Work Inclusion

A guide to good practice for companies seeking to employ from excluded groups
Create a healthier society by providing good work for all

Social inequalities determine health inequalities. The Commission on Social Determinants of Health, which I chaired, recognised this causal relationship and called for action to reduce health inequalities by enabling individuals to meet their needs for a decent standard of living, gain control over their lives and participate in society.

Work is a significant determinant of health: the evidence shows that unemployment is detrimental to health, while work can prevent ill-health, aid recovery from ill-health and positively improve one’s health. But it has to be good work.

The Strategic Review of Health Inequalities post 2010, which was published in February 2010, made six recommendations to reduce health inequalities: one of which is to take action to ensure equal access to fair employment conditions and good work.

Health inequalities are unfair and a preventable problem that needs to be addressed urgently. If everyone in England had the same death rates as the most advantaged, people who are currently dying prematurely as a result of health inequalities would, in total, have enjoyed between 1.3 and 2.5 million extra years of life.

Working alongside central and local government, the NHS, third sector organisations and community groups, business can play a crucial role in ensuring that everyone in society enjoys access to fair employment and good work.

I encourage employers to develop Work Inclusion initiatives that will enable more individuals to access opportunities for good work, reduce the social gradient in health and create a healthier society for us all.

Sir Michael Marmot
Professor of Epidemiology and Public Health
University College London

We are grateful to the Department of Health for the support of this Guide, as part of work on the Strategic Review of Health Inequalities in England post 2010, chaired by Professor Sir Michael Marmot and published as Fair Society, Healthy Lives (2010).
Energise your business by engaging the talent and skills of your entire community.

Getting the most from our people has become an urgent priority for all of us running businesses in the UK. Research suggests that by 2014, Britain will need to train nearly two million workers to remain competitive in the global marketplace. By 2020, 5 million UK jobs will require higher skills, yet half of Britain's current workforce is not qualified beyond Level 2: 5 GCSEs and a third of businesses are not investing in training at all. Currently 1.3 million young people are classified as NEET (Not in Employment, Education and Training).

The members of Business in the Community’s Talent and Skills Leadership Team recognise that the UK’s future prosperity depends on our acting collectively to reach out to all these groups and unlocking the potential energy and expertise that everyone in our society has to offer. The threat to both our economic prosperity and social cohesion if we do not address this challenge is huge.

We call on your company to support this effort by using this Guide to establish a Work Inclusion initiative in your organisation to develop the widest possible spectrum of talent and skills available in the communities where your business operates. By working together we can improve the quality of life for the individuals we engage through our programmes as well as enhance the vibrancy and competitiveness of our businesses and UK society as a whole.

Steven Holliday
Chief Executive, National Grid
Chair, Business in the Community Talent and Skills Leadership Team

50% reduction in staff turnover at Ginsters since 2005 as a result of their Work Inclusion programme

1,500 new employees recruited via the Marks & Start initiative

£200,000 approximate recruitment savings to Heathrow Airport’s retailers.

400 previously unemployed local people are now employed by Heathrow Airport Limited

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Business must step up now to meet the global talent challenge.

We are currently witnessing a major restructuring of the global economy. Over the next 10 years China and India will double in economic size – but the UK will be only 25% larger. In this fast changing context, global competition and an international labour market pose a huge challenge to Britain where, in our knowledge-based economy, people and their talents are the principal resource.

To create a globally competitive workforce, we need to invest greater effort in developing the talent and skills of all our people, now and in the future. To address the costs to society, the state, and the private sector, we need to focus in particular on those who suffer the highest rates of unemployment and are more likely to be in low-paid, poor quality jobs when in work. These individuals with multiple barriers to work include those with few qualifications and skills; people with disabilities both physical and mental, care leavers; lone parents; ethnic minority groups; homeless people and ex-offenders. These categories are not mutually exclusive.

We know that top UK business leaders agree with this view. According to our January 2010 Responsible Leadership poll, Business in the Community’s most senior members believe that factoring social and environmental issues into the commercial business model and supporting future business leaders to have a wider appreciation of business responsibility are the two most important things they can do as leaders right now.

The Talent Challenge affects everyone. As economics change and business restructures in the UK, make sure you are part of the solution. Please use this Work Inclusion Guide to establish inclusive recruitment and people development practices in your company for the benefit of your business, your people and those in the wider community.

Stephen Howard
Chief Executive
Business in the Community

£130,000
saving to the government by Norse Group’s employment of people previously in receipt of benefits

93%
of Marks & Start buddies feel motivated by their involvement in the initiative

23,000socially excluded people have found employment through Lend Lease’s BeOnsite programme

>500people from excluded groups have been provided employment with Royal Mail, 2008/9

19%absenteeism in Marks & Start recruits compared to 23% through their standard recruitment process.
Introduction

Whether you are a specialist in corporate responsibility, recruitment, training, human resources or employee health and wellbeing, this Work Inclusion Guide can offer you practical advice and signposts to useful resources.

About the Work Inclusion Guide

The Work Inclusion Guide provides practical guidance in developing a Work Inclusion initiative as a strategic part of talent management, recruitment, staff retention or corporate responsibility.

This unique resource draws on the collective experience and expertise of leading UK-based companies who have undertaken their own Work Inclusion initiatives with their voluntary sector partners.

While the approach of each organisation has been unique, the aim of supporting individuals’ journey to sustainable employment with opportunities for good work lies at the heart of every initiative.

The Guide covers:

✓ Why providing good work for all is important to:
  • business
  • society

✓ Examples of best practice and lessons learned from companies in supporting the journey to sustainable employment for individuals.

✓ A model for planning, executing and evaluating your own Work Inclusion initiative, including guidance on:
  • Developing a strategy and business case for promoting Work Inclusion in your organisation;
  • Engaging stakeholders to help plan and secure resources for your initiative;
  • Working in partnership with voluntary sector organisations specialising in recruitment, training and ongoing support of those returning to work;
  • Monitoring and evaluating the impacts of a Work Inclusion initiative.
1 Why Good Work For All is Important

1.1 Good Work
1.2 The Business Case for Work Inclusion
1.3 The Social Case for Work Inclusion
1.4 Social Context
1.1 Good Work

a The Marmot Review: Good Work Promotes Good Health

Access to good work is a major social determinant of individuals’ health and plays a key role in reducing the social gradient in health between groups at opposite ends of the socioeconomic scale. This was the conclusion of an independent review led by Professor Sir Michael Marmot on the social determinants of health.

Tasked with identifying relevant evidence and recommending future actions to improve health and tackle health inequalities in England, one of six key recommendations put forward by the Marmot Review was the need to “Create fair employment and good work for all”.

Three key priorities support this recommendation:

- Improve access to good jobs and reduce long-term unemployment across the social gradient
- Make it easier for people who are disadvantaged in the labour market to obtain and keep work
- Improve quality of jobs across the social gradient.

b What is ‘Good Work’?

The Marmot Review states that, “work is good – and unemployment bad – for physical and mental health, but the quality of work matters”.

It then goes on to describe ‘good work’ as an attribute of jobs that: “...offer a decent living wage, opportunities for in-work development, good management practices, the flexibility to enable people to balance work and family life, and protection from adverse working conditions that can damage health.” (Marmot Review, 2010)

c What is Work Inclusion?

Work Inclusion describes best business practices that support those furthest from the labour market to build successful working lives.

