Employer Engagement Guide

This Guide is designed to be used by any practitioner working to create placement and employment opportunities for those furthest from the labour market.

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Introduction

How to use this Guide

Welcome to the Employer Engagement Guide, produced by Engage.

This Guide is designed to be used by any practitioner working to create work placement and employment opportunities for those furthest from the labour market.

It aims to provide key information, useful tips, contacts, good practice and professional templates across a number of key topics that are the essential 'tools' for effective employer engagement.

What is Employer Engagement?

It is the term used for the process by which organisations work with employers (ie. businesses) in order to source and create work placements and job opportunities.

The aim of this Guide is to provide an introduction and basic framework for employer engagement to enhance the success of securing work placements and employment for those hardest to reach.

The information in this Guide was gathered from December 2005 until June 2007. The intention is that this Guide will be used as a support tool to enable practitioners to be more effective in their interactions with employers.

If you have any questions or comments about Engage, Employer Engagement or this Guide, or would like further copies contact:

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With thanks to Karen Barford for her involvement in the Engage project to date and her contribution to this Guide

About Engage

The background and current service provision

About Engage

Engage (formerly the Operational Employer Engagement Group (OEEG)) supports and coordinates employer engagement activities.

Started in December 2005, the project received funding through to June 2007 from Equal Brighton and Hove. A range of activities were conducted to strengthen the capacity of Brighton and Hove based organisations engaging with businesses, to create work placements or source employment, with a focus on those individuals furthest from the labour market. Engage works with both employer engagement workers and with businesses to accomplish its aims.

Prior to the funding of the project, there was little joined-up thinking and working amongst the plethora of organisations in the City directly engaging with businesses in order to find work placements and job opportunities. The project has changed that by providing the support and coordination needed to enable these organisations to network, exchange information and share good practice.

The creation of Engage was a key strand of the project's work. Engage membership has continually grown from 23 organisations in March 2006 to a membership of 48 in June 2007. The target membership is workers from all supported employment agencies that directly engage with businesses to identify work placements and job opportunities.

Engage has successfully:

- Identified and disseminated good practice
- Created standards
- Improved the success of sourcing and sustaining work placements
- Improved networking and partnership working

Engage feeds directly into the City's Workforce Development and Employer Engagement Strategy Group, providing a vital strategic link for Engage members to funding bodies. It is managed by Claire Mitchell who has specialist skills and expertise in this field.

Activities directed towards businesses include promotion of the work of the Engage member organisations, raising awareness of employer engagement activities, education around work placements and support for businesses wishing to provide work placements.

This has resulted in a more professional, coordinated service to businesses and improved service to clients, both in the provision of work placements and through members' increased awareness of available services for their clients.

Engage's future

Engage intends to further develop the service in Brighton and Hove whilst consulting in other areas with a view to rolling out the model across the country. The overall aim is to enable disadvantaged people to become economically active whilst supporting businesses to fill their skills gaps.

"It's been the catalyst for a lot of people who were thinking along the same lines but haven't been able to get together in the same room and talk. You need someone to drive that behaviour – there's lots of people talking about partnership but at the same time we've all got our own agendas."

"It's raising awareness of employers. It's doing a lot of work on behalf of the agencies. It's also made it easier talking about employer engagement – when you say you're part of the Engage group people immediately know what you're talking about. It's given employer engagement a centralised focus – not bits and pieces all over the place. If we need help, a message is sent out to all of the group, so it's always alerting us to things going on."

Testimonials from Engage partners and members from the independent project evaluation carried out Oct - Dec 2006 by Brough Dann

The business case for employer engagement

Corporate Social Responsiblity

Employer engagement is essential for economic growth, social inclusion and strengthening the labour force.

Enabling individuals currently unable to access paid employment is both a national and local government priority. The importance of employer engagement as a means to equip people with the essential skills to find and maintain work is growing and underpins government policy.

Employer engagement is a vital part of the process to enable local residents to become economically active and to support local businesses in filling their skills gaps. In many instances, people lack the experience or qualifications to work in their chosen career. In most cases the employment support agencies are able to offer relevant training to their clients to equip them with the right skills. Therefore, employer engagement provides an important opportunity for businesses to access motivated and reliable staff and for individuals to find work that they actually want, thus dramatically improving their retention.

Benefits for individual businesses

Businesses able to offer people work placements are a vital part of the process to enable local residents to become economically active. It is frequently the case that long-term unemployed individuals find themselves in this position because they lack the confidence or experience in their desired field of work. Employer Engagement is an empowering solution to this conundrum, supporting people whilst they gain the relevant experience and building their confidence.

Background

In Brighton & Hove there are 9,600 people trying to get back into work yet there is high local unemployment. Brighton & Hove's economy is dominated by SMEs (small, medium sized enterprises); there are only 8,000 VAT registered businesses of which over 85% employ less than 10 people.

Engage offers local employers the chance to achieve their CommunityMark Award through offering work placements and employment opportunities to these local people with the added benefit of boosting the economic success of the City.

Business benefits

- Greater visibility in the community and therefore improved profitability
- Extra staff support at no cost
- Low risk recruitment solution
- Free publicity for the business
- Improved staff motivation, morale and management skills
- A workforce that reflects the diversity of the local community

Case study

"I have found employer engagement to be an extremely cost effective and successful means of recruitment. The provision of a work trial interview enables me to assess a candidate's suitability for a position in much greater depth. This has enabled me to confidently offer positions to candidates that would otherwise have been overlooked at a conventional interview. Without exception these staff have proved to be hard working, reliable and loyal."

Andy Nicholson - Branch Manager
Travis Perkins
Trafalgar Lane Brighton

Health and Safety

Without doubt, Health & Safety (H&S) is one of the most important aspects of the employer engagement process. The person responsible for placing a vulnerable person into a business setting must be trained to a competent level by a recognised organisation and must be clearly able to identify potential risks and hazards.

Engage

For this topic, we enrolled the expertise of Darren Heather, former National Head of Health & Safety for the Learning and Skills Council (LSC) and two local employers; Integra Build and Hook Interiors. It was important to combine the public and private sector in this work to ensure that the language used in the resulting H&S Checklist was clear and understood by all parties involved.

Engage also organised for trainers from St John Ambulance and The Sussex Council of Training Providers (SCTP) to attend an Engage meeting to promote two types of training available to ensure competency:

• Risk Assessment Training

• ENTO UNIT D Training

Work placement assessors should check the following:

• The employer has a Health and Safety Policy

• The employer has assessed risks and put in place control measures to prevent or reduce risks

• The employer has made adequate arrangements for dealing with accidents and incidents including the provision of first-aid

• The employer provides employees with effective supervision, training, information and instruction

• The employer provides and maintains suitable and appropriate equipment and machinery which is safe and without risks to health

• The employer has made arrangements for the provision and use of necessary personal protective equipment and clothing

• The employer provides a safe and healthy working environment

• The employer manages health and safety

• The employer manages candidates' health, safety and welfare

Work placement assessors can use the employer H&S form to assess the work environment (available on the Guide CD)

Please see the Engage CD for the Good Practice Health & Safety Checklist and supporting HASPs Standards.

Introduction

The purpose of the HASPs Standards is to provide work placement assessors with basic 'prompts' to assist them in assessing work placement activities and locations in line with health and safety legislative requirements and the Learning and Skills Council's Health and Safety Standards for Learners. This document must be used in conjunction with the Health and Safety Checklist.

The documents are not detailed interpretations of all aspects of health and safety law. Assessors will need to be deemed as competent by their employer in order to meet both the relevant legal requirements and the LSC's contractual conditions.

All other Health and Safety forms cited in this section can be found online at:

www.hse.gov.uk
www.safelearner.info
www.dfes.gov.uk
www.teachernet.gov.uk

1. Basic health and safety requirements

1a Insurance

- The employer should have a current employers' liability insurance policy in place and the certificate of insurance should be on display

- Work placement candidates will normally be covered by an employer's liability insurance policy, but the insurer must be notified of the learners and the activities they will undertake

- Other insurance cover should be adequate as required by the business e.g. public liability and vehicle insurance

1b Registration

- The employer should be registered with the appropriate enforcing authority for health and safety. This will be either the Local Authority or the Health and Safety Executive (HSE) and the appropriate registration form should be used (OSR1 or F9 form). The general rule is that the 'enforcing authority', in the case of industrial premises, is the HSE and, in the case of commercial premises, is the local authority. Further details are contained in the Health and Safety (Enforcing Authority) Regulations 1998

1c Advice and assistance

- The employer should have appointed (or have access to) a competent person(s) to advise and assist in complying with the requirements of health and safety legislation. This should be done in accordance with Regulation 7 of the Management of Health and Safety at Work Regulations 1999

Reference documents:

HSE40 (rev1), C1500 10/99, INDG184L

1d Signs and notices

- Appropriate health and safety signs should be on display in order to communicate health and safety information. Employers are required to display specific safety signs whenever there is a risk that has not been avoided or controlled by other means

- Where the health and safety law poster is on display, the boxes for the 'local' details should all be filled in

- As an alternative to displaying the poster, employees can be provided with, and instructed on the content of, the leaflet entitled - Health and Safety Law: what you should know

2. Health and Safety Policy

2a General requirements

- The policy should include a clear commitment to health and safety

- Responsibilities and arrangements for health and safety should be clearly stated

- The policy statement and details of responsibilities and arrangements should be in writing where there are five or more employees

- Ask if the employer consults and communicates with staff on matters that may affect their health and safety

- The employer should also have arrangements for reviewing their health and safety performance

2b Arrangements for young persons

- If there is no reference to the specific health and safety requirements relating to young people in the safety policy, suggest that it could be considered during the next policy review

- Where relevant, there should be adequate arrangements in place for safeguarding children and vulnerable adults

Reference documents:

INDG259 (rev1), INDG232

3. Risk assessment and control

3a General requirements

- Risk assessments of the activities and premises/location should have been carried out to identify the significant risks and introduce adequate risk control measures

- The assessments should take into account the specific requirements relating to young persons, including giving consideration to their age, inexperience, immaturity and lack of awareness of risks. Any groups identified as being especially at risk should also be considered during risk assessments

- During the risk assessment process, the need for more detailed assessments, required under the provisions of other health and safety regulations, may be identified. These may include assessments necessary to comply with regulations relating to manual handling, hazardous substances, noise and vibration, display screen equipment, work equipment, etc. Other key HSE priority areas include working at height, transport, musculoskeletal disorders, slips and trips, asthma and stress

- The employer should have measures in place to control the risks relating to employees' work when they are working off site

- The significant findings of the risk assessments should be recorded (this is optional where there are less than 5 employees)

- Risk assessments should be reviewed periodically and when there are significant changes to the work, following incidents and where the results of active monitoring of risk control measures indicate the need

> **Reference documents:**
> INDG163 (rev1), INDG218

4. Accidents, incidents and First-Aid

4a First-Aid equipment

- Employers are required to provide adequate First Aid equipment and facilities. What is adequate will depend on the circumstances in the workplace and should be based on an assessment of first aid needs.

4b First-Aid personnel

- Similarly, the number of first aiders and/or appointed persons will be dependant on the circumstances of the particular workplace and should be determined by assessing the first-aid needs

- The following table offers suggestions on how many first aiders or appointed persons might be needed, but it must only be used after a detailed assessment of first-aid needs has been carried out

> **Reference document:**
> INDG214

Category of risk	Numbers employed at any location	Suggested number of first aid personnel
Lower risk: e.g. shops and offices, libraries	Fewer than 50	At least one appointed person
	50 - 100	At least one first aider
	More than 100	One additional first aider for every 100 employed
Medium risk: e.g. light engineering and assembly work, food processing, warehousing	Fewer than 20	At least one appointed person
	20 - 100	At least one first aider for every 50 employed (or part thereof)
	More than 100	One additional first aider for every 100 employed
Higher risk: e.g. most construction, slaughter-houses, chemical manufacture, extensive work with dangerous machinery or sharp instrument	Fewer than 5	At least one appointed person
	5 - 50	At least one first aider
	More than 50	One additional first aider for every 50 employed

Additional notes:

• Increased provision will be necessary to cover for absences.

• The minimum first-aid provision on any work site is a suitably stocked first-aid box and an appointed person to take charge of first-aid arrangements.

4c Record keeping

- The facility to record accidents and any first-aid treatment given should be in place. An Accident Book which complies with the Data Protection Act 1998 must be used. This requires that personal details entered into Accident Books must remain confidential and should be removed and stored in a secure location

4d Reporting requirements and accident investigation

- The employer should be aware of the types of accidents, incidents and ill-health that need to be reported to the enforcing authority, and how to report such events. The requirements are as detailed within the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, 1995 (RIDDOR 95)

- For young people, it is important to reinforce the requirement for the employer to report any relevant injuries or work-related ill-health to the learner's school and/or work placement organiser. Relevant injuries and ill-health conditions are the same as those required to be reported in accordance with RIDDOR 95, with the addition of work-related road traffic accidents involving candidates

- All accidents and incidents should be appropriately investigated with suitable remedial actions identified and implemented to minimise the chances of recurrence (i.e. by applying the lessons learned)

Reference documents:

HSE31 (rev1), HSG245, MISC310(rev2)

5. Supervision, information, instruction and training

5a Supervision

- Adequate arrangements should be in place to provide employees with competent supervision

- The level of supervision will be determined by a range of factors, including the degree of risk associated with the activities being performed; the age and/or experience of the employee; and any special needs that an individual may have

5b Information, instruction and training

Appropriate initial training on health and safety should be provided to employees on recruitment. A non-exhaustive list of topics that could be covered during a health and safety induction includes:

- Key aspects of the health and safety policy (statement, organisation and arrangements), including employer's and employees' responsibilities

- H&S law leaflet "what you should know"

- Be Safe leaflet and relevant placement company health and safety literature

- The risks identified by risk assessments and the measures in place to prevent or control the risks

- Fire safety precautions and the procedures to be followed in the event of an emergency evacuation

- Arrangements for reporting accidents and incidents, and for obtaining first-aid assistance

- The supervision arrangements and the procedure for reporting hazardous or faulty conditions, work equipment, etc

- Precautions and instructions for the safe use of hazardous substances

- Measures in place for preventing or reducing the risks associated with manual handling and lifting

- Details of the controls in place for the safe use of work equipment and machinery, and the safe operation of workplace transport

- The importance of good housekeeping, keeping the work area tidy and the correct storage of materials

- Arrangements for the provision and use of personal protective equipment and clothing

- Welfare arrangements and personal hygiene requirements

- Details of any necessary arrangements for additional support

- Who the key people are e.g. supervisor, first aider, fire warden, safety adviser, safety representative, etc. This could be included during a walk round or 'tour' of the premises or work location

- Details of any prohibited or restricted tasks, activities, areas or work equipment

- Any specific additional requirements relating to the placement company e.g. rules, dos/don'ts, etc

- Where a child below minimum school leaving age is at work, or on work placement, there is an extra requirement on the employer to provide the parents or guardians with information on the key findings of the risk assessment and the control measures taken before the child starts work

- There should be a method in place to establish whether any training provided has been fully understood and to monitor its effectiveness in the workplace

- Health and safety training needs should be identified and appropriate ongoing and refresher training provided e.g. periodically (if skills do not get used regularly), to take account of new or changed risks, when work or responsibilities change, etc

- Employers should record health and safety information, instruction and training provided to employees

- Where necessary, pre-employment medical/health screening should be carried out and ongoing health surveillance made available

Reference document:

INDG345

6. Work equipment and machinery

6a Standards and controls

• Machinery and other work equipment provided for use should be suitable for the work, manufactured to the appropriate standard and, where relevant, provided with appropriate guards and other adequate control measures based on risk assessment

Reference document:

INDG229 (rev1)

6b Maintenance

• All equipment needs to be maintained so that it remains in an efficient state, in efficient working order and in good repair. For certain types of machinery and work equipment, employers will be required to carry out regular inspections and thorough examinations

