

Business in the

Community

Work Inclusion Guide – Executive Summary

A guide to best practice for companies seeking to employ from excluded groups



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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

“

We created the Real Apprentice programme to meet the business need for local, sustainable recruitment and the communities' need for sustainable employment. 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.

” Jane James
Employment Regeneration Director, MITIE

What is 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:

- The **business case** for providing good work for all;
- The **social benefits** of taking action on Work Inclusion;
- A **model for planning, executing and evaluating** your own Work Inclusion initiative;
- **Examples of best practice and lessons learned** from companies in supporting the journey to sustainable employment for individuals;
- Full **case studies** of six BITC member companies' Work Inclusion initiatives including top tips and business and community impacts.

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**.

Download the full Guide at www.bitc.org.uk/workinclusionguide

What is Work Inclusion?



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

The Target Groups for Work Inclusion

Long term unemployed people from excluded groups often require **tailored support** from voluntary sector organisations, public sector bodies and business to make it possible for them to **gain and sustain** employment.

The Guide supports companies in developing **initiatives** that are relevant for people who want to work but may face one or more **barriers** which could include, but are not limited to, the following:

- Are homeless
- Are ex-offenders
- Are lone parents
- Have been in care
- Live with physical or mental disabilities
- Possess few qualifications and skills
- Have past experience of alcohol or drug addictions
- Have caring responsibilities

The Business Case

Business plays a critical role in addressing this issue, and can **reap significant business benefits** at the same time.

Examples from companies who are already taking action on this agenda show **reduced recruitment costs, improved retention rates, greater employee diversity, competitive advantage, skills development** and **increased morale of existing employees**.

LOWER STAFF TURNOVER & INCREASED DIVERSITY

- **Marks & Spencer's Marks & Start** initiative exclusively supports the employability of disadvantaged groups. In 08/09 the initiative demonstrated a **lower turnover of Marks & Start recruited employees** (19%) than those coming through standard recruitment (23%). Marks & Start candidates report that they **value the opportunity** to have a job that Marks & Spencer has provided and are therefore **more committed** to their jobs.

Furthermore, 29% of Marks & Start participants in 09/10 came from **BME backgrounds**, in comparison with 13.5% of the total Marks & Spencer workforce.

COST REDUCTION, IMPROVED REPUTATION & COMPETITIVE ADVANTAGE

- **Royal Mail**
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.
- **Heathrow**
The Heathrow Retail Academy employment programmes have helped **over 400 people to access jobs** in Heathrow's retail units since 2004. By improving resourcing levels, Academy programmes have saved the airport's retailers an estimated **£200,000** in recruitment costs. It has resulted in an **enhanced ability to attract** new retailers to the airport, which is a key element in Heathrow's offer in commercial negotiations.
- **Norse**
In June 2009 Norse set up a partnership with Enfield Borough Council. This partnership has a value of £3.5 million. A **significant factor** in the Council's decision to establish the partnership was the **added value** of Norse's expertise of **Work Inclusion**.

The Social Case

There are 2.5 million unemployed people in the UK of who 52% have been unemployed for more than six months and 31% for more than 12 months. These are the highest figures since 1997.¹

The cost to society is vast, both in terms of the direct costs of **benefits** claimants but also the lost **taxes** that would be paid by out-of-work individuals and their employers if they were in a job. Long term unemployment is also a major contributing factor in **child poverty, ill health, re-offending and homelessness**, all of which play a role in perpetuating the cycle of unemployment.

Furthermore, **barriers** to work can increase as the job market becomes more **competitive** as a result of the economic downturn.

¹ Office for National Statistics, Labour Market Statistics, Mar - May 2010



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
BAA Retail Concessions Director

£200,000

estimated saving in the recruitment of 400 staff by Heathrow's Retail Academy employment programmes since 2004.

Create your Work Inclusion initiative

The Guide will take you through how to create a **strategic Work Inclusion initiative** by following these key steps:

“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!**”

” Mike Kelly
CSR Director, KPMG

1 PLAN

A) THE BUSINESS CASE

- What are the **business reasons** for introducing a Work Inclusion initiative to your organisation?
- How will these give rise to **objectives** for the programme?

B) SELECTING AND UNDERSTANDING TARGET GROUP(S)

- How will you **identify and provide** appropriate support to your target groups?
- Which **partner organisations** will you need to work with to reach them?

C) LEADERSHIP

- Who will be the senior **champions** for your initiative?
- How will they be engaged to bring **momentum**?

D) THE PROJECT TEAM

- Who will run the initiative **day to day**?
- Who will take **responsibility for developing and managing** the initiative?
- How will other internal **stakeholders** be involved?

E) RESOURCES

- What **resources** will you use to support your initiative?
- Have you considered how resources could be used to build the **capacity** of your partner organisations?

2 EXECUTE

A) DEVELOPING THE COMPANY ‘OFFER’

- How will you decide on the most useful **interventions** for your target groups and how will you know you’re making the **best use** of resources?

B) ENGAGING EMPLOYEES

- How will employees be **trained and supported** to engage with the initiative?
- How does employee engagement relate to the core business **objective** for your initiative?

C) WORKING WITH DELIVERY PARTNERS

- How will you effectively **manage** partnerships to **deliver** the initiative?
- What **monitoring** procedures will you agree with your partners?

3 EVALUATE & REVIEW

A) MEASURING BUSINESS AND SOCIAL BENEFIT

- What **indicators** will you use to assess the key achievements of your Work Inclusion initiative?
- How will success be **gauged, tracked and managed**?

B) COMMUNICATIONS

- How will the initiative and its achievements be **communicated** to employees and other stakeholders?

C) REVIEW

- How will the initiative be **adapted** in light of assessments and feedback from stakeholders?
- What can the **wider business** learn from your Work Inclusion experience?

📄 For the full Work Inclusion Guide please visit www.bitc.org.uk/workinclusionguide

Call to Action

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



You can access the full online report within the Work Inclusion section of our website at www.bitc.org.uk/workinclusionguide

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:

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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.

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Business in the

Community

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

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October 2010

