



Workplace Sustainability

Public Policy and Research

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Joint research report by the London Borough of Newham's
Public Policy and Research Team and BDR C Continental

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1.0 Executive Summary

Worklessness is the greatest challenge facing Newham. Two-thirds of residents are economically active compared with three-quarters of London residents.

Employment is central to Newham's vision for resilience. It allows people to escape poverty, to exercise choice, to develop their skills and achieve their potential. Employment helps strengthen the community, putting people in contact with each other, building connections and a common purpose. Work is the only sustainable way out of poverty. High levels of employment are essential for a strong and independent local economy.

Workplace', the London Borough of Newham's employment service, opened in May 2007. It has supported over 12,000 people into employment, and helped more than 740 businesses fill their vacancies. In the last year (the period of the research around 5000 people were helped into work - around half of these (56%) were long-term unemployed (defined as a year or more out of work).

Sustainable employment is important to Newham's vision of building a strong community. This research aims to understand how well Workplace manages customers into work and to what extent do customers achieve sustainable long-term employment. The research examined three month, six month, nine month, 12 month and longer-term sustainability (whether the individual was in a job, not necessarily the same one). The research looked at those who found work with Workplace in the previous year (2010/11) and provided an early assessment of sustainability for customers who had got jobs at the opening of Westfield Stratford City (September 2011), the largest urban shopping mall in Europe which is located in Newham. In this report those who got jobs in 2010/11 are referred to as 'Workplace' or '2010/11' customers while those who got jobs at Westfield are referred to as 'Westfield' customers. Both client groups benefitted from Workplace support.

The results are extremely encouraging. For Workplace customers the sustainability rate at 6 months was 86%. Exact comparisons with other employment programmes are not possible given the unique nature of each scheme and the wider labour market conditions at the time of operation. However, Workplace performs extremely well compared with broadly similar schemes. For example across London the LDA six month sustainability rate is 55% compared with a national DWP rate of 52% (CESI, 2011). Few 12 month comparisons exist but Job Net is expected to achieve 53%, compared to the 2010/11 Workplace customers achieving 76%. Three-quarters of Workplace customers (74%) remain in employment now - up to 2 years after their initial support suggesting long term sustainability. At May 2012, over half of those who found jobs with Workplace are still employed by the same business: half in the same job (48%) and 8% in new jobs.

For those who got jobs at Westfield the sustainability rate is 64%. This rate reflects the fact most jobs were in retail, a sector known to have higher 'churn' and high rates of short-term contracts. It may also reflect the atypical experience of opening a new centre with 8,000 jobs. Further work will be done to monitor the long-term sustainability of Westfield jobs once the centre has been open for a year. These results still exceed other sustainability figures.

Factors affecting sustainability

Some sectors provide more sustainable employment than others. Based on this research retail and construction sectors are the least sustainable and have shorter contract types. The hospitality sector appears more stable, but is vulnerable to seasonal variations. The security sector is most sustainable with more permanent contracts and individuals personally investing in membership bodies.

The research also confirms a range of personal factors relate to individual customers impact on sustainability.

- Qualifications positively impact on sustainability: residents with a degree are more likely to sustain work with the same employer. While low pay and fewer working hours contributes to unsustainable work.
- Personal factors such as work history, age, skills, personal circumstance and attitude impact on sustainable employment. A lack of work experience or not having worked for long periods of time impacts on sustainability. Age is linked to this finding with customers under 24 years less likely to sustain work.
- Work related skills impact on sustainability. Having a work related skill means customers have a greater chance of getting and sustaining employment. Job skills such as knowing how to work: punctuality, reliability and trustworthy, and a willingness to learn all impact on sustainability.
- Attitudinal factors, such as motivation and flexibility, also affect sustainability, which are more prevalent among the long-term unemployed or those with limited work experience.

Some customers would benefit from Workplace offering additional vocational skills training. Equally, education on the world of work to help customers understand how to behave appropriately would help sustain employment for young and inexperienced customers. Encouraging young people to take up work placements, and encouraging employers to facilitate this practical work experience, could have a positive impact on employability.

Specific support offered by Workplace is important to ensure sustainability.

Customers, who received interview training are more likely to sustain employment than other customers. Customers who sustained work for 12 months, but are now out of work also benefitted from pre-work placement support from Workplace such as employment soft skills, CV development and basic skills.

Customers who sustained work for more than 12 months, are more likely than those who fell out of work before this period to have received Workplace support including:

- help with confidence and motivation from Workplace - 48% of those who sustained work for 12 months received this support versus 37% amongst all customers;
- vocational training - 37% of those sustaining work for 12 months versus 20% of those sustaining for 1-3 months; and

- basic skills training - 26% of those sustaining work for 12 months versus 16% of those working less than 6 months.

Advisers identified customers in less sustainable sectors or those on zero-hours or temporary contracts would benefit from post work placement support.

Financial help has some impact for customers making the transition into work.

Contracts

A permanent contract is the most sustainable contract type. Nearly half (45%) of 2010/11 customers had a permanent contract in their first job following Workplace support compared with 49% for Westfield.

Of those on a fixed/ casual contract, the expected contract length was five months. Westfield contracts were shorter; 47% were expected to last three months or less compared to 28% of the 2010/11 customers. This difference is explained by more staff being needed at the opening of the new shopping centre.

Encouragingly, customers who continue working with the same employer are more likely have a permanent contract now than when they were first employed (60% started on a permanent contract and 71% now have one). This supports findings from the focus groups that customers starting on a temporary contract are often made permanent if their employer is happy with them.

Customer satisfaction

Workplace satisfaction is high. Most customers are satisfied with Workplace (86%). Reasons for satisfaction include customers getting a job through Workplace (45%), good service (44%), assistance (34%).

Employer's views

Most employers (90%) rate Workplace better or the same as other agencies. Employers rate better identified good calibre candidates, effective candidate screening and helpful staff. Three-quarters of employers appreciate follow-up contact with Workplace, providing them an opportunity to give feedback, resolve issues and update Workplace on future requirements.

Three-quarters of employers (72%) will use Workplace again. Of those employers who will not use Workplace again this is due to their customer requirements and organisational fit.

Evidence from the literature review shows the match between the customer and the vacancy is important for sustainability (LDA, 2000). An individual's employment retention and progression depends on the individual being in the right job, with appropriate hours, skills and location. Evidence from the employer survey shows Workplace perform very well in this area with positive views on Workplace effectively screening and matching candidates.

2.0 Recommendations to improve sustainability

- Continue to screen candidates' and match them to suitable vacancies working with employers
- Provide customers in work support and advice on the impact of Universal Credit
- Provide follow-up support to candidates whose fixed contracts are ending to help them remain employed or access new jobs, particularly focused on customers in retail and construction sectors
- Extend the provision of confidence and motivation skills development particularly to those candidates with no or limited employment history.
- Develop a programme of voluntary work experience.

3.0 Background and Methodology

The London Borough of Newham has the lowest employment rates in the country. However, pathways into employment exist particularly given the opportunities available to Newham residents, arising from local urban regeneration programmes, the Olympics and its intended legacy.

Sustainable employment is important to Newham's vision of building a strong and resilient community. This is much more than resilience to a single knock back which those out of work might face, but possessing the skills, capabilities and resources allowing people to overcome challenges and take advantage of opportunities.

Employment is crucial to resilience – both personal, community and economic. Having a job gives you a purpose and allows you to develop your skills and capabilities. Employment helps strengthen the community, putting people in contact with each other, building connections and a common purpose. Work is the only sustainable way out of poverty. High levels of employment are essential for a strong and independent local economy.

'Workplace', the London Borough of Newham's employment service, opened in May 2007. It has since supported over 12,000 people into employment, and helped more than 740 businesses fill their vacancies. Although it is open to all, Workplace focuses on long-term residents (those who lived in the area for at least a year) and unemployed residents. Over half of 'customers' helped into employment since 2010/11 were long-term unemployed residents (56%).

Workplace was developed to ensure local people benefit from local regeneration. It provides a one-stop shop where Newham residents can receive employment options advice or guidance about starting a business, and where employers across London can place vacancies to recruit quality staff. It offers residents support to overcome personal barriers and provides them with skills to move towards and into sustainable employment.

Most commonly, assistance is provided in five main sectors: construction, retail, hospitality, leisure and tourism.

Workplace looks and feels more like a private sector jobs brokerage. Residents are assessed on arrival to understand their needs and then allocated to the appropriate programme and to a personal advisor who supports them on their journey into work.