6c Electrical equipment

• Electrical systems and equipment, including portable electrical appliances should be fit for purpose and inspected, tested and maintained in a safe working condition. The frequency of inspection and testing should be proportional to the risk and in line with legislative requirements and HSE guidance

Reference document:

INDG231

7. Personal protective equipment and clothing (PPE)

7a Provision of PPE

• As determined by risk assessment, PPE (of an appropriate standard) needs to be provided for use at work whenever there are risks to health and safety that cannot be controlled in other ways

• Employers are also required to assess PPE before it is used to ensure it is suitable for the task; provide adequate storage facilities; and maintain (and in some cases inspect/test) and replace PPE when necessary

Reference document:

INDG174(rev1)

7b Proper use of PPE

• In addition to the individual responsibility that employees have to use PPE correctly, the employer should have adequate measures in place to monitor staff to ensure it is being properly used

8. Fire and emergencies

8a Fire risk assessment

- All businesses are required to carry out a suitable and sufficient fire risk assessment to identify the measures necessary to prevent and control the risks from fire

- An adequate assessment should normally result in the following (non-exhaustive) list of measures - avoidance, or reduction of, ignition sources and combustible materials; adequate fire detection and warning/alarm systems; effective means of escape including escape routes and unobstructed exits; appropriate fire fighting systems/equipment; and procedures for the maintenance and testing of all relevant fire safety measures and equipment. It is regarded as good practice to keep some form of fire log/record book to contain this information

Reference document:

Fire safety - an employer's guide

8b Arrangements for emergencies

- Risk assessments should also give consideration to the need to develop suitable arrangements and procedures for evacuation when fire or other foreseeable emergencies occur

- There should be named/designated persons to take control and assist during emergencies, and a practise drill should be held on a regular basis to check that emergency procedures work effectively

9. Safe and health working environment

9a Premises and environment

- The premises where work takes place (including the structure, fabric, fixtures and fittings) should be safe and healthy i.e. they should be suitable for the type of work, adequately maintained and kept in a clean and tidy condition

- Similarly, the working environment should be safe and healthy, which essentially means the provision and maintenance of adequate temperature, lighting, working space and workstations/seating, traffic routes ventilation and noise levels, and protection from falls and falling objects

- Exposure to hazards from physical, chemical and biological risks should also be adequately controlled

Reference document:

INDG244

9b Welfare facilities

- Employees should be provided with adequate welfare facilities, including suitable and sufficient toilets and washing facilities which should be maintained, kept clean and be easy to access; an adequate supply of drinking water; accommodation for clothing and changing facilities; and facilities to rest and eat meals

Reference document:

INDG293

9c Workplace transport

- Adequate measures should be in place, as a result of risk assessments, to ensure that the risks presented by workplace transport are properly managed and controlled. For example adequate routes for vehicles and pedestrians, driver training, minimising reversing movements, vehicle maintenance, safe loading/unloading operations, speed restrictions, signage, etc

Reference document:

INDG199 (rev1)

10. Managing the candidate's health and safety

10a Completing the 'Placement employer risk assessment for young persons' form

The employer has the prime responsibility for carrying out risk assessments but, in most cases, the work placement assessor will provide some supporting information in relation to the specific assessments for candidates

The form is laid out to provide a process-led format for capturing the risk assessment details as required by health and safety standard (10, in HASP Standards). The first column focuses on the key tasks to be undertaken and gives space for more precise descriptions, where appropriate

The second column allows the hazards associated with the tasks to be identified along with the risks that may result. Following an evaluation of the risks, the third column provides space to enter the details of the control measures necessary to adequately control the risks to learners

Having captured the main risk assessment information, the form then allows the assessor to record any identified prohibitions or limitations placed on the candidate, which will supplement the risk control measures already identified

The next box on the form should be used to discuss and record any learning difficulties, disabilities or medical/health conditions that will need special consideration if they could pose additional risks for learners performing the key tasks identified. This includes, but is not limited to, sight or hearing impairments, colour vision defect, mobility, vertigo, respiratory problems, heart disease, allergies, epilepsy, dyslexia, diabetes, special educational needs, etc. It is the responsibility of the supported employment agencies in liaison with candidates and other relevant persons to provide any relevant information relating to individual candidates to the employer

10b Health and Safety Executive (Regulations, Approved Code of Practice and Guidance)

(Note: The following information is a summary only. It is not a legal commentary or authoritative guide. Please refer to the general references section for further information)

In carrying out or reviewing a risk assessment, an employer who is to 'employ' a young person is required to take particular account of:

- The age, inexperience, lack of awareness of risks and immaturity of young persons

- The fitting-out and layout of the workplace and the workstation

- The nature, degree and duration of exposure to physical, biological and chemical agents

- The form, range, and use of work equipment and the way in which it is handled

- The organisation of processes and activities

- The extent of the health and safety training provided, or to be provided, to young persons

- Risks from specified agents, processes and work (as detailed in HSE publication HSG165)

Employers also have to protect young persons from risks to their health and safety due to them having a lack of experience, an absence of awareness of existing or potential risks or the fact that they may not yet be fully matured. As a consequence, young people are not allowed to carry out work:

- That is beyond their physical or psychological capacity

- Involving harmful exposure to agents which are toxic, carcinogenic, cause heritable genetic damage or harm to the unborn child or which in any other way chronically affect human health

- Involving harmful exposure to radiation.

- Involving the risk of accidents which it may be assumed cannot be recognised or avoided by young persons owing to their insufficient attention to safety or lack of experience or training

- In which there is a risk to health from extreme cold or heat, noise or vibration

Following the risk assessment, when control measures have been taken against the risks detailed above and significant risk remains, no child (young person under the compulsory school leaving age) can be allowed to do this work.

A person above the minimum school leaving age cannot do this work unless:

- It is necessary for their training; and

- They are being supervised by a competent person; and

- The risks will be reduced to the lowest level reasonably practicable

10c Learning and Skills Council Guidance

The LSC's guidance leaflet on the Health and Safety Standards supplements the above requirements by including references to:

- Ensuring that the risk assessment results in adequate control measures that are fully explained to the candidate and their supervisor. For children under the compulsory school age, details of the risks and control measures need to be communicated to the parents or guardians prior to the work placement starting

- The need to provide competent supervision and a designated person to take overall responsibility for the candidate. In cases where the candidate is a child, as designated under child protection legislation (under 18 years old), this may require formal checks of suitability for reasons of child protection (see paragraph 10d)

- The requirement for the employer to provide induction and ongoing information, instruction and training to the candidate, reflecting the result of the risk assessment, environment and tasks, and the candidate's age, inexperience and any additional needs

- Determining the need for any personal protective equipment, providing it free of charge and ensuring its proper and effective use

10d Child protection

The measures necessary to protect and safeguard children also need to be discussed and agreed, in line with DfES guidance

- Employers should hold or adopt a suitable child protection policy (or 'statement of principle'). If the employer does not have a suitable document in place, the work placement assessor can provide a policy statement and ask the employer to sign up to it

11. Action plan

In some cases the placement assessment will result in the need for further actions, agreed with the employer, to address identified shortfalls or further enhance the arrangements already in place. It will be down to an informed judgement by the work placement assessor as to the priority and importance afforded to the action points. For example, this could range from 'safety-critical' actions that will be required before a work placement can begin to 'softer' actions that can be checked at the next scheduled visit to the placement employer. It may also be necessary, under certain circumstances, to make a decision not to use the placement as a result of the findings of the placement assessment

12. Quality assurance

It is important that a responsible person designated by the work placement organisation, performs an independent assurance check of the completed work placement assessment form for the purposes of accuracy and consistency.

13. General references

- Management of Health and Safety at Work Regulations 1999 (Approved Code of Practice and Guidance)
- HSG 65 - Successful health and safety management
- HSG 199 - Managing health and safety on work experience - A guide for organisers
- HSG165 - Young people at work - A guide for employers
- INDG 364 - The Right Start - Work experience for young people: Health and Safety basics for employers
- HSE Starter pack - Health and safety advice and guidance for new and small businesses
- DfES - Work-related learning and the law - Guidance for schools and school-business link practitioners
- DfES - Safeguarding children in education
- DfES - Work experience - A guide for employers
- LSC - Standards for health and safety
- LSC - Summary chart of work experience health and safety requirements

View from the H&S expert

"After initial progress in identifying potential barriers that poor standards of H&S could pose to employer engagement, we decided that establishing a consistent set of H&S benchmarks was essential. It was clear that using the existing framework developed by the Learning & Skills Council was the best approach, but that this required some adaptation for an employer engagement setting. With some initial help from myself, the Engage team and partners produced a benchmark approach that established consistent standards, provided an easy implementation method, helped potential employers engage positively in the programmes and also ensured the H&S assessment process was kept simple and effective. The end result was a system that in my view met this challenge and one which I believe has been successfully implemented. I was very impressed with the dedication and commitment shown to meeting H&S challenges in all my dealings with Engage"

Darren Heather, CMIOSH Chartered Health and Safety Consultant, former National Head of Health and Safety for the LSC, and Regional Health and Safety Manager for the LSC

"As an employer our involvement in the Health & Safety initiative enabled us to contribute to the process in a positive way and also to benefit from the experience of sharing concerns and strategies with employers from other industries. We were also able to properly address those particular health & safety issues relating to our industry and thus ensure that those individuals provided with work experience opportunities were employed in a safe working environment."

Steve Hayman MCIOB MRICS
Integra Build - Commercial Director

View from our member

"Engage has helped to secure my understanding of health and safety issues when organising voluntary work placements. The workshops and training helped as an introduction to risk assessment and helped build confidence in a difficult subject. The forms that came out of the group were user friendly and helpful. By building a partnership with the St John Ambulance service Engage helped source good value courses specific to my needs."

James Aldcroft
Engage Member - Care Co-ops

Benefits Awareness

There is often mass confusion surrounding this subject when those currently receiving benefits accept placements or employment.

Engage

This section aims to provide some clarity around this area as well as to introduce Jobcentre Plus and Working Links in order to make future query handling as efficient as possible.

Our thanks go to these people who contributed to this section:

• Mike Blythman, Operations Manager Brighton and Hove, Jobcentre Plus

• Billie Saggu, Adviser Services Manager, Jobcentre Plus

• Ian Munroe, Adviser Development Co-ordinator for Disability Employment Advisers, Jobcentre Plus

• Adam Bain, Delivery Manager, Working Links

Jobcentre Plus

Jobcentre Plus provides a signpost to people able to help themselves and works closely with those least able to help themselves.

'The work you want, the help you need' booklet is a single point of reference for information on entering or returning to work. It is available at www.jobcentreplus.gov.uk

Overview

The national priorities of Jobcentre Plus are:

• To achieve an 80% employment rate

• To reduce the difference between the disadvantaged employment rate and the norm

• To bring 2.3 million people back into work

The policies that exist to take this challenging agenda forward are:

• Welfare Reform Green Paper

• Cities Strategy

• The Leitch Review

• Age Discrimination Legislation

For the South East Regional Economic Strategy:

• To aim for an 85% employment rate

• To bring 100,000 economically inactive residents into work

The key priority groups are:

- Benefit customers, especially those with health conditions
- Lone parents
- Older workers
- People from black and minority ethnic groups
- Ex-offenders, the homeless and substance misusers

Key partners for Jobcentre Plus are:

- Employers
- Local/unitary authorities
- NHS
- Learning and Skills Council (LSC)
- Contracted providers
- Non-contracted providers
- Organisations with specific interests (e.g. Citizens Advice Bureau)
- Other partners

Why Brighton and Hove?

- The infrastructure is in place with a good Local Strategic Partnership and use of Local Area Agreements to pool existing budgets
- Lessons learned from an Equal Programme targeting hard-to-reach people across the city involving over 40 delivery partners
- Good partnership between local City Council and Jobcentre Plus

Child poverty

- Brighton & Hove has the first Children and Young People's Trust in the country, launched in October 2006
- Child poverty is of major concern to the Trust and to the Department for Work and Pensions (DWP)
- One major way of tackling child poverty is getting lone parents in particular and those on Incapacity Benefit into work

Setting the scene in Brighton and Hove

- 1 Unitary Local Authority- 21 wards (2003 descriptors)
- Population 247,817 (2001 census)
- Working Age Population 148,670 or 60% (16-59)
- There are 175,000 working age people in receipt of state benefit

- Unemployed, 5,140 or 3.5% of working age population
- Sick and disabled, 12,710 or 8.5% of working age population
- Lone parents, 3,700 or 2.5% of working age population
- Others, 4,310 or 2.9% of working age population (e.g: Industrial Injuries Disablement Benefit etc.)
- Totals 17.4% of working age population

Jobcentre Plus statistics 2006

Hotspots in Brighton and Hove

- Seven wards have benefit recipients greater than 19% of working age population

  - East Brighton - 35%
  - Queens Park - 30%
  - Moulsecoomb and Bevendean - 26%
  - Hangleton and Knoll - 22%
  - Westbourne - 20%
  - St. Peter's and North Laine - 20%
  - Regency - 19%

Substance misuse

- Estimated 2,300 problem drug users
- 65% of whom have housing needs (estimate)

Homelessness

- There is a reasonably high percentage of national rough sleepers in Surrey and Sussex and all are within Brighton and Eastbourne
- One third of offenders report having nowhere to stay after release (pre-release figures)
- Many homeless people have qualifications at Level 2 and above
- As many as 20% of New Deal for Young People participants in the Brighton area are living in insecure or temporary accommodations (e.g. sofa surfing)

Why work in partnership?

- There is a large agenda and no organisation can cover it in isolation
- It requires a coordinated effort so that the best use of skills and resources are aligned and developed through partnership working
- It is also the best way to work with limited funding

"One of our highest priorities is to help our most disadvantaged customers into work. Many of these will need the specialist help of more than one organisation, so it was great to have the opportunity of sharing with our partners the wide range of local provision. It also gave us a chance to network with groups with whom we had little contact, and promote the ways in which our staff can support the process. We can all achieve far more by working together."

Ian Munroe
Jobcentre Plus

Employer Engagement Guide

Working Links, Sussex

'We utilise our freedom and creativity to provide a flexible, creative and tailored service to our clients.

We look to offer the support and services they want NOT the support we might presume to think they need'.

Overview

Since 2000 Working Links in Sussex has successfully helped over 5,100 people into sustained employment.

This has been done through the following contracts;

• Employment Zone - A mandatory contract for the long term unemployed.

• Lone Parents - A voluntary contract for single parents in the City

• P2W (Progress to Work) and Link Up - a voluntary contract for clients who are either;

  • homeless

  • have a criminal record

  • have a history of substance misuse

85% of the people they have helped are still in work 3 months later

The services are delivered from:

• The newly refurbished offices in Brighton

• A newly refurbished shop front in Hastings

• A new shop front in Hangleton

• Community offices in Moulsecoomb and Whitehawk

• Outreach workers working out of Partners' space all over Sussex

Normal entry criteria:

• 25+ years of age

• 18 months out of 21 months on JSA

• 18-24 year old New Deal clients with a period of 13 weeks passed since they last participated

They can however take clients outside of these criteria under the early entrant criteria

Early entrant criteria:

• Physical or mental impairment

• Requires assistance with basic skills in literacy and/or numeracy

• Does not speak English as their first language

• Is a lone parent who does not live with a partner and is responsible for at least one child living in the same household

• Is returning to the labour market after an absence of at least two years due to domestic reasons

- Served in the regular armed forces
- Looked after as a child by the Local Authority
- Record of a criminal conviction
- Drug and/or alcohol problem
- Participated in 'Progress to Work'
- Notified that they have been recorded as a refugee
- Granted exceptional leave to enter the UK by an immigration officer
- Exceptional personal circumstances which have an adverse effect on their prospects of obtaining employment

Eligibility for Progress to Work (P2W)

- P2W is a voluntary scheme available to anybody in the Sussex area with a history of illegal substance misuse (this does not include prescription drugs)
- P2W has funding available to help these clients access education, training and employment opportunities

Eligibility for Progress to Work Link Up

- Progress 2 Work Link Up is exactly the same as P2W in that it can help clients access education, training and employment. The only difference is the eligibility. Link Up's clients can come from anywhere in Sussex as long as they fall under one of the following categories:

- History of illegal substance misuse
- History of issues with alcohol
- No fixed abode
- Ex-offender

"Working Links was pleased to be involved in the Benefits Workshop because we know the future of welfare to work involves working in partnership with Engage members."

