



Making a difference

Our year in review 2013-2014

Our year in review



September

- 📅 Roy O'Shaughnessy, chief executive, spoke at the British Association of Supported Employment conference.
- 📅 We launched the final Making Work a Real Choice report at the Labour and Conservative Party Conferences.
- 📅 We announced that Ken Olisa OBE would be our new chair of trustees.



April

- 📅 London Marathon runners raised over £18,500.

May

- 📅 We launched our Making Work a Real Choice consultation, looking at the future of specialist disability employment services.
- 📅 Building Perfect Council Websites – our Accessibility Team hosted round table discussions showing how websites can be made more user-friendly for all visitors.



July

- 📅 Shaw Trust sponsored the Welfare to Work UK Convention.
- 📅 We joined forces with a number of other welfare to work providers, social enterprises and contractors to launch Access Ability; a website designed to help employers who would like to employ people with a disability.
- 📅 Our Bromley centre was visited by a group of disability and social-work specialists from Romania.
- 📅 John Briffitt, chair of trustees for ten years, retired from Shaw Trust.

August

- 📅 Andrew Percy MP, Brig and Goole and Isle of Axham, visited our offices in Goole.

October

- 📅 Our centres in Ashford and Tonbridge celebrated World Mental Health Day.



- 📅 We launched a joint report with the Association of Chief Executives of Voluntary Organisations entitled 'Refinement or Reinvention? The future of the Work Programme'.

November

- 📅 Help to Work Plus, a back-to-work pilot funded by the EU, came to an end.

January

- 📅 We announced our intention to pursue sponsor status for academy schools.
- 📅 Big Lottery Fund awarded Shaw Trust £1.5m in Worcestershire to help young unemployed people as part of Talent Match.
- 📅 Ken Olisa officially took up his place as chair of trustees.



- 📅 Dame Anne Begg, MP for Aberdeen, visited our Aberdeen centre.
- 📅 Westbank Enterprises launched in Perth.
- 📅 Shaw Trust customer survey confirmed 95% of the people we help are satisfied or very satisfied with the overall service we provide.
- 📅 We were awarded a Skills Funding Agency contract for the delivery of apprenticeships in London and Middlesbrough.

February

- 📅 Dr Mike Nussbaum, our specialist disability adviser, spoke at the Westminster Employment Forum.
- 📅 Sir Gerald Howarth MP visited our Aldershot centre.

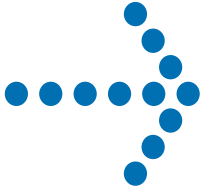


- 📅 Our Learning and Skills Team were reaccredited to the Matrix standard.
- 📅 Our Bridging the Gap initiative, which was designed to support those hardest to help, finished with nearly 1,000 people supported over seven months.
- 📅 Shaw Trust's new Justice Team held a partnership event called Transforming Rehabilitation.

March

- 📅 We organised an employer engagement event in Nottingham, where Gloria De Piero, MP for Ashfield, spoke.
- 📅 George Hollingbery, MP for Portsmouth, visited our Portsmouth Work Programme office.
- 📅 We held an apprenticeship event in Southampton which attracted lots of interest from customers and employers.





My passion is for social inclusion, giving people the opportunity to fully participate in society.

Shaw Trust gives people the opportunity to put part of that jigsaw together in the form of employment. And that is why I joined as chair of trustees this year.

Shaw Trust is different to every other charity that I've worked for. The organisation strives for a society in which everyone has the opportunity for employment, inclusion and independence and enables this in so many different ways.

In my first few weeks as chair I took a journey around just a tiny part of Shaw Trust's estate. I met shop managers, horticultural assistants, customer service managers, volunteers, training supervisors and many happy customers.

All of our customers share a common dream – to find something that motivates and enthuses them. Our staff have so many methods at their disposal to make this dream a reality, from offering work experience and placements in shops, kitchens, gardens and plant nurseries through to guiding through training, learning, skills and coaching.

We now want to take these differences and spread them even wider. This year

we plan to diversify into the justice arena, supporting ex-offenders to get back to work and reintegrate into their community.

We have launched Shaw Education Trust, a multi-academy trust to manage and run schools. This charitable subsidiary of Shaw Trust will focus on supporting special schools and mainstream schools serving disadvantaged communities so that we can meaningfully support those who need our help before they leave school.