They receive bespoke support including CV writing, work experience, interview tips, child-care advice and sign-posting to job-focused training. Residents have regular contact with their personal advisor who is able to pick them up after a knock-back. Workplace also offers a better-off in work guarantee for the long-term unemployed so that people can feel confident that work will pay.

3.1 Research Methodology

The research aims to understand how well Workplace manages customers into work and to what extent customers achieve sustainable long-term employment. The focus was on those who got jobs during 2010/11 so that long term sustainability up to one year later could be explored. Specifically the research asked:

- how well the work was sustained (the number still in work on 3, 6, 9 and 12 months; the number still in work when contacted);
- how well Workplace performance compared to similar programmes; and
- why customers fall out of work.

The research also asked whether sustainability patterns or trends exist across:

- industry;
- employment type;
- demographic characteristics of customers;
- work experience/history of customer; and
- comparative sustainability of Westfield Stratford City jobs in the 6 months since the centre opened in September 2011.

Finally, the research identifies problem areas and learning to help improve in-work sustainability.

The research had a mixed method design including:

- a literature review to inform the survey design and focus group discussion guides;
- a survey of 900 customers who found work through Workplace (600 from 2010/11 and 300 from Westfield);
- three focus groups with Workplace advisors; and
- 50 semi-structured interviews with employers who use Workplace services.

Customer and employer research was undertaken by BDRG Continental, an independent research agency. All other elements of research were undertaken by the Public Policy and Research team at the London Borough of Newham.

Details of each research method are detailed in Appendix 1.

4.0 Main Findings

4.1 Jobs Attained With Workplace

All former Workplace customers from 2010/11 were eligible for an interview if they secured employment following registering with Workplace and they recalled dealing with Workplace to help them find work. All customers who got employment at Westfield were also eligible.

Of the total sample, four in five Westfield customers (81%) and half (48%) of 2010/11 customers found a job through Workplace. The remainder found a job indirectly reflecting the split between account managed vacancies and those applied for independently by customers. Workplace includes a job-brokerage service where account managers secure vacancies from employers and help them recruit suitable clients direct from Workplace. This accounts for just over half of Workplace vacancies. Employment advisors also help customers with their independent job-search. These customers would not say they got a job directly through Workplace, but Workplace support is likely to be important in securing work.

Workplace customers receive a range of support prior to job placement and most (89% of 2010-2011 customers and 88% of Westfield customers) remembered receiving support. Differences exist in the proportions finding work directly through Workplace in sub-samples:

- Westfield customers were far more likely to have found work via Workplace compared to 2010/2011 customers (81% versus 48%). This might be explained by timescales: Westfield's recruitment was in 2011/12 and clients were more likely to remember, but is also explained by Workplace's focus on retail vacancies.
- by demographic group:
 - females were more likely to find work directly through Workplace (65% versus 54% of males);
 - Black ethnic groups (65% versus 56% of Asians and 51% of White ethnic groups); and
 - under 24 year olds (67%).
- by sector, retail and warehouse (77%) and hospitality, leisure and tourism (62%) customers were more likely to have got jobs directly through Workplace compared with those in the construction sector (50%).

Some of these sub-samples were correlated, where Westfield customers were biased to retail and warehouse jobs, more likely to be female and under 24 years old.

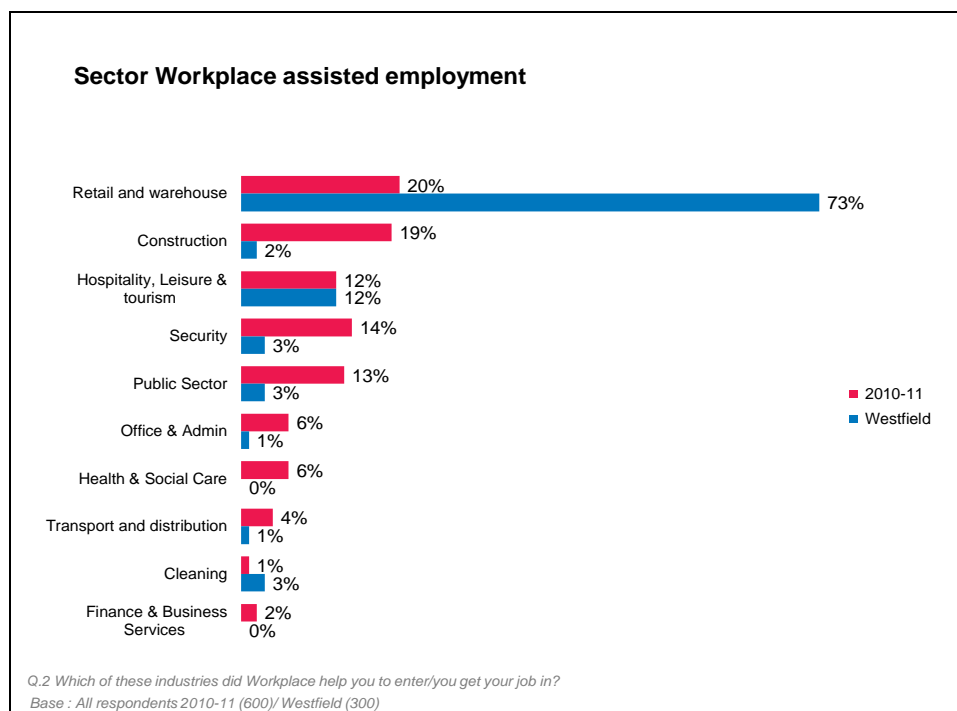
4.1.1 Sector and type of job

This section discusses the sector where Workplace customers first found employment and the type of job they found (Chart 1).

Retail and warehouse jobs were the dominant sectors where Westfield customers found work, three-quarters (73%) of Westfield jobs were in the retail or warehouse category compared with one in eight (12%) in hospitality, leisure and tourism.

Both retail/warehouse and construction were dominant sectors for 2010/2011 customers with one in five (20% and 19% respectively) finding jobs in these sectors. The next most significant sectors were security (14%), public sector (13%) and hospitality, leisure and tourism (12%).

Chart 1: Sector where Workplace assisted employment



Demographic biases were seen in the retail/warehouse and construction sectors (Table 1):

- retail/warehouse sector is biased towards female, under 24 year olds and dominated with a larger proportion of Asian and Black employees; and
- the construction sector is white male biased and weighted to 35 to 44 year old age groups.

Table 1: Sector Workplace assisted employment in by gender, ethnicity and age

	Male	Female	White	Black	Asian	Under 24	25 – 34	35 - 44	45+
Retail/ warehouse	29%	49%	21%	39%	47%	59%	35%	21%	16%
Construction	23%	1%	29%	10%	5%	6%	14%	24%	14%

The roles where customers were employed show dominance to customer facing (29%) and manual/construction roles (31%) (Table 2).

Table 2: Roles where customers were employed

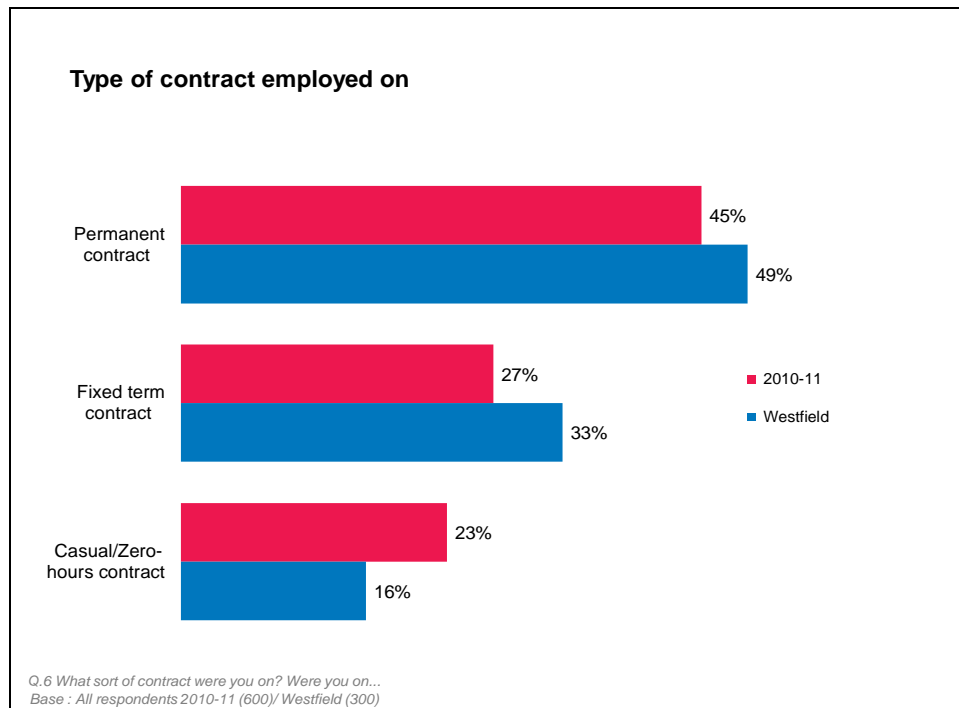
Role type	%
Customer facing (net)	29
Sales/ Retail/ Shop assistant/ Customer service assistant/ Retail operative	22
Customer services	7
Casino dealer/ croupier	1
Manual/ construction (net)	31
Security guard/ Security officer	8
Cleaner	5
Caretaker/ concierge	1
Machine operator/ plant operator	2
Refuse collector	1
Warehouse worker/ stock room assistant/ shelf stacker	3
Driver/ Delivery driver/ bus driver etc.	2
Forklift driver	1
Brick layer/ Fire Proofer/ Dry liner	1
Builder/ Construction worker	1
Ground worker	1
Electrician	1
Labourer	2
Carpenter	1
Other manual work	2
Catering (net)	9
Office Based (net)	8
Education/ Care (net)	3
Other	8