Adam Bain
Delivery Manager
Working Links

"The Benefits Workshop organised by Engage was very informative and provided a valuable insight into the complex benefits system. It was great to have the opportunity to talk to JCP Advisers regarding situations that our client group had experienced and to discuss possible solutions. It was also good to be in a situation where we could clarify benefit rules and to receive up-to-date information, also to get contact names and a telephone number was a bonus. After attending this workshop I disseminated the valuable information to my team."

Jo Oyama
Centre Manager
Kennedy Scott

Marketing

In order to engage with businesses, practitioners should apply the principles of marketing to their approach. Marketing the benefits for businesses is the key to successful employer engagement.

Engage

This section focuses on what marketing is and how marketing techniques can be used to reach a diverse business community.

The aim is to gain a better understanding of the target audiences and identify what the benefits to these audiences are.

Our thanks go to Hannah Corbett, Managing Director of East Communications, for this section. She is a member of the Chartered Institute of Public Relations (CIPR), Chartered Institute of Marketing (CIM), and has 10 years PR and marketing experience in the private, community and voluntary sectors.

East Communications is Brighton and Hove's first and only Social Enterprise PR and Marketing Agency, and aims to demystify the marketing process.

www.eastcommunications.co.uk

east communications

What is marketing?

Marketing isn't just a set of brochures or a website, it is the entire process by which you understand the audience you are targeting (in this case employers) and develop the best means of approaching that audience in the right way to have the maximum impact.

Know your audience and be targeted

The first rule with marketing is to know your audience and as employers come in all shapes and sizes a good idea is to break-down a list of employers - for example why not focus on a certain industry that you've had successful placements with in the past? Or employers who are large enough in staff numbers so they have the capacity to manage a new placement?

Your marketing plan

Set yourself goals and evaluate the tactics you are using. Put all this into a timeframe and plan so you can record how many placements and/or referrals you are getting from a piece of marketing literature or a networking event you have attended.

Relationship marketing

How are you developing the relationships you have with employers? Remember that businesses work with each other all the time, so why not keep in touch with an employer you have placed a client with and ask that employer to put you in touch with other like-minded businesses. Or develop a case study with that employer and use it in your marketing materials - the business will benefit from the publicity and so will your client.

Your sales process

Review the process with which you place your clients - could it be made more efficient and effective, again from the employer's perspective. Employers are busy people who have little time for form-filling so how can you make it easier?

The current sales process should be reviewed from the customer's perspective in order to maximise results.

Your marketing materials

When approaching employers it is essential to present information about your service and the benefits of employing or offering placements to your clients in a clear, professional and concise way, using language businesses can understand. Look at your marketing materials from a business's perspective - is it clear what the benefits to employers are?

It is important to assess current marketing materials and review the variety of tactics used to ensure that marketing communications are consistent and relevant and form part of a realistic strategy.

Create an 'Employer Information Pack' to hand out to all businesses. This should include:

- An introduction to your service
- The business benefits involved in this service
- A clear and concise summary of the processes involved; initial contact, interview process, paperwork, Health & Safety, inclusive of time frames
- Testimonials from other businesses with positive experiences of working with you
- Employer contracts
- Client contracts
- Full contact details; what to do in terms of any problems etc
- A form to capture their future positive experiences

Above all else, make sure that the language you use in your marketing materials is jargon-free, in plain language and communicates the benefits for the employer of taking on a work placement.

What else should you do?

As well as developing professional and high impact marketing materials, you should incorporate networking, PR, events, e-marketing, newsletters, case studies, and presentations into your marketing plan.

"As a local social enterprise committed to putting marketing at the heart of community, voluntary sector organisations and businesses, it was important for me to try and instil some of the marketing principles into a group of organisations trying to tackle a very important issue for the City's economy. East also aims to provide placement opportunities for hard-to-reach groups so I felt very passionate about the subject matter. Businesses need to know the 'benefits' of a work placement both to their CSR and business bottom line and this should be communicated professionally and purposefully - this must be the focus for successful employer engagement."

Hannah Corbett
MD, East Communications

"The Marketing workshop provided through Engage was highly valuable to me because the workshop was run by someone from a business and not charity background, I could pick up valuable ideas and tips on how to promote placements and our clients with a more professional approach that highlights the benefits of placements from a business perspective; something that I was previously having difficulty with. I am now able to approach businesses in our community more confidently and feel that we share the same language and then can understand better what each other would like to gain from working together."

Laura Hampson - Engage Member
Careers Development Group

Public Relations

One of the most effective and economic ways of engaging local interest is through publicity in the local press using case studies of successful placements as stories.

Engage

The Argus

'Media relations' is the term used for the process of writing press releases and liaising with journalists in order to gain free publicity in the media. It is a key element of public relations.

The Do's and Don'ts when dealing with journalists

- Read the newspaper before you send in a press release. Get a feel for the publication you are targeting. Is it weighty or quirky? Traditional or modern? Does it have a political or social slant? Nothing is more insulting to an editor than someone calling to see if a press release has been used when they have clearly never read the title.

- Make sure you send press releases to the correct person or department. If you don't have a named contact at a particular newspaper, email the release to the newsroom or, for a magazine, to the editorial desk. It is worth checking articles of relevance for the journalist's name in order to learn about reporters' areas of interest

- Make sure it's news. If your project went live three months ago but your boss has only just signed off a press release, no one is going to care.

- Check the paper's deadlines to make sure you send a release in good time. This doesn't mean on deadline in the hope it will run you further up the paper. Stories get placed according to merit. If you send in an average story hours before the publication goes to press, chances are it will get "spiked" - i.e. binned.

Give journalists plenty of time to work on your story, that way you improve your chances of getting better coverage.

- Few newspapers run press releases just as they stand; for most a press release is just the starting point for a news item. So always explain as much as you can about the story as clearly as possible. Also, make sure you have someone who can talk about the contents of the press release primed and available.

- Don't try and tease journalists into reading releases with a quirky intro. They won't read on. Just tell the story as directly and simply as you can. No silly puns.

- Avoid jargon and acronyms in a press release. You may know what they mean, but can you be sure the journalist receiving the release does?

- Don't call to see if a newspaper wants a press release sent - just send it. Don't phone to check whether they got it unless you've got a good reason to suspect they didn't.

- Photos - a good way to get a journalist's attention is to submit a good quality image with the press release.

- Exclusives - every magazine and every journalist wants them. It's up to you to decide whether small stories in several magazines is better than a big story in one. But remember, if you give the same exclusive to two magazines you will go on their black-list, no question.

- E-mail - most journalists like to receive press releases by e-mail, but remember there's a huge variety of e-mail packages in use. So always put a sensible title in the subject line and use attachments sparingly.

- The best way to get coverage is still personal contact with a journalist, but it's not a substitute for being relevant. However, if you can identify a couple of key people, arrange to meet them and explain what you're doing, they'll tell you if what you're doing is relevant or not, and they'll usually be willing to take the time to take your calls about news items in future.

- Make yourself available for quotes. Journalists will be much more inclined to listen to what you have to say if they know, on deadline, they can give you a call and get a quote from you without having to try several different numbers.

Please see the Engage CD for the Good Practice Client Success Story Form.

"I felt it was very important to give a media relations presentation to members of Engage. It was a chance to meet people who do important but unglamorous work outside the gaze of the mainstream media. It was interesting to hear their concerns and hopefully I was able to give them tips on how to approach journalists to help them maximise their chances of getting some much-deserved publicity for their organisations."

James Lancaster
Business Editor
The Argus

"The PR Workshop was very important in raising my understanding of Public Relations. It provided me with a better understanding of how to approach the media, compose press releases, what they should contain and the format of the press release. It was also very insightful being delivered 'straight from the horses' mouth, by the Business Editor of The Argus, especially the question and answer session. From this event, we now have The Argus Placement Table and individually I feel we are more capable of composing our own press releases. All this was presented and organised in a fully comprehensive manner, through the Engage workshop."

Daniel Cronin
Engage Member
Nacro

Community Mark

Any business that is involved in offering work placements or employing people from marginalised backgrounds can apply for a CommunityMark Award. This is an award for recognition of investment in the local community much like Investors in People (IIP).

Engage

This section focuses on how to promote the CommunityMark award to local businesses and how to support them in the application process.

Our thanks to Thea Allison, Director of The Business Community Partnership (BCP), for this section.

www.bhbcp.org.uk

BCP
Brighton & Hove
Business Community Partnership

CommunityMark

What is the CommunityMark?

CommunityMark is the means by which a company is recognised as a good investor in the community and is open to all businesses, whatever their industry. It has been developed by Business in the Community in partnership with the business community and other key partners.

Aims of the CommunityMark

To set a standard for corporate community investment, that covers how a company invests, the difference this makes and its value

To publicly reward companies achieving this standard with a CommunityMark

To achieve a significant scale in companies attaining the CommunityMark

To encourage continual improvement through companies maintaining the CommunityMark

To develop the value of the CommunityMark to businesses through a marketing and communications strategy

The need

When embedded in companies, community investment can add value by meeting a range of business objectives. Improved awareness has a positive impact on consumers' perceptions of business and employees' levels of satisfaction and pride. However, awareness of companies that are investing in the community remains low.

Furthermore, within the business and statutory environment, community investment remains largely untapped as a consideration in supply-chain decision-making.

> 78% of the general public want to hear about companies' responsibilities to their customers, employees, communities and the environment.
> Annual CR study, MORI, 2004/05

Key facts around CommunityMark and corporate investment in the community

- Over 400 companies have committed to achieving the CommunityMark.

- 173 companies took part in the PerCent Club in 2005, of which 127 achieved the 1% standard. The PerCent Club is a Business in the Community initiative which enables companies to place a value on their community investment programmes and aspire to achieve an investment of 1% of their pre-tax profits.

- 120 companies participated in Business in the Community's Corporate Responsibility Index in 2005, of which 81 completed the Community Impact section.

- Approximately 100 companies are members of the London Benchmarking Group which seeks to manage, measure and report on their members' involvement in the community.

CommunityMark and Employer Engagement

Qualification for and achievement of CommunityMark

The format

There are two entry points to receive the same standard:

1. Large companies wishing to achieve the CommunityMark for the whole company will complete the Community Impact Section of the Corporate Responsibility Index

2. SMEs and local branches will complete the newly developed CommunityMark survey

To qualify for the CommunityMark a company must be engaged in three areas of activity. Employer Engagement and work placement opportunities for people from disadvantaged communities is, for the first time, one of these qualifying criteria.

Other activities to qualify include:

Supporting employees to be involved in community investment - for example as teaching assistants through reading schemes; providing placement buddies; mentoring and supporting personnel in the voluntary and community sector/schools as trustees and governors; through team building challenges; supporting enterprise days and interviewing skills; pro bono work and training.

Cash donations - grants, running appeals, match funding of employee fundraising and pay roll giving, funding placements and sponsorship as examples.

Contributions in-kind - donating equipment, rooms and services for free.

The survey assesses

- How a company manages its community investment
- Planning
- Staff involvement
- Identifying community issues that affect the business
- Setting targets
- How a company measures its community investment
- In-kind donations of skills and resources
- Financial donations
- Leveraged contributions
- The impact of the community programme for the community partner and for the business
- How a company reports on its community programme

These elements all combine to create a high quality community programme which will have a positive impact on the local community, and which will be sustainable because of the information the business is gathering on how the programme is benefiting the business.

The advantages of promoting CommunityMark to your business partners

It is anticipated that the CommunityMark will become a highly desirable kitemark for business. If they are currently doing some community activity, the fact that employer engagement is a key entry point for the standard may encourage some businesses to develop their programmes to support your work.

Because the CommunityMark encourages companies to keep records about their activity, set targets and assess the outcomes, if the programme is going well for the business, they will be aware of this and will be more likely to sustain their work with your organisation as a core part of their business strategy, rather than an add-on, leading to sustainable, long-term relationships.

BCP is positioned to support applications from companies, and can advise them on how to develop their programmes to achieve the standard.

The implications for business and the timeframe

It will take time for a business to be in a position to apply for the CommunityMark - generally at least six months if they are not currently engaged in much community activity. However, the BCP is able to support faster applications for enthusiastic companies through its consultancy service.

At the moment there is no cost in applying for the CommunityMark, but final information on this will be shared as it is released. If companies wish to achieve the CommunityMark with the support of the CommunityMark network of Brighton and Hove they will need to join as members of BCP at a cost of £100. Further membership packages or consultancy services are available if companies want expert advice in developing a high quality programme.

"Current CommunityMark companies have experienced increases in staff satisfaction, improved recruitment and retention, new clients and contracts and an enhanced local reputation as a result of achieving this desirable standard. There is a fantastic opportunity to influence more businesses to sign up to employer engagement programmes through the CommunityMark with support available from the Business Community Partnership".

Thea Allison
Director
Business Community Partnership

"The CommunityMark workshop was well-presented with very clear notes and useful handouts. It was effective in its purpose to inform the workshop participants on how to encourage businesses to achieve this standard and have a positive impact on the community. It is well worthwhile promoting the CommunityMark to businesses to show them the value of investing in their local community."

Judy Hollands
Engage Member - Sussex Careers

Case study: Academy Internet

"We achieved the CommunityMark in 2006 and found through the process that the company was donating over 20% of its pre-tax profits to the community primarily through time and resources. The CommunityMark is now part of our business development plan which has seen the company grow by 60% in one year. Most significantly, new customers identified Academy Internet's community programme as a significant factor in working with us."

Jason Woodford, Academy Internet

Partnership Working

The key focus of the Engage Project is to ensure that organisations approaching employers for work placements and employment opportunities work in partnership with one another to improve the success of 'hard to reach' groups accessing employment.

Engage

The client groups we represent generally present multiple issues and therefore require a multi agency approach in order to ensure people become 'work ready'. There are finite resources in this field, therefore partnership working is a must if the services we offer to clients are going to be effective.

Partnership working has resulted in the provision of a more professional and coordinated service to businesses. Client service quality has also been improved, both in the provision of work placements and through members' increased awareness of available services for their clients.

Mark Darby of ALLIANTIST, the world's leading partnership and alliance expert, was enlisted to inform Engage members about the benefits and essential processes of partnership working.

Please note that the contents of this section are the copyright of ALLIANTIST and must not be used without prior permission

"*Partnership working is imperative for success in today's economy; this is especially true in the public and third sector with their limited internal resources. As such, it was nice to be asked to deliver the Partnership workshop in my home town of Brighton & Hove and put something back into the community. Being able to share the key elements of my best selling partnering book 'Alliance Brand' to a highly motivated audience was real fun and I'm glad it has helped make a difference.*"

Mark Darby
Principal
ALLIANTIST

"*It's not just about knowing your partnerships; it's how you can make your partnerships work for you. Mark Darby championed the skills needed for innovation and stronger partnership working. This innovation doesn't happen in isolation as the workshop proved; bringing many organisations together combining a powerful skill set under the umbrella of Engage. I was able to capture this brilliant fusion of knowledge, ideas and creativity and it gave me the confidence to use it*".