Over the years I have been helped by hundreds of people who have expected nothing in return but the knowledge that they had helped to make the world a better place. These values lie at the heart of Shaw Trust and I am so lucky to have found an organisation that will help me to repay those kindnesses a thousand times over.

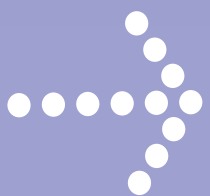
Ken Olisa OBE, Chair





“Without Shaw Trust, I would never have got this job.”

Durham Cathedral
Diane
Cathedral Shop



Service with a smile

Diane spent many years on the factory floor but never imagined that her dream job in retail was within her grasp. Until Shaw Trust became involved, that is.

Now working in the gift shop at Durham Cathedral, Diane was supported through

our Work Choice programme and her adviser, Patrick O’Wellen, was never in any doubt that she would do it. Patrick said: “Diane thought she was only suited to factory jobs because of her severe dyslexia, but her winning personality shone through from the start.”

One of the many reasons I feel proud of the staff we have at Shaw Trust is their passion, and I don't just mean their passion for their jobs.

Their dedication is demonstrated by charitable work in their own time, involvement in their local communities and by their tireless efforts, on and off the clock, to help others.

The merger with CDG may be over a year old but bringing two organisations together to mesh the staff, culture and ethos takes much longer. During this period we have transformed considerably, reassessing the important questions of why we exist, who we are here to help and how we can best do that in a changing world of specialist employment services.

We want to be the most successful third sector organisation that delivers public sector services in the UK, if not the world. As we face the next year, our organisation has renewed vigour and replenished energy. As we get ready to face the challenges of the continued austerity in public spending and the potential conclusion of our employment contracts, our planned direction has already started to divert to education and justice.

Any surplus from the delivery of national contracts will be invested back into the communities we serve. These contracts give us the opportunity to help more and



more individuals who are referred to us, set up more horticultural, recycling and catering projects, and offer vocational training, work experience and support from within our own organisation.

I must thank our former chair, John Briffitt, who retired last summer having led Shaw Trust for ten years. He left the organisation perfectly poised for its next phase. I also want to thank Fred McCrindle, who stepped in as interim chair while we looked for a replacement. We are delighted that Ken Olisa, with his wealth of commercial and not-for-profit expertise, has joined our organisation.

If you would like to know more about how we plan to make a difference in the year ahead, email chiefexecutive@shaw-trust.org.uk or telephone 01225 716 300. My team will be delighted to talk to you.

A handwritten signature in black ink, appearing to read 'Roy'.

Roy O'Shaughnessy, Chief Executive

Kelsee delights in the deli

Being 19 and with little experience under her belt was no hindrance for Kelsee, who through Shaw Trust's Work Programme office in Weston-super-Mare was able to start as an apprentice at a deli in the town. Now one year on, Kelsee has thrived in the deli environment and her employers call her their "little bundle of happiness".



Shaw Trust is a national charity that helps people facing disadvantage to find work, gain skills and take control of their futures.

Our vision is for:

A society in which everyone has the opportunity for employment, inclusion and independence.

Our mission is to:

Deliver services for people at disadvantage so they can gain life and employability skills in order to live more independently, secure sustainable employment and actively contribute to family and community life.

To educate and influence society to remove barriers and create opportunities for those at disadvantage; to build supportive communities and ultimately, a more inclusive society.

Shaw Trust values

Our values underpin everything we do. They shape the way we work with each other, with customers and with partners. Our values are as follows:

To be people-centred

To ensure that everything we do is to realise the full potential of the people we are here to help.

To act with integrity

To be an organisation that is open and transparent, actively embraces equality and diversity and has an honest, inclusive and respectful culture which everyone trusts.

To be innovative

To be a creative, forward-thinking organisation which finds new ways of doing things to break down barriers to independent living and sustainable employment.

To be best-in-class

To be a top-performing provider of employment and independent living services that helps as many people as possible into work, or on the journey towards independent living.

To be an employer of choice that leads by example, creating a best-in-class working environment and recruits and invests in the best people.

To be accountable

To encourage everyone to take personal responsibility for their actions.

