Afterpack: Outreach
Build an inclusive recruitment pipeline from the ground up

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Introduction

Thank you for joining us for the first in our masterclass series in 2021.

The purpose of this 'after-pack' is to share the good practice, insights and presentations delivered during the event. It includes:

- Overview of feedback from the breakout sessions

- Your review and refine check list and next steps

- Presentations from the Social Mobility Commission, Rachael Saunders, Speakers for Schools and Hollie Crompton & Suzie Hance-Barkley, PwC

The recording of the event can be found here.

Intentions for 2021

Your goals from the breakout sessions

Outreach & Hiring
We want to redress the balance our outreach programmes, beyond Russell Group universities to 'cold spots' and develop lasting links with FE colleges.

Role models
Companies sending people into schools to talk to young people but who come from privileged backgrounds may reinforce barriers rather than break them down.

Sharing good practice
We want to learn more from employers who are successfully working with partners to implement outreach and linking it to employment & in-work progression for people from working class backgrounds into professional roles (more on this here).

With limited resources we need to work with partners to hit our targets for lower SEB

Work with not for profit partners who have built rapport with young people

We want to discover untapped talent in 'coldspots'

We want to see & hear more authentic working class role models

We want to embed good outreach, hiring and recruitment practices.

We want to learn more about working with charities & FE colleges as part of our recruitment pipeline

Make virtual engagement real and meaningful

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 masterclass. It will enable you to review and refine your outreach strategy 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 currently do 🟥			🟥	🟧	🟩		
		Do something in this space but limited 🟧							
		Actively do this 🟩							
DESIGN	**Developing** Do you have a clear overarching strategy for outreach work? Do you have a strategic plan detailing activities and success measures? Are your activities focused on achieving specific outcomes for pupils? e.g. awareness raising, presentation skills, teamwork (aka employability skills) Do you reach out to charities, FE colleges and training providers to link your outreach programme to vacancies within your organisation? Do you ask the key question on socio-economic background recommended by SMC?								
	Optimising Do you involve employees in the design and implementation of the outreach programme? Do you target activities at the most suitable young people, including social mobility coldspots, using publicly available data on free school meals? Do you ensure success measures are overseen by senior colleagues? Do you link outcomes for pupils engaged in early outreach to the Gatsby Benchmarks? Do you connect with others in the sector to gain sector commitment to KPI's?								

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Area	Recommendation				Current Influence their Status			Next Steps	Due Date
		🟥	Nothing/Not something you currently do						
		🟧	Do something in this space but limited		🟥	🟧	🟩		
		🟩	Actively do this						
DELIVERY	**Developing** Do you draw on teachers/lecturers' views on what will benefit young people most? Do you deliver complementary activities such as mentoring and work placements together rather than separately? Do you link outreach and work placements to vacancies for young people to apply? Do you seek to build rapport and sustained relationships with activity participants? Do you ensure internships and other work experience opportunities are targeted at a diverse range of applicants and always advertised? Do you target FE colleges and schools in social mobility coldspots (list found here)?								
	Optimising Do you develop materials and guidance that wider influencers can draw on, including teaching staff and parents? Do you include digital 'virtual' activities to promote scale, access and breadth in engagement? Do you provide genuine recruitment pathways following outreach activities for those who are interested? Do you ringfence internships for applicants from under-represented groups, including socio-economic background? Do you deliver activities in collaboration with other employers and the FE/HE sector?								

Your outreach review and refine checklist (3/3)

Social Mobility Commission

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Area	Recommendation		Current Status			Action	Due Date
		🟥 Nothing/Not something you currently do 🟧 Do something in this space but limited 🟩 Actively do this	🟥	🟧	🟩	Nothing/Notsomething you currently do	
EVALUATION	**Developing** Do you use your strategic plan to identify impact metrics and measure against these? Do you ask the key question recommended by the SMC to assess if you are targeting the right people? Do you gather feedback from participants to understand if they feel they have benefited from outreach, if they would recommend it to peers and how activities can be improved?						
	Optimising Do you use your strategic plan to assess the impact of activities against outcomes identified at all stages of the model? Do you validate and refine the strategic plan by tracking key behavioural and destination outcomes for participants and verifying these against the outcomes highlighted in the model? Do you use the SMC and SMF's scorecard to benchmark your KPIs?						

Next steps

Now that you have had time to reflect on your current outreach & engagement strategy, 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?		

Register here for the next step: Masterclass: Data

2:00pm – 3:30pm 25th March 2021

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Masterclass: Outreach
Build an inclusive recruitment pipeline from the ground up

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Today's session

Today we will cover:

Introduction to social mobility and inclusive outreach practices

Outreach and diversifying your talent pipeline to forward social mobility
Rachael Saunders from Speakers for Schools

