Social Mobility Commission

Masterclass: Outreach

Start as you mean to go on - Build a programme of inclusion and diversity from the onset after pack

2:00pm – 3:30pm 23 July 2020

Social Mobility PLEDGE

upReach

THE CAREERS & ENTERPRISE COMPANY

BPP

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Introduction

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Having an outreach programme is an ideal way of connecting with individuals. **It enables you to connect and bring awareness about the opportunities in your organisation and your sector.**

It is about breaking out of the same recruitment mould and driving diversity into your pipeline

It is supporting the community and individuals

Raising aspirations so individuals they can be the best they can be…

Providing them with the 'why' they should come and work for you to drive your success

We know you are keen to enhance your current outreach programme, so this pack, developed in conjunction with insights from our Outreach Masterclass, is geared towards helping you create paths of opportunity.

It contains a:

- Review checklist
- Santander case study

You can find more information on our website and blog

Your outreach review and refine checklist (1/3)

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This document has been designed using the ideas that were generated in our collaborative workshop. It will enable you to review and refine your programmes and focus on next steps. We would recommend that it be used alongside any internal documents you may have already in place.

Area	Recommendation	Nothing/Not something you current do Do something in this space but limited Actively do this	Current Status			Next Steps	Due Date
ORGANISATION	**Develop a clear strategy for outreach work** Is your outreach work driven by authentic business need? What are the benefits of your outreach work for social mobility and workforce diversity? Have you considered whether you're trying to take on too much?						
	Build strong leadership to drive outreach work Have you found someone in your business who has a passion for this area to help you drive the agenda? Have you asked champions in the business to form a network?						
	Educate senior leaders to get buy-in Have you tried to educate senior leaders in a different way about outreach – i.e. introduce them to an apprentice or expose them to issues in a local area? Have you presented case studies from other businesses to senior leaders to show them the benefits of improving diversity of talent? Have you found the commercial imperative for outreach – i.e. demonstrating the benefits of the apprenticeship model?						
	Refine your strategy for outreach work Have you reviewed the objectives of your outreach work? What changes need to be made so that you can make a difference within your current programme?						

Your outreach review and refine checklist (2/3)

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Area	Recommendation	Current Status	Action	Due Date
INDIVIUDAL	**Remove barriers to entry** Do you ensure that opportunities are paid? Do you advertise for skills rather than qualifications? Do you use contextual recruitment? Are your adverts inclusive? Do they say they're open to different circumstances (e.g. carers and mature students)? Do you offer virtual work experiences?			
	Tailor your opportunities to people from lower socio-economic backgrounds Have you designed activities which build trust as some people may not feel necessarily comfortable in an office environment? Are you offering opportunities in a nurturing environment that can bring forth talent in a way that is safe and supportive? Do you offer myth busting sessions about pursuing a career in your business or industry? Do you offer a more structured work experience?			
COMMUNITY	**Narrow and refine which schools and FE colleges to go to** Which institutions are targeting lower socio-economic areas? Are you aware of what schools/colleges want from the business?			
	Drive action in the local area Are there champions in the local area who could take your outreach work forward? Do you work with community partners on things like local employment schemes etc.)?			

Your outreach review and refine checklist (3/3)

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Area	Recommendation	Current Status	Action	Due Date
CHARITY	**Build more partnerships with charities** Have you explored SMC's org directory to see what suppliers can help you with your outreach work? Do you work directly with partners to foster a sense of trust and connection with groups/individuals which are harder to reach?			
DATA	**Collect data to inform your strategy** Do you collect data on a local area, school, FE college or university to ensure that you are targeting a diverse range of applicants?			
	Measure your impact Do you evaluate the impact of your outreach work? What data do you need to measure your impact? Have you put together targets for your outreach work?			
ECOSYSTEM	**Work with universities on the social mobility agenda** Is there more you could with universities to push the social mobility agenda?			
	Support curriculum development Have you linked up with local stakeholders to support with curriculum development?			

Your outreach review and refine checklist next steps

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Now that you have had time to reflect on your current outreach programme, what are your next steps?

Follow up questions	Answers	Due Date
How many did you get in each area; red/amber/green?		
What are your quick wins?		
Who do you need to speak with in your organisation about each area?		
Who are the decision makers to help you make this change?		
What will your project plan look like?		

Good luck and enjoy driving a change in this space

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Case study

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Our team

Social Mobility Commission

Paula Kemp
Inclusion and Diversity Manager

Iain Gallagher
Senior Manager – Learning and Development

Amreeta Bola
Sustainability and CSR Executive

Elaine Nudd
Head of Operational Risk & Incident Management; tri-chair of Social Mobility Network (ERG) -

Louisa Allen
Conduct & Compliance Manager; tri-chair of Social Mobility Network (ERG)

Our journey

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Review point
Co-delivered

Corporate Social Responsibility Team
Social Mobility Champions
Diversity & inclusion team

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OUTREACH PROGRAMME: WORKWISE