For clients to understand their role in working towards employment or a more independent way of living.

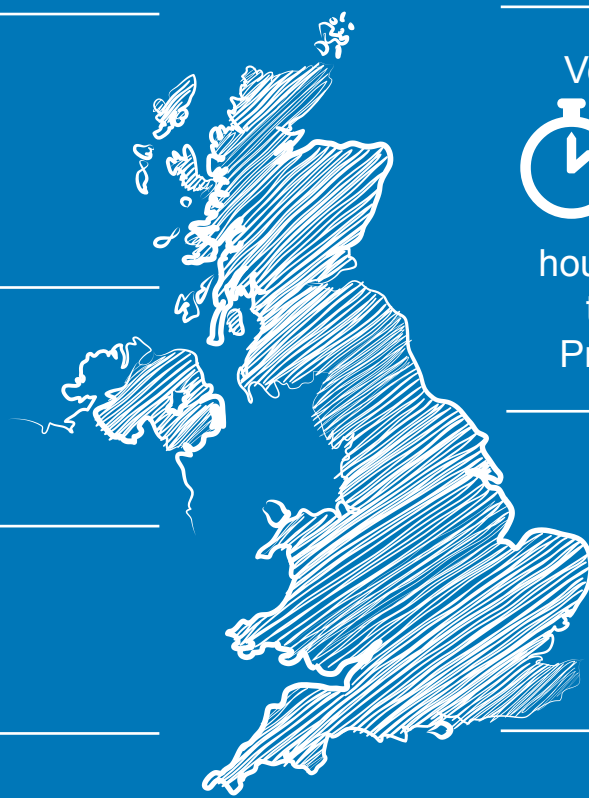
For staff to be empowered to do their jobs and take personal responsibility for carrying out their roles, in line with our values and code of conduct.

In 2013 we supported
53,000

on their journey into work

More than
230 
sites across the UK

 **600**
volunteers



Volunteers offer nearly
 **250**

hours of support a week
to Shaw Trust's Work
Programme customers

On average,
over 50
people enquire
about volunteering
with us every month

450 people volunteered in our shops
for nearly 100,000 hours last year.



10,000 skilled volunteering hours were given
in our employment services offices

Work Choice



Each month we help
over 200 people start work
through Work Choice

In total in 2013-14,
we supported over

11,800


people with a disability

Top 5 industries

 Health and social work

 Admin and support

 Retail

 Accommodation and food services

 Manufacturing

Work Programme

11,000

helped to start work in
2013-14

800

ex-offenders
supported from
day one of their
release from prison

Top 5 industries



Administration



Charity



Transport, logistics and
security



Health, nursing and
social care



Retail

2,046

people supported
by Learning and
Skills last year



95%

of the people we
help are satisfied
with our service
(January 2014 survey)

Retail

800,000

donated items sold last year



1 in 4 items are donated with a Gift Aid declaration,
enabling Shaw Trust to claim back valuable funds



5,000

electrical
items saved
from landfill

thanks to

450

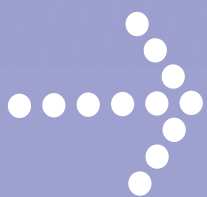
volunteers
in our shops

turnover =
£3.9m



John's skills are no longer secret

We found John his first job this year. He is now a vital part of the administration team at a charity in Scotland called Open Secret. John has dyspraxia and a speech impediment, and was helped by our Work Choice team in Falkirk.



“When people tell me I can’t do something, it spurs me on to not only do it but do it better than anyone thought I could. Shaw Trust saw that I could do more than even I had ever imagined.”



Making a difference

There are many organisations delivering employment services in the UK but it is the variety of services and opportunities provided by Shaw Trust that enables the charity to help even more people to find work, gain skills and take control of their futures.

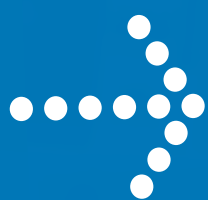
Our retail managers helped our Work Choice and Bridging the Gap customers to gain experience.

Shaw Trust Enterprises staff helped Work Choice and Work Programme customers

to train, become skilled and enjoy paid placements.

Staff in our Work Choice and Work Programme offices found placements in our enterprises, work in our retail shops and experience for customers all over the country through our stepping stones to employment programme in our enterprises.