What we learnt about outreach from lockdown, Hollie Crompton, PwC

Breakout conversations on how to incorporate these insights into your practice
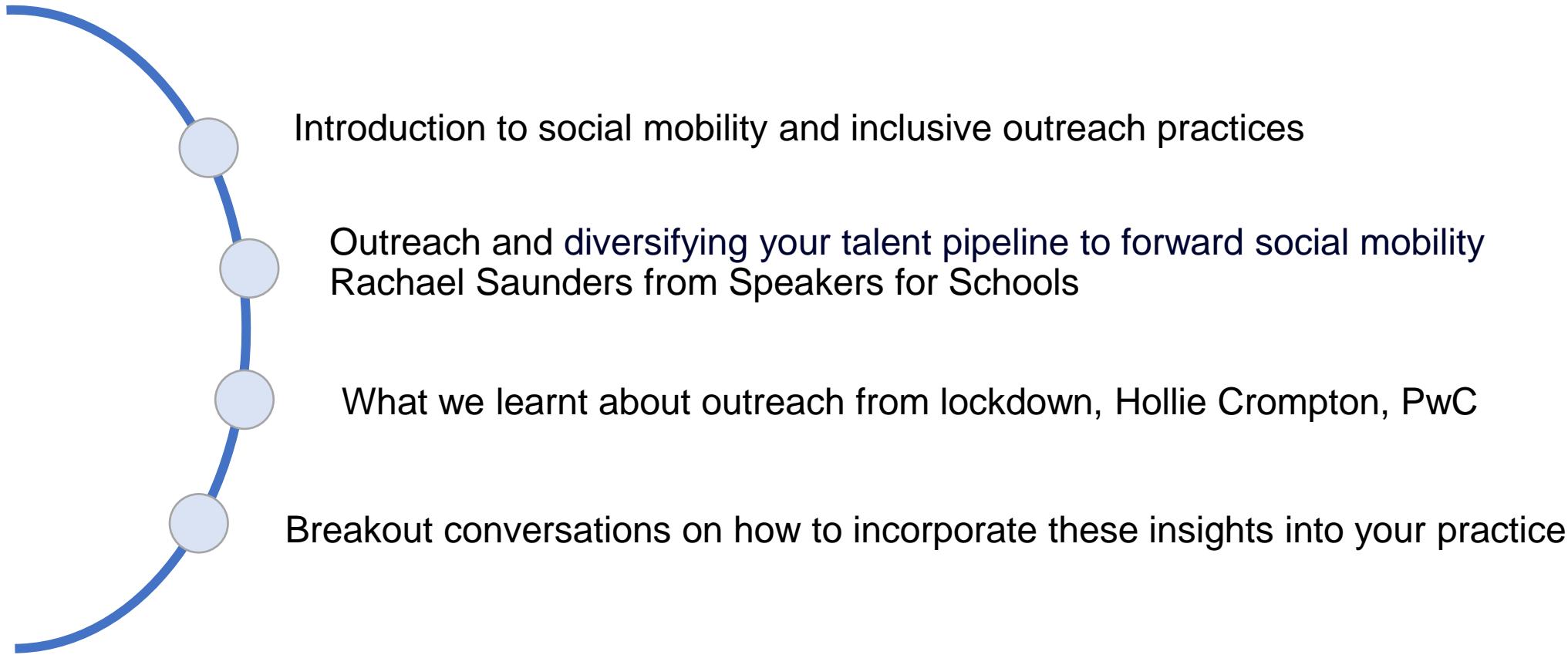
What is social mobility?

Social mobility is the link between a person's occupation or income and the occupation or income of their parents. In other words, it's about **ensuring your background doesn't determine your future.**

Our reason for being

The Social Mobility Commission exists to see a UK where the circumstances of one's birth do not determine outcomes in life.

- We are an independent, arms-length body with a statutory remit to monitor and advocate for social mobility and provide advice to ministers.

- We also have delivery programmes, where we work with employers to create more inclusive and diverse socio-economic workforces.

We promote meaningful paths of opportunity for people from disadvantaged backgrounds so that everyone has a decent chance of a better future.

Social mobility matters for your business

The lack of social mobility in the workplace is not just a societal issue but a business one too.

ATTRACT CANDIDATES

66% of candidates actively look for companies that have diverse workforces and take this into account when accepting job offers.

MORE TALENTED WORKFORCE

Widen your talent pipelines and avoid the 'groupthink' mentality that can occur without a diversity of experiences and backgrounds.

CUSTOMER EXPECTATIONS

When companies foster a more inclusive work environment, 83% of millennials are found to be actively engaged with their work.