Employers use Workplace to recruit for low skilled manual roles (82%) with 30% also using it for non-skilled work, 16% for high skilled manual, 16% use it for office or admin roles and 6% for managerial roles.

4.1.2 Contract types

A permanent contract is the most sustainable contract type. Nearly half of both customer types had a permanent contract in their first job following Workplace support. The next most common contract was a fixed term contract and a casual/zero hours contract (Chart 2).

Chart 2: Types of contract



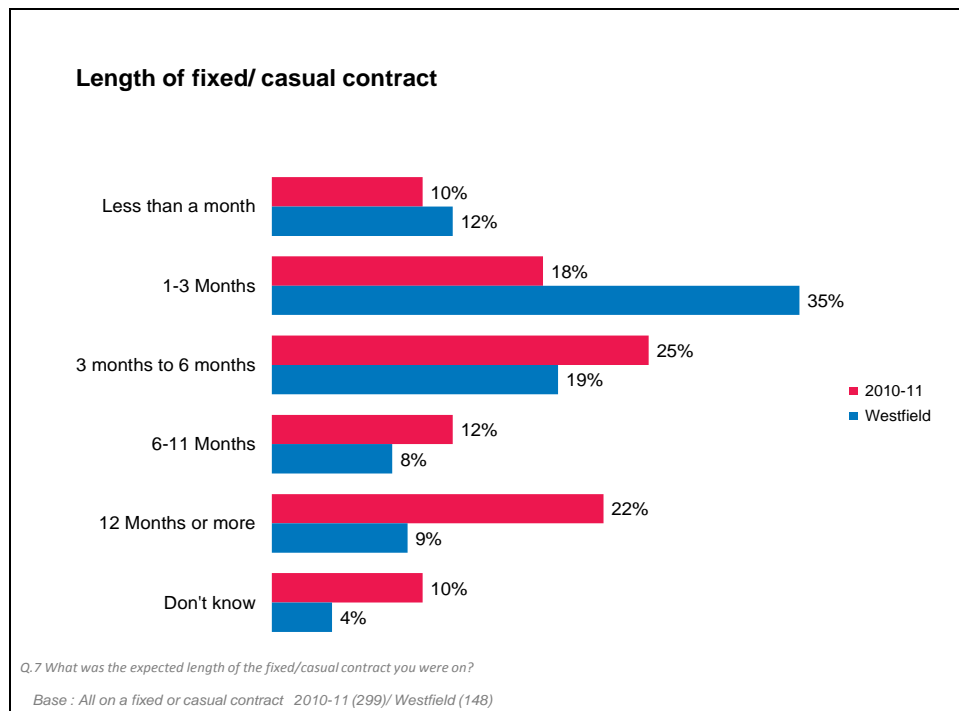
Permanent contracts were most prevalent in hospitality, leisure and tourism sectors (62%) and least prevalent in the construction sector (20%), where more casual/zero hours contract exist (36%) (Table 3).

Table 3: Type of contract by sector

	Construction	Retail/ warehouse	Hospitality/ leisure/ tourism	Other
Permanent contract	20%	50%	62%	46%
Fixed term contract	31%	33%	16%	29%
Casual/ zero hours contract	36%	15%	18%	22%

Of those on a fixed/ casual contract, the expected contract length was shorter for Westfield; 47% were expected to last three months or less compared to 28% of the 2010/11 customers (Chart 3). This difference is explained by more staff being needed at the opening of the new shopping centre. One in five (22%) 2011-2012 customers expected their fixed term/casual contract to last at least 12 months.

Chart 3: Length of fixed term / casual contract



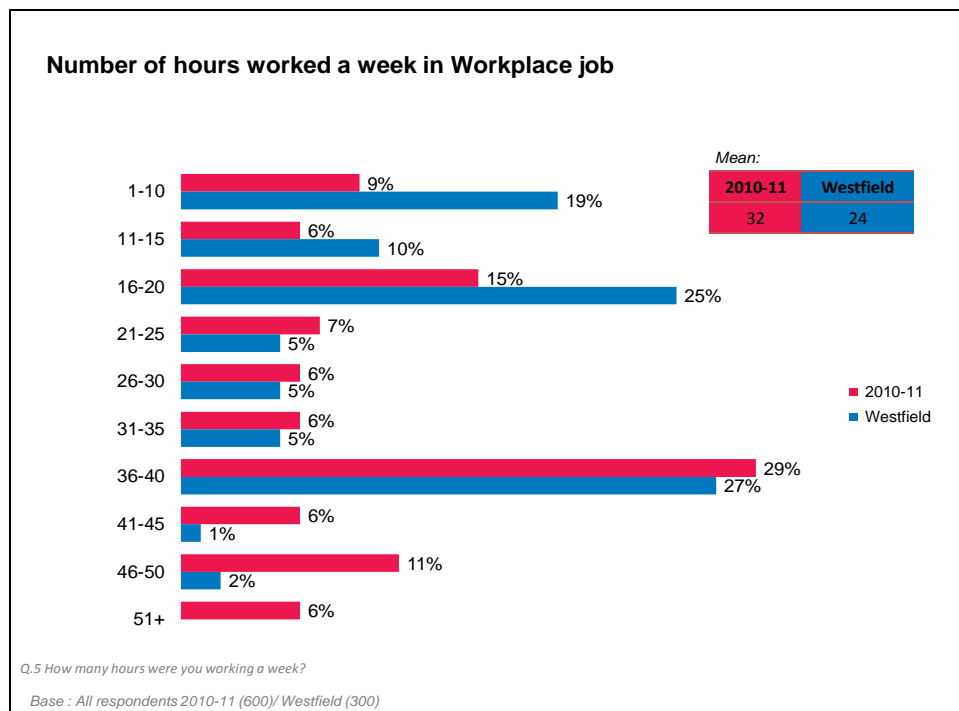
This spread of contracts also matched the employers' view of employment via Workplace, where 48% said they try to fill permanent roles via Workplace. One in ten also fills fixed term (10%) or casual/ zero hour (10%) contracts. A third (32%) of employers said they fill a mix of contract types.

The number of customers who claimed to start on permanent contracts is higher than expected. It is possible some customers misunderstood their initial contract. However, customer responses mirror employer responses suggesting that despite a shift away from permanent contracts at the bottom end of the labour market, opportunities are available for long-term and permanent work.

4.1.3 Hours Worked and Pay

On average 2010/11 customers worked longer (32 hours) than Westfield customers (24 hours), reflecting the sectoral bias in retail/warehouse to fewer hours. The most common number of hours was between 36/40 hours (28%), but one in eight worked for less than ten hours (13%) and one fifth worked between 16 and 20 hours (18%) (Chart 4).