Our Learning and Skills teams trained, qualified and supported customers from across Shaw Trust in their journey towards work.



Making a difference for the hardest to help

Staff member Jennie Harris helps customers with multiple barriers to employment to find organisations that will improve and enhance their everyday life, as well as ensuring that they have a support team around them.

Barriers such as mental ill health, criminal records, history of abuse, homelessness and drug and alcohol abuse.

“Some of the people I meet just need a helping hand. Others need a lot more.”

“Their stories and their results make my job so worthwhile.”

Jennie received the accolade below from a customer, abused as a child, and too frightened to leave the house. Jennie helped her to find her first job.

“My past used to be on my mind constantly. Now, I can put it behind me and start thinking of my future at last. It’s never too late and it’s all thanks to Jennie and her colleagues.”

Who do we help?

We help individuals at disadvantage to find work, gain skills and take control of their futures.

The people we help come to us through a number of routes:

- Through government and European Social Fund programmes such as Work Choice and Work Programme.
- By referrals from JobcentrePlus and local authorities.
- By colleges and further education establishments.
- Through apprenticeships and programmes supporting those not in employment, education or training (NEETs).
- Through volunteering at one of our shops or our enterprises.

Campaigning

Our Policy and Research Team is helping to shape what Work Choice and Work Programme might look like in 2015-2016.

This started last year with the publication of the Making Work a Real Choice consultation and report, which has already had an impact as the government has agreed we do need a specialist disability programme. It has also changed the rules to allow Work Choice customers to access Skills Funding Agency money while they are on the programme. These are great results.

How do we help?

- We find jobs.
- We help with work experience placements in our own enterprises and shops.
- We work closely with national, local and regional employers to provide work opportunities that suit our customers.
- We offer information, advice and guidance to customers searching for a job.
- We give employability training – writing CVs, job-searching and going to interviews.
- We have 50 shops that offer real life retail experience.
- We run horticultural, catering and wood recycling projects all over the UK that give our customers the opportunity to gain skills, experience a working environment and achieve qualifications.
- We offer in-work support once we have found our customers their job.
- We run condition management support helping people with illness to overcome physical and mental health barriers and become a valued asset to their employer.
- We help employers access funding to make adjustments in their workplace for people with a disability.
- We actively promote the making of accessible websites and online information sources for people with a disability.
- We campaign for specialist employment services for people with a disability through publications such as our Making Work a Real Choice report.
- We deliver Learning and Skills, apprenticeships and traineeships.

Success in employment

We are one of the most successful organisations delivering Work Choice in the whole of the UK. Performance on the programme improved exponentially this year: we helped 6,000 people to find work and passed our Provider Assurance Team (PAT) assessment.

Regardless of whether the contract ends or is extended beyond 2015, the year ahead will be challenging. The future of specialist employment provision is partly in our hands and so we have been campaigning through reports, meetings and visits to ensure that all political parties understand the importance of specialist support for those who need it.

Our bespoke support plan for our hardest to help customers, Bridging the Gap, helped nearly 1,000 customers during the seven months it was in place.

The external environment inevitably impacted, and will continue to impact, our delivery on the Work Programme; factors such as an improving economy are good news for jobseekers and reduce reliance on organisations such as ours, but have meant that the numbers of people coming on to the programme have dropped. Yet despite this reduction in people coming to Shaw Trust, we honoured our commitment and supported the same number of people into work we had planned. That is, we worked extremely hard with our existing customer base to get them into employment.

The year ahead for Work Programme will be equally challenging; the numbers of people starting the programme will be below previous expectations and attachment fees (the payment for Shaw Trust starting new customers) ended under the terms of the contract on 1 April. This means that the organisation will need to continue its performance improvement, working smarter with clients and finding innovative ways to get people back to work. This new approach has already started with the development of Community Hubs in London, offering jobseekers a wider range of support and help including health and wellbeing, money advice and practical signposting to housing, benefit and medical care.

Shaw Trust continues to subcontract (in partnership with WISE) for the ESF Families with Multiple Problems programme, assisting families with complex barriers to move from benefit dependency to sustained employment in Hartlepool.

