



# Movement to Work

Giving businesses the freedom to provide young people with work placements that could lead to permanent jobs

## UNITED KINGDOM

**Title of the practice (in original language)**

Movement to Work

**Who is/was implementing the practice?**

Department for Work and Pensions (DWP)

**Which other organisations are/were involved in the practice?**

The organisations involved in Movement to Work include the following:

- Movement to Work (charity)
- Job Centre Plus (Public Employment Service (PES))
- The Prince's Trust (charity)
- TUC (trade union)

**What are/were the main objectives of the practice?**

The main objective of Movement to Work is to reduce youth unemployment through the provision of high quality work experience and vocational training opportunities for NEETs.

Movement to Work, a charity sharing the name of the programme it implements, was established by private enterprises who provide young people Not in Employment, Education or Training (NEET) with work placements of a minimum of two weeks (soon after it was established public sector employers began to provide placements through the charity). Movement to Work is run independently from the government.

During these placements NEETs gain on-the-job training and support. The objective is that more than 50% of those who complete the programme move to permanent jobs and thus to help reducing youth unemployment. One big advantage is that whilst on placement NEETs remain entitled to their unemployment benefits.

Movement to Work also encourages employers already involved in the programme to use their networks to persuade fellow employers to create further placements in order to expand the scheme.

**When was the practice implemented?**

Since 2013 (ongoing)

**Who is/was targeted by the practice?**

Young people Not in Employment, Education or Training (NEET) aged 18 to 24 (inclusive) regardless of whether they are registered at the PES.

## What activities are/were carried out?

The following activities have been and are being carried out by Movement to Work:

- Movement to Work was originally established voluntarily and independently of government by a handful of businesses and organisations to provide unemployed young people with placement opportunities. This means the activities of Movement to Work have minimal government involvement and oversight, aside from help in raising awareness. Despite this, Movement to Work still falls under the United Kingdom's set of Youth Guarantee measures.
- The activities of Movement to Work are carried out by secondees from the employers involved, which means running costs are low.
- In 2015 Movement to Work became a charity and its processes became more formalised (e.g. a dedicated website was created to advertise placements).
- Employers offer work experience and vocational training placements for NEETs. These placements should fit certain criteria:
  - They must last a minimum of two weeks although they are typically four to six weeks long.
  - Placements must include a vocational and employability skills training element.
  - Ideally placements (including apprenticeships) should be linked to jobs within the host organisation following their satisfactory completion. This is critical in fulfilling the main objective of reducing youth unemployment.
  - If such permanent positions are unavailable, host organisations should support participants in looking for jobs during and/or after the placement.
- NEETs are informed of the available placements through their local PES (if they are registered) or through the Prince's Trust charity (if they are not registered). They can also use the Movement to Work website although it does not list all placements in order to encourage the target group to engage and register with the PES.
- Participation in the Movement to Work does not exclude NEETs from other unemployment benefits they would have otherwise received (e.g. apprenticeship grants).
- Employers also engage their own supply chains and business networks to ask other organisations to create their own placements. This helps to expand the network and increase the number of opportunities for young people.
- Movement to Work also engages with governmental and other organisations (e.g. trade unions) in order to raise awareness of the programme.

## What are/were the sources of funding?

Movement to Work is a registered charity and independent of government. It is funded by employers involved in the scheme who also second staff to help in its running and administration<sup>1</sup>.

## What are/were the outputs: people reached and products?

### People reached<sup>2</sup>

- Over 59,000 placements were completed by April 2017.
- Over 250 employers have offered placements.
- 91% of the organisations involved have encouraged fellow employers to offer their own placements. This is typically done through informal mechanisms with senior management using their industry contacts.

1 Internet – Movement to Work Impact report (April 2016); [http://www.movementtowork.com/wp-content/uploads/2017/05/movementtowork\\_impactreport-1516.pdf](http://www.movementtowork.com/wp-content/uploads/2017/05/movementtowork_impactreport-1516.pdf)

2 Internet – Movement to Work Impact report (April 2017); [http://www.movementtowork.com/wp-content/uploads/2017/08/movementtowork\\_impactreport-1617.pdf](http://www.movementtowork.com/wp-content/uploads/2017/08/movementtowork_impactreport-1617.pdf)

## Products

- The creation of a monitoring and evaluation system – The Movement to Work Steering Group – which oversees the activities of the charity. It consists of senior members from the employers involved in the scheme.

## What are/were the outcomes: medium-term results or effects?

Movement to work has achieved the following outcomes:

- Over 2016/17, 54% of all the placements have led to 'positive outcomes', i.e. the participant has moved into work or education following the placement<sup>3</sup>. These figures are comfortably above the 50% target for 'positive outcomes' set when Movement to Work was established.
- In some firms the retention figure is much higher. For example, HSBC has offered 400 placements, 63% of which have turned into jobs at the bank showing the potential for the overall 'positive outcomes' to increase.
- There is a much higher chance of young people being offered a job on the Movement to Work programme (54% according to the data) than other programmes.
- An additional 10 employers signed up to Movement to Work in 2017 showing it has remained popular with employers.

## What are/were the lessons learnt and success factors?

### Lessons Learnt

- Whilst there has been great success in involving big employers, there have been fewer Small and Medium size Enterprises (SME) involved. Collectively they account for a high number of potentially available places. However, in practice it may be difficult to get SMEs involved as they do not often have the time and resources to set up placements, suggesting that Movement to Work is more likely to work better in a larger employers' context.
- Giving flexibility to employers in deciding the kind of placements they create leads to a greater number and quality of placements available.

### Success Factors

- Involving organisations voluntarily and without too many restrictions means they can create more placements as these can be tailored to their needs. It also means these organisations can potentially offer more employment opportunities in the near future.
- Encouraging employers already involved in Movement to Work to create further placements is crucial to the programme's continued expansion.
- Links to existing programmes (e.g. the Youth Contract) means that young participants remain eligible for benefits they may be entitled to under the Youth Guarantee.
- Routes to placements that are independent of the PES (e.g. via the Prince's Trust) ensures that the maximum number of NEETs become involved.

## What are key sources of information?

Movement to Work Impact report (April 2016); [http://www.movementtowork.com/wp-content/uploads/2017/05/movementtowork\\_impactreport-1516.pdf](http://www.movementtowork.com/wp-content/uploads/2017/05/movementtowork_impactreport-1516.pdf)

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<sup>3</sup> Movement to work. Impact report 2016/17, available at: [https://www.movementtowork.com/wp-content/uploads/2017/08/movementtowork\\_impactreport-1617.pdf](https://www.movementtowork.com/wp-content/uploads/2017/08/movementtowork_impactreport-1617.pdf)