Fixing social mobility could add **£1.3 trillion** in lost GDP over the next 40 years.
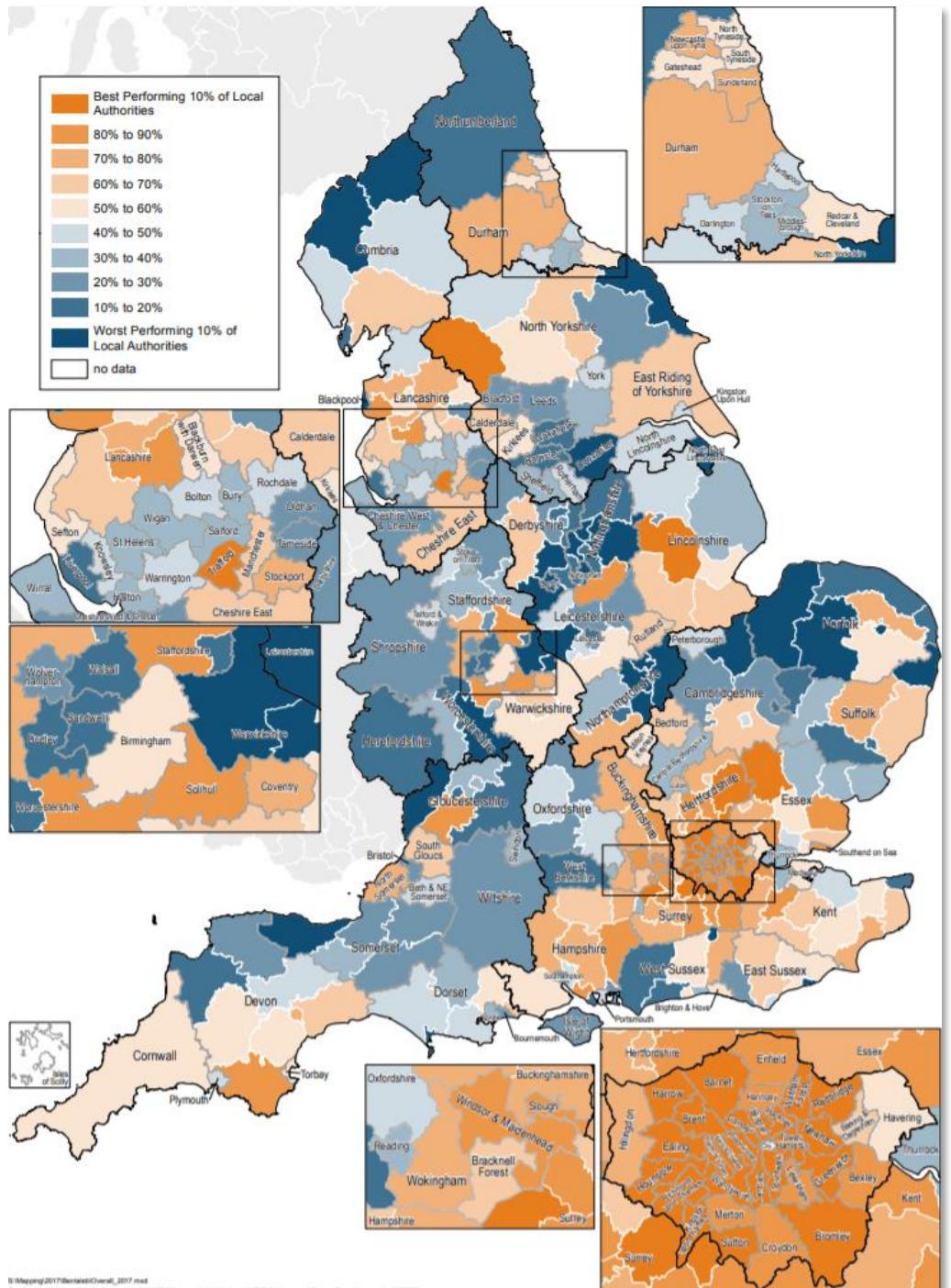
Talented people are everywhere, opportunity is not

Legend:
- Best Performing 10% of Local Authorities
- 80% to 90%
- 70% to 80%
- 60% to 70%
- 50% to 60%
- 40% to 50%
- 30% to 40%
- 20% to 30%
- 10% to 20%
- Worst Performing 10% of Local Authorities
- no data

Expand to FE colleges

2x more disadvantaged students in FE than school sixth forms

Target social mobility 'coldspots'*

*A list of coldspots can be found in the Social Mobility Commission's State of the Nation 2017

New research: The road not taken

Even if they perform just as highly as others in their GCSEs, disadvantaged students are still more likely to choose courses that lead to lower earnings. Employers can take these actions:
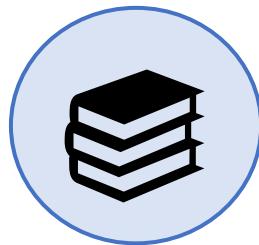
Work with **secondary schools** to provide information, advice and guidance to pupils

Use the personal experiences of **female role models** in industry as part of your outreach strategy to counter gender disparity

Showcase the personal journey and the **specific courses & qualifications** employees took in order to secure high paying roles.

40%

of young people don't receive careers guidance before the age of 16.

Only **27%** of women from lower socio-economic backgrounds and **22%** of people from lower socio-economic Black Caribbean backgrounds took higher earning courses.

Coming soon: the full report: "The road not taken: the drivers of course selection"

Where to start with your outreach

Engage these three dimensions to connect with diverse applicants.

Walk in their shoes -
What motivates applicants?
What channels do they use?
Where do you find them?
What skills do they need to develop to apply?

- **Create awareness**
- **Improve opportunities**
- **Enable social mobility**

APPLICANTS

YOUR ORGANISATION

COMMUNITY / FE COLLEGES / SCHOOLS / CHARITIES

What do you want to achieve?
Who is in your social mobility squad?
Who is backing this work in your senior leadership team?

