



Managing Director, Homes2Inspire

October 2026

Candidate pack

Welcome

Dear Applicant,

Thank you for your interest in becoming the next Managing Director of Homes2Inspire, a part of the Shaw Trust Group.

At the Shaw Trust, we support hundreds of thousands of people to achieve their full potential each year. We help people find and keep meaningful jobs. We provide education and training for those starting out and for those looking to progress in their jobs. We champion community health and wellbeing to improve all aspects of life and we help people into work. We support businesses to become better workplaces. And as the largest not-for-profit residential children's home provider, we're improving outcomes for looked after children. We helped over a quarter of a million people last year.

Founded in 2007, Homes2Inspire (H2I) has become the largest charitably owned residential children's home provider in the UK. Now a part of the Shaw Trust, H2I operate 53 homes, two supported accommodation developments and provide high needs foster care through Fostering2Inspire and Homes and Horizons.

At Homes2Inspire, we provide homes and services that are nurturing, warm and welcoming. Our caring staff teams are committed to providing safe, well-planned care to children and young people who have often faced real challenges in their early years.

Our next Managing Director will be accountable for the strategic leadership, operational performance, regulatory standing, commercial growth and financial sustainability of H2I. Working in collaboration with the Shaw Trust Executive leadership team, the postholder will ensure outstanding outcomes for children and young people while delivering sustainable growth, quality excellence and long-term organisational success, in alignment with Shaw Trust's Vision 2030 and Group strategic objectives.

We are seeking an exceptional strategic leader, bringing a track record within a multi-site children's residential care provider, and therefore experience of Ofsted-regulated children's residential provision, quality standards and inspection frameworks, as well as a demonstrable record of success in improving service quality, operational performance, occupancy and financial sustainability.

Having worked effectively with Local Authorities, commissioners, regulators and strategic partners, and bringing a strong understanding of safeguarding, corporate parenting responsibilities and risk management within children's services, you will be an expert in promoting the welfare of children and young people.

If you have the strategic vision, experience, and leadership qualities we need, we look forward to receiving your application.



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Managing Director, Homes2Inspire



Find out more

The **Homes2Inspire** story started in 2007 with the opening of our first home in Long Buckby. Our aim then, as it is now, is to help the most vulnerable children, giving them a safe place to live and the time and patience to work through any difficulties they have. Now part of Shaw Trust, we have now grown to have 53 homes across the UK, all unique but united in the belief that every child and young person deserves the best possible start in life. You can find us in Bedfordshire, Derbyshire, Gloucestershire, Northamptonshire, Nottinghamshire, Oxfordshire, Somerset, Staffordshire and Worcestershire.

We believe in working in partnership with local authorities, building strong and lasting relationships. Each of our services is unique but united in the belief that every child and young person deserves the best possible start in life. Our teams put people at the heart of our work through our dedication to achieving our purpose, the way we behave, the values we uphold and our commitment to deliver high quality performance.

And we all do it because we know our work makes a difference to people's lives, knowing when we create a great place for children to live, we also create a great place for our staff to work.

To find out more please visit <https://homes2inspire.co.uk/>

Shaw Trust is a leading employment charity. We believe everyone has the right to live a decent and dignified life and an opportunity for rewarding work. We are a charity challenging inequality and breaking down barriers to help people achieve their full potential. We believe in fairness, equality and opportunity.

Our Strategy 2030 outlines an ambitious vision for Shaw Trust to evolve into a more agile, accountable, and enterprise-led organisation. This transformation will ensure we deliver even greater social impact, adapt fluidly to changing environments, and secure long-term operational success. A foundational principle of this Strategy is that our organisational performance will shift away from centralised ownership, moving instead towards clear, localised accountability across the entire group.

Under this strategic framework, impact is the ultimate purpose of the organisation and the definitive metric to which every function, service, investment, and executive decision will contribute.

To find out more please visit <https://shawtrust.org.uk/>

To read Strategy 2030, please [click here](#).

To read our latest Impact Report, please [click here](#).