These are people who want to work but face one or more of the following barriers, amongst others:

- Are homeless
- Are lone parents
- Have been in care
- Have caring responsibilities
- Are ex-offenders
- Are refugees
- Live with physical or mental disabilities
- Possess few qualifications and skills.

This Guide focuses on actions businesses can take to support the creation of fair employment and good work for those from excluded groups facing various barriers to work who typically are the most disadvantaged in the labour market.
Long term unemployed people can often face a combination of the above barriers. These can lead to a shortfall of key employability skills and a need for additional support (eg. flexible working, mentoring, employability skills training) to enable them to access and sustain employment. Key employability skills that these groups can lack include: inter-personal skills, self-esteem, emotional resilience, coping mechanisms and awareness of how to behave in the workplace, amongst others.

Some individuals overcome these barriers single-handedly and go on to have very successful working lives but often people from these groups require a concerted effort by voluntary sector organisations, the public sector and business to make it possible to gain and sustain employment.

It is important that business involvement begins before employment starts, to help people overcome these barriers and access the employment opportunities that are available. Businesses also have a role to play in supporting people to sustain employment as these barriers can still have an impact once they have been successful in entering the workplace.

Does your business face challenges with any of the following:
- Recruiting for entry level jobs?
- Keeping the cost of recruitment low?
- Managing staff retention rates?
- Minimising staff absenteeism?
- Building employee skills and engagement?
- Managing diversity targets?
- Enhancing corporate reputation?
- Creating competitive advantage?

A Work Inclusion initiative can answer any or all of the above.

Through the Whitbread Apprenticeship Programme we are able to unlock potential, up-skill and give confidence and aspiration to individuals who may face barriers to entering the workforce. Team members may join us with few skills, knowledge or experience of working in hospitality – we are proud to invest in this great internal pipeline to build our talent of the future.

Engaging the skills, enthusiasm and commitment of our people to help others into employment offers huge benefits. The firm gains in reputation, our people are more engaged and the economy thrives. There’s nothing to lose and everything to gain.

Patrick Dempsey
Managing Director, Whitbread Hotels and Restaurants

Mike Kelly
CSR Director, KPMG
The Business Case for Work Inclusion

a  It can improve recruitment cost-effectiveness

In 2010, the Chartered Institute of Personnel and Development (CIPD) calculated the average recruitment cost of filling a non-managerial vacancy per employee as £2,930. Work Inclusion initiatives can offer low cost, effective methods of recruiting from an untapped skill pool.

b  It can resolve entry level skills shortages

Companies in key sectors still struggle to attract the right candidates for entry level vacancies. These include, but are not limited to: utilities, catering, transport, storage, hospitality and communications sectors.

c  It reduces absence

An effective Work Inclusion initiative may result in lower rates of turnover across the organisation. This effect is a combination of lower turnover among Work Inclusion initiative participants and increased employee engagement due to the volunteering opportunities the initiative creates.

d  It can increase retention rates

Employees recruited through Work Inclusion initiatives have demonstrated lower turnover rates as a result of the increased value that those recruits place on having secured a job. This can result in direct cost savings to the business.
**e**  It can help companies meet tender requirements

Commitment to supporting disadvantaged groups can strengthen bids for public sector contracts. There is an increasing expectation that successful bids for public sector contracts will include the provision of a social or community benefit, e.g. through a Section 106 agreement.¹

**BEONSITE** is a crucial part of the wider Lend Lease business. It is part of the delivery mechanism for many of the Section 106 agreements which Lend Lease as a developer must meet; it is delivering local jobs and training outcomes at the Athletes Village as stipulated by the Olympic Delivery Authority and the London Borough of Newham.

**f**  It offers opportunities for employees to build skills and leads to greater employee satisfaction

Recruiting or offering placements to people from excluded groups also provides the opportunity for nominated individuals in the existing workforce to act as buddies, coaches or mentors to the new recruits.

These roles can deliver returns to the business as buddies report higher levels of satisfaction as well as developing their own professional skills through their engagement and participation in training.

**NORSE GROUP** has reported that staff who act as buddies report 10% higher level of satisfaction than colleagues not involved.

98% of staff are satisfied being employed or associated with an employer who actively engages in their community.

In 2004 we were experiencing challenges in securing local people for our East London vacancies, and many of those we did recruit were unable to sustain employment. This led to increased costs to the business in raising contracts, payroll logging, uniform ordering and low morale of on-site staff as a result of the high ‘churn’. We created the Real Apprentice programme to meet the business need for local, sustainable recruitment and the communities’ need for sustainable employment.

Since 2005, 86 people have secured permanent roles out of 109 who have completed the programme. Many more have joined other organisations or returned to full-time education as a direct result of the scheme.

There is a solid business case for employers to get involved in recruiting from our unemployed communities – not least the amazing skills and talent which often lies within.

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I think it’s great that Marks & Spencer have given me this chance. They look past a person’s disability and at the things they can do rather than what they can’t.

**Annette Curtis**  
DisabledGo

The feeling of fulfilment I get witnessing the students flourish and grow in so many aspects of their personal and working lives far outweighs the effort I put in. It has made my job much more satisfying and rewarding.

**Alan Steward**  
Senior Storekeeper,  
Project Search Coach,  
Norse Group

¹ These are designed to mitigate any negative effect of a new development by providing a commensurate level of benefit to the community. Such agreements may, for example, include an undertaking that a new residential development will include a commitment by the developer to provide education and employment opportunities to disadvantaged groups.

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1.2

Unemployment presents major social and economic risks for both individuals and society, particularly during challenging economic times. For unemployed individuals, this includes social exclusion, loss of self-reliance, deterioration of self-confidence and damage to both physical health and psychological wellbeing. The knock-on effects can include poverty, poor child health and marginalisation of social groups, amongst others.

Work Inclusion programmes can help to address the social and health risks associated with unemployment, re-engage marginalised groups and create important socio-economic benefits.

Some of the most significant issues that employment can help to address are outlined below. It is important to note that these issues could affect people from many different excluded groups, thereby increasing their marginalisation from the workforce.

1.3

The Social Case for Work Inclusion

Unemployment presents major social and economic risks for both individuals and society, particularly during challenging economic times. For unemployed individuals, this includes social exclusion, loss of self-reliance, deterioration of self-confidence and damage to both physical health and psychological wellbeing. The knock-on effects can include poverty, poor child health and marginalisation of social groups, amongst others.

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It demonstrates a commitment to diversity

Companies who are delivering Work Inclusion initiatives report greater diversity amongst employees recruited from excluded groups than the existing workforce. This demonstrates a strong corporate commitment to diversity.

Of Marks & Spencer participants in 09/10 came from BME backgrounds, in comparison with 13.5% of the total Marks & Spencer workforce.

It improves client and supplier relationships and leads to competitive advantage

Work Inclusion programmes can support a company’s commercial relationships and create competitive advantage.

In June 2009 Norse Group set up a partnership with Enfield Borough Council. This partnership has a value of £3,500,000.

A significant factor in the Council’s decision to establish the partnership was the added value of Norse’s expertise of Work Inclusion.

It builds corporate reputation

A high quality Work Inclusion initiative helps to enhance the reputation of a company within its local community. Providing employment to local people raises the profile of the company locally but also nationally as the initiative gains public exposure among customers and clients.

CIPD conducted a survey in 2007 on businesses that participated in Work Inclusion projects and found that 65% of those organisations reported that it had delivered a positive impact on their corporate reputation.