Day One Trailblazer for Young People was a pilot contract which aimed to help young people with work experience placements. We helped 530 people into paid work during the nine months that we were part of the pilot. We decided not to bid for the full contract as the parameters changed during the procurement process and it was agreed that delivery, results and support would have been extremely difficult for Shaw Trust to deliver.



Knowing what works

We work closely with employers large and small, making sure the customers we send for interview will be a great fit for their organisations. A good example of this partnership approach is with Pret A Manger. Shaw Trust staff take on work experience themselves, doing the

job they are preparing customers for in a local Pret A Manger branch. This means they really understand the job, which enables them to describe it truthfully to their customers and put forward those they know are most suited.

“When we roll our sleeves up to do the job we are recommending for a customer, it shows our different approach.”

**Jenny La Rocque,
Regional Employer Manager**



A young man with short brown hair, wearing a red button-down shirt and a red jacket, stands in a store aisle. He is looking directly at the camera with a neutral expression. His right hand is resting on a shelf of Persil detergent boxes. A name tag is pinned to his shirt. The background shows shelves of various household goods, including boxes of Persil and other cleaning products. A price tag in the foreground shows a price of £3.50.

“I enjoy working and meeting customers. Thank you Shaw Trust.”

A first in Falkirk

We found Alan Shanks his first job this year. Alan has autistic spectrum disorder and was referred to our Work Choice office in Falkirk to give him the extra support he needed to find work. Alan now works in a household goods store in Falkirk, and his managers are pleased with his progress.

Joining up the services

2013-2014 was the year we joined up our services to help even more people find work, gain skills and take control of their futures.

Our retail managers helped Work Choice and Bridging the Gap customers to gain experience.

Shaw Trust Enterprises staff helped Work Choice and Work Programme customers to train, become skilled and enjoy paid placements.

Staff in our Work Choice and Work Programme offices found placements in our enterprises, work at our retail shops and experience for customers all over the country.

Our Learning and Skills teams trained, qualified and supported customers from across Shaw Trust in their journeys towards work.

The links that support us

In March this year we were awarded the Merlin Standard for our supply chain operations. This standard recognises the progress we have made in developing our approach to supplier management across national programmes. Currently delivering half of all our welfare-to-work activity, suppliers are drawn from across the third, public and private sectors.

In the last operational year partners provided help and support to over 9,000 of our customers across Work Choice and Work Programme, finding approximately 5,400 of them employment. Without our partner network, Shaw Trust could not fulfil its mission. We rely on their hard work and commitment to helping our beneficiaries and for that we give our thanks.

In January 2014 we ran a supply chain survey and received some great comments:

“Our relationship with Shaw Trust has been a positive one. Support is good and we are building a good relationship with our new supply chain manager.”

“I feel I could talk to the management at Shaw Trust with any concerns, and that I would be taken seriously and offered help if needed. It is a much more open process than it was at the beginning of the contract, when I felt I knew very little. This is good in my opinion, and can only lead to improved confidence and better outcomes for our customers.”

“Very happy with supply chain manager support. Review meetings are focused, informative and relevant.”

“Our supply chain manager is excellent and provides open communication between our organisation that has embedded true partnership working.”

“The new delivery assurance framework is ensuring that we know exactly what is required from us with regards to compliance and performance.”

What a difference a Dave makes

Dave was a civil servant for forty years, and wanted to keep his brain active during retirement. He now volunteers at our Portsmouth Work Programme centre for two mornings a week, using his mentoring and coaching skills to guide jobseekers in the right direction and help them achieve their goals.

“I love being able to sit and chat, to understand motivation, or lack of, and to see a real difference in the people that I help. I also like the interactive and social aspect of my volunteering.”