TRAINEESHIP PROGRAMME

DATA REVIEW: NOT GETTING DIVERSITY

WINNING COMBINATION: SANTANDER PURPOSE AND PARTNERS INFRASTRUCTURE

APPRENTICESHIP PROGRAMME

DATA CHECK: GETTING DIVERSITY

LOCAL SCHOOLS, LOCAL CHAMPIONS

CHALLENGE OF GENERATING DIVERSE EMERGING TALENT

EXCO SPONSORSHIP

FORMALISED SOCIAL MOBILITY NETWORK

Social Mobility Network

REVIEW LOCAL MODEL

NATIONAL COVERAGE WITH PARTNER

FOCUS ON ORGANISATIONS PURPOSE

2015 2018 2020

Santander's Emerging Talent Initiative

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School to Work	Traineeships	Interns & Placements	Graduates	Apprenticeships
1 day to 4 week placement opportunities to develop the skills and experiences that will influence career during school	***8 weeks*** to develop your employability skills to prepare you to be work ready with a potential Apprenticeship assignment	***10 weeks*** during the summer to provide valuable insight of our global business and a possible graduate career	***27 months*** to contribute in live projects across a different range of areas	From ***12-48 months*** to provide the right balance between earning and learning
• Workwise programme delivered to more than 18,950 students since Launch in 2017 • Work Experience Model adapted to Virtual for 2020 due to COVID-19 • One day adapted to be shorter and will deliver to c380 students • One week pilot in August and plan 4 sessions to 80 students	• We have supported 153 individuals on the Traineeship programme since June 2017 • 96 Trainees have been successful in gaining a role on a Level 2 Apprenticeship • 26 have now passed their Apprenticeship and in role	• Scheme being reviewed for 2021 to establish need and approach • 26 Interns due to start in summer 2020. Virtual offer being reviewed with Business • AMS managing keep warm activity with them and we have guaranteed Graduate Assessment Centre day for them	• 161 Graduates started schemes and 95 currently on scheme across 2018/19 intakes • All 2018 intake extended to end March 2021 and combined schemes • Complete Accelerating Capability Programme • Graduate Consultancy Hub launched in 2018. 105 on Project Management or Business Analyst App scheme	• 527 active Apprentices across 19 schemes • 160 colleagues have completed with 32% achieving a distinction • 68% of Apprentices new to Bank • New partnerships with NTU and Whitehat from Sept 2019 • Launched first Data Science Degree programme in 2019

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Lessons along the way

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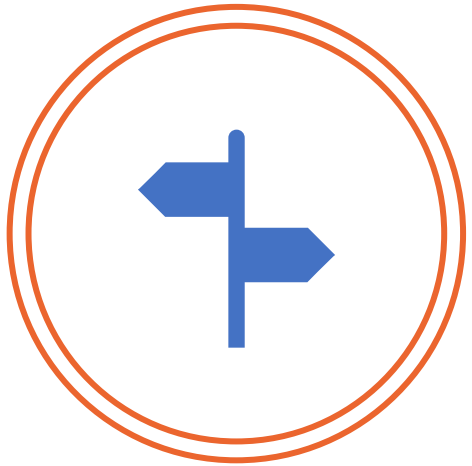


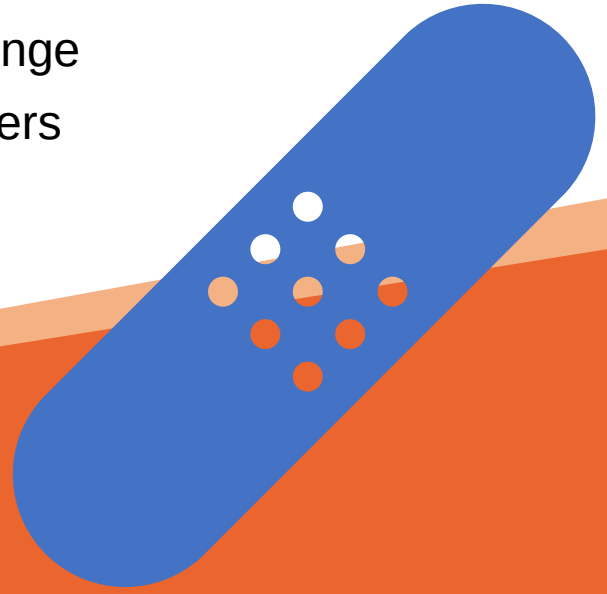
Work with partners - painful on your own

Data – start small…and then build to provide rich insights

Takes time – not something you can fix in quickly

Mentoring in schools – safeguarding has been a challenge

Expensive – might be a barrier – work with charity partners who have the infrastructure



If all you do is ……

In our opinion we have some must do's

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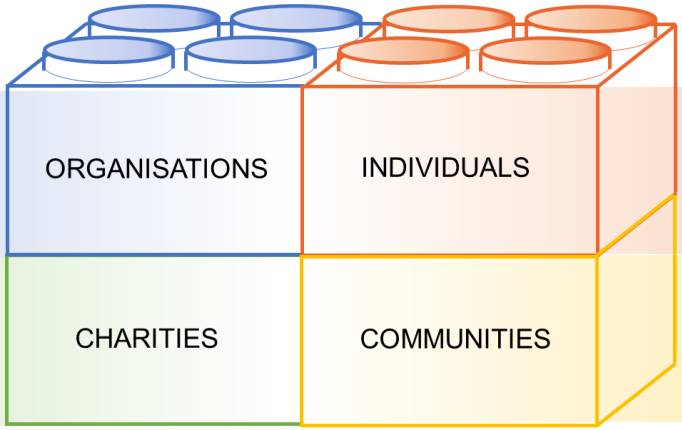
- Build KPIs into performance reviews
- Exco sponsor
- Transparent work experience model

- Work with partners to help you navigate – especially in this new digital world



- Pay expenses
- Pay national wage
- Do one essential interventions really well then expand

- Engage employees as champions to support with local activities/request
- Build community work into volunteer days

….this is a great foundation