Chart 4: Number of hours worked a week in Workplace job



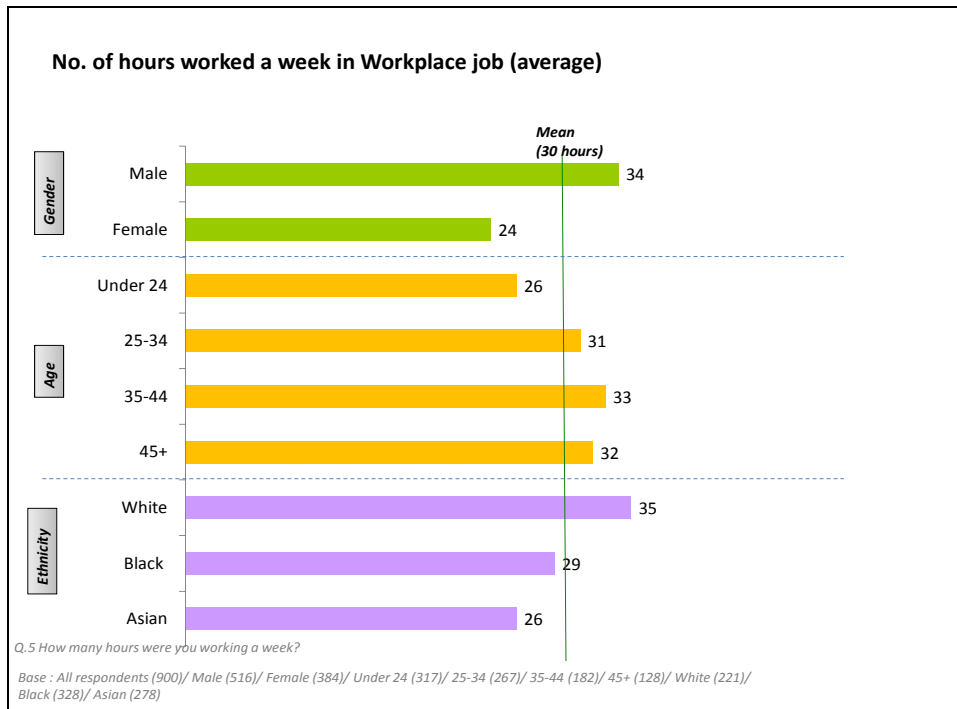
Differences exist by sector where longer hours were worked in construction (43 hours on average) and the shortest hours worked were in retail/ warehouse (22 hours on average) (Table 4).

Table 4: Number of hours worked a week in Workplace job by sector

Sector	Mean hours
Construction	43
Security	41
Public Sector	29
Hospitality/ leisure/ tourism	27
Retail/ warehouse	22
Other	31

Mirroring the bias towards retail/warehouse jobs, and thus fewer hours worked per week, females, under 25 year olds and Asian and Black respondents were more likely to work fewer hours per week (Chart 6).

Chart 5: Average number of hours worked a week in Workplace job by demographic group



According to customers, their average monthly salary was £882 after tax. This was calculated by asking customers what their monthly pay was after tax and for those who could only give a weekly pay amount (34% of customers) the monthly net pay amount was calculated by multiplying weekly pay to a monthly salary (by a factor of four).

Monthly pay for 2010/11 customers was higher (£986) compared to Westfield employed customers (£688). This is attributable to hours worked and the nature of pay in the retail sector. To understand these biases, an estimated hourly pay was calculated by dividing the monthly net salary figure by the average hours per week and dividing by four to provide an hourly rate (Table 5).

Table 5: Average monthly and hourly pay levels

	Monthly net pay	Hourly net pay
All	£882	£7.35
2010/11	£986	£7.70
Westfield	£668	£6.96
Construction	£1483	£8.62
Other	£980	£7.42
Hospitality/ Leisure/ Tourism	£765	£7.08
Retail/ Warehouse	£605	£6.88
National Minimum Wage (over 21)		£6.08
London Living Wage		£8.30

Pay rates were higher in construction, followed by 'other' sectors and hospitality, leisure and tourism. Lowest pay rates were in retail/ warehouse.

No correlations exist between monthly pay levels and sustainability, but those in a different job now were more likely to receive a higher rate of pay (£1,103 per month) than the customer average of £882 per month.

4.2 Workplace Sustainable Employment

This research measured sustainability for customers in two ways:

- long term sustainability where the measure was to determine if they were in a job currently or not;
- sustainability in the first year to determine how long their job attained with Workplace was sustainable for 3, 6, 9 and 12 months following the Workplace job starting.

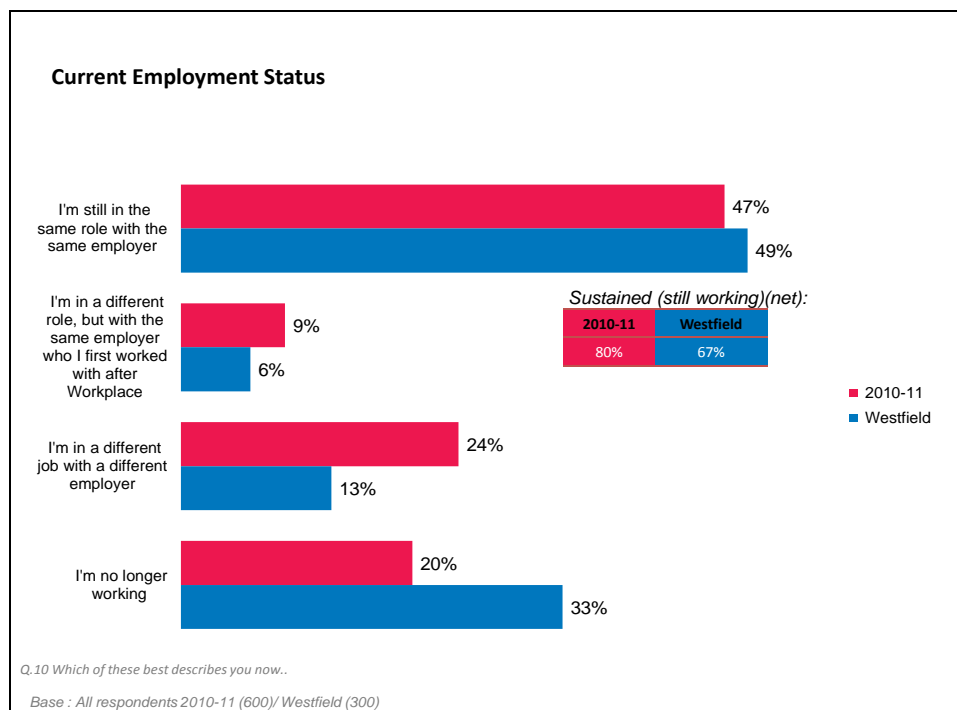
Where Workplace figures are compared to London work programmes and DWP 6 month and 12 month figures are used as this is consistent.

Long-term sustainability is used in this report to understand what influences sustainability.

4.2.1 Long Term Sustainability

Since Workplace customers started their job with Workplace, a long-term measure of employment was taken to ascertain their current work status. Three-quarters of both customer types were still employed. Half (47% of 2010/11 and 49% of Westfield) of customers were in the same role with the same employer, but under one in ten had a different role with the same employer. One quarter (24%) of 2010/11 Customers) and just over one tenth (13%) of Westfield customers swapped jobs and were with a different employer (Chart 6).

Chart 6: Current employment status



Encouragingly, those customers who continue working with the same employer were more likely have a permanent contract now than when they were first employed (60% started on a permanent contract and 71% now have one). This supports the finding from the focus groups that customers starting on a temporary contract are often made permanent at a later date if their employer is happy with them.

When comparing 2010/11 customers and Westfield customers, distinct differences exist where Westfield customers were more likely not to be working currently (33% versus 20% of 2010/11 customers). Characteristics of those not working currently were associated with sector, contract type, employment history and demographic group.

Job Type

Sector: Customers who got jobs in the retail and warehouse sector have a higher rate of unemployment now (30%) compared to hospitality, leisure and tourism (17%) and other sectors (18%). Customers employed in the construction sector also had higher rates of unemployment now (29%). Findings indicate better levels of sustainability in security and public sector work which had lower levels of unemployment (17% and 16% respectively). However, the Newham cleansing and catering contract may skew the public sector results as it provides long-term stable work.

Type of contract: Customers previously with fixed term or casual/zero hours contracts were much more likely to be unemployed now (35% unemployed formerly on a fixed term contract and 37% of those formerly on casual/zero hours contract), compared to those originally on a permanent contract (12% unemployed).

Employment history

A lack of previous work experience correlated with current unemployment. Customers who spent less of the past five years in work were more likely to be unemployed now compared with customers with more consistent work histories still being employed. But even so, most of these customers were still employed.

- 30% were no longer working of those employed for less than two out of five years;
- 25% were no longer working of those employed for two to four years in the last five years; and
- 16% were no longer working of those employed for four years or more in the last five years.

This reflects literature review findings which show previous spells of unemployment predicted a lack of sustainability when moving into work.¹

The period of employment before starting the Workplace job was also measured. This also shows poor work history correlates with lower Workplace sustainability. Compared to the overall sample where 24% were no longer working:

- of the customers who were already employed when entering Workplace, only 8% no longer work;
- of the customers who had been unemployed a year or more, 29% were no longer working; and
- of the customers who had never worked, 40% were no longer working.