Who works in your area?
What do they do?
What are the challenges?
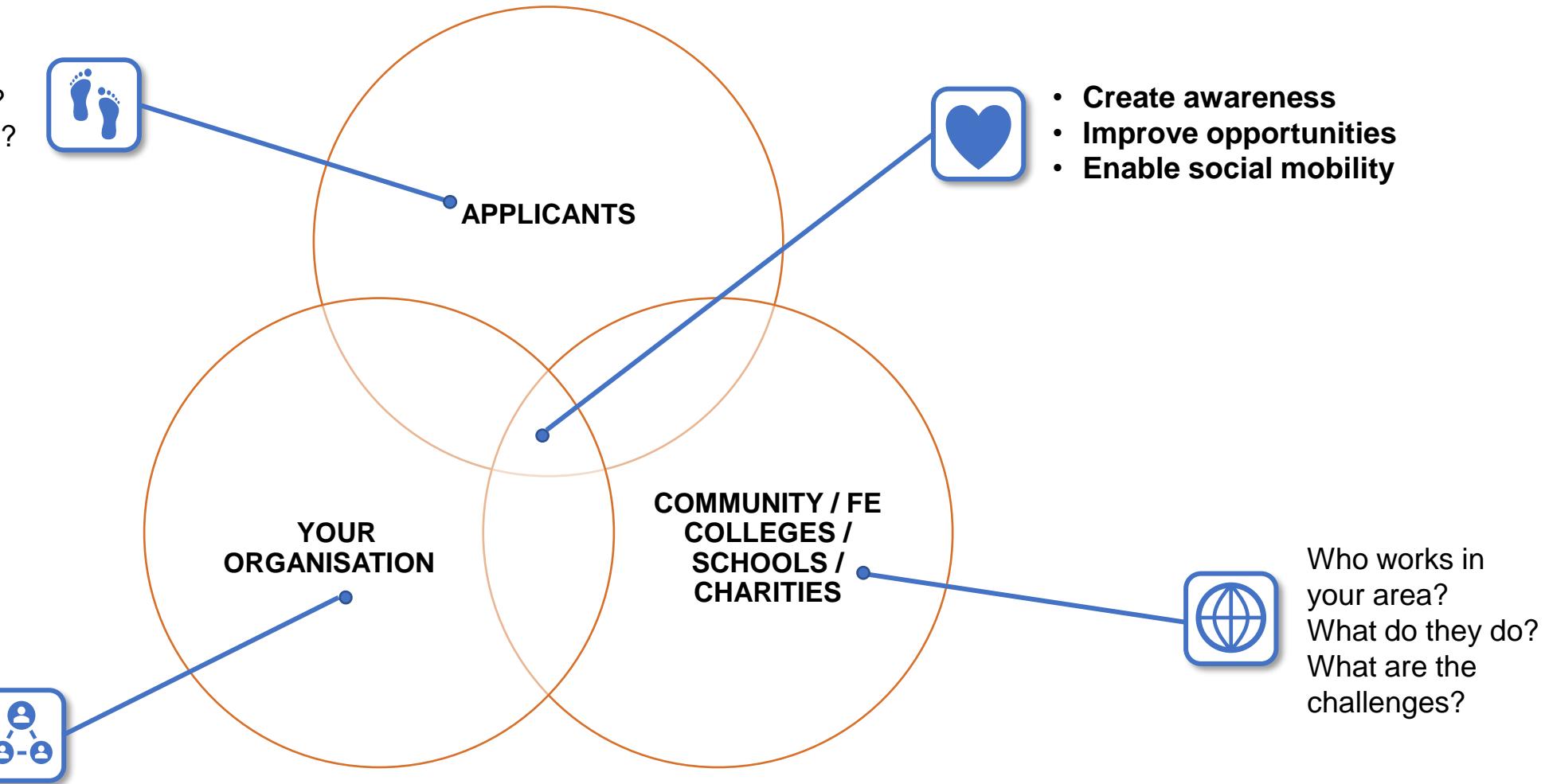
How to make your outreach work for social mobility

DESIGN

- Develop a **clear overarching strategy** for outreach work involving:
  - a strategic plan detailing activities and success measures
  - activity focused on achieving specific outcomes for pupils – e.g. awareness of certain professions; presentation, teamwork and problem-solving skills

DELIVERY

- Deliver **complementary activities** – e.g. mentoring and work experience
- Draw on **teachers' views** of what will benefit pupils most through surveys, questionnaires and career fairs to help feed into your plan
- **Advertise employment opportunities** to apply to the organisation and be clear about what is required
- Seek to **develop sustained relationships** with activity participants
- Ensure internships and other work experience opportunities are **publicly advertised and paid**

EVALUATION

- Identify **key performance indicators** and measure against these. Use our scorecard (developed with our partners at the Social Mobility Foundation) to assess against national 'best practice'
- Gather feedback from participants to understand:
  - whether they feel they have benefited from the outreach
  - if they would recommend it to peers
  - how activities can be improved

Socio-economic diversity and inclusion

Employers' toolkit: Cross-industry edition

If you have any comments or suggestions for improvements to future versions, please email: contact@socialmobilitycommission.gov.uk
Follow us on LinkedIn and Twitter to stay up-to-date with tips, events and the latest research to support you in this work.

How to lead best practice?
Visit our website to see how to optimise your activities.

The one key question

Ask this key question of all your job applicants, existing staff and those receiving substantive training opportunities such as pre-employment training.

What was the occupation of your main household earner when you were about age 14?

