

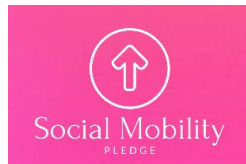


Social Mobility
Commission

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



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)

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	Current Status			Next Steps	Due Date
		Nothing/Not something you current do	Do something in this space but limited	Actively do this		
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)

Area	Recommendation	Current Status			Action	Due Date
		Red	Yellow	Green		
INDIVIDUAL	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)

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?					
	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?					
DATA	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?					
	Work with universities on the social mobility agenda Is there more you could with universities to push the social mobility agenda?					
ECOSYSTEM	Support curriculum development Have you linked up with local stakeholders to support with curriculum development?					

Your outreach review and refine checklist next steps



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

Our team



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**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)

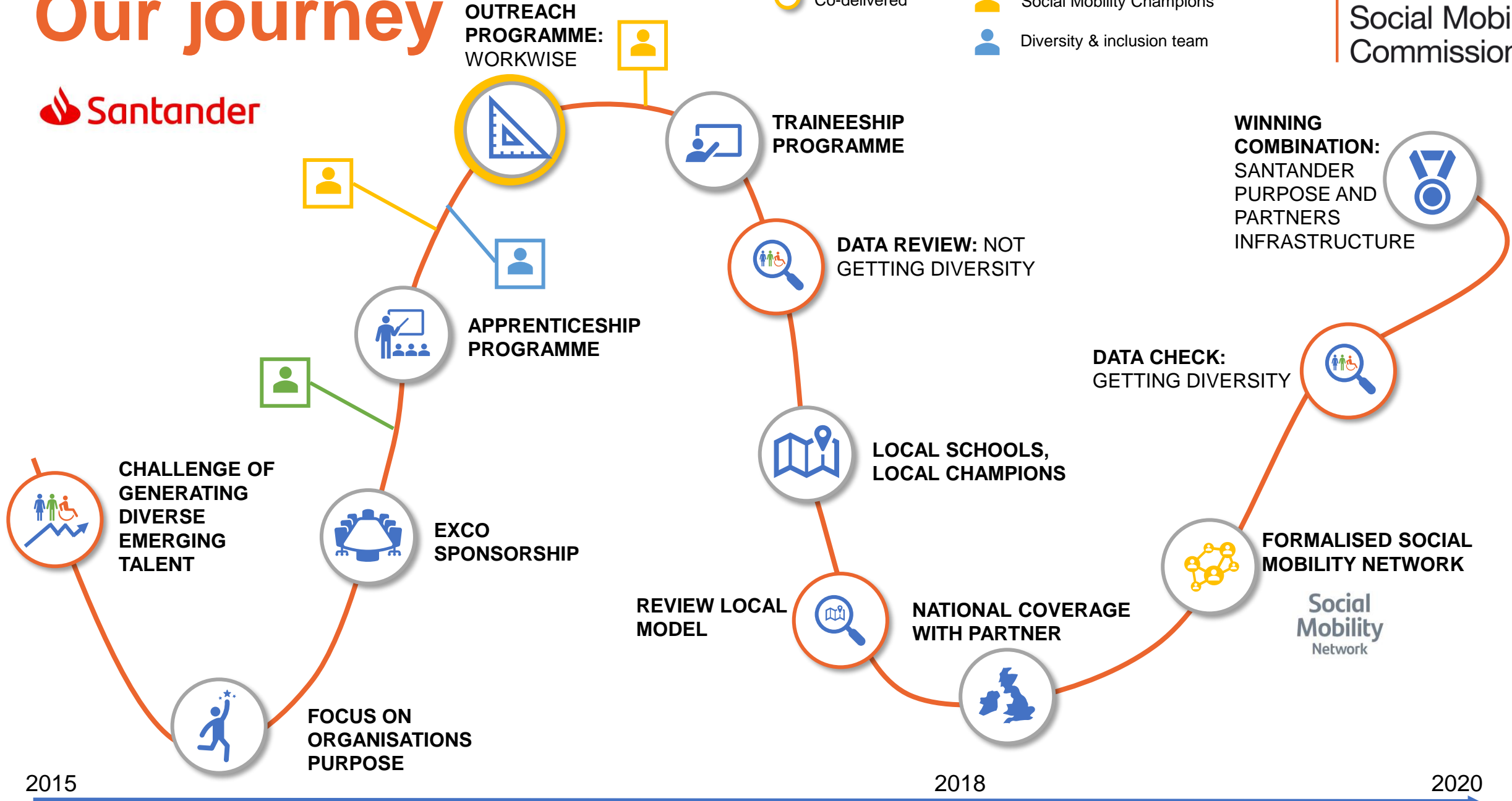
Our journey



Social Mobility Commission

- Review point
- Co-delivered

- Corporate Social Responsibility Team
- Social Mobility Champions
- Diversity & inclusion team