¹ Mansour 'Skills and sustainable work', p. 20

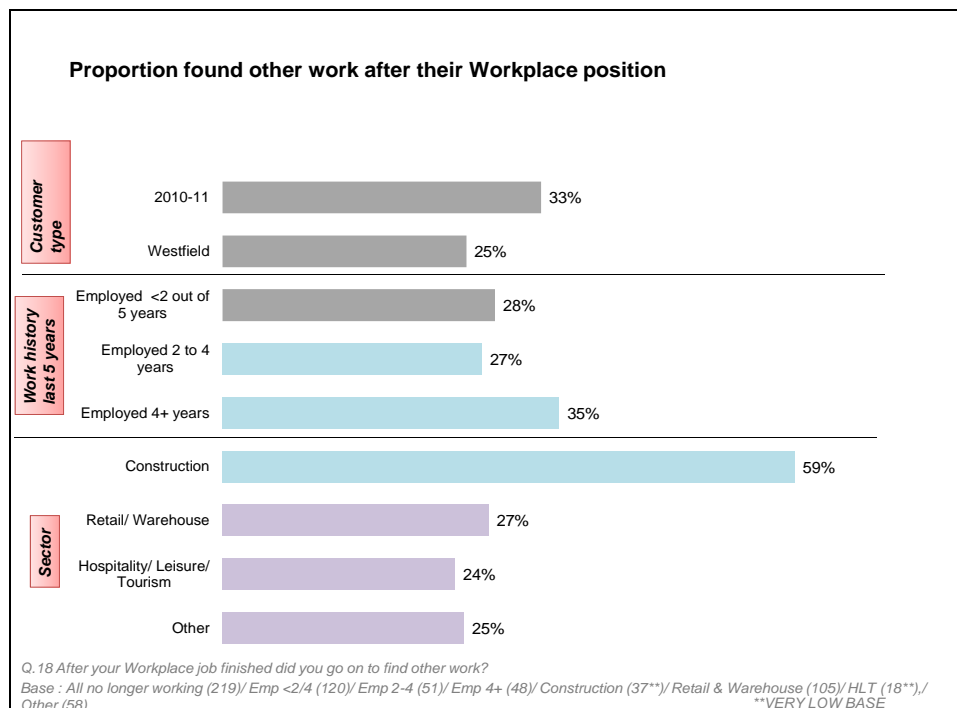
Demographic

Age: Young people under the age of 24 years were more likely than older people to be unemployed. This correlates with a higher proportion of this age group having less work experience and going into less sustainable industries such as retail/warehouse. However, advisors also believe attitude and understanding of the work environment is a particular issue for younger people contributing to less sustainability.

Ethnic group: Black ethnic groups were also less likely to be in work currently – 29% of Black respondents were out of work, compared to 25% of Asian respondents and 18% of White respondents. Asian and Black groups correlate strongly with the retail/ warehouse sector. Additionally, Asian groups were younger (under 25 years old) and have a less strong work history: all these factors contribute to lower sustainability.

One third (33%) of 2010/11 customers and one quarter (25%) of Westfield customers found work with another employer after their initial Workplace position (regardless of whether they are currently employed) (Chart 7). Those employed in construction were more likely to be employed but on short-term contracts. Customers with a longer employment history were also more likely to be in work compared to other customers.

Chart 7: Proportion that found other work after Workplace position



4.2.2 Sustainability in the First Year

This section examines sustainability as a whole and sustainability in the first 12 months. The Workplace database included details on the month and year when the first job was attained through Workplace. Table 6 shows sustainability levels at each quarter for the first year.

Table 6: Sustainability levels in the first year

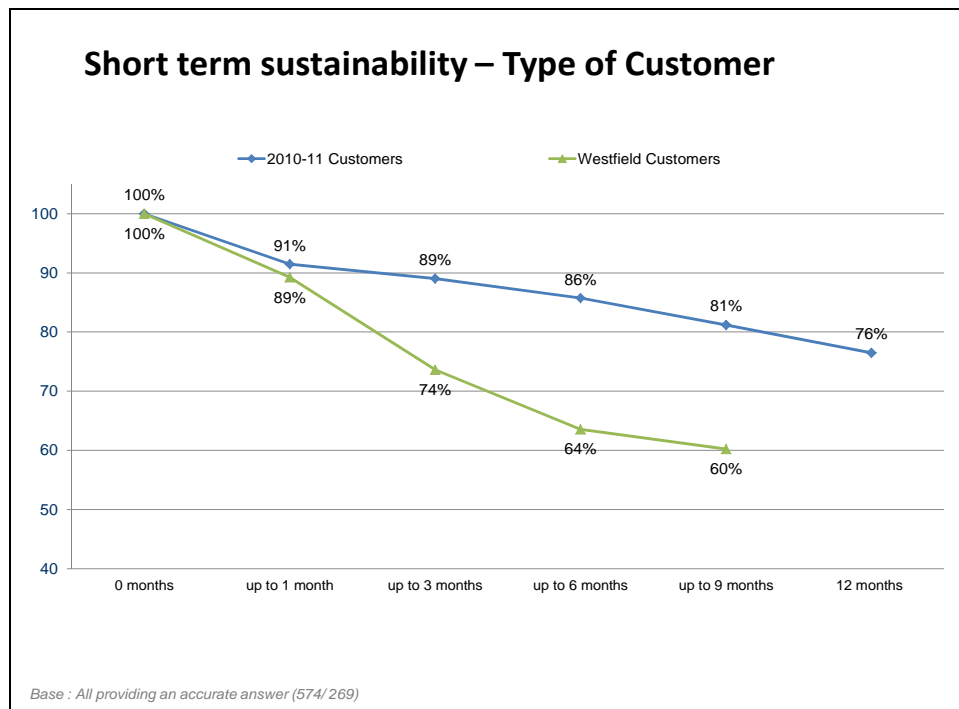
Base: All providing an accurate answer	2010/11 Customers %	Westfield Customers %
Workplace job lasted less than 1 month	9	11
Workplace job lasted 1 but less than 3 months	2	16
Workplace job lasted 3 but less than 6 months	3	10
Workplace job lasted 6 but less than 9 months	5	3
Workplace job lasted 9 but less than 12 months	5	-
Workplace job lasted over 12 months and in a different job now	9	-
Workplace job lasted over 12 months and not in work now	9	-
Same role	49	54
Same employer, different role	9	6

To understand the proportions sustaining at each quarterly interval in the first year of employment, the results are recalculated to provide a sustain level at each quarter.

At one month, nine in ten of both customer types remained in work (Chart 8). At six months, sustainability levels were better amongst 2010/2011 customers (86%) than for Westfield customers (64%). But both Workplace results are significantly better for six month sustainability than the London average of 55%² and the national DWP average of 52%. Of 2010/2011 customers, three-quarters (76%) sustained work for 12 months.

² CESI, 2011

Chart 8: Sustainability levels by quarter



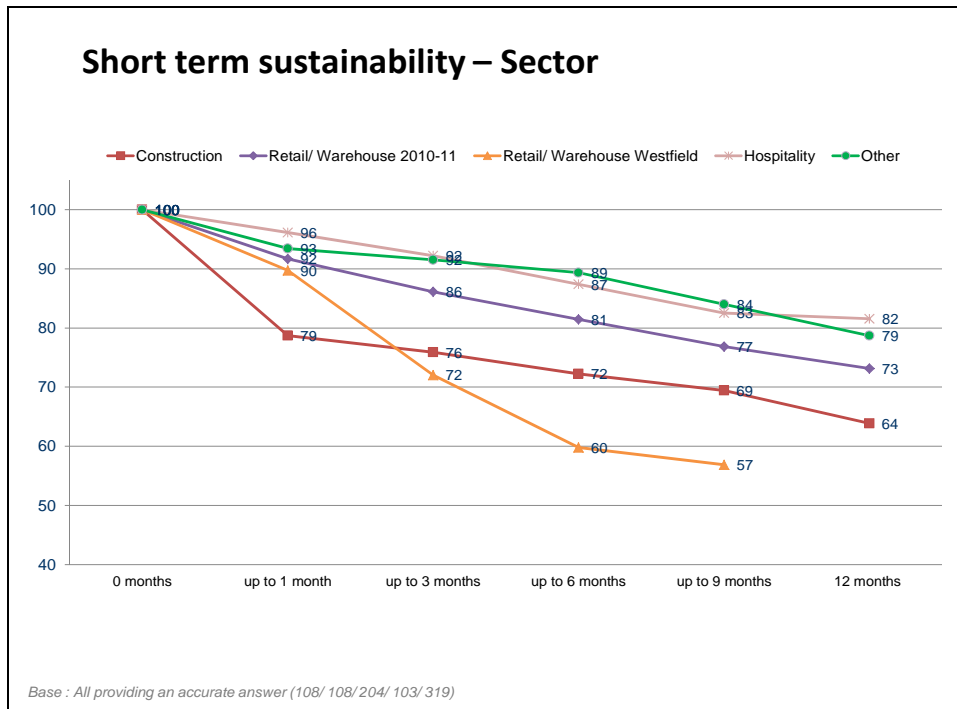
Factors affecting sustained employment versus not sustaining the short-term are similar to those discussed in section 4.2.3 (factors affecting longer term sustainability):

Sector:

A similar pattern exists in terms of sustainability by industry to that observed in section 4.2.1. Construction and retail/warehouse have lower levels of sustainability (64% and 73% respectively were still in work at 12 months) compared to hospitality and ‘other’ sectors (82% and 79%).