- Modern professional & traditional professional occupations
- Senior, middle or junior managers or administrators
- Clerical and intermediate occupations
- Technical and craft occupations
- Routine, semi-routine manual and service occupations
- Long-term unemployed
- Small business owners
- Other
- I prefer not to say
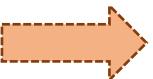
Group these into three backgrounds:
- Working class
- Intermediate
- Professional
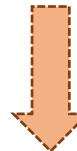
Use our benchmarks to see how representative your apprentices are against the national population.

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The importance of trust

Your data will only be as good as the number of people who answer the questions. Explain to your staff and applicants about how their data will be stored and used to help them feel comfortable to disclose.

Be clear about:

- whether people can be identified from the data they provide
- whether information will be stored separately from personal details and in line with data protection rules
- who will have access to the information
- whether people might be contacted as a result of the information they have given, for example, to share materials about support related to a protected characteristic (though this is generally discouraged)
- what your anonymity threshold is (the general rule of thumb is you should not look at gro... less than 10 responses)

Share examples of how collecting this data

www.socialmobilityworks.org/toolkit/measurement

New to this? Start with the basics

Our 'must have' outreach interventions:
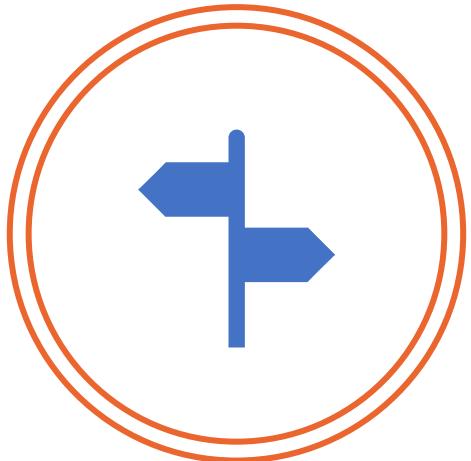
Work with partners – do not reinvent the wheel; work with partners in our directory to reach schools and colleges

Data – use your data to assess the socio-economic diversity of your outreach efforts

Target – FE colleges and schools in geographic social mobility coldspots for pre-employment programmes (work experience, Traineeships, careers guidance visits etc.)

Activate your social mobility network – if applicable, encourage members to use volunteer days to support outreach work

Be patient! – social mobility is not something you can change immediately

![Speakers for schools logo]

Outreach and diversifying your talent pipeline. Addressing social mobility through work experience.

BUSINESSES HOSTING PLACEMENTS

EXPERIENCE

Eye-opening work experience for young people.

We link employers with young people, through schools and colleges to diversify your talent pipeline and achieve social mobility.

OUR IMPACT AS A CHARITY

167,880

Number of students reached by our programmes this year

988,767

Number of students reached by our programmes since launch

4,793

Total speaker and employer engagements

Schools per region

2,420

Scotland
86

North East
86

North West
277

Northern Ireland
11

Yorks & Humber
171

Isle of Man
1

East Midlands
149

West Midlands
265

Wales
65

East of England
270

South West
197

London
463

South East
379

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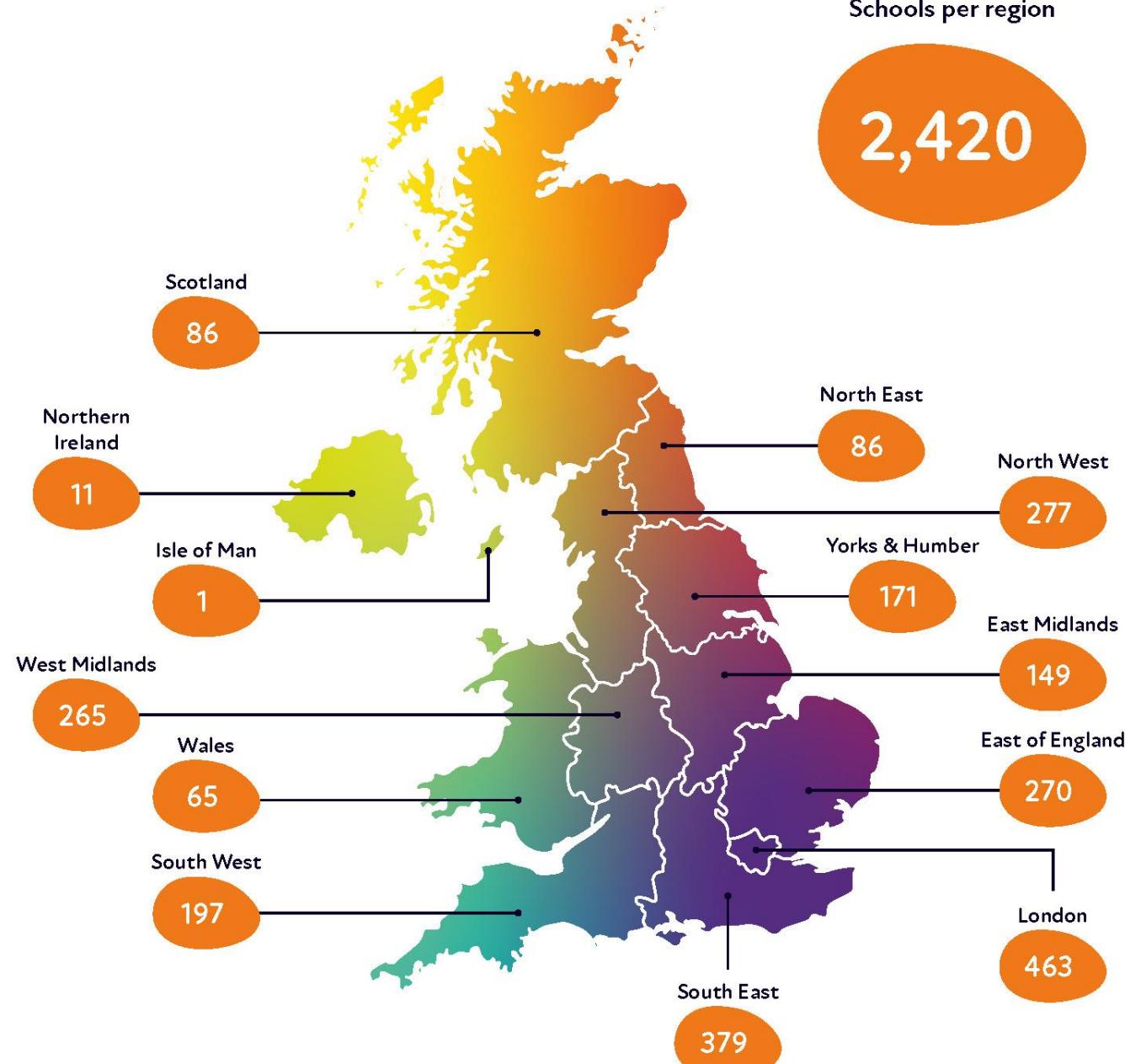
REACH

