



# **The Inclusivity Project**

**Cornwall, 7<sup>th</sup> September 2022**

**Working for a  
Healthier Tomorrow**

**Dame Carol Black**

**Chair, Centre for Ageing Better  
Independent Adviser to Government on  
Combatting Drug Misuse**

# Inclusivity

## Wider economic and social goals :

- Promoting health and wellbeing for **ALL** will raise employment, reduce child and later poverty, and raise productivity.
- Similarly, increasing employment and opportunity for work will directly promote better health and wellbeing for **ALL**.

Thus health of the working-age population is important for **ALL**:

- for individuals and families, impacting on quality and length of life
- for employers, with higher productivity and investment returns
- for society, as ill-health leads to social exclusion, and higher healthcare and benefit costs.

# The Focus of our Attention today

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- The older worker, 50+
- Workers with long-term conditions and/or disabilities
- The SMEs and 'middle-size' workplaces

# Needs of the older worker



## What do older workers want and need?

- **The same as everybody else!**
  - Meaning, autonomy and control, recognition
  - Social contact, colleagues/customers/clients
- **Equal opportunities for progression and development**
- **Flexibility** in where and how as well as when they work
- Support to **manage their health at work**

# For those with chronic disease or disability, Work ...

- ... is (generally) therapeutic and can lead to better health outcomes
- can help to promote recovery and rehabilitation
- minimises the unwanted and harmful effects of long-term sickness absence
- reduces the risk of chronic disability and long-term incapacity
- reduces poverty and social exclusion
- ... improves quality of life and well-being.



**You do not have to be 100% fit to be in work!**

# Labour market outcomes for disabled people

The **disability employment gap** in percentage points is wider for:

- men (31.8 vs 24.0 for women)
- older people (32.9 for age 50 to 64 vs 19.6 for age 18 to 24)
- unqualified people (39.1 vs 13.2 for those with degree)
- those living in some UK areas (e.g. Wales, NE, Scotland)
- those of white ethnicity (27.9 vs 20.8 for ethnic minorities).

People with autism and/or learning disabilities have very low employment rates ...

... and those with alcohol or drug addiction even lower.

# Disabled workers ...

- ... are less likely to be in full-time or highly-skilled work,
- move out of work at about twice the rate (9% per year) of non-disabled workers (5%), and
- when workless move into work at about a third (11% per year) the rate of those not disabled (27%).
- About 19,000 organisations are in the Disability Confident scheme, with over 11 million paid employees.
- The Find a Job website in July 2022 showed 208,000 vacancies, 16% with Disability Confident organisations.
- **Of the current c.1.3m total vacancies, many could be suitable for disabled persons, with support, *Access to Work*, and appropriate job redesign.**

# Workers in their 50s and 60s are crucial to the UK economy

- In the last ten years, the UK population age 50-69 has grown by 1.7m – while the population of 20-49s has *fallen*. Meanwhile, the state pension age has risen to 66. More than ever, **the older workforce is the workforce.**
- **Multigenerational workforces drive productivity and innovation.** Businesses with a 10% higher than average share of workers over 50 are 1.1% more productive – and multigenerational teams are the most innovative.