Levels of sustainability in Westfield jobs were lower than in the 2010/2011 cohort. This is not just due to retail/warehouse sector differences. It may be because Westfield employed people in the short term to deal with planned opening demand which reduced after the first three months. As Chart 9 shows, retail/warehouse jobs at Westfield were significantly less sustainable than retail/warehouse jobs in 2010/2011 with only six in ten (60%) of the former group remaining in work after six months compared to eight in ten (81%) of the latter.

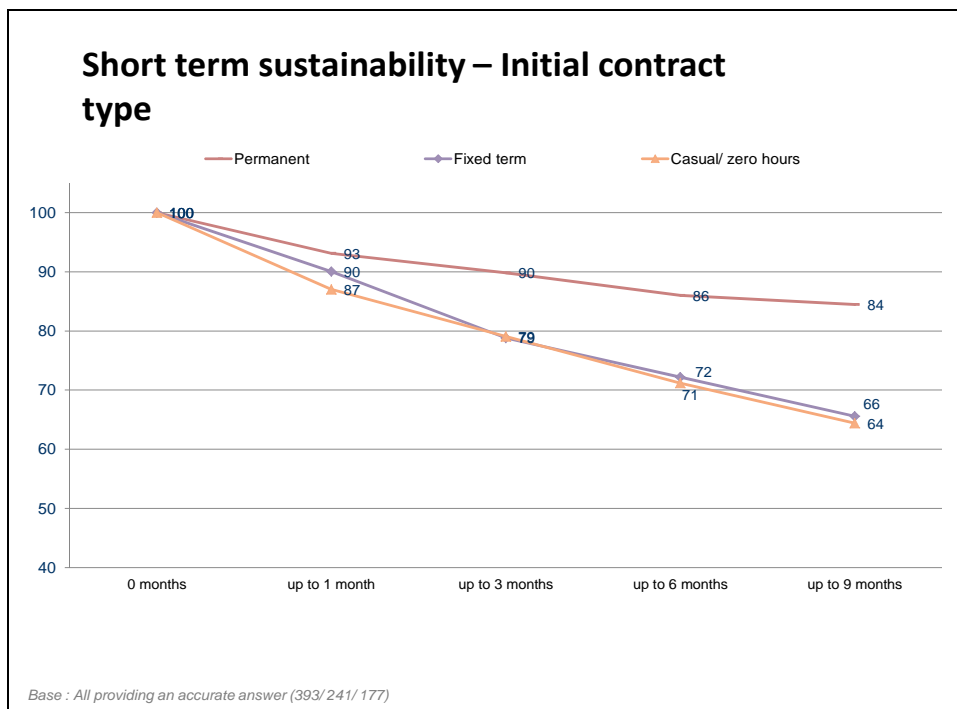
Chart 9: Sustainability by sector



Contract type:

A strong link exists between contract type and sustainability. Permanent contracts were more sustainable in the short and long term (Chart 10).

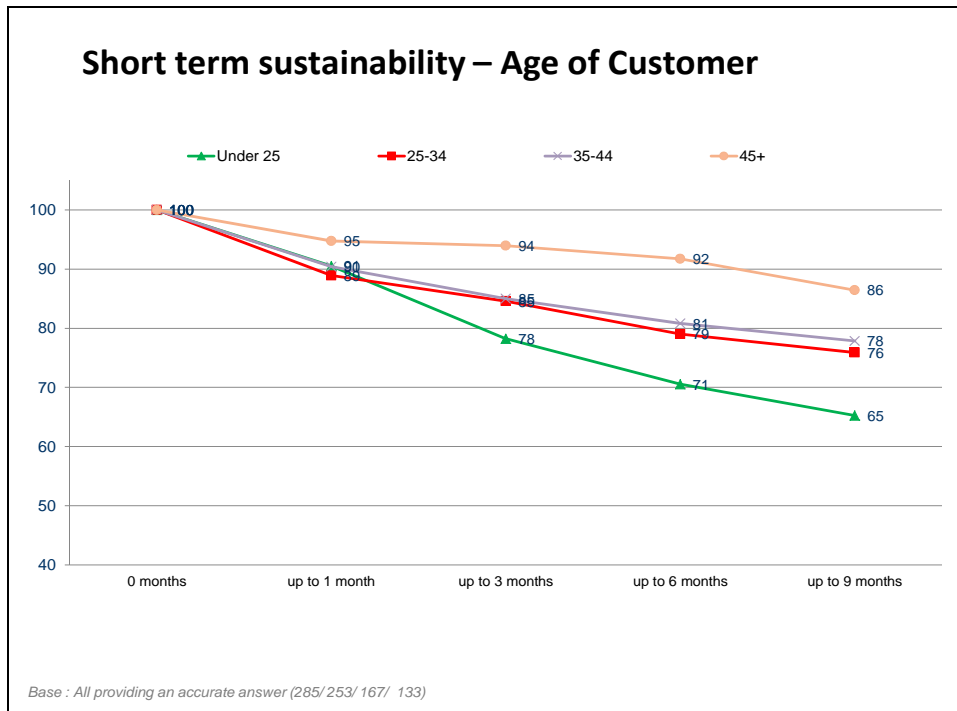
Chart 10: Sustainability by contract type



Age:

A strong link exists between sustainability and age (Chart 11). Under 25s (71%) were significantly less likely to sustain on six months compared to the average (79%). Conversely, older customers showed much greater levels of sustainability with 92% remaining in work at six months. This supports the findings of the advisor focus groups suggesting younger customers were less likely to sustain because they lack work experience, an understanding of the work environment, and a positive attitude.

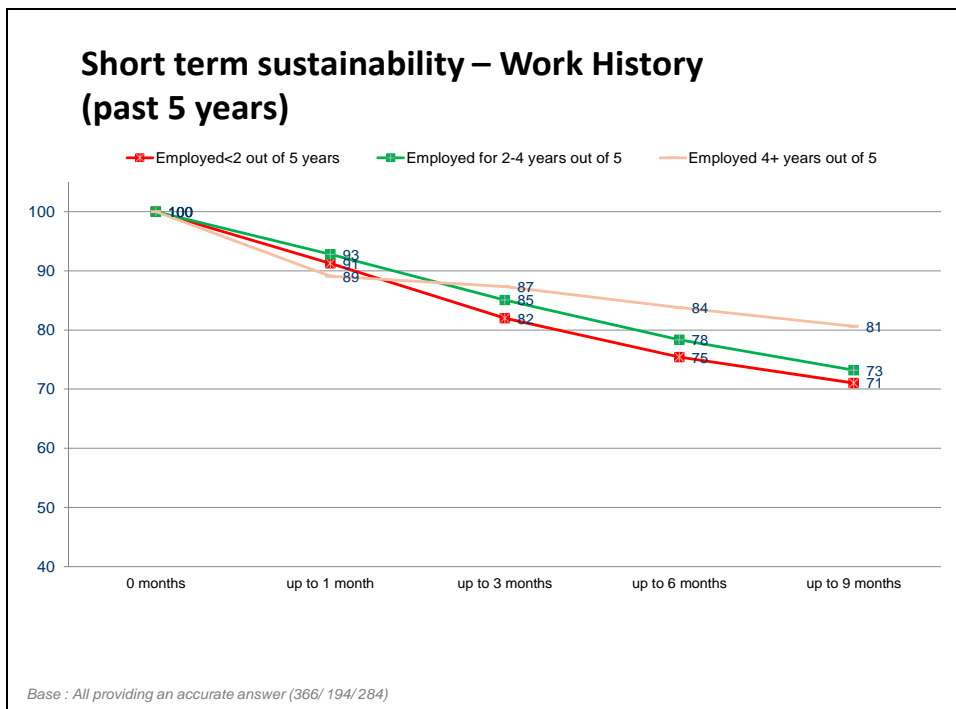
Chart 11: Sustainability by age



Work experience:

Work experience impacts on sustainability: customers employed for less than two of the previous five years were more likely not to work, a quarter no longer work at six months (Chart 12). For those who worked for over four years of the previous five, this figure was much lower at one in six (16%).