Business in the Community / Work Inclusion Guide / The Business Case for Work Inclusion
a **Poverty**

Employment helps to create a route out of poverty.

Unemployed people are approximately twice as likely as the rest of the population to experience persistent poverty. However, low-paid and insecure employment also increases the risk of poverty (Joseph Rowntree Foundation). This underlines the importance of good work as key to avoiding poverty.

b **Cycle of re-offending**

Work has to be a viable alternative to offending.

In 2010 there are approximately 86,000 people in UK prisons. Unemployment and offending go hand in hand – 67% of the current prison population were unemployed at the time of their imprisonment. Without a viable alternative to offending, people with criminal convictions are more likely to continue to offend and fail to make the transition from offending to taxpaying citizen. Employment acts as a significant deterrent and reduces the likelihood of re-offending by 33-50% (statistics from the Social Exclusion Unit).

c **Homelessness**

Employment can support people out of homelessness.

Based on Government figures that estimate the homeless population to be in the region of 125,000, Business Action on Homelessness (BAOH) estimates that there are around 20,000 who could be considered ‘work ready’.

Maintaining a homeless person costs the state an average of £26,000 per year (BAOH, Making Work Work), including the cost of benefits, health and social care and foregone tax and national insurance. By providing a pathway into employment, previously homeless people can rebuild their lives and recreate stability for themselves and their families.
A fresh start for Andy with Marks & Spencer

Andy became homeless following a series of events. Having worked between 70-100 hours a week in one job for a long time and having difficulty in gaining the pay due to him, he felt burnt out and decided to leave. He took another job but was exhausted and found it difficult to keep on top of everything. After a short period he lost his flat and job. Andy was street homeless for 6 months and when he applied to come on the Business Action on Homelessness programme he had not worked for a year. His morale was very low through the experience of becoming homeless and unemployed.

Through BAOH Andy was offered a placement at the Marks & Spencer Brighton store. He took up this opportunity and started to regain his self-esteem and confidence, “the fact that you are earning your money (JSA) and getting up in the morning, having a structure to the day. The feeling of accomplishment was the best.”

Andy performed really well and the initial two week placement was extended to three. He then applied for a temporary contract and was successful. Andy was matched with a Job Coach as part of the post placement support that BAOH offer, “It was a good time for me to have a job coach. It was a pressured time, with lots going on with my accommodation, benefits, housing agencies. It was a help to have some support at this time so it didn’t affect my ability to work.”

Andy has now gained a permanent contract with Marks & Spencer and negotiated his hours. He has achieved his initial coaching training (a Marks & Spencer employee professional development tool). He has also been trained to become a Section Co-ordinator. Both steps include pay rises recognising Andy’s skills and commitment and are a clear demonstration of how well he is progressing.

“You’re earning your money and getting up in the morning. The feeling of accomplishment was the best.”

Andy
Former BAOH Ready for Work client
This section includes insights and experiences from companies with successful Work Inclusion initiatives.

More comprehensive case studies of the six key companies are provided in Section 3.

Creating a Work Inclusion Initiative

1. PLAN

2.1 Plan your initiative
   a) Identify the business case
   b) Select and understand the target group(s)
   c) Seek senior leadership to champion the programme
   d) Allocate responsibility to the delivery team to run the programme
   e) Identify the financial and human resources which will support activity

2. EXECUTE

2.1 Execute your initiative
   a) Develop appropriate interventions for your target groups to fulfil your business objectives
   b) Engage, inform and support employees to be involved
   c) Work effectively with delivery partners for mutual benefit

2.3 Evaluate your initiative
   a) Measure the business and social benefits of your programme
   b) Communicate success to internal and external stakeholders
   c) Review activity and make improvements where appropriate
2.1

Plan your Initiative

Introduction

In order to build a successful and effective Work Inclusion initiative, a company needs to identify what business objectives it seeks to fulfil – e.g. fill entry level jobs, create a new set of skills for the organisation, change the thinking and corporate culture of the organisation.

The planning stage of the initiative is the time to decide whom to target and determine how to reach these groups. It involves identifying resources and champions for the initiative and measures for success.

a Identify the business case

The business case will determine the vision for your initiative; this can be used to inspire and engage internal and external stakeholders and provides a shared understanding of what is being sought and why.

This will also influence the nature and extent of your operational activity. This could range from offering employee volunteering opportunities (internally or with community partners) through to delivery of a work placement scheme or directly employing from excluded groups.

b Select and understand the target group(s)

In order to determine delivery partners and nature of intervention, businesses should consider both community and business needs to identify appropriate target groups.

The decision on the client group to target should be driven by your business need but can also be determined in part by the size and structure of the company. The initiative should be proportionate to the size and significance as well as location of your business units.
**GEOGRAPHIC EMPHASIS**

It may make sense to look to the needs of the local community in the first instance. As well as voluntary sector organisations, local employment agencies and welfare-to-work providers (such as Jobcentre Plus and Working Links) will be able to inform first steps.

An intelligently designed Work Inclusion initiative can address both local community needs as well as significant business challenges.

**BAA at HEATHROW**

Recognised that the recruitment pool from which retailers were sourcing employees was characterised by low skills and high levels of worklessness. Low skills were likely to act as a barrier to profitability. This underlined a collective business interest in raising the employability of local people in order to fill the new vacancies that Terminal 5 created. The Academy helped to raise skills and fill vacancies.

**TESCO’s regeneration partnerships**

Revitalise disadvantaged areas, bringing many long-term unemployed people back into work. Its newest regeneration stores created over 500 jobs, of which 237 went to the long-term unemployed.

**NORSE GROUP**

Through its Work Inclusion initiative, Norse Group particularly targets people with learning disabilities. Only 17% of people with a learning disability of working age are in employment, according to the Employers Forum on Disability (Valued in Public, 2008).

**ISSUE SPECIFIC GROUPS**

If a company decides to support a specific excluded group it may enhance and accelerate the initiative to approach specialist organisations working with this group. These organisations can identify business interventions that respond to their particular journey to work. Voluntary sector organisations often focus on particular categories of long-term unemployed - e.g. the Who Cares? Trust supports care-leavers, St. Giles’ Trust supports ex-offenders, Business Action on Homelessness supports those who are homeless or at risk of homelessness.

**ROYAL MAIL**

Recognising that young people do not always have access to computers, the on-line e-recruitment process was adapted to allow people to complete hard copy applications. The formal interview process was replaced with a two-week supported work trial in order to establish candidates’ suitability for employment. These changes proved invaluable in removing some of the barriers to employment which young people face and helped to expand the pool of potential recruits.

**UNDERSTANDING THE TARGET GROUP**

While many companies have seemingly fair and easily accessible recruitment channels, it is impossible to understand what is truly accessible without a sense of the needs and challenges people with barriers to work face.

The employability journey of people with barriers to work is complicated and protracted and these individuals need targeted support from voluntary and private sector organisations. These groups also need recruitment channels that are truly accessible.
When gauging the accessibility of a recruitment approach, companies should consider questions such as the following, for example:

- Where and with whom do you advertise?
- What are the mediums through which people can apply?
- What language and style do you use in the advertisement and job description?

Working with partner organisations, it will be possible to identify what actions are needed to support specific groups. Your partner organisation will be able to inform your practice to ensure that you are providing sufficient support before, during and after engagement with participants. Partner organisations can also often provide additional support to supplement the business intervention and continue to support clients on their journey to sustainable employment.