2015

2018

2020

Santander's Emerging Talent Initiative



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School to Work

1 day to 4 week placement opportunities to develop the skills and experiences that will influence career during school

- 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

Traineeships

8 weeks to develop your employability skills to prepare you to be work ready with a potential Apprenticeship assignment

- 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

Interns & Placements

10 weeks during the summer to provide valuable insight of our global business and a possible graduate career

- 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

Graduates

27 months to contribute in live projects across a different range of areas

- 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

Apprenticeships

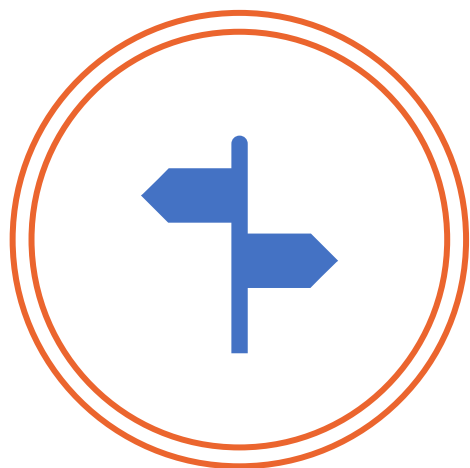
From **12-48 months** to provide the right balance between earning and learning

- 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





Lessons along the way



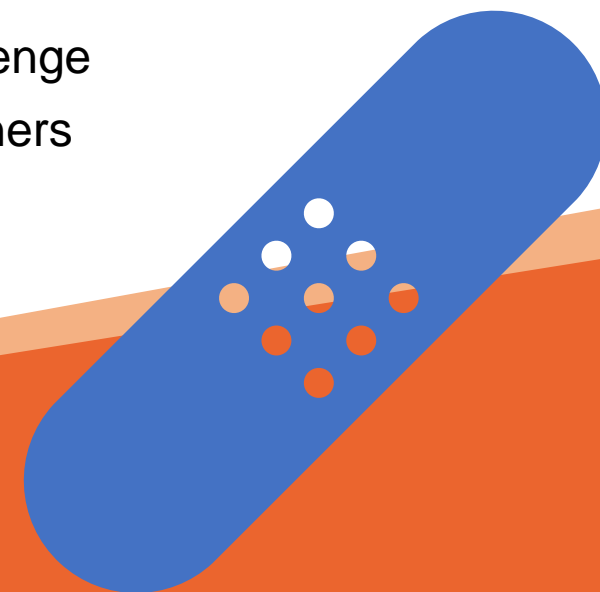
Work with partners - painful on your own

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

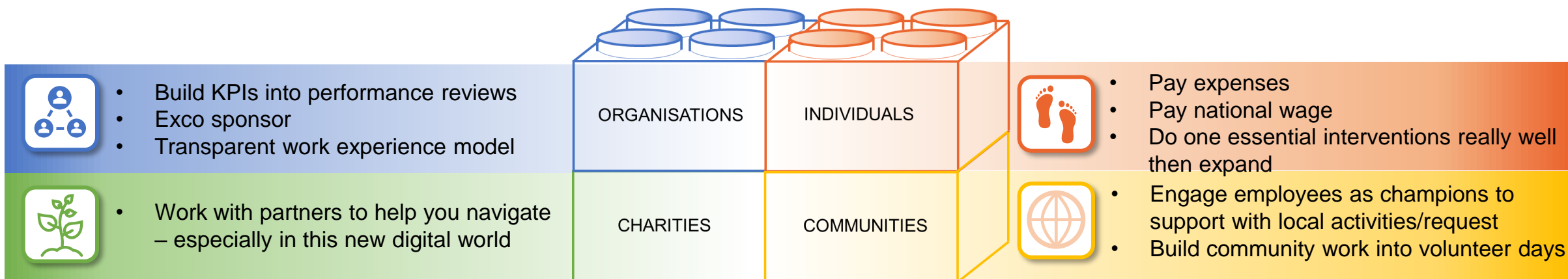
Expensive – might be a barrier – work with charity partners who have the infrastructure





If all you do is

In our opinion we have some must do's



....this is a great foundation