Chart 12: Sustainability by work experience



Workplace support:

Customers who sustained work for more than 12 months, were more likely than those who fell out of work before this period to have received Workplace support including:

- help with **confidence and motivation** from Workplace - 48% of those who sustained work for 12 months received this support versus 37% amongst all customers;
- **vocational training** - 37% of those sustaining work for 12 months versus 20% of those sustaining for 1-3 months; and
- **basic skills training** - 26% of those sustaining work for 12 months versus 16% of those working less than 6 months.

Factors affecting sustainability are discussed in detail in the next section.

4.2.3 Factors affecting sustainability

As discussed in sections 4.2.1 and 4.2.2, factors influencing sustainability, according to customer research, include:

- the sector people are employed in;
- the type of contract they are employed in;
- employment history; and
- demographic background.

However, demographic factors correlate to other sustainability factors such as a bias towards retail by younger customers than directly relating to demographics.

Key driver analysis using customer data helps to understand the main influencers on whether someone was in or out of work. Key driver analysis shows, controlling for other factors, the following influence sustainability:

- already in work when their job through Workplace was secured;
- feeling more confident they can look for work on their own;
- receiving financial help for travel expenses from Workplace; and
- satisfaction with Workplace because they received interview advice.

Drivers for being less sustainable are:


- not on a permanent contract;
- being out of work for 1 to 2 years, or not having worked at all for the last five years;
- under 25 years old; and
- coming from a BME ethnic group.

This key driver analysis accounts for 20% of the variance rather than the expected 40% variance. This suggests other factors influence sustainability. The qualitative research with Workplace advisors helps to identify these other factors. It is evident softer skills, **personal factors** and **personal circumstance**, as well as **work skills**, affect someone's ability to sustain employment. These factors are discussed in this section.

Sector

The employment sector influences sustainability because of factors such as the nature of contracts, fluctuations in demand, seasonality factors and the quality of work. A ranking of sectors is provided in Table 7 using customer and advisor research.

Table 7: Sustainability - ranking by industry sector

	<p>Construction – This sector offers fewer permanent contracts and is less reliable for a long-term position. But customers with more skills and experience can achieve sustainable work by moving from job to job. <i>In customer research, 29% of construction workers were unemployed now.</i></p>
	<p>Retail – This sector is susceptible to shorter term contracts, particular zero hours contracts, making it easier for employers to hire and fire. Although customer research shows the level of permanent contracts is comparable to the overall figure, there is a greater proportion of retail/warehouse workers now out of work. People working in this sector also work fewer hours each week, for some this may be preferential, however advisors identify lower hours per week as less sustainable as it makes it more difficult to meet personal financial obligations. This sector is also affected by low hourly pay, and low monthly pay (related to lower hours). <i>In customer research, the retail/warehouse sector was more likely to have a higher rate of unemployment now (30%).</i></p>
	<p>Hospitality – This sector has more permanent contracts and higher levels of sustainability. But this sector is also subject to fluctuating and seasonal demand. <i>In customer research, 17% were now unemployed.</i></p>
	<p>Security – This sector was more likely to have permanent contracts. Advisors highlight the SIA licence as the vocation-specific training/qualification that leads to higher sustainability. In addition there is an added investment by the individual in the industry when they have paid for their own SIA licences. <i>In Customer research, 17% were now unemployed.</i></p>
	<p>*Public Sector – This sector offers permanent and long-term contracts with budgets set well in advance but in this research customers were working for one contract*. Additionally highlighted low responsiveness to economic fluctuations and falls in demand - <i>'it's a job that has to be done'</i>. <i>In Customer research 16% were unemployed now.</i></p>

* Advisors' views are based on a single large contract with NCCS (Newham Catering and Cleaning Services) The public sector is a relatively small section of Workplace jobs (10% of Customers are employed in the public sector).

Given construction and retail/ warehouse jobs account for 50% of jobs found through Workplace in this sample, the dependency on these sectors could hamper sustainability. These sectors represent a significant part of the local labour market. As the National Audit Office noted, these industries most accessible to people moving off benefits also have more temporary contracts and lower levels of sustainability.³

Advisors had these comments to make about the various sectors:

Construction: *“Contracts are rarely permanent they’re usually short to medium term and they’re sometimes just a few weeks. But candidates can move quickly from job to job.”* – Account Manager

Cleaning: *“If you’ve got low-level skills, one of the jobs that is sustainable is cleaning. It’s one of the jobs from my experience where when they get in there, they stay there. As long as they genuinely want to do the job.”* – Workplace Advisor

Service industries: *“Anything which is service led is not sustainable – retail, hospitality. It tends to be seasonal and trend-led. Very reactive to fluctuations in the economy and to people stopping spending.”* – Account Manager

Public sector: *“The job is not demand led; it’s based on long term budgets therefore its more constant and reliable.”*

Table 8 shows the levels of long-term sustainability in each key sector:

- construction is most likely to have individuals switching jobs (45%) or to be out of work (29%);
- retail/ warehouse had a reasonable proportion who were in the same role (47%), but were similar to construction where one third (30%) were out of work currently; and
- hospitality, leisure and tourism were most likely to have people working in the same role (62%) and relatively low levels out of work (17%).

³ NAO, ‘Sustainable employment’, p. 13

Table 8: Sustainability by sector

Base: All	Construct- ion %	Retail/ warehouse %	Hospitality, Tourism and Leisure %	Other %
Same role	20	47	62	53
Same employer, different role	6	7	5	11
Different job	45	15	15	18
Not in work	29	30	17	18

The service sector has a particular issue with sustainability. Joseph Rowntree Foundation (JRF) describe how in many former industrial areas such as Newham, well paid, skilled manual jobs were replaced with lower-paid, insecure work in the service sector.⁴ IPPR show employee turnover is significantly higher in industries including retail, hotels, call centres, catering and leisure. IPPR associates this high staff turnover with low pay and poor working conditions.⁵ LDA found that in London the industries with the lowest sustainability include the hotel and restaurant sector, and the wholesale and retail sector.⁶

Contract Type

As discussed within the sector section, the type of contract impacts on sustainability. Customers with permanent contracts were more likely to be employed, whereas casual/ zero hour contracts were more likely to result in people being unemployed (Table 9).

Table 9: Sustainability by initial contract type

	Same employer (net)	Different job	Not in work
Perm contract	60%	36%	22%
Fixed term contract	23%	30%	42%
Casual/ Zero hours	14%	27%	32%

Research shows, permanent contracts lead to greater sustainability but locally, permanent contracts are in decline. However, for now a good proportion of contracts are still permanent. The alternatives of fixed term, and in particular zero hours contracts, lack certainty for employees therefore they are less attractive. But some sectors are more prone to temporary jobs such as retail.

The hours offered or worked also impacts on sustainability:

- With less permanent contracts more flexibility is expected, which is a particular problem for people with caring responsibilities. Organisations, such as supermarkets, often want employees to be fully flexible and available seven days a week, which in turn does not instil loyalty.

⁴ Shildrick T, et. al 'The low-pay, no-pay cycle', p. 26

⁵ Ben-Galim D et al., 'More than a foot in the door', p. 7

⁶ 'Staying in, Moving up', p. 7

- Advisors suggest non-standard hours (i.e. not 9am to 5pm) are less attractive for most people “everyone wants to work 9 to 5”.