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Managing Director, Homes2Inspire



Role Description

Job title:	Managing Director, Homes2Inspire Ltd (H2I)
Reports to:	The Managing Director reports to the Shaw Trust Chief Operating Officer and works closely with the H2I Board, providing leadership and assurance across all aspects of subsidiary performance.

Role Purpose

The Managing Director is accountable for the strategic leadership, operational performance, regulatory standing, commercial growth and financial sustainability of H2I. As the executive leader of one of the UK's leading charity-owned children's services providers, the postholder will ensure outstanding outcomes for children and young people while delivering sustainable growth, quality excellence and long-term organisational success.

Main duties and Responsibilities

Strategic Leadership

- Working in collaboration with the Shaw Trust Executive leadership team, develop and lead the long-term strategy for H2I, ensuring sustainable growth, market relevance and exceptional outcomes for children and young people.
- Deliver an ambitious and financially sustainable business plan aligned to Shaw Trust's Vision 2030 and Group strategic objectives.
- Identify future opportunities for growth, innovation and diversification across children's residential care, fostering, supported accommodation, leaving care and related services.
- Support the H2I organisational transformation and continuous improvement programmes, which enhance quality, effectiveness, transparency and value for money.
- Ensure H2I remains a sector leader in the delivery of innovative, evidence-based and child-centred services.
- As a member of the Shaw Trust Senior Leadership Team, the Managing Director will work collaboratively across Group functions and subsidiaries, balancing the needs of H2I with wider organisational priorities and governance requirements.

Regulatory and Safeguarding Accountability

- Ensure H2I maintains strong regulatory standing across all regulated services achieving in excess of national standards for Ofsted Good and Outstanding.
- Promote a culture where safeguarding is understood, prioritised and embedded throughout the organisation.
- Ensure all services meet or exceed statutory, regulatory and inspection requirements.
- Lead improvement activity where services require intervention or accelerated improvement.
- Maintain strong relationships with regulators including Ofsted, CQC and other relevant bodies.
- Ensure appropriate Responsible Individual, Registered Manager and wider Ofsted arrangements are maintained across regulated services.
- Ensure an open and just culture is championed to enable the sharing of information and learning across Shaw Trust and H2I.

Operational Leadership

- Provide executive leadership across all H2I services, ensuring safe, effective and high-quality delivery.
- Ensure services consistently achieve strong performance against quality, regulatory, safeguarding and contractual measures.
- Promote a culture where children and young people are at the centre of decision making and service delivery.
- Lead the development of service models that improve outcomes whilst ensuring operational sustainability.
- Ensure risks are effectively identified, managed and mitigated across all areas of the business.
- Act as executive lead during significant safeguarding, regulatory or operational incidents.
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Leadership and Culture

- Build, inspire and lead a high-performing executive and leadership team within H2I.
- Create a culture of accountability, inclusion, innovation and continuous improvement.
- Develop leadership capability and succession pipelines across H2I.
- Champion employee engagement, wellbeing and retention.
- Promote Shaw Trust values and ensure they are reflected in leadership behaviours and organisational culture.
- Foster collaborative working across the wider Shaw Trust Group.

External Leadership and Sector Influence

- Act as the principal ambassador and public representative for H2I including media spokesperson.
- Build influential relationships with local authorities, commissioners, government departments, regulators and strategic partners.
- Represent H2I within national forums, sector networks and policy discussions.
- Influence developments in commissioning, regulation and service design within children's services.
- Position H2I as the leading charity-owned provider of children's services and care.

Business Performance and Growth.

- Hold full profit and loss accountability for the H2I and deliver sustainable financial performance in line with agreed budgets and strategic plans.
- Lead growth through service development, commissioner relationships, market expansion, partnerships and new business opportunities.
- Work closely with Commercial and Finance to secure and mobilise new services, maximising strategic growth opportunities.
- Ensure effective governance and performance management arrangements are in place across all services.
- Drive a culture of accountability, operational excellence and high performance to achieve outcomes for children, commissioners and Shaw Trust.