We target schools in disadvantaged communities, and then encourage businesses to prioritise the young people who need to most when they select for their placements.

## Unique applicant completed placements by year of service

	2017	2018	2019	2020
Completed Placements	94	478	638	3513
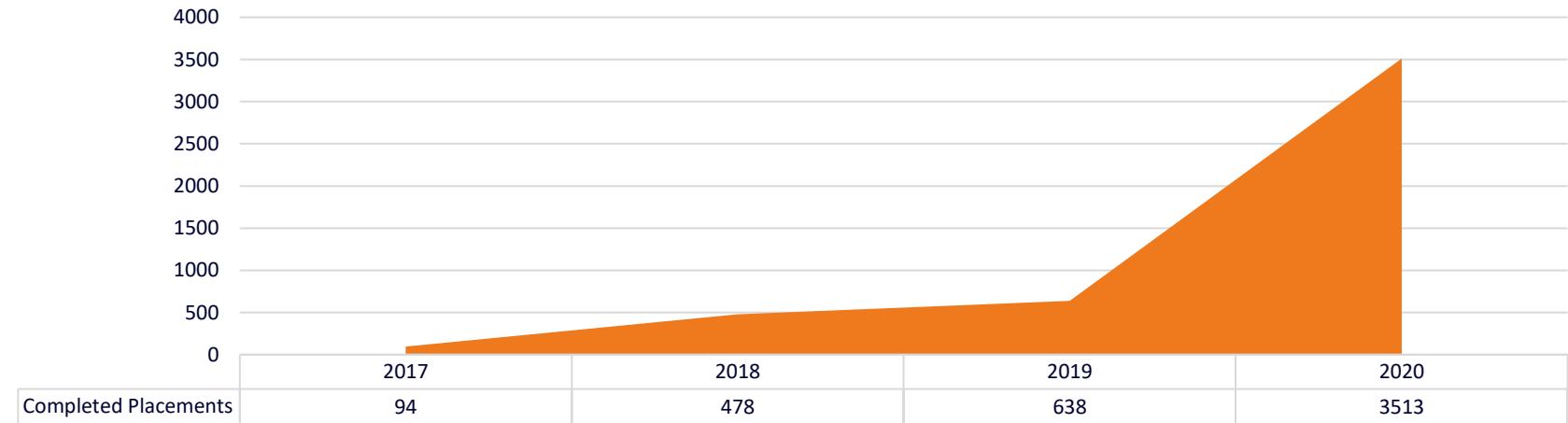
Completed placement rate by those on Free School Meals (FSM)