**But the UK is not meeting this opportunity – and shortages of labour and skills have reached record highs**



# Workforce post-pandemic

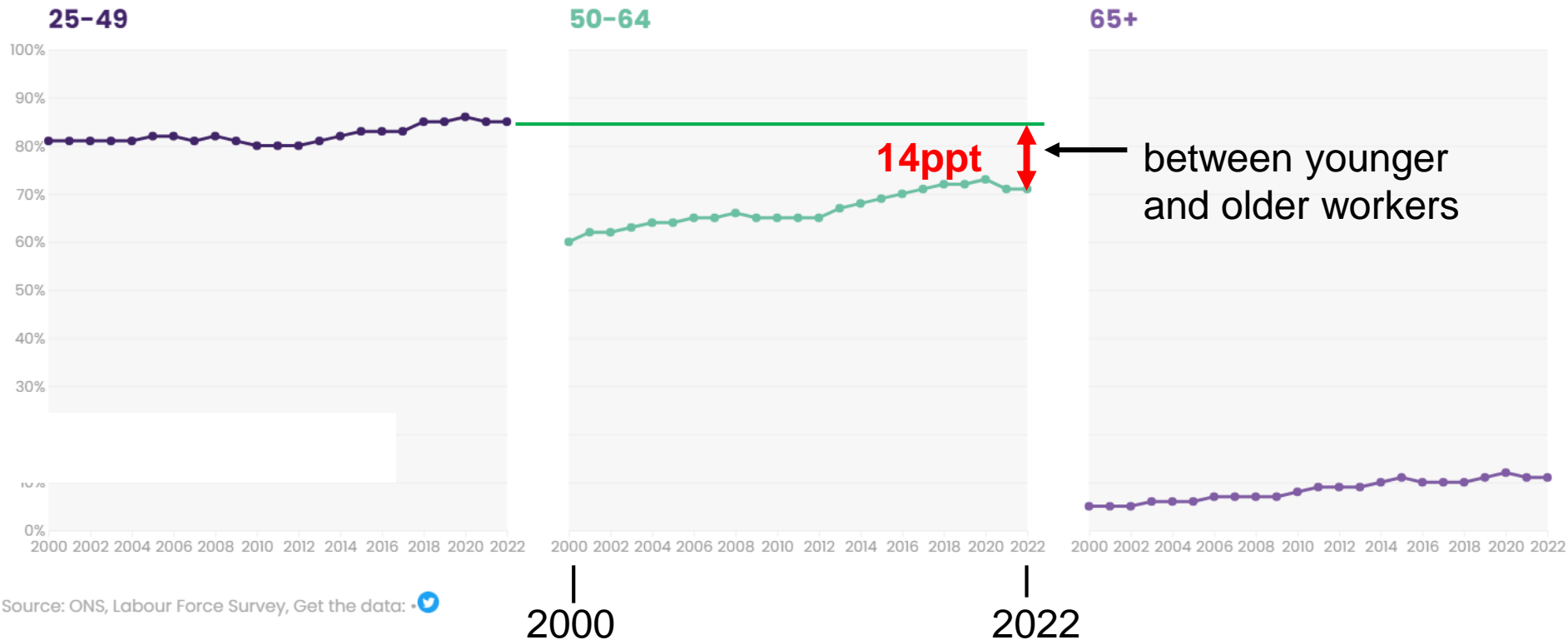
Courtesy Emily Andrews, Centre for Ageing Better, 19 July 2022

- There are 230,000 fewer people aged 50-64 participating in the workforce than at the start of the pandemic.
- Three-quarters of businesses report recruitment issues (ONS Labour Market stats, British Chamber of Commerce)
- DWP is already taking steps – but in **Jobcentre Plus**, thus not helping the disengaged older worker.
- Targeted actions for 50+ jobseekers need to be backed up by employment and training support for those not claiming benefits, and broader action to tackle an ageist labour market.

# Gap in employment rate by age ...

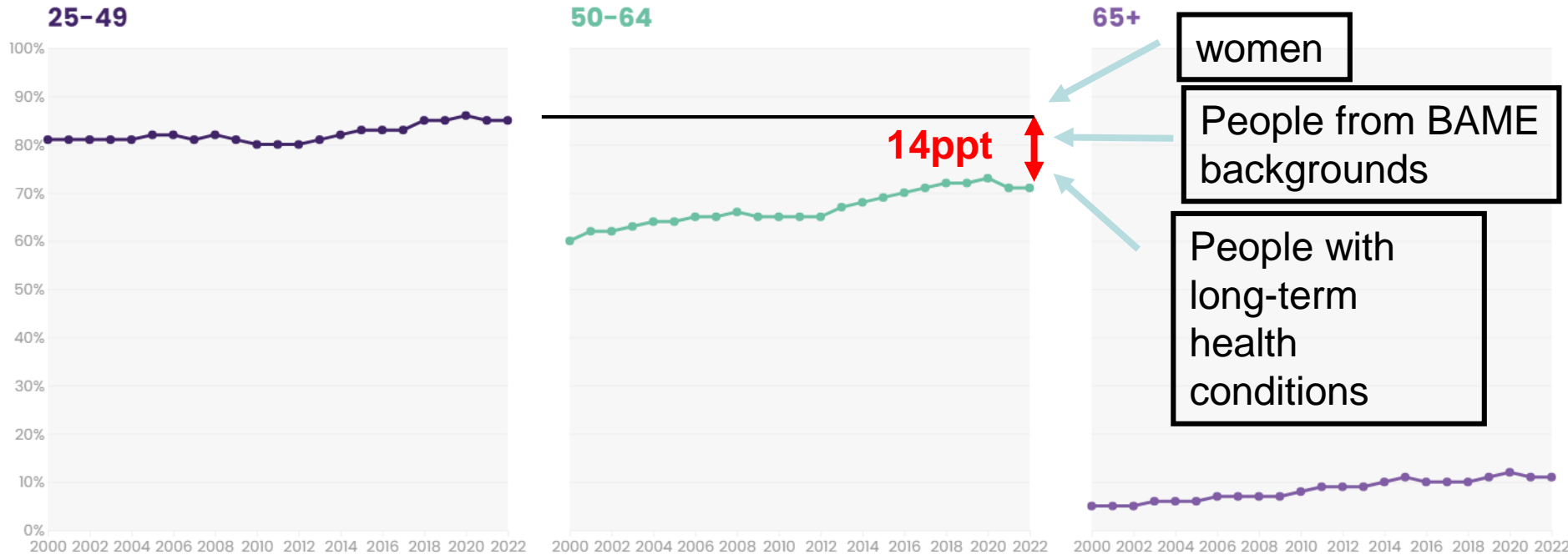
...after narrowing substantially since 2000, has widened to 14 percentage points since the start of the pandemic.