Oliver Green
Partnership & Provision Manager
Working Links

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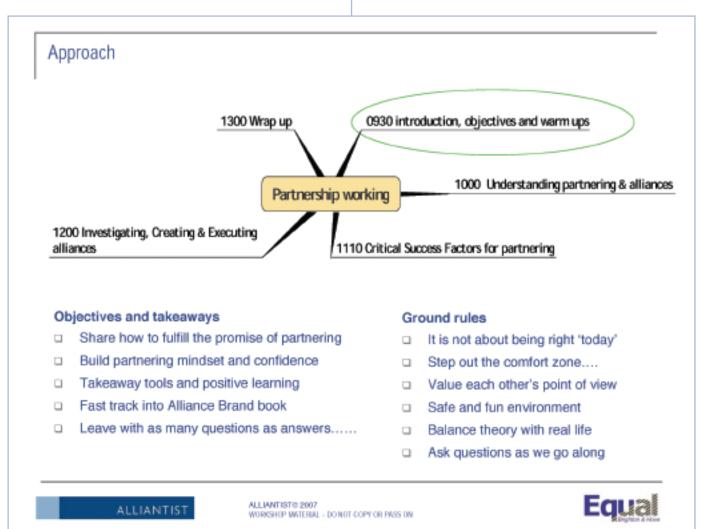
Winning Partnerships

Achieving a positive reputation & results from partnering

ALLIANTIST

Approach

Objectives and takeaways

- ❑ Share how to fulfill the promise of partnering
- ❑ Build partnering mindset and confidence
- ❑ Takeaway tools and positive learning
- ❑ Fast track into Alliance Brand book
- ❑ Leave with as many questions as answers……

Ground rules

- ❑ It is not about being right 'today'
- ❑ Step out the comfort zone….
- ❑ Value each other's point of view
- ❑ Safe and fun environment
- ❑ Balance theory with real life
- ❑ Ask questions as we go along

Alliances and partnerships come in many shapes and sizes
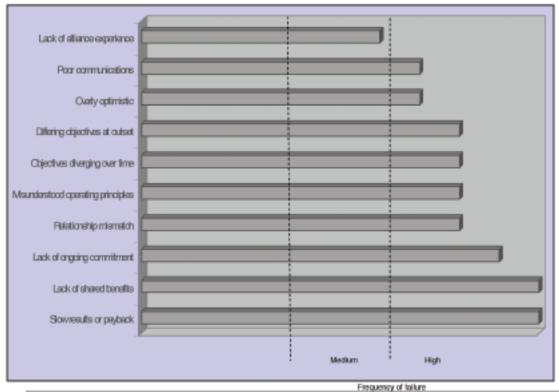
Alliances (partnerships) are "two or more partners working together to achieve something that one cannot easily do or chooses not to do alone"

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Brighton & Hove

Reasons why up to 70% of alliances fail to deliver on their objectives

Employer Engagement Guide
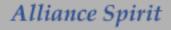
What winning alliances look, feel and sound like

Alliance Spirit

Atmosphere of Flexibility	Commitment to Shared Benefits	Sense of Togetherness	Preference for Agreement

Descriptors of common views:

The criticality of frequent personal contact

Sharing the same language & terminology

The alliance being essential to the best interest of both partners

Our word is our bond

The alliance is felt at many levels

Information flowing freely between the partners

Having a good understanding of each other's business

Each partner adding unique value

The alliance crosses many functional lines

Neither partner easily replacing the other or being substituted for another

Trust benefits all participants

Trust in an alliance: "each firm can depend on the other to get results that exceed what a transaction can do"
                                                                JD Lewis

High levels of trust enable better results from:

- ❏ Improved performance

- ❏ Greater innovation, creativity & synergy

- ❏ Expansion of possibilities

- ❏ Enhanced problem resolution

- ❏ Faster action/implementation

- ❏ Lower transaction costs

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How Executives Saw Trust Being Destroyed or Created

Trust busters

- Act inconsistently in what they say and do — 69%
- Seek personal gain above shared gain — 41%
- Withhold information — 34%
- Lie or tell half truths — 33%
- Be closed minded — 29%
- Be disrespectful to employees — 28%
- Withhold support — 16%
- Break promises — 14%
- Betray confidences — 13%

Trust builders
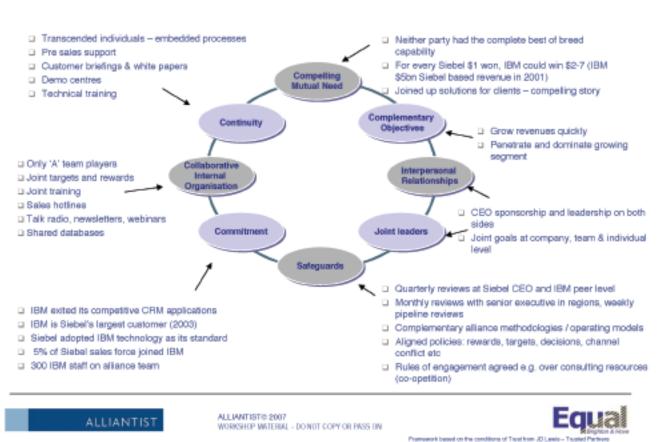
- Maintain integrity — 58%
- Openly communicate vision & values — 51%
- Show respect as equal partners — 47%
- Focus on shared goals not personal agendas — 38%
- Do the right thing regardless of personal risk — 36%
- Listen with an open mind — 33%
- Demonstrate caring compassion — 22%
- Maintain confidences — 15%

Source: Manchester Consulting, 1997 – survey of executives at 215 companies

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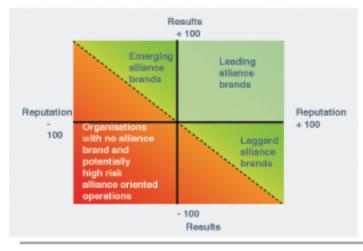
Trust is not built easily: IBM and Siebel saw the importance of building trust early on

- Transcended individuals – embedded processes
- Pre sales support
- Customer briefings & white papers
- Demo centres
- Technical training

Compelling Mutual Need

- Neither party had the complete best of breed capability
- For every Siebel $1 won, IBM could win $2-7 (IBM $5bn Siebel based revenue in 2001)
- Joined up solutions for clients – compelling story

Continuity

Complementary Objectives

- Grow revenues quickly
- Penetrate and dominate growing segment

- Only 'A' team players
- Joint targets and rewards
- Joint training
- Sales hotlines
- Talk radio, newsletters, webinars
- Shared databases

Collaborative Internal Organisation

Interpersonal Relationships

Commitment

Joint leaders

- CEO sponsorship and leadership on both sides
- Joint goals at company, team & individual level

Safeguards

- IBM exited its competitive CRM applications
- IBM is Siebel's largest customer (2003)
- Siebel adopted IBM technology as its standard
- 5% of Siebel sales force joined IBM
- 300 IBM staff on alliance team

- Quarterly reviews at Siebel CEO and IBM peer level
- Monthly reviews with senior executive in regions, weekly pipeline reviews
- Complementary alliance methodologies / operating models
- Aligned policies: rewards, targets, decisions, channel conflict etc
- Rules of engagement agreed e.g. over consulting resources (co-opetition)

Key messages for business today

- Organisations must achieve more with less internal resource
- The rewards for being good at alliances are attractive
- Those who don't ally well will suffer
- The bar for being 'the leading alliance brand' in every field is getting higher
- There is a way through..........developing an alliance brand can be as easy as 123

Alliance Brand:
'positive reputation and results from its alliance activity'

Leading Alliance Brand
'stands out in its field as the partner to work with, delivering value for its customers, partners, shareholders and other key stakeholders from its alliance activity'
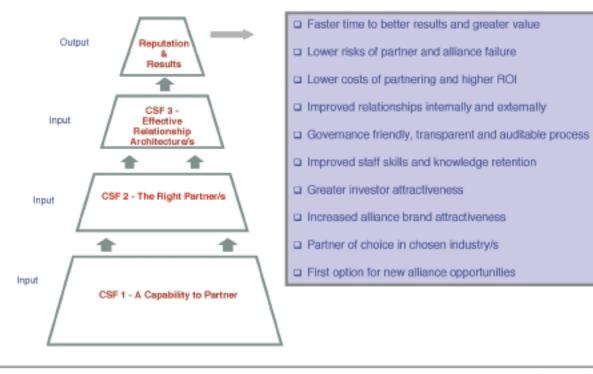
See Alliance brand page 67 onwards
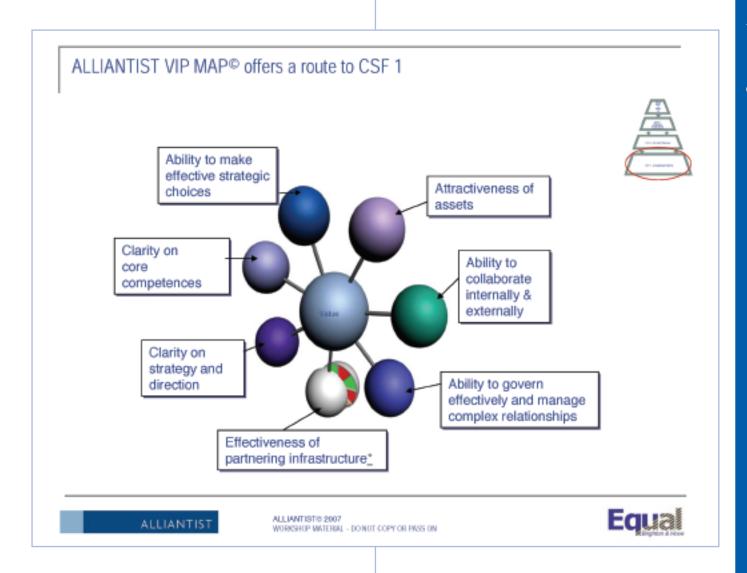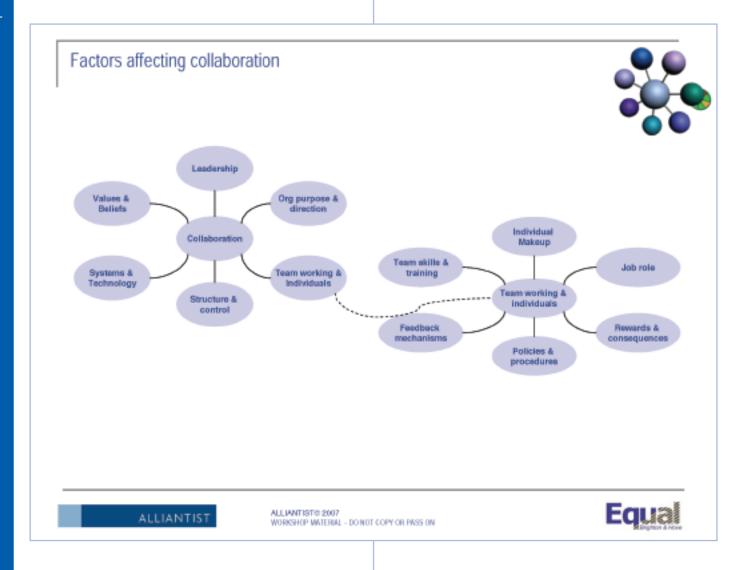
Winning partnerships and an alliance brand are not built overnight but can be as easy as 123

Output — Reputation & Results →

- ❑ Faster time to better results and greater value
- ❑ Lower risks of partner and alliance failure
- ❑ Lower costs of partnering and higher ROI
- ❑ Improved relationships internally and externally
- ❑ Governance friendly, transparent and auditable process
- ❑ Improved staff skills and knowledge retention
- ❑ Greater investor attractiveness
- ❑ Increased alliance brand attractiveness
- ❑ Partner of choice in chosen industry/s
- ❑ First option for new alliance opportunities

Input — CSF 3 - Effective Relationship Architecture/s

Input — CSF 2 - The Right Partner/s

Input — CSF 1 - A Capability to Partner

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ALLIANTIST VIP MAP© offers a route to CSF 1

- Ability to make effective strategic choices
- Attractiveness of assets
- Clarity on core competences
- Ability to collaborate internally & externally
- Clarity on strategy and direction
- Ability to govern effectively and manage complex relationships
- Effectiveness of partnering infrastructure*

Value

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Factors affecting collaboration

Leadership

Values & Beliefs

Org purpose & direction

Collaboration

Systems & Technology

Structure & control

Team working & Individuals

Team skills & training

Individual Makeup

Feedback mechanisms

Team working & individuals

Job role

Policies & procedures

Rewards & consequences

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ALLIANTIST ICE MAP© enables consistent application of alliance success principles
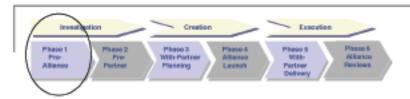
Investigation	Creation	Execution

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Pre-Alliance	Pre-Partner	With-Partner Planning	Alliance Launch	With-Partner Delivery	Alliance Reviews

Benefits:

- Alliance journey guidance to encourage collaboration and team working internally & externally
- Simple work flow to ensure fast and efficient path to benefits enabling 'go or no go' at each step
- Supporting Maps and tools to enable optimisation of value and effective management of risk
- Underlying architecture enables tight governance and audit friendly perspective

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This Phase determines whether an alliance/partnership is the right course of action for the organisation

Elephant Traps to avoid

- ❏ Not understanding the forces for change
- ❏ Not considering the bigger picture internally
- ❏ Forgetting the risks and issues
- ❏ Getting too detailed at this early stage
- ❏ Failing to engage and secure (high power) stakeholder support
- ❏ Failing to access the right resources for Phase 2 onwards
- ❏ Disclosing information too early
  - ❏ Not being able to execute yet
  - ❏ Wasting time & resources
  - ❏ Losing future advantage
  - ❏ Unsettling (low power) stakeholders

ID	PHASE 1 OUTPUT
A	Forces for the alliance justify further investigation
B	Alliance is the right strategic option
C	Potential rewards from the alliance
D	Headline risks and issues from the alliance
E	Alliance Sponsor identified and high power stakeholders supportive
F	Resources to deliver Phase 2 onwards

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Investigation		Creation		Execution	
Phase 1 Pre-Alliance	Phase 2 Pre-Partner	Phase 3 With-Partner Planning	Phase 4 Alliance Launch	Phase 5 With-Partner Delivery	Phase 6 Alliance Reviews

This Phase will ensure the organisation is ready for partnering, and the opportunity is attractive for all participants but leaves no unnecessary value on the table. The preferred partner is also identified.
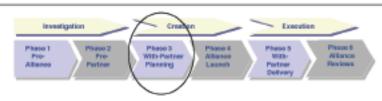
ID	PHASE 2 OUTPUT
A	Alliance project team assembled and ready
B	Compelling value proposition for all participants
C	Organisation optimised and ready for partnering
D	Ideal partner characteristics identified and partner prospects considered
E	Preferred partner selected to move into Phase 3 and contingencies in place
F	Stakeholders and risks managed as appropriate

Elephant traps to avoid

❑ Factors negatively affecting collaboration internally
  ❑ Target & reward conflicts
  ❑ Unclear RACI / party line / voice of authority
❑ Your organisation/products not partner ready
❑ Being unclear on the value proposition for all
❑ Going global when partners are better local
❑ Not identifying partner criteria for success
❑ Focusing more on partner 'score' than capability
❑ Mistaking prospect 'spin' for substance
❑ Not understanding the partner prospects
  ❑ Their VIP model (CSF1)
  ❑ Key stakeholders – esp P&L / decisions
❑ Getting too detailed with many prospects
  ❑ Time and resources
  ❑ Letting down prospects – implications
❑ Conceding assets without getting value in return
❑ Failing to leverage position with options still alive

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This Phase takes the idea into a shared initiative, where deeper qualification and joint planning are undertaken before bringing the alliance to life

Elephant traps to avoid

☐ Not being prepared to pull out if new info arises
  ☐ The opportunity
  ☐ The preferred partner
☐ Not getting shared 'ownership' of the alliance from the partner
☐ Forcing the partner to work in a new way
  ☐ Increases risks and costs
  ☐ Misses opportunity to leverage their assets
☐ Spending too long on planning / due diligence vs addressing risks during 'launch'
☐ Assuming one size fits all in effective relationship architecture
  ☐ Over engineering vs. under engineering
  ☐ Relying on contracts alone for governance
☐ Not building relationships at each key touch point
☐ Having an unclear exit strategy or being locked in

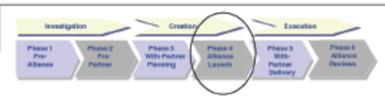| ID	PHASE 3 OUTPUT
A	Compelling value proposition agreed between the partners
B	Mutual operational due diligence completed to each partners satisfaction
C	Effective Relationship Architecture agreed between the partners

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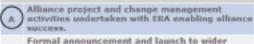
This Phase is about implementation and delivering early successes to create positive momentum

Elephant traps to avoid
- ❏ Relying on goodwill alone for delivery
    - ❏ Use 30-60-90 day plans
    - ❏ Have regular governance body sessions
- ❏ Not maintaining strong & consistent communications
- ❏ Declaring victory too early
- ❏ Failing to invest in the relationship
- ❏ Not creating quick wins to sustain momentum
- ❏ Not investing in training, education, policies and tools needed by the people involved
- ❏ Tolerating disengagement / non collaborative behaviours
- ❏ Not dealing with disputes / disagreements quickly
- ❏ Not removing the 'resisting forces' e.g. inappropriate metrics, policies or rewards

ID	PHASE 4 OUTPUT
A	Alliance project and change management activities undertaken with ERA enabling alliance success.
B	Formal announcement and launch to wider external stakeholder groups and interested parties.