Yes 46%

No 35%
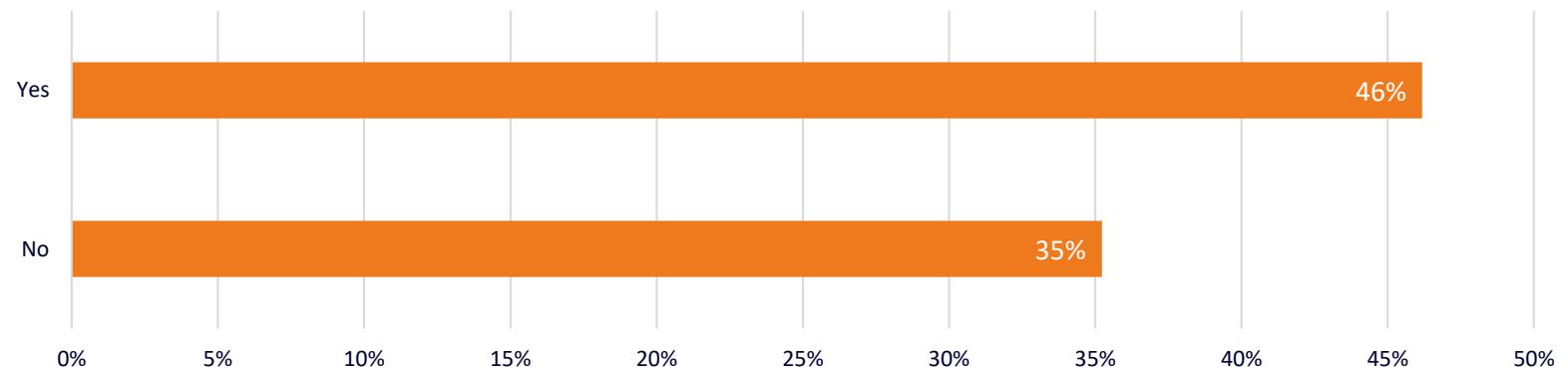
OUR CYCLE

It starts with a business developing its offer, and advertising it on the portal. Schools know what their young people need, and will have prepared for this as part of a careers programme. Young people apply, the teacher signs it off, business selects, and runs the placement.

6 weeks before the work experience	**5 weeks** before the work experience	**4 weeks** before the work experience	**3 weeks** before the work experience	**2 weeks** before the work experience	**1 week** before the work experience
Company **Place the opportunity ad on the Portal** Works with us to craft a high quality work experience and places an ad on out Portal with all the details of what type of placement, when it will be and for how many young people.	**School** **Pick the opportunities that fit for their policy** Browsing all the opportunities on our Portal to see what is the best fit for when they would like students to engage, promoting those opportunities through the Portal direct to students.	**Young Person** **Applying for the opportunities** Students see promotions, enter the Portal and complete a light and accessible application form to the work experience that is the best fit for their aspirations.	**School** **Verify and approve the application** The school reviews the application, secures parental permission, complete any safeguarding checks and provide a covering note to the company to ensure it is a fit for the young person.	**Company** **Select the best fit applications** Reviewing all the applications, selecting the young people that are the best fit for their goals. We encourage selecting the young people with the highest needs first to make the biggest impact.	**Young Person** **Enabled for their work experience** The successfully selected young person is notified, as is their school, and they are then set up for success with details of their work experience and top tips to get the most from it.

LEARNING

Prioritising disadvantage geography and individual
Teacher led – aligned with careers programme, tailored to young person
Partnership – LEPs, LAs, CEC, and more broadly.
Interactive, and safe – Q&As, whiteboards, breakout sessions.
Individual feedback on project work that supports the young person's development.
Repeated – young people need to see and experience a range of careers and sectors

Challenges at this extraordinary time

Digital exclusion is a major issue when engaging disadvantaged young people, and those of us lucky enough to have sufficient devices and data are exhausted by screen time and may not want to volunteer for more online learning.

Businesses and schools are also under extraordinary pressure, and we have to plan for flexibility, humanity and understanding.

I would like to do more stuff like this! It was brilliant. Maybe something on podcasts or video journalism.

– Noiser Podcasts VWEX student

Amazing opportunities which have given me an incredible insight into the industry. The opportunity to have a masterclass from industry professionals was amazing and I wouldn't have been able to do this otherwise.

– Young Academies Group VWEX student

It was so informative and helpful. I had a lot of anxiety about the future and job prospects and this has eased my stress a huge amount!

– Cicero VWEX student

I really loved my time here and would do it all over again any day. The most fun I have had in something I love and as I learn more and more, I see myself hopefully having a career in this job.

– LM JV VWEX student

It was an amazing experience. I would wish for it to be longer as it was one of the best educational things I've ever done!

– Morgan Sindall VWEX student

SPEAKERS
for schools

Register now at
www.speakersforschools.org/experience

Outreach at PwC

Hollie Crompton, Suzie Hance-Barkley

25th February 2021

pwc

Today we're going to talk about

1	Our community engagement programme
2	Impact of COVID on our community engagement
3	What have we learnt?
4	Future of outreach

Our Social Mobility Community Programme

Our vision for our social mobility community programme is to use our skills and resources to enable people from disadvantaged backgrounds across the UK to make the most of their potential, whether at PwC or elsewhere.

Social Mobility Schools Programme

Our programme offers secondary school students an opportunity to develop their confidence and key employability skills. We target schools across the UK with a higher than average proportion of students eligible for free school meals.


Working with Refugees

We are working with the **Refugee Council UK** and other organisations to delivery fully virtual training sessions to their clients.

In 2020 we launched an **Employability Skills Support Programme** designed to: introduce, prepare and equip refugees with the knowledge and skills they need to work in the UK.

Following on from our collaboration with the Refugee Council UK, two refugees are starting a **paid 24 week training and work programme** at the firm.

Our schools outreach programme - pre-Covid

- **Four** key strands to our outreach programme:
  - *Technology and Digital*
  - *Financial Literacy*
  - *Wellbeing*
  - *Employability Soft Skills*

- Number of different activities within the programme, with the aim of delivering breadth and depth

- Open to **secondary** schools which meet our social mobility criteria - primarily Y9-13 (and equivalent) but can be tailored for Y7-8.