Employment rate by age group, UK, Jan-Mar 2000 to 2022



# People with some characteristics are more likely to fall in this gap than others

Employment rate by age group, UK, Jan-Mar 2000 to 2022



# Main reasons people age 50-64 give for being out of work

**Unemployed  
and actively  
job-seeking**

**1 in 9**

People who fall out of work in their 50s and 60s are more likely than younger people to become long-term unemployed. And, when they access employment support, outcomes are worse.

**Sick,  
injured or  
disabled**

**1 in 3**

Caring responsibilities and long-term health conditions create structural barriers which prevent many people in their 50s and 60s from accessing work.

**Looking  
after  
family/home**

**1 in 8**

**Retired**

**1 in 3**

Retirement can be a positive choice.

But overconfidence about financial security is a problem.

And retirees may have stayed in a workplace more welcoming to older workers...

# Participants in our research had been told by prospective employers...



“[You are] a little **too experienced**, really, to be coming into the role...on this occasion we are going to find somebody that we can train into the position”

“[We are] looking for **someone younger** because we actually feel they would fit more to the job”

in partnership with:

DEMOS



# Too few employers are motivated and acting on opportunities of an older workforce

- Only half of employers have diversity and inclusion policies targeting age
- Only 1 in 6 are 'very likely' to develop age-friendly policies in the next 12 months
- 40% of employers think ageism is a problem in their industry...but only 20% think it's a problem in their organisation.

Source: [YouGov survey of senior decision-makers from 2,247 employers in 2021](#), commissioned by Ageing Better

# Why is it still considered OK to be Ageist?

(Article by Lucy Kellaway, Financial Times, 14 January 2022)

- “A 2021 WHO survey found that every second person holds ageist attitudes, while according to the National Barometer of Prejudice and Discrimination, a 2018 study undertaken for Britain’s Equality and Human Rights Commission, 26% of people experienced age discrimination in a year.
- Survey after survey establishes the same things: people over 50 find it harder to get job interviews (unless perhaps they are applying to be president of the US) and are more likely to be eased out of existing jobs.”

# Ageism (cont'd)

(more from Lucy Kelloway)

- “ the most lethal thing about ageism – how quick we are to apply negative stereotypes to ourselves. As Applewhite puts it: ‘Older people are often the most ageist of all, because we’ve had a lifetime of absorbing negative messages about age and ageing – that older people are incompetent or out of touch, for example. Unless you stop to question these messages, they become part of your identity.’”
- Our ageist attitudes towards ourselves aren’t just limiting, they shorten our lives. Academics at Yale found that people with a negative approach to ageing deal with it worse mentally and physically and die seven years younger.”



# SMEs are crucial, but face particular challenges

- Small and Medium Enterprises make up the bulk of the labour market: 61% of UK workers work in SMEs
- Our UK employer survey (n=2,247) shows that SMEs are less-likely to believe ageism in the workplace is an issue that needs to be tackled...
  - Much more likely to believe that there are no key issues faced by older workers than employers with over 250 staff (38.4% to 18.7%)
  - Less likely to agree that older workers can help meet future workforce challenges (66% to 71%)...
- ...and less likely to have age-inclusive policies or plans in place
  - 40% of SMEs have diversity and inclusion policies including age, compared to 57% of larger organisations
  - Less likely than bigger orgs to create age-inclusive policies in the next 12 months (41% to 57%)
- Small employers are five times less likely to invest in OH than large employers.