**SELECTING PARTNER ORGANISATIONS**

The partnerships established with voluntary sector organisations or employment organisations should help you reach your target groups and provide the support that enriches participants' employability.

Partnerships will evolve but ultimately should develop in line with the needs of participants. It is important that any partnership is mutually beneficial for those involved.

### Leadership

The initiative will need senior internal champions to ensure buy-in at each level of the organisation and, at times, bring momentum.

Senior management will need to be briefed and supported in order to act as ambassadors for the initiative both internally and externally. If possible, employee volunteering opportunities should be used to engage senior managers. Firsthand insight will improve their ability to connect with the participants and objectives.

One such way to do this is through the Prince’s Seeing is Believing programme, BITC’s flagship programme to inspire and engage the UK’s top business leaders on key social issues.

### The project team

The company will need to identify a project manager with specific responsibility for the effective management of the Work Inclusion initiative.

Depending on the size of the company and the initiative, this might need to be a full time role. Where possible the input or support of operation-level colleagues from HR and community investment teams would enhance the speed and effectiveness of the programme.
The project manager will be responsible for setting objectives and targets, communicating success internally, managing relationships and, where necessary, refining approaches. Other team members may come together periodically to support the work.

At Norse, there are clear reporting responsibilities that tie the initiative directly in the HR team:

**Norse Group**
The role of the Business Liaison Manager (Employability) is to oversee ongoing activity, provide advice and support internally/externally, co-ordinate/collect data, maintain the database and be responsible for analysis on new initiatives. The Business Liaison Manager reports monthly to the HR Director on:

- Number of placements on each programme;
- Outcomes of placements, clients into employment or to training/support;
- Blocks/difficulties encountered;
- What learning could be fed into other programmes.

Combination of colleagues from stores, HR and the Plan A (CSR) team, determined targets.

**Marks & Spencer**
Targets were set with partners and then raised, based on learning and the introduction of best practices. Key measures included placements started, stores involved, placement completion, employment and leverage. Targets were agreed by the Plan A team, Community Partnerships Manager, Charity Partners and stores.

**Resources**

The initiative needs adequate resource to achieve success. This investment is necessary to achieve the business benefits listed earlier in the Guide.

As outlined in the previous section, ideally this would include a full time project manager. Some companies opt to commit additional resource to voluntary sector partners thereby building the capacity of voluntary sector partners as well as creating value through their own offer.

It is important to keep in mind that the costs of delivering an initiative can, to some extent, be offset against the potential return on investment as highlighted in the ‘business case’ section of this guide.

Be creative in thinking about what resources your organisation can put forward to support a Work Inclusion initiative. While providing work opportunities for individuals may be central to your programme, there are other important resources that can contribute to its success which are listed in the next section.
## Execute your Initiative

### Introduction

A company can develop a Work Inclusion Initiative that supports the employability of target groups, raises the profile of the issue, encourages cross-departmental collaboration and builds capacity of the voluntary sector all within its ‘offer’.

It is possible for companies to be involved in some, or all, of the different levels of engagement from offering volunteering opportunities, through to work placements and direct employment as outlined in the next section.

### a Developing the company ‘offer’

Companies have a lot to offer to directly enhance the employability of target groups and also to support the organisations working in the field. They can use a Work Inclusion Initiative to engage employees across the company and provide thought leadership on the agenda.

- **Work placements/apprenticeships/internships**
  Provide opportunities to give experience of the workplace to participants and assess their ability to undertake a role within the organisation. These opportunities can lead to direct employment within the company, but are also valuable in their own right by developing employability skills and building CVs.

- **Employee volunteering**
  Invite employees to take an active role in building voluntary sector relationships e.g. team building day at the charity, fund raising, raising the profile of the initiative internally. You can also invite colleagues to act as mentors, coaches or buddies to participants.

- **Pro-bono support**
  Provide expertise in areas of your corporate competency. For example: public affairs, PR, communications, campaigning or strategic planning.

- **Leverage commercial relationships**
  Use influence with suppliers, clients or commercial partners to encourage others to support your initiative, develop their own initiatives or review their existing recruitment practices.

- **Capacity building**
  Collaborate and provide support to peers with their Work Inclusion initiatives. Work with voluntary sector partners to understand how your organisation could support them to build their ability and scope to deliver their programmes.
As an employer I’m interested in talent. I want to get the best people into Barclays and talent comes in many wrappings. We are proud to be part of BAOH. We get involved because it’s the right thing to do. It makes good business sense and it provides the electric current of energy to our people to be creative – not just on behalf of customers but on behalf of the communities we serve.

John Varley
Group Chief Executive, Barclays and Chair, Business Action on Homelessness
b **Engaging and supporting employees**

In order to engage employees it is important to provide a range of volunteering opportunities that can require anything from a few hours to a longer commitment of six months or more.

The following are some examples of how employees can be involved, but partner organisations can help identify further opportunities for employee engagement as well as potentially offering training and support to employees who get involved.

- **Work placement buddies**
  Supporting work placement participants

- **In-work support buddies**
  Supporting new employees

- **Job coaches**
  Supporting individuals with a job search over a defined period

- **Event volunteers**
  Helping out at workshops, mock interviews or training sessions.

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**ROYAL MAIL**

The project’s partner organisations provided **training for workplace coaches and buddies** to develop their skills and awareness of the situations they would face.

**MARKS & SPENCER**

Additional support was provided by members of the resourcing team as well as by post-employment advisors from partner organisations.

**MARKS & SPENCER**

**Progress is reviewed every two months** at a Marks & Start partners meeting. Success is monitored monthly, with placement completions, into-work rates and participant feedback reviewed.

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C **Working with delivery partners**

To ensure the success of the Work Inclusion initiative, companies need to work effectively with partners. The most significant partners are the co-delivery partners – organisations that provide you with a pipeline of participants.

It is important to agree at the start the outcomes that will be measured and monitored as well as the inputs required from all involved; these will determine how the relationship develops.

Companies should also consider the longevity of the partnership from the outset and recognise that partnerships on Work Inclusion initiatives can improve over time. With a longer commitment, partners are able to learn from each other and continually improve activity for mutual benefit.

Marks & Spencer keep track of progress and targets through regular monitoring; in addition results are reported annually in the CSR Report.
2.3 Evaluate and review your initiative

Introduction

In order to perform to a consistently high standard, a Work Inclusion initiative should be reviewed at regular intervals. By establishing evaluation and feedback processes at the outset – linked to your company’s strategic objectives – you can use this information to assess progress and fine-tune your initiative.

Top line statistics will be valuable to your charity partners who can also use these to illustrate the impact of their work to their own stakeholders. Following an iterative approach such as the one below will ensure that your initiative continues to improve over time.

a Measuring business and social benefit

Alongside the business benefits of a Work Inclusion initiative, it is valuable for a company to track the social benefit and impact on participants.

Companies can illustrate the positive impact they have had on the employability of clients through high-quality information capture. Indicators of success should include information on work experience, placements, jobs and progression.

By ensuring there are measures in place to track the progress of participants, a company can make a compelling case for its investment. Providing evidence of success will enhance a company’s ability to justify and prolong investment. It can also provide evidence to the public sector as to why they should support these types of initiatives with funding and changes to public policy.

Please refer to the Appendix for specific examples of business and social benefit indicators.
SET TARGETS
Decide what success will look like for the business and social benefit. Targets should be mutually agreed with partners, and should reflect the overarching social and business aims of the initiative.

MONITOR
Periodically collect information to track progress against targets. This provides opportunities for ongoing performance monitoring and improvement.