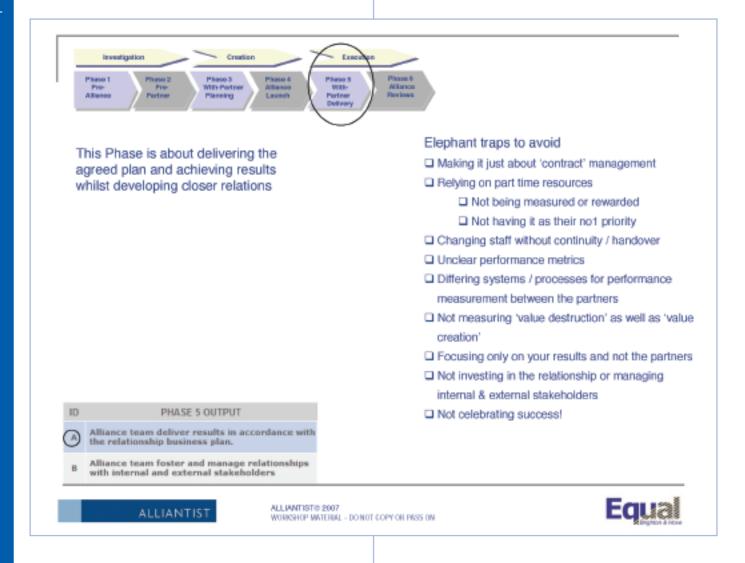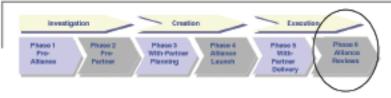Investigation — Creation — Execution

| Phase 1 Pre-Alliance | Phase 2 Pre-Partner | Phase 3 With-Partner Planning | Phase 4 Alliance Launch | Phase 5 With-Partner Delivery | Phase 6 Alliance Reviews |

This Phase is about delivering the agreed plan and achieving results whilst developing closer relations

Elephant traps to avoid

❑ Making it just about 'contract' management
❑ Relying on part time resources
    ❑ Not being measured or rewarded
    ❑ Not having it as their no1 priority
❑ Changing staff without continuity / handover
❑ Unclear performance metrics
❑ Differing systems / processes for performance measurement between the partners
❑ Not measuring 'value destruction' as well as 'value creation'
❑ Focusing only on your results and not the partners
❑ Not investing in the relationship or managing internal & external stakeholders
❑ Not celebrating success!

ID	PHASE 5 OUTPUT
A	Alliance team deliver results in accordance with the relationship business plan.
B	Alliance team foster and manage relationships with internal and external stakeholders

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Investigation		Creation		Execution	
Phase 1 Pre-Alliance	Phase 2 Pre-Partner	Phase 3 With-Partner Planning	Phase 4 Alliance Launch	Phase 5 With-Partner Delivery	Phase 6 Alliance Reviews

This Phase is all about ensuring the alliance continues to deliver the desired results and makes changes as needed on the way.

It goes on during Phase 5 delivery but is broken out for ease of discussion.

Elephant traps to avoid

- ❑ Not reviewing underlying causes / inputs
- ❑ Focusing on controlling how the partner does things
- ❑ Not conducting regular 'health checks' and snapshot assessments
- ❑ Not having a formal objective review at least annually
- ❑ Not addressing poor results early on
- ❑ Leaving reviews to the alliance team alone
  - ❑ Sycophantic behaviours
  - ❑ Denial of problems
  - ❑ Wood and trees
- ❑ Familiarity breeding contempt
- ❑ Not being prepared to close out or turnaround failing alliances

ID	PHASE 6 OUTPUT
A	Objective assessment of the partner and alliance relationship performance
B	Execute steps necessary to exploit new opportunities, undertake course corrections or professional exit

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ALLIANTIST enables organisations to get measurable benefits from their partnering and alliance relationships.

Using advisory, learning and software solutions we embed the capability for ongoing success in your hands.

Networking

The ability to network successfully is important for all employer engagement workers.

Engage

Networking is one of the most effective ways of reaching local businesses and generating work placements and employment. Attending local business forums to promote your services is an ideal way of communicating the many benefits of getting involved.

Our clients face complex issues when entering or re-entering employment.

This, coupled with the limited resources available, means agencies need to be fully aware of each others' services, utilising all available support to bring about positive results.

For this topic Engage worked with Julie Stanford from Essential Business, who has many years of experience in this field. Julie is also President of Brighton and Hove Chamber of Commerce.

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Essential Business

Details of local networking organisations can be found in the Contacts section of this Guide.

"As both a local business owner and President of the Chamber of Commerce I felt that it would be helpful to offer my networking experience and knowledge to the Engage Group Members. I wanted to support them as they approach other local businesses to encourage them to sign up for employment placements and opportunities. I have had many years' networking experience and see it as a valuable and essential marketing tool. Getting it right is just so important."

Julie Stanford
Essential Business

"I found the networking event invaluable, it is another great example of how Engage proactively provides training for employers who are on the front line - working with disadvantaged and socially marginalised people. The event gave people the opportunity to hone their skills so that networking could really work for them. For me, I realised that I am a natural networker and referer and that I don't need to put on an act, just be myself. Julie has given me even more confidence in the work I do and the employers I engage with"

Diane Mulligan
Employment Diversity Consultant
Disability Equals Business

Networking tips

■ **There are few 'instant successes' in networking terms;** you have to think long-term and remember that someone you meet this week may have a great impact on your work in three months'/ years' time. Effective networking takes time, effort and patience.

■ **Think about any previous experiences of networking** and identify what worked for you and what has failed. Why did it fail? What could you have done to make the situation better? Were you annoyed by someone else's approach or by your own performance?

■ **Revise and revisit contacts** from other employment or business situations including social occasions. Don't write anyone off, and keep details of all encounters.

■ **Be organised** and plan at least some of your networking; think about who you want to meet and where they (or the people they know) might frequent.

It's all in a name

In his excellent book, *Network Your Way to Success**, John Timperley says: "When you meet someone, give them your full attention. Rather than thinking ahead to what you are going to say next, pay attention to what they are saying. (If you've got your self-introduction 'off-pat' it will be so much easier to focus on your conversation partner.)

At more formal functions such as seminars and conferences, the professionals do it like this:

● Hear the name as the person introduces themselves.

● Look at the name on the business card.

● Review the card soon afterwards, preferable that evening at the latest, in order to recall the name and other details, and to practise putting the name to the face.

● Write or type the contact details in your address book [or contact management system]."

*Published by Piatkus, ISBN 0-7499-2283-4, £10.99.

■ **Read business cards.** Not only is it good manners, but reading the card 'fixes' the information in your mind. It can also help you phrase a question: *'I see you run a decorating company – how long have you been in that business?'*

■ **Keep a record of meeting people.** Making notes on the back of business cards is useful (although probably best done out of sight of the card owner!) If you phone a list of people, write the outcome of the call immediately next to the name on your list, even if it is: *'wasn't in'* or *'left message'*. You may think you'll remember this information, but you never do!

■ **Networking costs very little financially** but loads in terms of time and effort. You really cannot delegate this to anyone else. Sending substitutes to meetings and conferences may result in exchange of information but little else. Relationships have to be made and built face to face.

■ **Remember that you 'reap what you sow'** and sow good seeds! What can you give to a situation to promote good networking? Maybe you have good materials/ information to swap? Offering first is always a good move in networking. Not every seed will grow, so you need to sow more than you think you need.

■ **Strengthen your networking** by introducing your contacts to each other. You could host an event, set up a 'mastermind' group, develop an internet forum, and so on.

■ **Make sure the people you want to network with** always have your updated contact details.

■ **Check your messages regularly and respond.** The later you leave it, the less likely you are to deal with responses, especially emails as they literally 'slip away.' People don't always realise how busy you are and may be disappointed if you haven't responded to a call or email.

Networking tips *continued*

■ **Build your reputation within a group.** Deliver on time, be reliable and never promise what you can't see through. Try to promise less and deliver more.

■ **Know which groups/meetings/forums are useful places for you to meet people;** be proactive within these groups and get known for being the person who can...

■ **Organise a log of useful information**, press cuttings, articles. File them in an accessible way so they are useful to you, rather than a confusing mountain of paper. Think about what might be useful to other people and use it as a reason to keep in touch.

■ **Develop a way of introducing yourself** in a variety of situations. Don't rely on making something up on the spot – the words may not come out as you'd like.

■ **Be wary of using jargon** – we don't all speak the same professional language.

■ **Be ultra-aware of your communication skills** in any networking situation. Listen more, talk less. Don't interrupt. Ask open questions ('Who...', 'What...', 'How...', 'Where...', When...') to encourage people to talk more. Listen out for others' needs and priorities so you can be sure of matching them. And don't forget to smile!

■ **Go to places where you are likely to meet people** you want to network with. Give a talk at a professional forum or meeting, attend conferences.

■ **Keep moving!** Once you have found someone you get on well with, it's tempting to stay put. Resist that temptation. Excuse yourself gracefully and move on. Plan to spend only five or ten minutes with each person (but don't move on too quickly if there is an obvious opportunity).

■ **Don't whine.** No bad-mouthing other people or whinging about things that have gone wrong – you won't get any sympathy and may end up looking stupid. Stay positive and promote a positive image of yourself and your business. Don't gossip about other people at the event – it's bad manners, and you never know who knows who!

■ **Get a list of people attending an event.** If this isn't possible, ask for one afterwards. Prepare who you want to talk to beforehand and/or follow-up afterwards.

■ **Sit with strangers.** Resist using networking opportunities to catch up with old friends or colleagues – you can meet them some other time. Be approachable, encourage others to talk to you. Look out for 'lonely' people and make them feel at home. Don't write anyone off; sometimes the most unlikely people turn out to be fantastic contacts.

■ **Try and remember names** – the American way of repeating a name as soon as you hear it really does work. If you can't remember, never fudge – ask openly as soon as possible into the conversation.

■ **Develop new contacts and keep in touch with old ones.** Make a plan about contacting 'X' number of people a week and stick to it.

■ **Consider using a contact management system.** Even a simple spreadsheet will help you organise your contact details and keep everything organised and in one place. Buy a loose-leaf business card holder for contact's business cards. It's a great way of jogging your memory when looking for a supplier/collaborator/customer.

■ **Understand that we're all connected** and that some are more connected than others.

With thanks to Angie Konrad of **voicewaves.co.uk** *for some of the material incorporated here.*

This information is brought to you by **Julie Stanford** *of Essential Business and* **Julia Chanteray** *of The Joy of Business…who happened to meet through networking.*

the joy of business
Essential Business
www.thejoyofbusiness.co.uk
www.essential-business.co.uk

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The Networking Role Play Game

The Networking Role Play Game is a great addition to a training session or workshop. It is designed to build confidence in social situations and to learn techniques of handling positive and negative people and situations. The game is best played with a large group but may be played with a minimum of four people, plus a facilitator.

Various cards can be created to describe people who may be encountered during a networking event i.e. those with positive, negative and mixed characteristics. Some examples are given overleaf. The descriptions are designed to over-exaggerate personalities, mannerisms and reactions. Each player chooses a card and is asked to act as that type of person in a networking scenario with the rest of the group for approximately five minutes. This is repeated until each player experiences both a positive and a negative character.

Following the role play, group members discuss how they felt in their various roles and how it felt to interact with different characters.

EssentialBusiness

Your style for the role play is

Bored

You should do everything you can to look totally bored with the other person's conversation: look up, look away, yawn, whatever you feel like doing… make them feel very uncomfortable!

EssentialBusiness

Your style for the role play is

Over familiar

Hold eye contact too long; stand too close or, if you are sitting down, invade their personal space somehow. Touch their arm or knee (steady on!). Make them feel very uncomfortable.

EssentialBusiness

Your style for the role play is

Arrogant

Talk about yourself and keep the conversation on yourself. Don't listen to their answers; talk over the other person. Use the word 'I' constantly. Laugh derisively at their comments (if they get the chance to make any…!)

EssentialBusiness

Your style for the role play is

Nervous

Don't look the other person in the eye. Constantly fiddle with your hair/tie/hands… cough nervously whilst they are talking. Laugh nervously and put yourself down, saying 'I'm no good at this sort of thing'.

EssentialBusiness

Your style for the role play is

Friendly

Look the person in the eye, but not for too long. Smile in an open-minded and supportive way. Listen intently to what the person is saying. Agree with them in a supportive manner. Smile, nod, say 'Yes' 'I see' 'That must have been hard…' Enjoy everything about the person you are talking to…

EssentialBusiness

Your style for the role play is

Interested

Listen very carefully and ask lots of intelligent questions about the other person's work or business, life, interests, hobbies, background. Act as if you are fascinated by his/her every word. Don't overdo it. Just listen and digest what he/she is saying as if your life depended on it.

Essential Business

Your style for the role play is

The Bore

Talk in a monotone about how statistically it is likely that your work/business will succeed and that the work you do is often adversely affected by the economic and political trends within your sector and.......be deadly, deadly dull.... snore.....

Essential Business

Your style for the role play is

Rich and mouthy

Start your sentences with, 'Last time I was in New York my Gucci sunglasses fell out of my Prada handbag/suit…' Flaunt your money. Tell them how successful your last deal was and how stunning your profits are and make them hate you!

Essential Business

Your style for the role play is

Salesman

Give them the full 'elevator' speech. Tell them all about your product/service and how it is perfect for them. Ask them for a time you can meet. Don't take no for an answer. Close that deal! There and then … be pushy and boorish.

EssentialBusiness

Your style for the role play is

Woman/mankiller

Flaunt your personal assets. Be overfamiliar. Make slightly naughty suggestions. Say, 'As the actress said to the bishop' more than once. Cultivate your dirty laugh. Be embarrassing! Flirt outrageously (and completely inappropriately!)

EssentialBusiness

Your style for the role play is

Professional

Behave like the managing director or chief executive of a large thriving company who has recently been awarded 'Business person of the year'. Be charming, attentive, modest, interesting and excellent company. Ask open questions … listen attentively to the answers.

EssentialBusiness

Your style for the role play is

Entrepreneur

Be creative in your thoughts – think aloud and talk about your exciting future plans. Spark from the other person's ideas, offer them alternatives. Be fearless in your ambition. Don't expect failure.

EssentialBusiness

Your style for the role play is

Techie

Talk about all the intricate details of your work/business. Use as much jargon and abbreviation as possible. Acronyms will win you points! As their eyes glaze over, pat yourself on your anorak-clad shoulder! Baffle, bewilder and bore…

EssentialBusiness

Your style for the role play is

Winge and moan

Complain about the venue, your health, the group size, the early/late start, the lack of parking, your corns, the heavy day you have in store, your clients, your staff, your family, your computer system. Don't stop until he/she has walked (run?) away…

EssentialBusiness

Your style for the role play is

Positivity

Praise the weather, the venue, the food, the easy parking. Smile, nod and make the other person feel liked and valuable. Say how fantastic your work/business is, how great your staff/colleagues are… Don't overdo it. Just shine with positive energy.