Mentoring

Dive into Digital

Business and Digital Insight Weeks

Work inspiration events

Back to Schools and virtual events

Employability Skills Toolkit
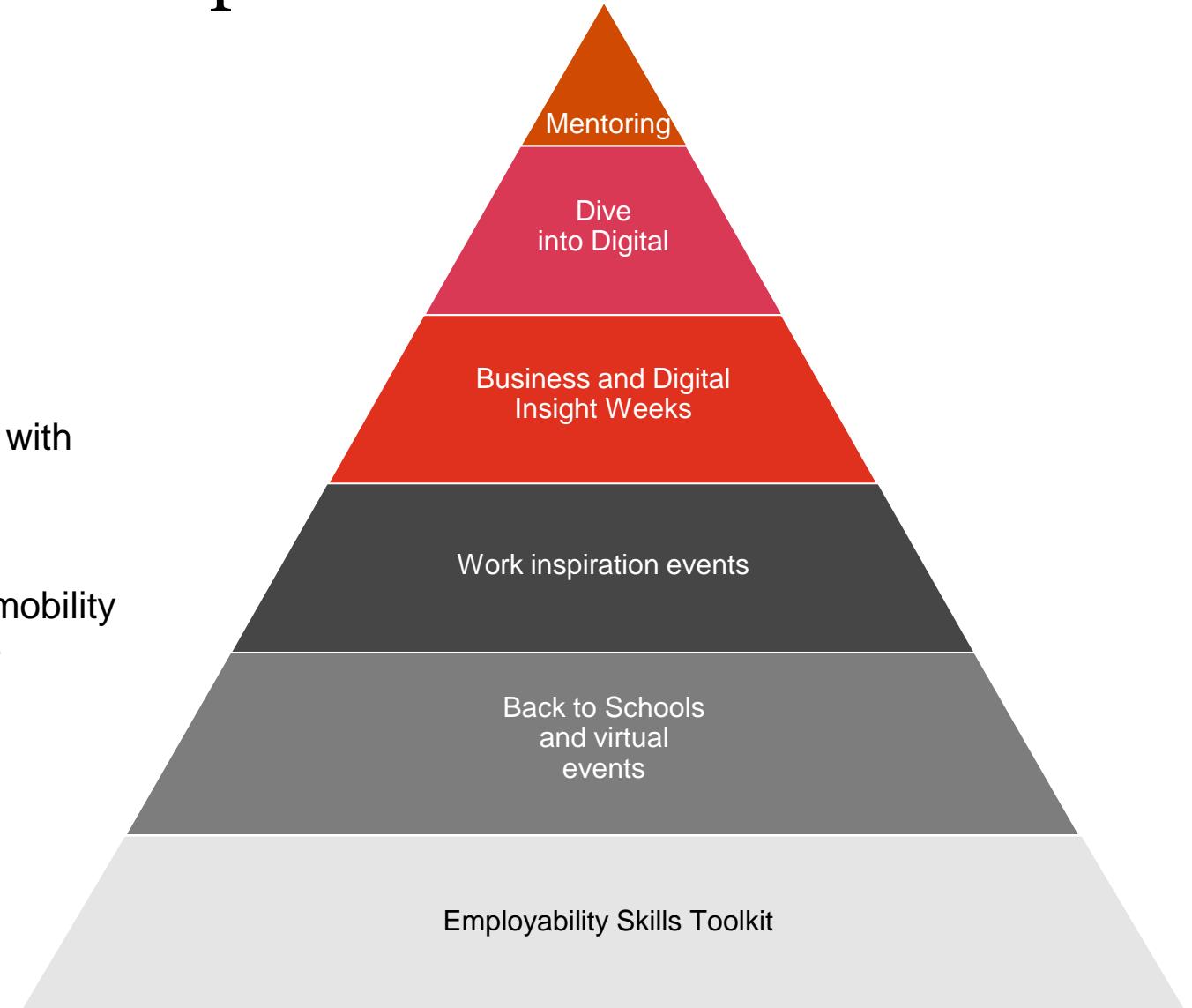
How are we currently working with schools?

Talent Engagement Programmes

Our activities are a chance for students in Years 10-13 to learn about different careers and develop key skills.

Ways we work with schools:

- Virtual Classroom and other skills sessions (virtual)
- Back to Schools tour, focusing on Accounting and Technology
- Insight events, including Females of the Future and Dive into Digital
- Teacher Zone and newsletter
- Employability Hub

Social Mobility Schools Programme

In light of Covid, we have designed a fully virtual programme for this academic year to support young people and their skill development.

Ways we work with schools:

- New World. New Skills - Schools series
- (Virtual) Back to Schools tour
- Employability Skills Toolkit

RISE collaborative outreach programme with ICAEW and big 6 professional services firms

Events and activities with partner organisations e.g. Sutton Trust, Speakers for Schools

Mentoring e.g. Princes Trust, National Literacy Trust, Ahead Partnership

What have we learnt?

- Getting to the right person in the school is key

- Safeguarding considerations

- Challenges of a virtual offering and the digital divide

- Data on virtual activity attendees

- Importance of having some interactivity - e.g. using slido or breakout groups

- Opportunity for students to hear from our staff about their career journeys and experiences

- Mapping to Gatsby and linking to the curriculum helps

- Working with partner organisations

The Future of Outreach

- Blended - in person and virtual activity

- How do we give students an office experience virtually

- Links to Gatsby, Skills and Curriculum

- Work experience placements

- Sustained/repeated interactions