REPORT
Share progress, achievements and challenges year on year with internal and external stakeholders. Reporting is a driver for change, encouraging dialogue and promoting a culture where improvement is sought and good practice disseminated.

REVIEW
Consider where improvements need to be made to meet the business and social objectives and work in partnership to improve programmes.

EVALUATE
Undertake an annual programme evaluation where overall performance against targets is considered.

It is important to link measurement indicators to the business objectives for the programme. For example, if the business imperative is to reduce staff turnover then the company could measure the turnover rates of both new employees recruited through the programme, turnover rates among the general workforce and turnover among those employees who have been involved in the programme as volunteers.

HEATHROW
Recruitment savings to retailers of approximately £200,000

MARKS & SPENCER
82% 81% of buddies report learning new skills say it makes M&S a better place to work

ROYAL MAIL
Employment provided: 350 via Remploy 93 via Barnardos 64 via BAOH

For further examples of business and social benefits please refer to the full company case studies in Section 3.
b  Communications

Celebration of good practice with internal and external audiences helps to galvanise support and ensure that there is recognition of progress and good practice.

Lend Lease celebrated BeOnsite when it was launched and again two years later by which stage participants in the programme could attest for its success.

M&S recognises the contribution of ‘buddies’ and programme co-ordinators in store. Taking part of the programme can contribute towards their career progression.

C  Review

To sustain a Work Inclusion initiative over a longer-term period, it is important to review the outcomes and achievements of the programme, based on performance indicators and feedback from key stakeholders.

Creating a Work Inclusion initiative is challenging and the process will not be perfect immediately. It is important to understand why problems arise and look to refine practice to overcome these problems in the future.

As well as enjoying success, it is important to leave space within your initiative to learn from mistakes or challenges. Failures or challenges should be seen as opportunities to learn; it is unlikely that a company can set up a Work Inclusion initiative without needing to make revisions and improvements.
Providing work experience for BAOH Ready For Work, Skills For Work, and PSEP (Plymouth Sustainable Employment Programme), has given Ginsters an insight into the kind of problems that might affect their own employees on Long Term Sick leave and as a result have embedded the learnings into our methodology for our Return to Work policies and Practice. We are now also looking to address preventing homelessness by interacting more with other agencies, colleges and schools to ensure people are aware of the skills needed for work.

Theresa Middleton
Personnel and Training Manager, Ginsters

In some cases it is possible to learn from an initiative and apply insights more broadly to employees. Ginsters have used insights from its employability initiative to support the emotional wellbeing of the whole employee group.
Yet again Royal Mail has delivered! I can truly say that supporting people from disadvantaged groups is not simply a project for them but an ethical decision that has embedded itself into the business which in turn is transforming lives.

James Kimberley
Royal Mail Contracts Manager, Remploy

Case Studies

3.1 Royal Mail - Volunteering to develop a coaching culture
3.2 Heathrow - Supporting the recruitment needs of commercial partners
3.3 Ginsters - Promoting health and wellbeing at work and in the community
3.4 Lend Lease - Engaging the supply chain in Work Inclusion initiatives
3.5 Marks & Spencer - Developing partnerships to reach out to disadvantaged communities
3.6 Norse Group - Supporting personal development through mentoring
Case Study: Royal Mail

Volunteering to develop a coaching culture

ABOUT THE COMPANY

Royal Mail Group is unique in reaching everyone in the UK through its mails, Post Office and parcels businesses – which directly employ over 155,000 people in the UK.

The scale of its operations helps keep the UK connected: Every working day Royal Mail processes and delivers around 71 million items to 28 million addresses for prices that are amongst the lowest in Europe; each week we serve around 20 million customers through our network of around 12,000 Post Office branches; and each year Royal Mails domestic and European parcels businesses – General Logistics Systems and Parcelforce Worldwide – handle some 400 million parcels.

THE CHALLENGE FOR THE ORGANISATION

With the shift to a commercial environment elevating the importance of its corporate brand, Royal Mail identified a need to build its reputation as an employer of choice.

The company recognised that a commitment to diversity would support this aim. Providing sustainable employment opportunities for people from under-represented groups was identified as key to fulfilling this.

Equally importantly, the Work Inclusion initiative was seen as an opportunity to support internal organisational culture change; engaging employees in coaching and mentoring activities to support a shift towards a coaching ethos.

WHAT WAS DONE?

By challenging and adapting its resourcing procedures, and developing partnerships with voluntary sector organisations including Business Action on Homelessness and Barnardo’s, Royal Mail began its Work Inclusion programme.

In 2008/2009 the company provided paid employment opportunities to over 500 people from excluded groups.

Through the programme, people with barriers to work are offered employability support including a two week work placement. Work placements raise skill levels and often (but not always) lead to employment.

Royal Mail employees are invited to volunteer as workplace coaches and buddies. They are trained by voluntary sector partners and are supported by members of the Royal Mail resourcing team and post employment advisors from voluntary sector partners.

INITIATIVE IMPACTS

Business benefits

- **Employee skills development and engagement.** Workplace coaches develop a broader understanding of other people and their associated issues which is crucial for their own development. This training has equipped them with important coaching skills as well as improving their managerial, communication and team building skills.

- **Recruitment.** Participants in the employability initiative provide a source of potential talent for the organisation.

- **Corporate reputation and recognition.** Working with partner organisations to engage people from disadvantaged groups has helped Royal Mail become an organisation of choice for those seeking employment as well as enhancing its reputation with voluntary sector partners and potential customers. The organisation gained several local awards and one employee recruited through the Business Action on Homelessness campaign was recognised as Greater Manchester Employee of the Year in 2009.

Social benefits

- **Increased employment.** As a result of the employability programme, employment was provided to over 350 people via Remploy, 64 via Business Action on Homelessness and 93 via Barnardos. This has had a significant impact in the wellbeing of those individuals – many of whom are furthest from the labour market and whose barriers to work have been exacerbated by the current economic climate.

- **Enhanced employee awareness of social issues.** Coaching and mentoring new employees and those on work experience has raised employee awareness of problems that some young people face and challenged their own personal misconceptions about young people in general.

TOP TIPS

- Senior managers must evangelise the benefits of employability programmes and commit to long-term support of them.
Case Study: Heathrow
Supporting the recruitment needs of commercial partners

ABOUT THE COMPANY
Heathrow is the world’s busiest international airport, with 90 airlines serving 180 destinations. It is also the UK’s largest employment site, with almost 77,000 staff working for over 300 companies. BAA employs 5,500 people at Heathrow.

THE CHALLENGE FOR THE COMPANY
Retailers at Heathrow, owned and operated by BAA subsidiary Heathrow Airport Ltd (HAL), had reported challenges in recruiting and retaining staff with the right skills. Because retail units at Heathrow operate on a concessionary basis (with a proportion of profits going to HAL), retailer performance has a direct impact on HAL’s bottom line, and staffing levels and competencies are key determinants of retailer profitability. Therefore it made sense for HAL to seek to address this challenge by creating a robust pipeline of new recruits through its Work Inclusion programme, the Heathrow Retail Academy.

WHAT WAS DONE?
The Heathrow Retail Academy was established to support recruitment at Terminal 5 by training local people to be ‘work-ready’ for vacancies as and when they arise among retailers. At the same time it helps individuals in the community to gain access to, and progress through, employment. The Academy helps its participants to overcome barriers to employment; it also helps candidates to undertake nationally-recognised qualifications once in work so that a retail job becomes a sustainable career with progression opportunities.