EssentialBusiness

Your style for the role play is

Referrer

Say that you know a fantastic client who would be perfect for your conversation partner. In fact, there are two people you could pass their name onto. You know them both really well and are positive that they would love to meet him/her…

EssentialBusiness

Your style for the role play is

Supporter

Ask interested supportive questions such as, 'how did that feel' 'how did you cope with that?' 'that must have been fantastic'. Listen to their answers and be very supportive in your responses. Support their choices and plans and strengthen their beliefs in themselves and their business/work.

EssentialBusiness

Your style for the role play is

Fiddler

You've got strange and annoying habits. You fiddle with your ear, your tug at your nose, you pull at your clothing. Whatever habit your choose, make it completely distracting and annoying, so that your conversation partner is thrown…

Employment Law

Engage members identified employment law as an area of concern for many employers when considering taking on a work placement.

Engage has partnered with Peninsula Business Services to provide an overview of key employment legislation and to explain the basic legal requirements of an employer.

Peninsula Business Services

Established since 1983, Peninsula Business Services is the UK's leading Employment Law and HR Consultancy.

The advice centre is open 24 hours a day, 365 days of the year. Advice can be requested by phone, fax or e-mail. Clients can benefit from up-to-date information on new legislation, to guard against complex laws and indemnity to protect them against tribunals brought by staff.

Clients can pay a fixed monthly fee based on the size of the workforce with discounts available for not-for-profit organisations.

Peninsula Business Services offers free-of-charge introductory meetings and 'health checks' to establish the requirements of the business.

If your organisation, or a business that you are engaging with, would like more information about this service, please contact Paul Beard on 07976 083532 or email paul.beard@peninsula-uk.com www.peninsula-uk.com

Employee or self-employed

There are several questions that a business should ask to establish whether the people carrying out work on its behalf are employees or self employed. The most common question concerns whether it is possible to substitute a person carrying out work on behalf of the business. A self-employed person can send anyone to carry out the work, whilst an employee must do the work themself.

However if a person is self-employed, and it must be them that carries out the work, then they are legally deemed an employee and have certain rights.

Contract of Employment

The Contract of Employment is made up of the Statement of Main Terms of Employment, the staff handbook and job description as well as any customs and practice of the business.

The Statement of Main Terms of Employment should cover standards, health and safety, capability, conduct, disciplinary rules, disciplinary and grievance procedures, attendance and timekeeping, salarys, sick pay, holiday entitlement, benefits, security, e-mail and internet use, harassment, bullying, equal opportunities, termination of employment, retirement, return of property and deductions from pay.

Every employee should be issued with their employment contract within eight weeks of starting work, although it is good practice to include the contract with their letter of appointment or during induction. Failure to issue the contract in the first eight weeks can lead to an award at tribunal of up to four weeks' pay. Fixed term contracts carry the same rights as permanent contracts.

If something is specified in the contract, yet the employer does not follow the procedure, then it no longer forms part of the contract. For example, if the contract states that there will be a fine for clocking in late to work, but this clause is not implemented, then fines cannot be re-introduced at a later date.

Amendment letters should be issued for changes to the terms of employment rather than re-issuing the full contract. A letter stating the changes should be sent to the employee for their signature and then added to their file. This can include changes to the job role, working hours or place of work.

The Working Time Directive states that the maximum working hours should be an average of 48 hours per week. The employee is required to 'opt out' of this agreement if the job requires more hours. Employees can also give three months notice to 'opt back in'.

Part-time workers must not be disadvantaged compared to full-time workers in relation to benefits e.g. sick pay, holiday pay, bonuses, but it is fair to pro rata pay and other benefits.

Redundancy

There are three main aspects to consider during a redundancy consultation:

- The potential to avoid making any redundancies
- A reduction in the number of redundancies
- Mitigating the effects of redundancy

Prior to circulation of mandatory redundancy letters there should be an open dialogue with employees about this issue.
It is recommended that you do not use the 'last in, first out' or 'length of service' criteria as a basis for making redundancies.

Discrimination

Discrimination claims can be direct or indirect and the costs that can be awarded are unlimited. Claims can be made on the basis of race, sex, sexual orientation, gender reassignment, religion or belief, disability and age.

Disability

Disability can be defined as 'a physical or mental impairment which has a substantial and long-term adverse effect on the ability to carry

out normal day-to-day activities'. The employer has a duty to investigate whether a 'reasonable adjustment' can be made for the individual.

Age Discrimination

Age Discrimination Law was introduced in October 2006 and prohibits all discrimination, harassment and victimisation on the grounds of age. All decisions made by the employer on the basis of age must be objectively justified. For example, a genuine occupational requirement may be one such justification.

Age limits have been removed for unfair dismissal and redundancy. The legal retirement age is 65 years old. Providing that the employer follows the correct procedures, it can be stated that employees retire at this age. However, if the employee requests to work beyond age 65, the employer has a duty to consider this and to make the final decision on whether this will be permitted.

Employers must be very careful with wording when advertising a post as this is an area that has seen a large rise in tribunal claims. You should clearly state what the role requires, rather than describe preferred experience in terms of years or age. For example, you must not state 'must have held driving licence for 10 years', but you could request a 'competent driver'. Rather than 'five years' experience', you can state that 'the post requires sound knowledge of….'

Incremental pay scales and holiday pay increasing in line with length of service is still permitted but this must fulfil a business need. For example, proof that staff retention rates are improved by offering this incentive.

Dispute resolution

Dispute resolution covers grievances and disciplinary action. It is important that the correct procedures are followed.

Disciplinary rules

Employees must always be clearly informed of the rules and standards of the business and the consequences of breaking them.

There are specific rules on how to approach the disciplinary process. Checking for up-to-date rules before convening a disciplinary hearing could save a lot of time and a possible claim against the company. Always refer to business procedure, check the employment rules that may have been broken, carry out a thorough investigation and clearly document each stage of the disciplinary process.

The investigation should include statements by witnesses as well as documentary evidence. It is also important to check the personal file for relevant information.

Consistency and fairness are crucial. Be reasonable, fair and objective as there is never a foregone conclusion.

Capability issues

Sub-standard performance may be due to conduct (won't do) or capability (can't do). Problems often arise due to ill health, changes in technology, poor supervision, job changes or outside influences.

Capability hearings follow the same principal as disciplinary hearings, including the right of appeal.

Dismissal

Wrongful dismissal is when a dismissal is in breach of contract. The employee is then entitled to claim damages for the breach, under certain circumstances, at tribunal.

Fair reasons for dismissal includes capability and qualifications, misconduct, redundancy, breach of statutory duty and retirement.

Summary dismissal is used for cases of gross misconduct. Employers who are summarily dismissed are not entitled to paid notice. There must be reasonable grounds to believe that an offence is one of gross misconduct.

The employer must follow a 'reasonable' procedure for all types of offence; it is never acceptable to dismiss an employee immediately following an incident.

Constructive dismissal is when an employer terminates the contract himself, with or without notice, because of the employer's conduct.

Tribunals

To avoid tribunals, employers should take advice in good time, consult with employees and follow contractual obligations and agreements. Always keep up-to-date, accurate records of why certain decisions were made as the burden of proof always falls to the employer.

The employee must put in a claim to a tribunal within three months of the alleged event taking place or the effective date of termination of employment. This could be extended to six months if there is a clearly justifiable reason why the delay occurred.

Flexible working

Parents of children aged under six, parents of disabled children aged under 18 and carers have the right to apply to work flexibly and their employers have a duty to consider such requests seriously. The application can cover hours, time, place of work and such others as specified in the regulations.

Leave

Maternity leave

There is no minimum period of service for the right to Ordinary Maternity Leave (OML) of 26 weeks. The employee must produce a MAT B1 form, issued by a doctor or midwife, which shows the expected week of confinement.

Employees are entitled to Additional Maternity Leave (AML) of another 26 weeks if continuous employment is 26 weeks at the end of the 15th

week prior to the week of confinement. This commences on the day after the last day of OML.

Paternity leave

To qualify for Paternity leave the employee must:

- have 26 weeks continuous service at the end of the 15th week before childbirth or date of notification of match by an adoption agency.
- have (or is expected to have) the responsibility for the child's upbringing and is either or both the biological father and the mother's husband/partner.
- be taking the time off to either support the mother or care for the new baby

Paternity leave can be taken in a block of either one week (defined as seven days) or two weeks. This can commence on the date the child is born, placed with the adopter or at a predetermined time up to 56 days afterwards.

Parental leave

Parents can each take 18 weeks (unpaid) leave, after one year's service, for each child. This must be taken within the child's first five years (18 years if the child is disabled).

Domestic emergencies and dependents leave

Employees have the right to reasonable time off (unpaid) during working hours to deal with domestic emergencies.

The Employer's Guide to employment legislation

Sex Discrimination Acts 1975 & 1986

Under these Acts it is unlawful to discriminate against a person on the grounds of sex or marital status in the areas of recruitment, selection, employment, training and promotion. It is also unlawful to discriminate on the grounds of gender reassignment or pregnancy or maternity. Indirect discrimination is also illegal.

Exceptions include jobs considering privacy and accepted gender specific employment.

Equal Pay Act 1970 (Amended 2003 & 2004)

The Equal Pay Act gives an individual the right to the same contractual pay and benefits as a person of the opposite sex in the same employment. This is provided the man and woman are doing like work, or work rated as equivalent under an analytical job evaluation study, or work that is proved to be of equal value.

Race Relations Acts 1976 & 2000 (Amended 2003)

These Acts make it unlawful to discriminate against anyone on the grounds of race, colour, nationality (including citizenship) or ethnic or national origin with regard to recruitment, selection, employment, training, promotion and education. All racial groups are protected.

Exceptions include where the nature of the job, or where a dramatic performance or photographic work, justifies employment from a particular ethnic group.

Disability Discrimination Act 1995 & 2005

These regulations make it unlawful for an employer to discriminate against a disabled person with regard to recruitment, conditions of employment, training, promotion, benefits and dismissal. There is a requirement for employers to provide a "level playing field" from the start of, and throughout the recruitment and selection process.

The legislation also requires employers to make reasonable adjustments where an employee is substantially disadvantaged in the workplace.

Health & Safety at Work Act 1974 & 2002

All employers have a statutory duty to take care of the health and safety of all their employees e.g. they should provide first aid equipment, adequate means of escape in case of fire, protective clothing, ensure all machinery is safe. The Act sets out the general duties which employers have towards employees and members of the public, and, employees have to themselves and to each other "in so far as is reasonably practicable".

The main requirement on employers is to carry out regular risk assessments record and take action on the significant risks.

Rehabilitation of Offenders Act 1974

An individual who has had a conviction/s for an offence, and received a sentence of not more than 2.5 years in prison, may, with certain exceptions, be rehabilitated and allowed to treat the conviction as if it had never occurred provided he/she has not re-offended during the rehabilitation period. An employer may ask if the individual has convictions but the prospective employee is under no obligation to reveal spent convictions and may answer 'no'. The Act also makes it unlawful for an employer to discriminate in any way against an employee because of a spent conviction.

Working Time Regulations 1998 & 2002

These regulations set out the number of hours an employee can be required to work by an employer.

- The maximum time people are required to work is an average of 48 hours per week over a 17 week period.

- 16-17 year olds are entitled to two days off each week and can work no more than eight hours a day or 40 hours a week. They cannot work at night (between 10.00pm and 6.00am) except in strictly limited circumstances. Workers aged 18 years and over are entitled to one day off each week.

- 16-17 year olds are entitled to a 30 minute rest break if they work for longer than 4.5 hours in any one period. Workers older than this are entitled to a 20 minute break if they work longer than six hours in any one period.

- All workers are entitled to a minimum of four weeks' paid annual leave per year. New employees have to be employed with the same employer for a minimum of 13 weeks to qualify for statutory holiday pay.

National Minimum Wage 1999

With effect from 1st October 2006 the current rates are as follows:

- £3.30 per hour for 16-17 year olds
- £4.45 per hour for 18-21 year olds
- £5.35 per hour for adults-22+ years

Rates are reviewed annually and are 'subject to the continuation of favourable economic conditions', according to the Department of Trade and Industry.
There are some exceptions to the National Minimum Wage:

- 16-17 year old apprentices who are exempt from the young workers' rate
- School children below school leaving age
- The self-employed
- Members of the Armed Forces
- Voluntary workers

Employment Equality (Sexual Orientation) 2003

These regulations apply to all employment and vocational training and make it unlawful on the grounds of sexual orientation to discriminate directly against anyone - that is, to treat some employees less favourably because of their actual or perceived sexual orientation. Indirect discrimination is also illegal unless it can be objectively justified. Harassment, victimisation or unwanted conduct is also prohibited, against those who have made or intend to make a complaint, or give evidence relating to a complaint of sexual orientation discrimination.

Employment Equality (Religion & Belief) 2003

These regulations apply to all employment and vocational training and make it unlawful to discriminate directly against anyone - that is, to treat them less favourably than others - because of their religion or belief. Harassment, victimisation or unwanted conduct on the grounds of religion or belief is prohibited, against those who have made or intend to make a complaint or give evidence relating to a complaint of religion or belief discrimination. Exceptions may be made in limited circumstances if there is a genuine occupational requirement.

Age Discrimination Regulations October 2006

These regulations prohibit direct and indirect discrimination on the ground of age. The legislation includes prohibition of harassment and victimisation on the grounds of age. Employers who set their retirement age below the age of 65 must provide objective justification or change it. The regulations also remove the current upper age limit for unfair dismissal and redundancy rights and change the way in which statutory redundancy pay and unfair dismissal basic awards are calculated.

The multiplier based on age bands has been retained but the rule which currently provides for a reduction of 1/12th for every month of service after the employee's 64th birthday has been removed.

The regulations introduce a requirement for employers to inform employees in writing at least six months, but not more than 12 months in advance, of their intended retirement date.

The final version of the regulations now contain detailed transitional provisions in respect of retirements occurring from 1st October 2006 to 31st March 2007 and introduce a new duty for employers to consider an employee's request to continue working beyond retirement age. Furthermore, the regulations remove the age limits for Statutory Sick Pay, Statutory Maternity Pay, Statutory Adoption Pay and Statutory Paternity Pay.

Further details available from:
Department of Trade & Industry
www.dti.gov.uk

Advisory, Conciliation and Arbitration
Service (ACAS)
08457 474747
www.acas.org.uk

Calling ALL employers

For advice or a free consultation contact
Paul Beard of Peninsula Business Services

Helping employers since 1981 with
documentation, advice, tribunal representation
and insurance indemnity

Tel: 07976 083532 or email
paul.beard@peninsula-uk.com

"I am pleased to be associated with Engage.
The advice that I now give to business
owners on employment and health & safety
matters has been enhanced through a
greater understanding of the issues that face
disabled or disadvantaged people."

Paul Beard
- Peninsula Business Services Ltd

"Thanks for organising the employment law
training. It was a really informative session,
covering a huge topic! The trainers were
incredibly knowledgeable and succeeded in
making what could have been a very dry,
heavy session into a lively and interesting
workshop.

We advise clients on employment law
issues in our work, particularly through the
Retain project, so what we learned was
very relevant and will help us to offer an
even better service to our clients!"