Governance

- Work with the H2I board, Shaw Trust Executive Leadership Officers and the Shas Trust Board of Trustees on ensuring robust governance, risk management and compliance arrangements are in place.
- Provide high-quality reporting and assurance to the COO.
- Ensure organisational decisions are evidence-based, ethical and focused on delivering long-term impact.

Success Measures

The Managing Director will be expected to:

- Deliver safety first to our children, young people and colleagues.
- Maintains full compliance with all relevant legislation, regulation, statutory guidance and safeguarding requirements, ensuring children receive safe, effective and high-quality care.
- Maintain strong regulatory outcomes across all services above national standards set by Ofsted.
- Support the transformation programme that is underway and ensure this is embedded into BAU as we progress through.
- Improve outcomes, experiences and life chances for children and young people.
- Deliver sustainable growth in line with our commercial pipeline planning, Strategy 2030, risk appetite statement and financial performance.
- Strengthen H2I's market position and reputation.
- Build a strong and sustainable leadership pipeline.
- Maintain a high-performing, engaged and values-led workforce.

Other responsibilities:

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 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

In your written application please respond to Part One of the Person Specification below. Part Two will be explored at interview stage with selected candidates.

Part One

Knowledge and experience

Essential

- Significant senior leadership experience within a multi-site children's residential care provider.
- Significant experience of Ofsted-regulated children's residential provision, quality standards and inspection frameworks.
- Demonstrable success in improving service quality, operational performance, occupancy and financial sustainability.
- Proven track record of delivering organisational growth, service expansion and business development.
- Experience of managing substantial budgets and organisational financial performance.
- Experience of leading senior leadership teams through growth, transformation and change.
- Experience of working effectively with Local Authorities, commissioners, regulators and strategic partners.
- Strong understanding of safeguarding, corporate parenting responsibilities and risk management within children's services.
- Strong understanding of local authority commissioning, placement purchasing arrangements and residential care market dynamics.
- Able to demonstrate a comprehensive understanding of safeguarding responsibilities within regulated children's services.
- Relevant professional qualification in Social Care or Children Services.

Desirable

- Experience across fostering, supported accommodation, leaving care or wider children's services.
- Level 5 Diploma in Leadership and Management for Residential Childcare, or equivalent professional knowledge gained through senior leadership experience.

Part Two

Skills and abilities

- Exceptional strategic leadership capability with the ability to balance strategic direction and operational oversight.
- Demonstrates a strong commitment to safeguarding and promoting the welfare of children and young people.
- Strong commercial awareness and business acumen.
- Credibility and leadership presence.
- Ability to inspire, lead and develop high-performing teams.
- Strong judgement and decision-making capability.
- Excellent stakeholder management and relationship-building skills.
- Ability to influence effectively with regulators, commissioners, partners and sector leaders.
- Excellent written, verbal and presentation skills.
- Ability to lead through complexity, ambiguity and organisational change.
- Strong analytical and problem-solving capability.
- Commitment to child-centred practice, safeguarding, equality, diversity and inclusion and continuous improvement.
- Understanding and application of risk management and health and safety principles and requirements.
- Commitment to Shaw Trust values and behaviours.

Please note that this role will require Enhanced DBS clearance.

Terms of appointment

Salary

Circa £150,000. Starting salary will be dependent on depth and breadth of experience.

Contract

This role is offered on a permanent, full-time basis.

Location

Home based with extensive travel predominately throughout the Midlands. Given the location of our services, candidates should be able to sustain a regular on-site presence across the region.

Benefits

Available upon request.

How to apply

To make an application, please go to <https://starfishsearch.com/jobs/managing-director-h2i/> and click on the apply button, with the following prepared:

- Your CV (no more than three sides).
- A covering letter that responds to Part One of the Person Specification
- Details of two referees who can be contacted by our team at shortlist stage

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Deadline for applications is Friday 20th November 2026.

Recruitment timetable

Closing date: Friday 20th November 2026

Preliminary interviews: w/c 30th November 2026

Final Panel interviews: w/c 4th January 2027