10,000

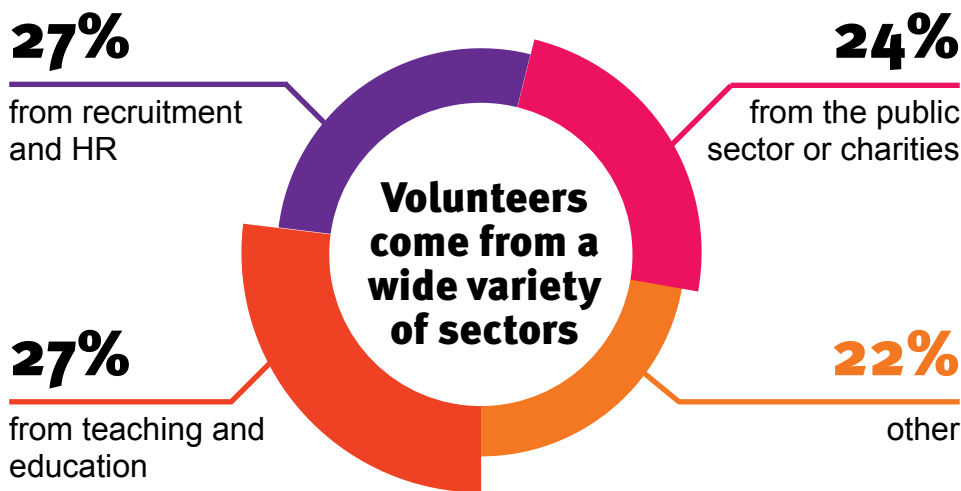
hours of skilled volunteering support given to customers by Shaw Trust volunteers

Volunteering

Shaw Trust volunteers continues to count on the support of skilled volunteers who help mentor, coach and support customers during their jobsearch.

Volunteers in our retail shops and at our enterprises support customers while they are

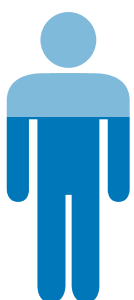
on work experience or on work placements. Employers and partners we work with also provide volunteer support as part of their corporate social responsibility programmes. These include Capita, Sage Publishing and the DWP.



100,000

hours of retail volunteering support given in our shops

Why do they volunteer?



70%
to help people to find a job



68%
to share my skills and experience



59%
to give something back



55%
to help people achieve their potential



An enterprising outlook

It was undoubtedly a year of change for all the staff working in our Charitable, Health and Social Enterprises (CHaSE) as we restructured and looked to ensure all existing services at Shaw Trust aligned to our vision of helping people into employment and greater independence.

Projects that couldn't be aligned to our mission or developed to do so are being carefully helped to transition out of Shaw Trust and into the care of new providers. The majority of staff affected have been able to transfer to new providers – and this work will continue in the year ahead.

The new Shaw Trust Enterprises is now better aligned with our mission, offering placements and work experience to customers, as well as helping customers to work towards qualifications.

We've launched stepping stones to employment – a dedicated programme that helps our clients move towards finding a job. These have been launched in our horticultural enterprises and are proving a real success. In the future, we will integrate all of the services we provide with our enterprises.



“Shaw Trust put me back on my feet.”

Following the death of his grandmother, who he had cared for over twenty years, Lee fell into a long period of depression. The one thing that kept him going was gardening. Shaw Trust offered him a stepping stone work experience placement at our horticultural enterprise in Portsmouth, allowing Lee to increase his confidence. He has since started a job in a care home, looking after people with dementia.



“Without Shaw Trust I’d never have got back on my feet. Experiencing the world of work again after so long, and being able to spend time doing something I love in the garden, has done me the world of good.”



Olivia is one of our retail volunteers and it's not only us that benefits. "Before I started at Shaw Trust I was a little bit shy, but now my confidence is much improved."

Our vision is
every disabled
disadvantaged
person has the
community for



"Olivia is our little ray of sunshine."

Ruth Janczak, manager, Bath shop

Find out more about Olivia and the work she does at www.shaw-trust.org.uk

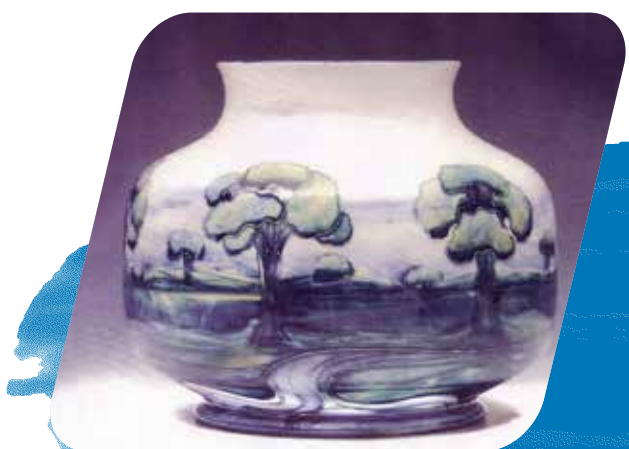


Shaw Trust on the high street

Our retail shops' turnover was three per cent higher than last year and surplus more than doubled as a direct result of the work that was completed in the year before around restructure, stock collection and training. Our shops are now outperforming their counterparts in the high street.