Pauline, Imogen and Rob
- Richmond Fellowship

Useful contacts

General

**Advisory, Conciliation
and Arbitration Service (ACAS)**
08457 474747 or minicom 08456 061600
www.acas.org.uk
Employment law

ALLIANTIST
01273 883866
enquiries@ALLIANTIST.com
www.alliantist.com
Partnership working

**British Association for Supported
Employment (BASE)**
07815 507103
admin@base-uk.org
www.base-uk.org
Supported employment

The Argus
01273 544544
www.theargus.co.uk
Local media

The Business Community Partnership (BCP)
01273 770075
admin@bhbcp.org.uk
www.bhbcp.org.uk
Business and voluntary sector broker

Business First
01903 885191
infodesk@businessfirstmagazine.co.uk
www.businessfirstmagazine.co.uk
Business magazine

Business Improvement Club
01273 452313
phopwoood@supanet.com
Business advice group

Business in the Community (Bitc)
0870 6002482
information@bitc.org.uk
www.bitc.org.uk
*Membership of companies committed to
improving their positive impact on society*

Business Network International (BNI)
0845 0680888
johnrees@bni.com
www.bni-europe.com
Local business network

CADIA
01293 440088
info@cadia.org.uk
Local business network

Capitalise Business Support (Capitalise)
0845 6018326
info@capitalise.org
www.capitalise.org
Business loans

Chamber of Commerce
01273 719097
www.businessinbrighton.org.uk
Business network

**Chartered Institute of Personnel
and Development (CIPD)**
0208 6126200
www.cipd.co.uk
Professional personnel and development

Citizens Advice Bureau (CAB)
0845 1203710
www.brightonhovecab.org.uk
Free advice service

**Community and Voluntary
Sector Forum (CVSF)**
01273 234000
info@cvsectorforum.org.uk
www.cvsectorforum.org.uk
Community and Voluntary Sector Forum

**Department for Education
and Skills (DfES)**
0870 0002288
Textphone/Minicom 01928 794274
info@dfes.gsi.gov.uk
www.dfes.gov.uk
Health and safety

East Communications
01273 606561
hannah@eastcommunications.co.uk
www.eastcommunications.co.uk
Marketing and PR agency for non-profit sector

Enham
01264 345800
info@enham.org.uk
www.enham.co.uk
Supported employment

**The Enterprise Agency, Brighton, Hove
and Lewes**
01273 666800
www.bnbusiness.co.uk
*Business training, counselling, advisory
services and networking opportunities*

Equal Brighton and Hove (EBH)
01273 294670
info@equalbrightonandhove.org
www.equalbrightonandhove.org
Supported employment and training

Essential Business
01273 727282
info@essentialbusinessguide.co.uk
www.essentialbusinessguide.co.uk
Enterprise development

Federation of Small Businesses (fsb)
01323 482018
www.fsb.org.uk
Small business support

Health and Safety Executive (HSE)
0845 3450055
hse.infoline@natbrit.com
www.hse.gov.uk
Health and safety

Hub 100
01273 311220
Info@Hub100.org
www.thehub100.com
Business club for Managing Directors

Insight City News
01273 765200
info@insightcity.co.uk
www.insightcity.co.uk
Community focussed publication

Institute of Directors (IOD)
0207 7668888
www.iod.com
Network for Company Directors

Integra
01273 606565
enquiries@integrabuild.co.uk
www.integrabuild.co.uk
Chartered building company

Jobcentre Plus (JCP)
Job Seeker Direct 0845 6060234
or textphone 0845 6055255.
Employer Direct 0845 6012001
or textphone 0845 6012002.
www.jobcentreplus.gov.uk
Job search & benefits service

Learning and Skills Council (LSC)
01273 783555
colin.wilson@lsc.gov.uk
www.lsc.gov.uk
Health and safety

Martin Searle Solicitors
01273 609911
info@ms-solicitors.co.uk
Community law firm

North Laine Trader Association
01273 601641
thenorthlaine@yahoo.co.uk
www.northlaine.co.uk
Traders association for the North Laine area

Peninsula Business Services
0161 8342773
Paul Beard 07976 083532
Paul.Beard@peninsula-uk.com
www.peninsula-uk.com
Employment law

Safelearner
01273 783555
colin.wilson@lsc.gov.uk
www.safelearner.info
Health and safety

St. John Ambulance
01273 371500
www.sja.org.uk/sussex
Training provider

Surrey Supported Employment (SSE)
0845 650638
surreyse@yahoo.co.uk
www.ssupportedemployment.uk.net
Supported employment

Sussex Enterprise Business Lunch Clubs
01444 259129
www.sussexenterprise.co.uk
Local business netwok

Sussex Innovation Centre (SInC)
01273 704400
info@sinc.co.uk
www.sinc.co.uk
Business incubators

Teachernet
0871 0002288
textphone/minicom 01928 794274
info@dfes.gsi.gov.uk
www.teachernet.gov.uk
Health and safety

Vine Brighton
info@vinebrighton.co.uk
www.vinebrighton.co.uk
Local business netwok

Wired Sussex
01273 692888
info@wiredsussex.com
www.wiredsussex.com
Events and training network for people working in media and technology

Women in Media
women@wiredsussex.com
www.womeninmedia.co.uk
Local business network for women working in media and technology

The Women's Networking Company
01903 244434
0845 3702552
kelly@thewomensnetworkingcompany.com
www.thewomensnetworkingcompany.com
Local business network for women

The Employer Engagement Directory (Engage members)

50+ Training for Work
Target group: Age 50+
01273 294671
chris.kavanagh@brighton-hove.gov.uk
To support people over the age of 50 to improve their employability and achieve job readiness

A Place at the Table
Target group: Lesbian, Gay, Bisexual & Transgender (LGBT)
01273 243862
info@aplaceatthetable.co.uk
Assists lesbian, gay, bisexual and transgender individuals into work

Agora Development
Target group: Graduates
0845 0580900
simon@agoradevelopment.co.uk
Supports unemployed graduates into employment through training, advice & relevant work experience

Brighton & Hove City Council Drug and Alcohol Action Team
Target group: Substance misuse
01243 382943
elizabeth.flegg@westsussex.gov.uk
Supports organisations who wish to develop a Workplace Drug and Alcohol Policy

Brighton & Hove City Council - Learning Disability Day Services
Target group: Learning disabilities
01273 293820
karen.kingsland@brighton-hove.gov.uk
Supports people with learning disabilities, who use Learning Disability Day Services in Brighton & Hove to find and maintain volunteer work opportunities that match their skills, abilities, preferences and needs

Brighton & Hove City Council - Single Homeless, Rough Sleepers and Support Services
Target group: Homeless
01273 291704
emma.gilbert@brighton-hove.gov.uk
Address issues relating to single homeless or insecurely housed 16-65 year olds. The services relating to work and learning range from basic skills to work placements

Brighton & Hove City Council - Supported Employment Employment Support Team
Target group: Disabilities
01273 295961
wendy.akehurst@brighton-hove.gov.uk
Supports people with disabilities living in Brighton & Hove who wish to work for less than 16 hrs per week under the Permitted Work/Supported Permitted Work Legislation. There is also a Workstep programme to support disabled people living in Brighton, Hove and surrounding areas who can work 16 hours or more a week

Brighton & Hove City Council - Supported Employment Want to Work Project
Target groups: Unemployed, lone parents, black and minority ethnic (BME), east Brighton, Hangleton and Portslade residents
01273 296096
wendy.akehurst@brighton-hove.gov.uk
Provides assistance with application forms, CVs and interview techniques. This project is also the referral agency for work placements at Brighton & Hove City Council

Brighton & Hove City Council - Youth Offending Team
Target group: Youth offenders
01273 296164
phil.morgan@brighton-hove.gov.uk
Arranges paid, full-time work experience placements for young offenders (16-18 yrs) to enable them to secure positive references and/or permanent jobs

Brighton & Hove Community Initiatives - ASpire Project

Target group: Aspergers & social skills

01273 229008/9

sarah.hendrickx@aspire.bhci.org

su.arosa@aspire.bhci.org

Provides one-to-one support for individuals with Asperger Syndrome or similar social skills issues. ASpire aims to remove the barriers in the areas of training, education and employment by promoting awareness, offering training and support to placement providers

Brighton Housing Trust (BHT)

Target group: Homeless

01273 645459

nikki.homewood@bht.org.uk

First Base Catering Training Project

Provides catering training for homeless and ex-homeless people, and an internal and external placement service

Learning Links

Provides training for homeless and ex-homeless people to move onto qualifications in literacy and numeracy and then to work placements

Service User Consultancy

Service User involvement across BHT including training for service users and work placement service

Business Action on Homelessness (BAOH)

Target group: Homeless

01273 722593

baoh@bhbcp.org.uk

A project providing pre-employment training and a minimum two-week unpaid, supported work placement for individuals with a homeless background to increase confidence, gain work-place experience and a current reference with a well known local employer. Post placement support assists clients to take constructive steps towards gaining sustainable employment or maintaining their employment with their placement provider

Care Co-ops
Catering project

Target group: Mental health

01273 267552

catering2020@careco-ops.org.uk

Provides kitchen and restaurant work experience placements at the 20/20 cafe based at The Brighton General Hospital site. The following high quality training opportunities are also available: Foundation Food Hygiene Training (CIEH), Catering NVQs, and nutritional training. A placement at the 20/20 cafe offers volunteers the support, encouragement and qualifications to gain the confidence and skills required for employment

Care Co-ops
Mental health project
Target group: Mental health
01273 685300
employmentandtraining@careco-ops.org.uk
Support for individuals who have experienced mental health issues to explore employment and training goals and develop confidence to achieve them through in house work placements in administration, horticulture or catering. Specialist advice and guidance and jobsearch support is also provided

Careers Development Group (CDG)
Target group: Unemployed
01273 735970
laura.hampson@cdguk.org
lena.williams@cdguk.org
As trainers for Jobcentre Plus, CDG provides careers guidance and job-specific training to the long-term unemployed and those seeking a new career path. Work placements and job trials play a significant role in the programmes. For those with little experience it can be a great way to secure a job. For employers, a work placement can help to give an idea of a client's abilities beyond their CV

City College Brighton & Hove
Constructing Futures - First Footings
Target group: 16-24 year olds Not in Education, Employment or Training (NEETs), adults who are long-term unemployed or face barriers to employment
01273 667765
constructingfutures@ccb.ac.uk
A construction skills training centre in east Brighton, designed to provide a taste of what it's really like to work in the construction industry, by offering hands-on experience of different construction skills including carpentry and joinery, plumbing and brickwork

Creating Futures Ltd in partnership with Sussex Probation, HMP Lewes and HMP Ford
Target group: Offenders
01273 810313
tracey.tohill@sussex.probation.gsi.gov.uk
suzanne.purcell@sussex.probation.gsi.gov.uk
Information and guidance for employment, training and education service for offenders from HMP Lewes and HMP Ford under orders of Sussex Probation

Disability Equals Business
Target group: Disabilities legislation
01903 708880
info@disabilityequalsbusiness.org.uk
Offers free advice & training to businesses on all aspects of disability including recruitment, retention, organisational culture, policies and environment

Dv8 Training
Target group: 16-19 year old NEETs
01273 766 624/ 07782 330 250
dan@dv8training.co.uk
Currently delivers through Entry to Employment (E2E) to engage young people into education and provide them with the skills to progress into employment, education or training. Specialising in creative industries and music vocational training

East Brighton Business Support (EBBS)
Target group: Self employed, business start up
01273 296767
lorraine.bell@ebbscic.co.uk
Self employment information, advice and mentoring for residents in the eb4U area (Bates Estate, Manor Farm, Higher Bevendean, Moulsecoomb, Saunders Park and Whitehawk). Financial assistance also available through business grants and bursaries

Employment Opportunities for People with Disabilities (EOPPS)
Target group: Disabilities
01243 380140
gemma.kingsman@eopps.org
A pan-disability organisation whose focus is gaining employment for people with disabilities. EOPPS is the national contract holder for New Deal for Disabled People (NDDP) and Workstep contracts

Friends Centre - English for Speakers of Other Languages (ESOL)
Target group: English as a second language, BME groups
01273 689265
info@friendscentre.org
Works with beneficiaries from BME backgrounds. Work skills courses, including help with CV writing, interview skills and communication at work. An information and advice service is offered to help beneficiaries find work and to arrange six week supported work placements

Impact Initiatives - Stopover Outreach Stepping Stone Project
Target group: Teenage Parents
01273 725340
stopover.outreach@impact-initiatives.org.uk
Stepping Stone is a 12 week training programme for young parents aged 16-25, accredited to OCN Level 1. The course includes sessions on child development, confidence building, basic IT and work placement opportunities. A Connexions Teenage Parent Personal Adviser provides engagement and progression support. Sessions take place from 1.00-4.00pm every Thursday at Tarner Children's Centre. There is a creche on site

Impact Initiatives
Workability
Target group: Mental health
01273 324343
lynne.thomas@impact-initiatives.org.uk
A free supportive service to help unemployed people with mental health difficulties get back into work, training or education. Individual assessment of need, one-to-one vocational guidance together with support in accessing voluntary work or work placement and in-house training

Kennedy Scott Ltd
Target group: Unemployed people with disabilities and/or health problems
01273 823285
sussexinfo@kennedyscott.co.uk
The advice & guidance programme (seven weeks) benefits participants who need careers advice, training in job search techniques and general guidance. The Confident to Work programme (13 weeks) includes advice and guidance, help with building motivation and self-esteem, and can also fund training options. Advice about self-employment is available from InBiz. Complementary therapies help participants to relax and advice from occupational therapists on how to manage health conditions is provided. Support with any emotional issues from the on-site counsellor is also available. All participants receive support from a Personal Development Coach, who constructs a tailored package of support to meet their individual needs

Nacro
Entry to Employment
Target group: 16-18 year old NEETs
01273 704010
daniel.cronin@nacro.org.uk
This National Vocational Training programme assists 16-18 year old NEETs into education, employment or training

Rainer Training
New Beginnings project
Target group: Recipients of any illness-related benefit commencing prior to employment
07856 686860
leighf@citytraining.org
An ESF project offering beneficiaries one-to-one confidential guidance and training during the first 13 weeks of employment. Participants are eligible to apply for a bonus worth £520 as part of Your Path 2 Work initiative. The project aims to raise the profile of disability employment and diversity in the workplace

RBLI Employment Solutions
Target group: Disability, unemployed
01825 761811
employmentsolutions@rbli.co.uk
Tailored support for people wanting to gain and sustain employment who have health needs and/or disabilities. NDDP, Workstep and Workprep are available. Advisers work specifically within the Brighton and Hove area with both clients and employers

Rewards
Target group: Work based learning apprenticeships at City College Brighton & Hove
01273 739028
info@rewards-trc.co.uk
The agency at City College Brighton & Hove that provides work based learning to 16-18 year old apprentices for City businesses. Rewards offer a recruitment/placement service in all Learning and Skills Council (LSC) priority sectors including construction, catering and hospitality, retail and other business sectors.