The employment initiative has evolved over the last five years and is now centred on a 30-hour training course that is delivered by not-for-profit regeneration company Urban Futures from a training suite at Heathrow that HAL provides rent-free. The initiative is overseen by a partnership that includes local authorities and HAL, with funding support from the London Development Agency and European Social Fund.

INITIATIVE IMPACTS

Business benefits
• Improved staff resourcing levels and capabilities among Heathrow Airport’s retail operators that have contributed to a 46% increase in Heathrow’s retail income since 2004.
• Enhanced ability to attract new retailers to Heathrow Airport. This is a key element in Heathrow’s offer in commercial negotiations.
• Recruitment savings to retailers of approximately £200,000.

Social benefits
• Employment of over 400 local people who were previously unemployed, enabling employment rates in Heathrow Airport’s immediate communities to increase at a faster rate than regional/national averages.
• Nationally-recognised qualifications gained by five hundred airport retail staff, raising the skill level of employees and enhancing local skills at the airport.
• Enhanced access to employment opportunities for the long term unemployed. Retailers throughout the airport now consider candidates that have been unemployed for extended periods because they have confidence in the added value provided by the employability initiative and trust the Academy’s ability to source and develop appropriate candidates.
• Leverage of additional resources. The partnership between Hillingdon, Ealing, Hounslow and HAL has enabled Hillingdon to access a further £590,000 for a Heathrow Area Supply Chains project on behalf of the partnership.

TOP TIPS
✓ Ensure the initiative remains relevant to the needs of employers and individuals seeking work. Ongoing engagement between employers and employability providers is essential. Frequent communication is important at both strategic and operational levels.
✓ Clear roles should be defined for the employer and the employability training provider, but in some areas - such as job brokerage - the two need to work hand-in-glove.

“We’re not only concerned with overcoming barriers to employment, but ensuring that a retail job becomes a sustainable career with progression opportunities. Motivated staff who feel valued are more likely to provide better customer service; and the offer of career development is central to staff retention, which is particularly important for airport employers.”

Brian Woodhead Retail Concessions Director, Heathrow
Case Study: Ginsters

Promoting health and wellbeing at work and in the community

ABOUT THE COMPANY

Over the last 30 years Ginsters has grown to become the leading savoury pastry brand in the country. Still based at its original site in the small Cornish town of Callington, the company is part of Samworth Brothers Group. Ginsters is most famous for its Cornish Pasties, Slices and Sausage Rolls, and pastries, distributed all over the UK. The company employs 812 people.

THE CHALLENGE FOR THE COMPANY

Ginsters wanted to improve its approach to recruitment and retention; it wanted to attract a wide range of people to the company including those who experience barriers to work, it also wanted to ensure that all employees were able to experience a good quality of life while working for the company.

WHAT WAS DONE?

As part of Business Action on Homelessness, Ginsters partners with Shekinah Mission to support people with barriers to work in their journey back into the workforce. Activities include:

- The company provides a two-week ‘ready for work’ placement spanning all areas of the business, ranging from administration to the bakery, with some placements resulting in permanent job offers.
- Hosting work readiness training, with employee volunteer input
- Employee acting as job coaches for clients.
- Providing varied work experience opportunities (shop floor, bakery, fleet maintenance, engineering, administration, accounting, catering and hygiene)
- Organising full site tours with talks from current placements and staff about the skills needed for work.

During their two week ‘ready for work’ placement each participant receives the same support as any new member of staff. Key to the induction process is the ‘buddy’ – a fellow member of staff who evaluates their learning style as well as helping them integrate into the social life of the workplace community, guiding them through the various activities on offer.

INITIATIVE IMPACTS

Business benefits

- Production capacity has doubled in three years.
- Turnover has fallen since 2005 from 28% to 14% (industry norm: turnover 26.8% CIPD 2009).
- A good ethnicity mix has been achieved in the workplace - approximately 20% of staff at Ginsters unit in Callington are from an ethnic minority
- Recruitment advertising costs have fallen by 2/3 since 2005, while the number of applicants has risen by 2,500; head count has also increased by approximately 30 people during this time.
- Employee involvement has helped to improve relationships between departments, shifts, managers and subordinates, build interaction between teams and develop confidence in the company.
- Ginsters’ absence rate is well below the industry average (3.1% vs. 7.85%). The company’s commitment to employee engagement has ensured that those who return to work, do so in a safe and secure environment with the firm knowledge that their safety comes first.

Social benefits

- Participation in Ginsters Work Inclusion initiatives has provided local residents the opportunity to rebuild their lives through employment.
- Through its emphasis on employee engagement, the company has made a strategic commitment to raising employee morale, emotional resilience and health.
- Ginsters’ has provided employment opportunities to people living in a rural location where there is a low income economy and pockets of extreme deprivation.

TOP TIPS

- Although clients (e.g. Ready for Work) have many barriers, they are not all that different from employees – just further down the line. Sometimes an individual lacks the internal drivers to change things.
- Work with clients helps the company learn more about their own staff and how willing they are to help, how they treat new staff or other members of staff.
Kyla turns her life around thanks to Ginsters

Kyla knew it was going to be difficult to get a job with a criminal record. But thanks to the support of Ginsters and Business Action on Homelessness she is now in full time employment.

On leaving prison, Kyla had spent 6 months looking for work without any luck. To make matters worse, her relationship with her parents had broken down while she was in prison because she was still abusing drugs. She had to rely on the generosity of her friends, sleeping on sofas for a few months before she managed to repair the relationship with her parents.

Whilst Kyla was still attending meetings with her Probation Officer she was told about the Ready for Work initiative run by Shekinah Mission on behalf of Business Action on Homelessness. She jumped at the chance and was referred straight away.

She undertook two days’ training to help her prepare for the workplace before starting her two-week unpaid work placement at Ginsters working with the maintenance team. She got the chance to try out gardening, painting and general laboring. Kyla really enjoyed her work placement - she loved the variety and the people that she worked with had made her feel relaxed and a part of the team.

At the end of the placement Kyla had a renewed sense of purpose. She progressed to a 12 month contract with Ginsters working with the maintenance team. She is enjoying life and feels proud to be able to buy herself and family the things they need.

“}

Photograph for illustrative purposes and does not depict Kyla herself.

Kyla Thompson
Former BAOH Ready for Work client

“It felt really good to be working and making a difference. I was really proud of myself.”
Case Study: Lend Lease

Engaging the supply chain in Work Inclusion initiatives

ABOUT THE COMPANY

Lend Lease is one of the few fully integrated property companies in the world providing an end to end solution and value to all stakeholders. Lend Lease operates in over 35 countries; within the UK it is responsible for a number of high profile schemes including the retail and leisure destination Bluewater in Kent; Stratford City and Elephant and Castle in London and Birmingham Building Schools for the Future. Lend Lease employs 2,644 people in the UK.

THE CHALLENGE FOR THE COMPANY

The property sector is sensitive to economic cycles and relies on long, complex and dynamic supply chains. A key stakeholder on all Lend Lease developments is the community itself. Lend Lease has always worked in close partnership with community stakeholders to enhance social cohesion by working at the earliest opportunity with its supply chain in a very practical way to provide local training and jobs. This process begins in the construction phase and to date nearly 12,000 local people have accessed jobs in our construction supply chain through local community partnerships.

WHAT WAS DONE?

