qualifications and training)

- Educated to honours degree level or equivalent work experience. (E)
- Be a full member of a professional body or willing to work towards membership. You will be able to provide evidence of continuous professional and personal development. (E)

Experience

- Significant experience within a leadership role in a complex organisation. (E)
- Strong track record of achieving and growing Learning and Skills contracts and operating results, financial targets e.g. CI, key performance indicators and business objectives delivered in contracts. (E)
- Experienced at contributing to OFSTED inspections and driving the achievement of at least a Grade 2 outcome. (E)
- Ability to demonstrate a proven track record of achievement at a senior level. (E)
- Strong commercial acumen and project management capability. (E)
- Track record of successfully managing significant and diverse (both in geography and attribute) staff teams, adhering to corporate policies e.g. HR, Health and Safety etc. (E)
- Successful history of financial management, with responsibility for substantial budgets. (E)

Skills and Attributes

- Experience of organisations going through significant positive change. (D)
- Excellent written, numeracy, verbal and networking skills. (E)
- Gravitas and leadership presence, and excellent presentation skills. (E)
- The ability to work highly effectively cross functionally. (E)
- Ability to work on own initiative, as well as in consultation and negotiation with senior managers and other stakeholders as required. (E)
- Able to demonstrate being highly organised, have good planning skills and be able to deliver to agreed target dates. (E)
- Comfortable getting into detail as well as providing higher level strategic input. (E)

Person Specification

Personal qualities, communicating and relating to others

- Flexible, adaptable and innovative. (E)
- Demonstrable commitment to the purpose and values of Shaw Trust. (E)
- Excellent interpersonal and communication demonstrating the ability to convey complex messages clearly. (E)
- Entrepreneurial and a team player, always looking to improve ways of working. (E)

Safeguarding

- Be able to display an awareness, understanding and commitment to the protection and safeguarding of young people and vulnerable adults. (E)
- This post requires a Criminal Records Bureau disclosure at Enhanced Level. (E)

Other

- Willingness to undertake frequent travel around sites in the UK, including occasional overnight stays. (E)
- Have an understanding of, and be able to, demonstrate a commitment to Equal Opportunities and Diversity. (E)
- Evidence of continuous professional and personal development. (E)



Terms and conditions

Salary	circa £90,000 per annum + generous benefits package
Duration	Permanent (subject to 6-months' probation)
Location	Home or Office based with UK wide travel
Pension Life	Enhanced Pension Scheme after 6 months
Assurance	Life Assurance x 3 of your salary
Annual Leave	Enhanced annual leave

This post requires a Disclosure and Barring Service check at an enhanced Level.

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.Brown@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/shawtrust-ops-dir-learn-skills/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides)
- A supporting statement (no more than three sides) that sets out why you think this role is the right move for you and how you meet the Technical competency and Experience criteria.

Closing date	2nd July 2021
Agreement of the final shortlist	Beginning of August 2021
References taken up for shortlisted candidates	To follow shortlist
Interviews with Shaw Trust	w/c 9th August 2021

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