Richmond Fellowship
The RETAIN project
Target group: Mental health
01273 571373
rfetbrighton@msn.com
www.richmondfellowship.org.uk
Richmond Fellowship empowers people with mental health needs to find and sustain paid employment. The RETAIN project supports working people who are having problems with their job and mental health. RETAIN also provides support and training for employers about managing people with mental health issues

Scope Employment Services
Workstep
Target group: Unemployed people with disabilities and/or health problems
01273 542803
job.broker@scope.org.uk
A dedicated team of qualified careers advisors who assist disabled people and people with health conditions who are ready to enter or re-enter work. Workstep also offers in-work support & retention case support

Sussex Careers Ltd
Connexions
Target group: Careers advice
01273 223040 / 01273 827400
hq@sussexcareers.com
brighton@sussexcareers.com
Careers information, advice and guidance for all ages

Sussex Council of Training Providers (SCTP)
Target group: Employers and individuals wanting work-based training
01273 771922
info@sctp.org.uk
SCTP represents training organisations in Sussex that offer work related training. This is achieved through training programmes subsidised by the Government including apprenticeships, Entry to Employment and Train to Gain

Swanborough House
Target group: Acquired Brain Injury
01273 696391
marylove@raphaelmedicalcentre.co.uk
A residential unit for people with acquired brain injury specialising in rehabilitation. The organisation promote independence, normalisation and socialisation. The aim is to return most people back to independent living, whilst also maximising the quality of life for those that cannot live independently. Offers the

opportunity to relearn employment skills and educational skills. Also offers work-based opportunities for those wishing to work in the care sector

Tomorrow's People
Target group: Unemployed
01273 722607
nhsbrighton@tomorrows-people.co.uk
Assists unemployed people aged 16-60 into work based placements to gain experience as well as help build confidence and find permanent employment

Workers' Educational Association (WEA)
Target group: BME
01273 863610
thenson@wea.org.uk eleavey@wea.org.uk
A wide range of ESOL training including basic skills & accredited courses. Information, guidance and support to empower beneficiaries to find paid or voluntary employment

Working Links
Target group: Unemployed
01273 774010 / 0800 917 9262
info@workinglinks.co.uk
A free service to support the real needs of today's jobseekers and employers. Working Links is a very different back to work programme that is flexible and meets the individual's needs. Whether it is training or work experience, help with your CV or interview skills, or even funding to pay for transport and childcare, Working Links can provide that next step back into sustainable employment

Young People's Centre
Target group: Young People (16-24 year olds)
01273 230130
ben.glazebrook@impact-initiatives.co.uk
Support for young people who wish to gain employment or enter training. We provide workshops and training to develop people's skills as well as one to one support and guidance where required

Glossary of Terms

Action Plan
Section 4.1 Health and Safety
A document used to describe the actions and steps required to guide the implementation of business process improvements

Age Discrimination legislation
Section 4.2 Benefits Awareness
Introduced in October 2006, this legislation protects employees from harassment and discrimination on the grounds of age

Approved Code of Practice
Section 4.1 Health and Safety
This is associated with specific regulations that have been approved by the Health & Safety Commission

Bank staff
Section 4.8 Employment Law
A list of people who are prepared to work for an employer on an ad hoc basis

Benefits
Section 4.2 Benefits Awareness
A regular payment made by a government agency to an individual qualified to receive it or in need of financial assistance

Capability
Section 4.8 Employment Law
An employee's ability or qualification to do their job. Most often referred to in disciplinary cases where there is a lack of capability

Children and Young People's Trust (CYPT)
Section 4.2 Benefits Awareness
Brings together education, health and social care for all 0-19-year-olds (and up to 25 years for those with special needs). CYPT works in partnership with other health services as well as with community and voluntary organisations in the City

CommunityMark
Section 4.5 CommunityMark
An award for recognition of investment in the local community much like Investors in People (IIP)

Conduct
Section 4.8 Employment Law
Describes an employee's behaviour in the workplace

Constructive Dismissal
Section 4.8 Employment Law
Where an employee resigns due to their employer's behaviour. The employee must prove that the behaviour was unfair that the employer's actions amounted to a fundamental breach of contract or the law

Contract of Employment
Section 4.8 Employment Law
An agreement entered into between an employer and an employee at the commencement of the period of employment which states the exact nature of their business relationship, including the specific compensation the employee will receive in exchange for specific work performed

Contributions in-kind
Section 4.5 CommunityMark
Contributions made to the total cost of a project where the contributor incurs no cash expense. In-kind contributions may be valued at what it would have cost if the contributor had paid for the item or service

Control measure
Section 4.1 Health and Safety
Any action or activity that can be used to prevent, eliminate or reduce a significant hazard

Corporate Social Responsibility (CSR)
Section 4.5 CommunityMark
The need for organisations to consider the good of the wider communities - local and global - within which they exist, in terms of the economic, legal, ethical and philanthropic impact of their way of conducting business and the activities they undertake

Disability Discrimination Act 1995 (DDA)
Section 4.8 Employment Law
The DDA gives disabled people rights in the areas of employment, access to goods, facilities and services and in the management, buying or renting of land or property.
A disabled person is defined in the Act as 'anyone with a physical or mental impairment which has a substantial and long-term adverse effect upon his ability to carry out normal day-to-day activities'

Disability symbol
Section 4.2 Benefits Awareness
A recognition given by Jobcentre Plus to employers based in Great Britain who have agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees

Discrimination
Section 4.8 Employment Law
To discriminate socially is to make a distinction between people on the basis of class or category without regard to individual merit

Dispute resolution
Section 4.8 Employment Law
Refers to all processes that are used to resolve disputes, whether within or outside court proceedings

Economic growth
Section 3. The Business Case
An increase in an economy's ability to produce goods and services which brings about a rise in standards of living

Employee
Section 4.8 Employment Law
A person hired by an employer to do a specific 'job'

Employer Engagement (EE)
Section 1. Introduction
Organisations that engage directly with businesses in order to create work placement and/or employment opportunities

Employer's liability insurance
Section 4.1 Health and Safety
Insurance by employers in respect of their liability to employees for injury or disease arising out of and in the course of their employment

Enforcing Authority for Health and Safety
Section 4.1 Health and Safety
Health and safety enforcement generally falls to one of two organisations: the Health and Safety Executive (HSE) or the local authority. The HSE enforce premises such as factories, building sites, mines, farms, fairgrounds, quarries, railways, chemical plant, offshore and nuclear installations, schools and hospitals. The local authority enforce premises such as retailing, some warehouses, most offices, hotels and catering, sports and leisure facilities, consumer services and places of worship

Engage
Section 1. Introduction
Provides support and consultancy services to organisations supporting 'hard-to-reach' people into employment and, in so doing, facilitates more job placements for unemployed people (formerly known as The Operational Employer Engagement Group)

Ento Unit D
Section 4.1 Health and Safety
This is a stand-alone unit from the Health and Safety for People at Work National Standards and is specifically designed for people required to review health and safety conditions in workplaces other than their own

First Aid
Section 4.1 Health and Safety
Emergency care for a victim of sudden injury or illness until more skilful medical treatment is available

Fixed term contracts
Section 4.8 Employment Law
A Contract of employment with a pre-determined end date. Employees on a fixed term contract have the right not to be treated less favourably than permanent employees

Flexible working
Section 4.8 Employment Law
This relates to flexibility at work with regards to hours, time and place of work etc

Genuine Occupational Requirement
Section 4.8 Employment Law
It must be objectively justified that an employee has to be of a certain age, gender, race etc due to the nature of the work

Good Practice
Section 1. Introduction
Tried and tested methods that organisations can use and share in order to learn and improve

Grievance
Section 4.8 Employment Law
A problem or concern that an employee has about their work, working conditions or relationships with colleagues

Gross Misconduct
Section 4.8 Employment Law
Acts which are so serious as to justify possible dismissal, such as theft or fraud; physical violence or bullying; deliberately accessing internet sites containing pornographic, offensive or obscene material; serious insubordination; serious incapability at work brought on by alcohol or illegal drugs; a serious breach of health and safety rules or a serious breach of confidence

Hard to reach people
Section 1. Introduction
Socially excluded groups, especially those furthest from the labour market

Hazard
Section 4.1 Health and Safety
A source of potential harm or damage, or a situation with potential for harm or damage

Health and Safety (H&S)
Section 4.1 Health and Safety
The discipline concerned with preserving and protecting human and facility resources in the workplace

Homelessness
Section 4.2 Benefits Awareness
A situation in which a person does not have a permanent place of residence

Incapacity Benefit (IP)
Section 4.2 Benefits Awareness
A government benefit for people of working age who cannot work or look for work because of ill health or a disability

Investors in People (IIP)
Section 4.5 CommunityMark
This standard is a business improvement tool designed to advance an organisation's performance through its people

Job Seeker's Allowance (JSA)
Section 4.2 Benefits Awareness
A government benefit for people who are available for and actively seeking work

Leitch Review (2006)
Section 4.2 Benefits Awareness
A government-commissioned independent review of the UK's long-term skills needs by Sandy Leitch

Local Strategic Partnership (LSP)
Section 4.2 Benefits Awareness
A single body that brings together the different areas of the public sector at a local level, as well as the private, business, community and voluntary sectors in order to tackle local problems

London Benchmarking Group
Section 4.5 CommunityMark
Seeks to manage, measure and report on their members' involvement in the community.

Marketing
Section 4.3 Marketing
The process by which you understand the audience you are targeting and develop the best means of approaching that audience in the right way to have the maximum impact.

Networking
Section 4.7 Networking
To meet people that might be useful to know, especially in your job

New Deal
Section 4.2 Benefits Awareness
A Government programme that aims to give unemployed people the help and support they need to get into work

Operational Employer Engagement Group (OEEG)
Section 2. About Engage
The former name of the facilitated group of employer engagement organisations; now called Engage

Parental Leave
Section 4.8 Employment Law
The right to take time off work, paid or unpaid, to care for a child or make arrangements for the child's welfare. Often, the term parental leave includes maternity, paternity, and adoption leave

Partnership
Section 4.6 Partnership Working
A key term that is used to describe cooperation or collaboration on a formal or informal level between any number of individuals or organisations

PerCent Club
Section 4.5 CommunityMark
A Business in the Community initiative which enables companies to place a value on their community investment programmes.

Permanent contracts
Section 4.8 Employment Law
A permanent contract of employment which carries certain responsibilities for the employer, and certain rights for the employee

Personal protective equipment and clothing (PPE)
Section 4.1 Health and Safety
All equipment (including clothing affording protection against the weather) which is intended to be worn or held by a person at work, and which protects him against one or more risks to his or her health and safety. Hearing protection and respiratory protective equipment provided for most work situations are not covered by these regulations because other regulations apply to them

Policy
Section 4.8 Employment Law
A plan of action to guide decisions and actions

Procedures
Section 4.8 Employment Law
A specification of the series of actions, acts or operations which have to be executed in the same manner in order to consistently obtain the same result in the same circumstances

Progress to work
Section 4.2 Benefits Awareness
A voluntary scheme that is available through Working Links to anyone in the Sussex area who has had a history of substance misuse. It gives clients access to education, training and employment opportunities

Progress to Work Link Up
Section 4.2 Benefits Awareness
A voluntary scheme that is available through Working Links to anyone in the Sussex area who has a history of substance misuse or alcohol issues, is of no fixed abode or an ex-offender. It gives clients access to education, training and employment opportunities

Pro Rata
Section 4.8 Employment Law
In proportion; according to a certain percentage or proportion of a whole. For example, 3/5 of the full salary and benefits for an individual working part-time, 3 days per week, where full-time is 5 days

Public Liability Insurance
Section 4.1 Health and Safety
Insurance that covers financial loss caused by an injury to a non-employee that results from the business's negligence

Public Relations (PR)
Section 4.4 Public Relations
Influencing public opinion through the presentation and communication of a client's image, message or product

Quality Assurance (QA)
Section 4.1 Health and Safety
All those planned or systematic actions necessary to provide adequate confidence that a product or service is of the type and quality needed and expected by the customer

Reasonable adjustments
Section 4.8 Employment Law
A way of preventing discrimination against disabled employees by making changes to ensure that they are not at a disadvantage. For example, a specialist keyboard would count as a reasonable adjustment for a disabled employee unable to use a conventional keyboard

Redundancy
Section 4.8 Employment Law
The termination of employment of an employee or (more commonly) a group of employees for business reasons, such as the decision that certain positions are no longer necessary

Regulations
Section 4.1 Health and Safety
Rules, principles, codes, statutes or laws formulated to control actions or individuals within a designated group

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR)
Section 4.1 Health and Safety
The self-employed and those who employ other people or those who are in charge of work premises have a duty to report and keep records of certain types of incident or accident at work as required by RIDDOR

Retirement
Section 4.8 Employment Law
Retirement is the point where a person stops employment. This usually happens upon reaching a determined age, or when physical conditions don't allow the person to work any more (by illness or accident), or even for personal choice (usually in the presence of an adequate pension or personal savings). The legal retirement age is 65 years old although employers have a responsibility to seriously consider any request from an individual to work longer

Risk
Section 4.1 Health and Safety
The combination of the frequency, or probability, of occurrence and the consequence of a specified hazardous event

Risk Assessment (RA)
Section 4.1 Health and Safety
The identification and assessment of hazards

Self employed
Section 4.8 Employment Law
A person who operates as a sole trader or as part of a partnership

Skills gaps
Section 3. The Business Case
The perception of existing employees having lower skill levels than needed to achieve business objectives, or where there is a shortage of skilled candidates for specific job roles

Small and medium sized enterprises (SME)
Section 3. The Business Case
SME's are usually defined in terms of number of employees, but turnover and size of balance sheet may also be factors. A small enterprise has 0-49 employees, a medium enterprise has 50-249 employees and a large enterprise has over 250 staff

Social enterprise
Section 4.5 CommunityMark
An organisation with social objectives whose surpluses are principally reinvested for this purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners

Social inclusion
Section 3. The Business Case
The ability to fully participate in normal social activities or engage in political and civic life. This term is often used to describe the process of combating social exclusion

South East Regional Economic Strategy (RES)
Section 4.2 Benefits Awareness
This strategy sets out how the South East aims to deliver sustainable prosperity. The RES is produced by SEEDA (South East England Development Agency) but is a strategy for the whole of the South East

Standards
Section 2. About Engage
Documented agreements containing technical specifications or other precise criteria to be used consistently as rules, guidelines or definitions of characteristics to ensure that materials, products, processes and services are fit for their purpose

Strategy
Section 4.2 Benefits Awareness
A long-term plan of action designed to achieve a particular goal

Substance Misuse
Section 4.2 Benefits Awareness
A term which refers to the harmful use of any substance, such as alcohol, a street drug or misuse of a prescribed drug

Summary Dismissal
Section 4.8 Employment Law
Dismissal without notice is usually only justifiable for gross misconduct. Summary dismissal is not necessarily the same as instant dismissal and incidents of gross misconduct should be investigated as part of a formal procedure

Supported Employment Agencies
Section 2. About Engage
Organisations offering advice, guidance and training to assist clients into employment

Tribunal
Section 4.8 Employment Law
Industrial Tribunal; a type of law court which decides on disagreements between companies and their workers

Unfair Dismissal
Section 4.8 Employment Law
The term used to describe an employer's action when terminating an employee's contract unfairly. The employee's contract and employment legislation should normally protect the employee from being dismissed unfairly

Unitary Local Authority
Section 4.2 Benefits Awareness
A unitary authority is a type of local authority, which is responsible for all local government functions within its area

Value Added Tax (VAT)
Section 3. The Business Case
A sales tax levied on the sale of goods and services. VAT is an indirect tax, in that the tax is collected from someone other than the person who actually bears the cost of the tax

Welfare Reform Green Paper
Section 4.2 Benefits Awareness
A New Deal for Welfare: Encouraging People to Work' provides a foundation towards the aspiration of an 80% employment rate for people of working age

Welfare to Work
Section 4.2 Benefits Awareness
A government initiative to move people on benefits into work

Work Placements
Section 1. Introduction
Work trials (paid or unpaid) in an organisation or business with the potential to lead to paid employment

Workers
Section 4.8 Employment Law
A term that includes employees and also other groups such as agency workers or anyone carrying out work who is not genuinely self-employed. Workers might include those involved in seasonal work, such as farm labourers or shop assistants

Working Time Directive
Section 4.8 Employment Law
European Union regulations concerning hours of work, designed to protect the health and safety of workers. Key features are the limiting of the maximum length of a working week to 48 hours in seven days, and a minimum rest period of 11 hours in each 24 hours

Wrongful Dismissal
Section 4.8 Employment Law
A situation in which an employee's contract of employment has been terminated by the employer in circumstances where the termination breaches one or more terms of the contract of employment, or a statute provision in employment law

Partner Organisations

Equal Brighton & Hove | EUROPEAN UNION European Social Fund | BCP Brighton & Hove Business Community Partnership | >lsc Leading learning and skills | Integra Chartered Building Co. | The Argus

cbc CITY BUSINESS CLUB | Hilton Brighton Metropole | east|communications | CommunityWork | jobcentreplus | working links

ALLIANTIST | Essential Business | PENINSULA | sussex careers | TP Travis Perkins | ms martin searle solicitors

Funding Organisations

Equal Brighton & Hove | EUROPEAN UNION European Social Fund

Our Members

Engage

Produced by Engage