# Gov't approach mixed and uncertain

- Legislation to enhance access to flexible work, and create statutory Carer's Leave, was dropped from the Queen's Speech.
- Gov't investment in employment support after the pandemic:
  - £2.9bn Restart scheme for the long-term unemployed
  - Extra support for 50+ clients at JobCentre Plus...but the real crisis is in '**participation**', not unemployment.
- Underspend on Restart could be used to help older people seek jobs.
- Gov't response to 'Health Everyone's Business' consultation commits to:
  - Improve information, advice and guidance for employers on health and disability at work, and managing long-term sickness absence
  - Test and evaluate a subsidy for SMEs and self-employed workers to access OH support

# We need a range of approaches

## Unemployed and actively jobseeking

Intensive, tailored support from trained advisors that takes place in diverse settings.

Focus on confidence building, understanding skills in the broadest sense, and navigating the jobs market in a digital age.

Specific performance standards for this group.

## Sick, injured or disabled      Looking after family/home



Carer's leave

Flexible working

Unstigmatised, easy access to Occupational Health support; supportive line management; encouragement to request adjustments.

## Retired

Employment support for economically inactive.

Support for future planning (mid-life MOT)

Age-friendly employment campaigning and guidance: creating more welcoming and accommodating workplaces

# Unemployed and actively job-seeking

1 in 9

Intensive, tailored support from trained advisors that takes place in diverse settings.

Focus on confidence building, understanding skills in the broadest sense, and navigating the jobs market in a digital age.

Specific performance standards for this group.

Developing, piloting and evaluating a new model of support for economically inactive and long-term unemployed 50+ with GMCA and DWP.



Developing, piloting and evaluating a new model of support for the recently redundant 50+ in WMCA (supported by Barclays)



Creating an online training module for Work Coaches with the Institute of Employability Professionals



# Sick, injured or disabled, or Looking after family/home

1 in 3      and      1 in 8

Carer's leave

Flexible working

Unstigmatised, easy access to occupational health support; supportive line management; encouragement to request adjustments.



The cover of the report features the Centre for Ageing Better logo in the top left. The title '50+ Flexible Work toolkit for employers' is centered in a large, black, sans-serif font. To the right, the text 'Flexible working for over 50s' is displayed in a smaller font. Below this, it states 'A toolkit for employers', 'Developed by Timewise', and 'Based on an 18 month programme with large employers'. The date 'September 2020' is at the bottom right. The bottom half of the cover shows a woman in a blue top pointing at a whiteboard in a meeting room.

Centre for Ageing Better

50+ Flexible Work toolkit for employers


Flexible working for over 50s

A toolkit for employers

Developed by Timewise

Based on an 18 month programme with large employers

September 2020



The cover of the report features the Centre for Ageing Better logo in the top left. The title 'Insight: experiences of 50+ with long-term health conditions in work.' is centered in a large, black, sans-serif font. To the right, the text 'Working well?' is displayed in a smaller font. Below this, it states 'How the pandemic changed work for people with health conditions'. The date 'June 2021' is at the bottom right. The bottom half of the cover shows a man in a black shirt and a cap working in a factory or industrial setting.

Centre for Ageing Better

Insight: experiences of 50+ with long-term health conditions in work.

Working well?

How the pandemic changed work for people with health conditions

June 2021

# Retired (or considering retirement)

Employment support for economically inactive.

Good Recruitment for Older Workers: a guide for employers

Good Recruitment for Older Workers (GROW)

A guide for employers

October 2021

Featured

Support for future planning (mid-life MOT)

Mid-life MOTs

Developing the mid-life MOT

Ageing Better, Aviva, Legal & General, Mercer and the Pensions Advisory Service

Featured

Age-friendly employment campaigning and guidance: creating more welcoming and accommodating workplaces

Age-Inclusive employer guidance

Becoming an age-friendly employer

Ageing Better

Featured

# How to be an age-friendly employer



1



## Be flexible about flexible working

- Hire flexibly
- Widen the range of flexible working options available – formal and informal
- Help people navigate the system
- Help managers manage flexibility