Retail facts

- **450 volunteers** in our shops gave **93,600 hours** last year.
- **800,000 donated items** sold last year.
- More than **a million people** visit our shops each year.
- Turnover: **£3.9m** – up 3 per cent on last year.
- Surplus **£370k** – more than double the previous year.
- One in every four items (25 per cent) is now **donated with a Gift Aid declaration** (up from 7 per cent in 2012).
- We've saved more than **5,000 electrical items** from ending up in landfill this year.



Our Malvern shop found this beautiful vase in a box of donated stock. The manager spotted the 'Moorcroft' signature and called in an independent expert, who suggested the vase was worth £600 and would have been sold at Liberty in 1910. The vase was sold at auction, making a whopping £6,500 for Shaw Trust.



Making a mark in retail

Jack found it hard to stay in work as his condition meant it was difficult for him to finish a task in a set time frame. His Shaw Trust adviser worked closely with him and with his new employer, Primark, to find ways of working that suited them both. Now Jack loves his work. Nearly as much as his employer loves working with Jack.

Vicki from Primark: “Jack is the most reliable member of staff we have. Seeing him come out of his shell, gain confidence and smile has been remarkable.”

Further afield

Shaw Trust has supported its international colleagues by sharing knowledge and experience and will continue to do so throughout 2014-2015, encouraging the exchange of best practice between all group members.

Interwork, based in Australia, supported more than 4,000 individuals during the year to build their capacity and capability to sustain employment through their disability employment services, training, workplace rehabilitation and community programmes.

Motivation Romania continued to support over 3,000 disabled clients across a broad spectrum of activities including employment, disability rights advocacy, medical and activity rehabilitation, sheltered units and wheelchair-need assessment and distribution.

Foundation Integracja has developed its strategy of focusing on supporting inclusion for disabled people in Poland. It is undertaking a range of practical projects that help employees and employers to break down barriers in the workplace, allow access to financial products and raise awareness of the importance of digital inclusion for all members of society.



£2,000

raised by Shaw Trust staff helped our Romanian partner Motivation's teenage clients to have their 'happy Christmas'.



The icing on the cake

Sometimes the help we give results in more than just a job. Our Lowestoft Mental Health Employment Team gave Sharon the confidence to break down barriers and set up her own cake decorating business.

Sharon said, “I’ve been unable to leave the house for many years as I have agoraphobia. Shaw Trust helped me recognise my

skills in art and design, supported me to gain a qualification in cake decoration and guided me to start my own business. It’s been a very long and slow journey as I struggled with my mental health and my fear of people.

“The team at Shaw Trust has shown patience and care and now my recovery is looking more positive by the day.”

Awards and rewards

ERSA Awards 2013

Shortlisted: Significant Achievement Award: Work Programme customer Terence Burton, who found work after 14 years of being a carer.

Shortlisted: Macmillan Cancer Support Project at the Christie Hospital, which helps people with cancer when they need support with job-related concerns, such as time off for treatment and adjustments to their working schedule.

Our garden centre, Palmer Gardens, won three categories in the Trowbridge in Bloom competition and a Taylor Bulbs Community Award.



Thank you to our

- Everyone who ran in the Virgin London Marathon to raise money for us.
- Swansea Bay Golf Club, which held a charity golf day to raise funds.
- Dorset Health, which wore onesies and raised money for us.
- Tony Barrett, a volunteer from Eastleigh, who holds weekly raffles to raise money for Shaw Trust.
- The Monday Morning Merry Makers in Tonbridge, who raised money for our Mental Health Employment Services Team.
- Palmer Gardens' light switch-on and Christmas extravaganza raised money for its training room.
- All our volunteers, for their time.



This project is part financed by the European Social Fund



In partnership with



Department for Work and Pensions