BeOnsite, a not-for-profit company, was established by Lend Lease, not only supporting the training requirement of the construction industry supply chain, but seeking to build a more diverse workforce, demonstrating to government a new way of tackling re-offending, city centre worklessness and the skills shortage.

BeOnsite takes individuals who have been socially excluded, including the long-term unemployed and ex-offenders with low skill levels, and supports them into work. This employer-led model involves a short pre-employment programme followed by on-the-job training which provides a pathway into a specific trade or skill set. Each person’s path is discussed and mapped out with contractors to provide clear routes from entering employment to becoming a fully qualified tradesperson.

During the property boom the company experienced massive construction skills shortages whilst observing that the numbers of people ‘trapped’ on long term benefit and other massive social issues such as the rate of re-offending within communities did not change despite the opportunities. The company took the decision to address the gap between these two issues.

Business benefits

- **Increased productivity and safety.** BeOnsite recruits are fully trained and supported by experts in both technical and behaviour aspects of the job. Experience to date is not only in better retention, productivity and safety on site but the company is also seeing the early signs of quicker promotion.
- **Competitor advantage.** BeOnsite is unique to Lend Lease delivering tangible benefits to both the supply chain and the communities in which it develops and operates, valuable in both the boom and bust times of the economic cycle.
- **Fulfilment of contractual obligations.** BeOnsite has become a crucial part of the wider Lend Lease business. Under the Section 106 agreements to which Lend Lease is committed as a developer, it is delivering local jobs and training outcomes at the Athletes Village as stipulated by the Olympic Delivery Authority and the London Borough of Newham.
- **Corporate reputation.** Lend Lease recognises that its success in ‘place making’ lies in its inclusive approach, providing and sustaining opportunities to develop local people as well as buildings. BeOnsite is a key vehicle to deliver the ‘people’ part of the company’s offer. Media publicity for BeOnsite events significantly has increased the company’s public profile and reputation, particularly as the company had taken a strategic decision to continue to operate BeOnsite in the midst of recession.

Social benefits

- Employment of socially excluded individuals. To date, BeOnsite has resulted in almost 12,000 people finding construction employment and a further 11,000 people going into retail jobs.
- **Job sustainment.** BeOnsite has shown that it can create sustainable employment solutions – all 54 participants at the Athletes Village have sustained their jobs for over six months and several have been promoted.

TOP TIPS

✔ **Get senior management buy-in.** If possible win hearts as well as minds. Ensure people understand not only the tangible business benefits but why it is the right thing to do as well.

✔ **Always give back as much recognition to partners as possible** make sure partners are recognised when you celebrate success.
Case Study: Marks & Spencer

Developing partnerships to reach out to disadvantaged communities

ABOUT THE COMPANY

Marks & Spencer (M&S) is the largest clothing retailer in the United Kingdom, as well as being an upmarket food retailer. Most of its domestic stores sell both clothing and food and, since the turn of the century, it has expanded into other ranges such as homeware, furniture and technology. The company employs over 75,000 people.

THE CHALLENGE FOR THE COMPANY

In 2004 M&S decided to set up a programme that would not only raise aspirations and employment prospects of participants, but would also help with four key business objectives:

- Develop employee skills (through buddy) and improve employee commitment, loyalty and pride in M&S.
- Integrate community activity throughout M&S.
- Provide focus for external communications and increase customer awareness of community initiatives.
- Provide recruitment opportunities and diversity within the Company.

WHAT WAS DONE?

Marks & Start is the country’s largest company-led employability programme, and represents a major commitment within the company’s Plan A vision.

In order to reach out to the most disadvantaged groups, the initiative works in partnership with Gingerbread, The Prince’s Trust, DisabledGo and Business Action on Homelessness. The company commits to delivering 650 2-4 week placement each year for candidates in M&S stores and offices across the country. Partners provide the wrap-around support required pre and post-placement and candidates are supported every step of the way with buddies, coaches and co-ordinators.

INITIATIVE IMPACTS

Business benefits

- Recruitment. The Marks & Start initiative has helped M&S recruit nearly 1500 employees. By offering the extra support required in the initial stages, the returns outweigh the costs, through the quality and commitment of the employees coming through the programme.
- Reduced absence. Absence rates for permanent M&S staff recruited through Marks & Start (2.38%) are lower than the Croydon store average (3%).
- Employee development and engagement. Marks & Start buddies often volunteer to reprise their roles and many Marks & Start candidates become buddies and coaches. 82% of buddies report learning new skills, 93% feel motivated by their involvement and 81% say it makes M&S a better place to work. Marks & Start not only develops employee skills but also improves employee perceptions of the workplace and brings teams together.
- Improved retention. The initiative in 08/09 demonstrated a lower turnover (19%) for Marks & Start recruited employees when compared with those coming through standard recruitment (23%).
- Diversity. Recruitment through Marks & Start has created greater age, ethnic and gender diversity in the M&S workforce (e.g. 18% of Marks & Start recruits come from BME backgrounds, in comparison with 10% of total M&S workforce).

Social benefits

- By working in partnership with four key partners, the initiative provides employment support and opportunity tailored to the needs of each group.
- Despite a very challenging job market, M&S have maintained a 40% into-work rate for the Marks & Start programme, and have also remained committed to delivering a high number of placements in stores throughout the country.
- Evaluation of the Marks & Start participants demonstrates that over 90% of participants feel the placement improved their confidence and feel more motivated and committed towards employment.

TOP TIPS

- Develop a true partnership with your charities – this should be an open and honest relationship where you can completely trust the charity to provide great candidates and work well with the stores.
- Ensure the resource is there to make each placement a success. This requires the buddy, the coach, the co-ordinator and a store passionate about the programme.

Employees have been truly moved by the circumstances that have led to many participants coming on the programme, it’s changed their perceptions. They are now more understanding of homeless people for example and they no longer judge or ‘label’ people.

Store Manager
Rotherham Parkgate
Case Study: Norse

Supporting personal development through mentoring

ABOUT THE COMPANY
Norse is a Facilities Management company providing a variety of blue-collar services, primarily to the public sector. Norse operate in Norfolk, Suffolk, Cambridge, Essex and in North London and have five subsidiaries, 4 of which have emerged from partnership working with District and Borough Councils. A high percentage of work is obtained through a traditional tendering process. The company employs 5,200 people.

THE CHALLENGE FOR THE COMPANY
Norse began its Work Inclusion initiative in order to improve recruitment approaches for hard to fill posts and to increase the number of employees from the local community.

WHAT WAS DONE?
Norse have established a number of different programmes working with long term unemployed, those with dependency issues, ex-offenders, vulnerably housed and those with mild to severe learning difficulties. Whilst the details of the programmes differ, the principles remain the same and include:

• Work placements typically lasting between 2 - 4 weeks;
• Management of programmes by a dedicated Business Liaison Manager who co-ordinates and feeds back learning across the various programmes;
• Provision of an onsite dedicated classroom;
• Work buddies and coaches who provide support during and after the placement;
• Partner boards who set targets and evaluate the effectiveness of outcomes; and
• Links to the organisation’s Strategic Balanced Scorecard.

INITIATIVE IMPACTS

Business benefits
• Successfully securing a £3.5m partnership with Enfield Borough Council
• Recruiting people into hard to fill posts while saving £5,500 per annum on recruitment costs
• £1,280 reduction in staff training costs per annum
• Reduction of £16,000 per annum in overtime costs
• Staff who act as buddies report 10% higher level of satisfaction than colleagues not involved. 98% of staff report they are satisfied being employed or associated with an employer who actively engages in their community.