2



## Hire age positively

- Conduct age-positive recruitment campaigns
- Minimise age bias in recruitment processes
- Develop returner or re-entry programmes

3



## Ensure everyone has the health support they need

- Create an open and supportive culture around managing health at work
- Ensure full, equal and early access to support, including small, simple changes
- Make sure support is sustained over time

4



## Encourage career development at all ages

- Ensure that development, training and progression is available equally to all ages
- Provide career guidance at mid-life and beyond, including retirement plans
- Help people to take stock, manage transitions and plan holistically for the future

5



## Create an age-positive culture

- Monitor and share workforce data by age
- Equip line managers with the knowledge and skills to manage age-friendly practices
- Encourage interaction and networking among staff of all ages

# Individual Placement and Support – specialist support for people with health-related barriers to work

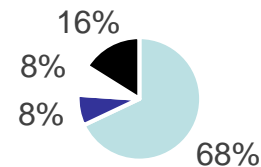
Supporting businesses, communities and people



# Drug & alcohol dependence: the case for change

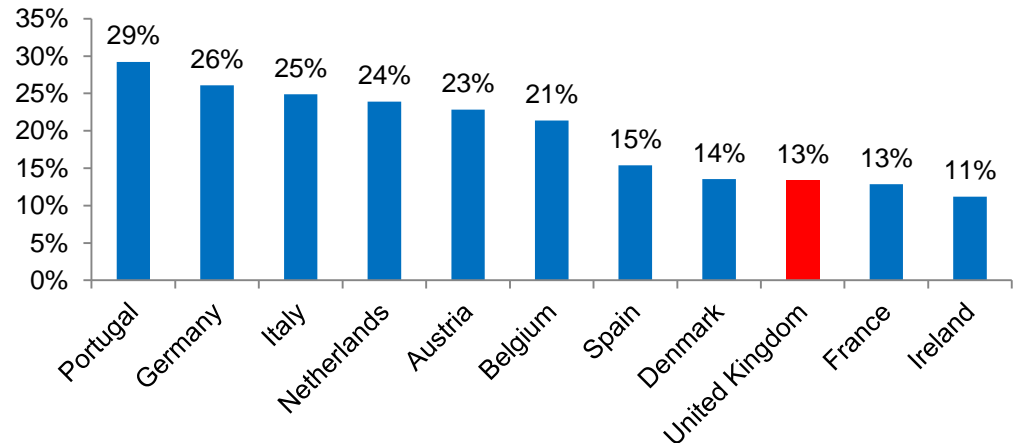
- Significant employment gap:  
~27% vs ~75% for whole  
population (~74% Cornwall)
- Evidence that employment is  
associated with improved  
treatment outcomes
- Evidence that *good quality*  
work is good for health and  
wellbeing more generally –  
personal, social and  
economic gains to be had

## Opiate clients over 5 years in treatment



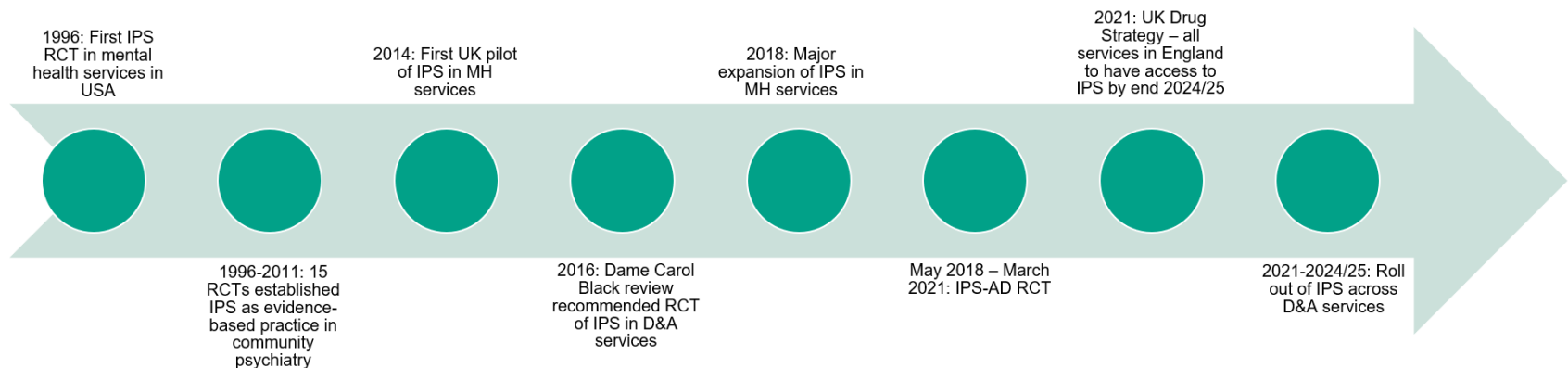
- Consistently unemployed
- Decreased employment
- Increased employment
- Consistently employed