Social benefits
• Saving of £130,000 to the government by employing people previously in receipt of benefits.
• Increased opportunities to network with other employers and as a result engaged 17 other employers to work with disadvantaged groups

TOP TIPS
✓ Accept that sometimes things will go wrong but it is the learning from failures that will build a stronger process.
✓ Engage with your teams, communicate and train. Make having a placement a badge of honour.
✓ Find yourself champions to spread the message.
✓ Shout loudly about successes and achievements.

“
It isn’t organisations that change things but the individuals within who can be passionate and energetic. When individuals create momentum, organisations are driven forward by at first small steps but increasingly giant steps. Our community needs us more than ever before. So take that first small step and let yourself move to bigger and greater things.

Peter Hawes
Managing Director,
Norse Commercial Services

Norse Commercial illustrates its commitment to the employability agenda by investing considerable time and resource in their activities. The most significant output of this investment is a robust and sustainable approach to supporting people into work and keeping them there.

“
Jane James
Employment Regeneration Director, MITIE Group PLC
Appendices

Appendix 1: Indicators of business benefit
Appendix 2: Indicators of social benefit
Appendix 3: Research and publications
Appendix 1: Indicators of business benefit

Companies can document the returns on their investment in Work Inclusion initiatives by using a range of qualitative and quantitative indicators, many of which may already be in use to assess business performance on an ongoing basis.

Cost reductions related to:

- Employee turnover
- Absenteeism
- Reduction of overtime costs
- Reduction of staff training costs
- Recruitment and induction

Corporate responsibility performance:

- Meeting equality/diversity targets, due to being a more inclusive and supportive employer
- Uptake and quality of employee volunteering and other community activities
- Quality of community relations (as reflected in levels of goodwill with local authorities, government agencies and community organisations)

Productivity and performance quality:

- Levels of workforce development reflected in qualifications or other forms of recognition achieved
- Productivity rates

Corporate brand reputation:

- Quality and quantity of responses to recruitment adverts (recognition as being an employer of choice)
- Cause related marketing - recognition and publicity received

Employee relations:

- Employee surveys reflecting levels of staff morale, satisfaction, engagement and commitment, which may improve for those engaged in this type of activity
- Quality of relationships between departments, team members, managers and employees built through volunteering or participating in a cross-departmental activity

Employee development, health and wellbeing:

- Quantity and quality of skills developed through coaching and mentoring
- Quantity and quality of qualifications gained by staff
- Enhanced employee awareness of social issues as the result of coaching and mentoring
- Improvements to confidence, health and wellbeing and financial independence of previously unemployed individuals

Customer relations:

- Increased customer satisfaction levels
- Improved quality of internal and external customer relations

Business development:

- New business or new contracts awarded
- New products or markets created
- New partnerships developed with local authorities, public and voluntary sector agencies to enhance community workforce capacity
- Capacity for innovation, change and development of new initiatives/opportunities

Companies like Norse provide evidence that as a result of their initiative advertising costs have fallen and employees involved in the initiative report higher satisfaction levels.
Appendix 2: Indicators of social benefit

The following may help to illustrate social benefit:

Gaining and sustaining employment:
- Number of individuals offered employability experiences
- Number of individuals enrolling on work placements
- Number of individuals completing work placements
- Number of individuals availing of employability experiences
- Number of individuals gaining employment through initiative
- Number of individuals sustaining employment beyond six months
- Number of individuals completing work placements who transition into full employment.

Other measures could include:
- Number of individuals into further education or training.

Reductions in public sector spending:
- Savings to government as the result of supporting individuals from socially excluded groups into employment who were previously claiming benefit or accessing services.

MARKS & SPENCER have recruited almost 1,500 employees who may have otherwise have remained in an untapped pool of candidates due to the barriers they faced getting into work. Through their lone parents programme, M&S have lifted 559 families out of poverty since the initiative began in 2004.

NORSE GROUP In 09/10, 30% of those who came on placement were employed by the company, with a further 30% finding employment elsewhere. As all were benefit dependent, this saved the government at least £130,000.

Appendix 3: Research and publications

The Business Case for Employees Health and Wellbeing: A report prepared for Investors in People UK
THE WORK FOUNDATION (2010)
www.theworkfoundation.com

Labour Market Statistics: Mar-May 2010
OFFICE FOR NATIONAL STATISTICS
www.statistics.gov.uk

Emotional Resilience Toolkit
BUSINESS IN THE COMMUNITY (2009)
www.bitc.org.uk

CBI/Pfizer Absence and Workplace Health Survey
CONFEDERATION OF BRITISH INDUSTRY (CBI) (2010)
www.cbi.org.uk

THE WORK FOUNDATION (2008)
www.theworkfoundation.com

Tackling inequalities in life expectancy in areas with the worst health and deprivation.
NATIONAL AUDIT OFFICE (2010)
www.nao.org.uk

Fair Society, Healthy Lives: Strategic Review of Health Inequalities in England post 2010
THE MARMOT REVIEW (2010)
www.marmotreview.org

Poverty dynamics research in the UK
JOSEPH ROWNTREE FOUNDATION (2007)
www.jrf.org.uk

Making Work Work
BUSINESS ACTION ON HOMELESSNESS (2009)
www.bitc.org.uk/baoh

Getting out to Work: Employing young adults with convictions
BUSINESS IN THE COMMUNITY / CADBURY BARROW TRUST (2007)
www.bitc.org.uk/resources

Employing Ex-Offenders to Capture Talent
CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT (CIPD) (2007)
www.cipd.org.uk

Work it out: Barriers to employment for homeless people
BAOH / NEW ECONOMICS FOUNDATION (2008)
www.bitc.org.uk/resources
Employment opportunities are a key social focus and one we fully embrace at Axis. The fact that we focus on hard to reach members of society can be hugely challenging but ultimately rewarding when you see firsthand the positive impact you have on their lives.

John Hayes  
Chief Executive,  
Axis
Call to Action

Use the Work Inclusion Guide to support you in developing your own initiative.

BECOME A WORK INCLUSION CHAMPION

BITC’s Work Inclusion Campaign will establish the best interventions that business can make to enhance the opportunities for those with multiple barriers to work to gain and sustain employment.

By working with BITC as a Champion Company, your company can:

- be recognised as a leader in employing from excluded groups;
- shape the focus of the Work Inclusion Campaign;
- benefit from access to research and expertise on Work Inclusion to help you develop your own programmes.

For more information about Work Inclusion, or becoming a Champion company, contact:

Nicola Inge  
Work Inclusion Campaign Manager  
T  020 7566 8738  
E  nicola.inge@bitc.org.uk

OFFER SUPPORT THROUGH BUSINESS ACTION ON HOMELESSNESS (BAOH)

BAOH works in partnership with businesses and voluntary agencies to support homeless people to gain and sustain employment. It does this through the provision of pre-employment training, work placements and job coaching and through campaigning for the removal of barriers to work. Each year, BAOH supports over 300 people into work, with a further 100 entering education or training.

Contact:  
Anne Willmot  
Director, Business Action on Homelessness  
T  01159 247 405  
E  anne.willmot@bitc.org.uk

Use the Work Inclusion Guide to support you in developing your own initiative.

Business in the Community - mobilising business for good. Our members commit to take action on the key issues of today, be that people or planet, and create a unique platform for collaborative action.

www.bitc.org.uk