## Regularly employed - new/re-presentations, all drugs



# Individual Placement and Support (IPS)

- Developed with people with severe mental ill health – substantial evidence for effectiveness
- Identified in 2016 Independent Review of Drugs, Alcohol, Obesity and Employment as promising: large-scale trial among recommendations. This recommendation led to a randomised controlled trial running in seven parts of England from 2018 to 2021.
- Over roughly the same period, NHS England embarks on national expansion of IPS in secondary mental health services – with interest from DWP and researchers in applicability for other groups (e.g. military veterans, musculoskeletal conditions, ex-offenders)
- 2021 Drug Strategy commits to national expansion of IPS in drug and alcohol treatment, following a call for this in my 2021 Review of Drugs



# Individual Placement and Support (IPS)

- offers intensive, individually-tailored support to help people to choose and find the right job, with ongoing support for employer and employee to help ensure the person keeps that job.
- tackles poor integration of healthcare and employment services, and the disconnection of different specialists, by integrating employment specialists into drug and alcohol community treatment teams.
- focuses on competitive employment, rather than volunteering or sheltered work, with zero exclusion, offering support to all who want to work.



# CORNWALL COUNCIL

*one and all • onen hag oll*

## IPS in Cornwall

- Cornwall and Torbay Councils jointly submitted a successful expression of interest to DHSC in 2020
- Office for Health Improvement and Disparities in DHSC is funding Cornwall as lead authority
- National substance use charity With You is being funded by Cornwall to employ a team of trained IPS specialists, who are working with people, services and businesses around Cornwall to help their clients into work and help businesses recruit motivated staff efficiently



[www.cornwall.gov.uk](http://www.cornwall.gov.uk)

# WHAT OUR IPS SERVICE NEEDS

- The opportunity to share some of our successes with you
- Positive and meaningful relationships with employers across Cornwall & Devon
- Employers who are willing to see an individual's skills and experiences without judgement
- Employers willing to be creative and offer work tasters/trials

**Michelle Woodward IPS Senior Employment Specialist 07795 646154**

[ipsstaff@wearewithyou.org.uk](mailto:ipsstaff@wearewithyou.org.uk)

# The business case for inclusive employment

- There has *always* been a case for inclusive employment: reducing recruitment costs, increasing engagement, improving retention, upskilling current workforce, plus deliver social value and demonstrate corporate social responsibility
- There is a particular need *now*, with record levels of vacancies advertised, covering most areas and most sectors, and vacancies outnumbering jobseekers for the first time

Figure 8: Unemployed people per vacancy (exc. Agriculture, forestry and fishing)

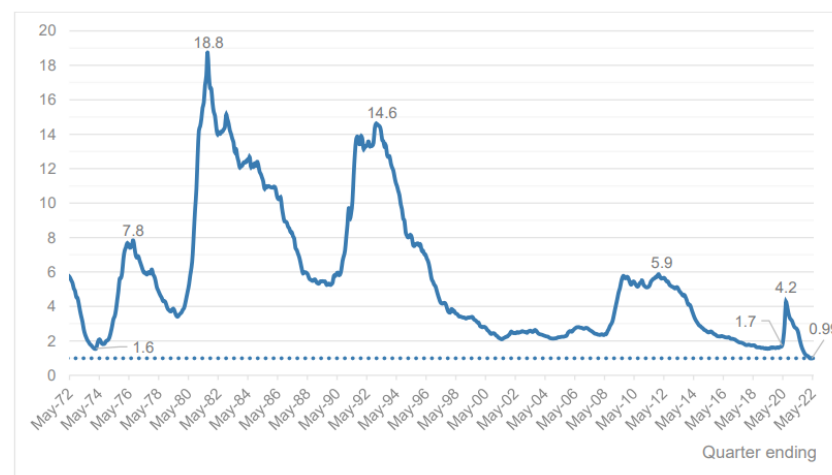


Chart from Institute of Employment Studies briefing, July 2022