Pay

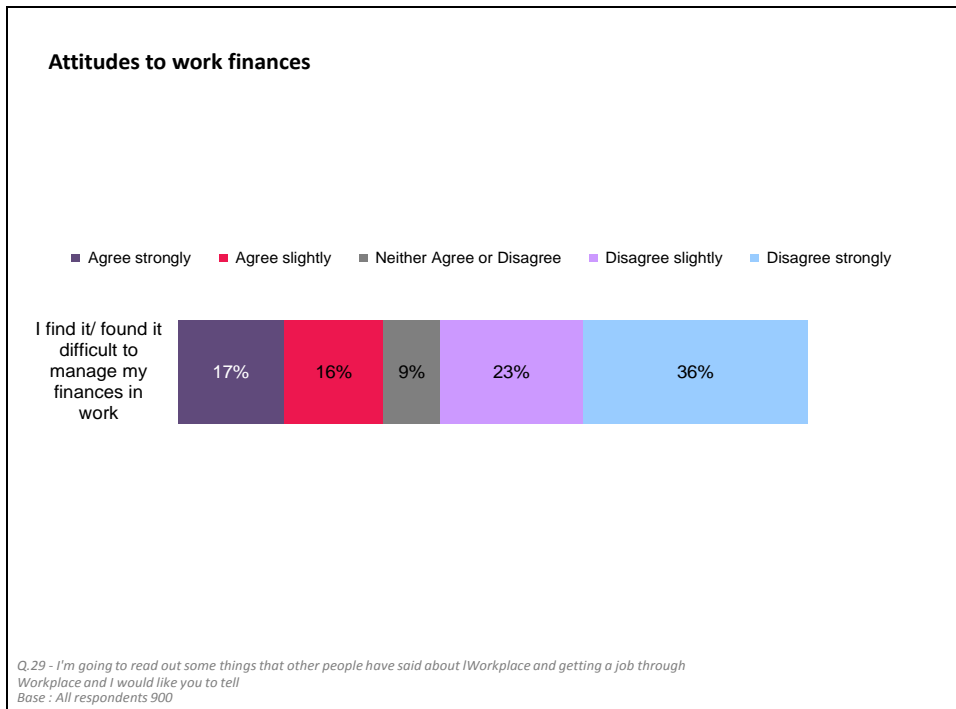
Low wages are not a sustainability issue in the customer research, but literature suggests low wages and in-work poverty are a significant challenge to sustainability in welfare to work. JRF argue that the increasing levels of in-work poverty have pushed people to work longer hours and combine jobs to make ends meet. Alongside this, the daily grind of poverty and the marginal financial difference for many between being in work and being on benefits, encourage people to give up work and return to benefits.⁷ Individuals with low levels of skills are ‘more likely to move back on benefits than achieve salary progression’.⁸ Those entering work on low pay are more likely to fall out of work in the near future.

Although a third of customers find it difficult to manage their finances once in work, this does not affect sustainability (Chart 13). Additionally, the level of monthly pay and claimed difficulty in managing finances was not related in Customer research.

⁷ Crisp R, Batty E, Cole I and Robinson D, ‘Work and worklessness in deprived neighbourhoods; Policy assumptions and personal experiences’, JRF, October 2009, p.26

⁸ S Foster and A Purvis, ‘Career Advancement; a review of career advancement services and their role in supporting job sustainability’, Remploy, Jan 2011, p.6

Chart 13: Attitude to work finances



Demographic

Age

Under 24 year olds are less likely to be employed now. Advisors argue age impacts on sustainability given young people’s lack of experience and basic skills in the work place.

“Young customers who have never worked before literally have no idea. They don’t know the basics of how to relate to team members, what is expected of them when they are at work and how to deal with situations that arise at work” - Advisor

Ethnicity

Differences exist by ethnic group, where Asian and Black ethnic groups were less likely to sustain long-term (Table 10). Several external factors contribute towards this finding:

- Work at Westfield, in the retail/ warehouse sector and among young people (under 25 years old) is the least sustainable. Notably, there is a higher proportion of young people and Asian people who gained work at Westfield in the retail/ warehouse sector.
- Black ethnic groups were the least likely to be employed now. Retail/ warehouse work was also a sector which Black ethnic groups were more likely to work (but with less concentration in age compared to Asian ethnic groups). Black ethnic groups were however more likely to be on a fixed term rather than permanent contracts.
- Black and Asian ethnic groups were more likely to have less work experience compared to White ethnic groups, which again contributes to less sustainability.

Table 10: Proportion currently out of work by age and ethnicity

	Not in work
Under 24	35%
25-34	19%
35-44	19%
45+	19%
White	18%
Black	28%
Asian	25%

Differences within the Asian ethnic group exist which provide further insight into sustainability patterns:

Bangladeshi customers: Were more likely to have sustained with the same employer (66% versus 56% of all customers) and to have permanent contracts (57% versus 46% of all customers). They were more likely to work in the security industry (23%) and less likely to work in retail (41%). Notably, there were more males in this ethnic group compared to others (67% versus 56% of all customers).

Asian British customers: Were the least likely to be working currently (42% not working versus 24% of all customers). This was likely to relate to age, where 62% were under 25 years and had less work experience where 30% had not worked in the last five years (versus 21% of all customers).

Indian customers: Showed a similar current working situation to all customers where similar proportions to the whole sample were still in work (76%). They were more likely than all customers to have worked for the previous 4 or 5 years (40% versus 34% overall) reflected by age, where Indian customers skewed older than average. The main employment sector was retail (51% versus 37% of all customers).

Pakistani customers: Their current working situation was similar to all customers where 76% were currently working. No skews exist in terms of sector. A high proportion were young (56% under 25 years versus 34% of all customers) and in their first job (18% versus 7% overall).

Skills and Qualifications

Having a degree or equivalent correlates to being with the same employer (51%) than those with a diploma or equivalent (33%). Pay levels for people with degrees may explain this finding (degree educated or equivalent earned an average of £925 per month compared with an average of £882).

Advisors identify it is not qualification level which leads to greater sustainability, but the extent to which skills are vocational and directly applicable to work, for example, accountancy qualifications, the SIA license or construction 'tickets'. Differing skills also could account for industry specific sustainability, for example, in warehouse work – *'if you have a forklift license it can be long-term, if not it tends to be shorter'*.

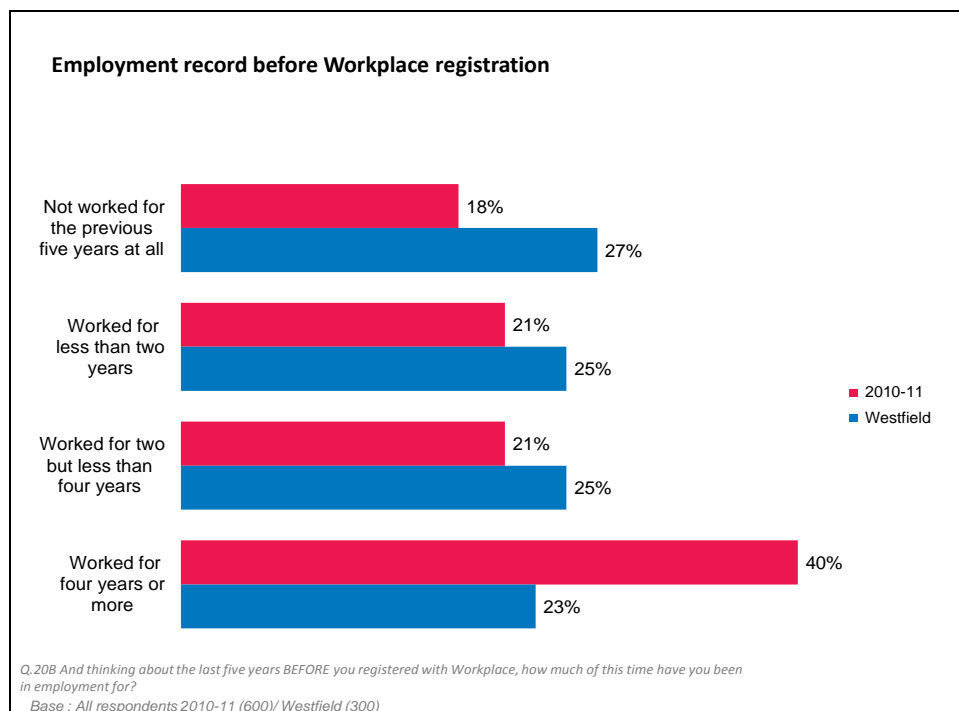
Customers with low-skills face multiple disadvantages. They are less likely to find work in the first place. Once in work, they are less likely to sustain. They are less likely to receive training or get promoted.⁹

⁹ Mansour 'Skills and sustainable work', p. 6

Work History

Work experience is a key driver of whether or not customers were currently working. Those who had worked less in the last five years or were out of work for 1 to 2 years are less likely to work now (Chart 14).

Chart 14: Employment record before Workplace registration



Customers with less work history were more likely to be unemployed now (Table 11). Those who already had work prior to securing their Workplace job were less likely to be unemployed now (4%), whilst those who had been unemployed for more than one year or not having worked at all were more likely to be unemployed now (29% and 12% respectively).

Table 11: Employment record before Workplace registration

Previous work status	Current Work Status		
	Same employer	Different job	Not in work
Already in work	13%	23%	4%
Unemployed up to 1 year	55%	55%	55%
Unemployed more than 1 year	26%	16%	29%
Never worked before	6%	6%	12%

Advisors agreed that poor work histories, being out of work for a long time, or inconsistency in employment, were barriers to securing work but they had mixed views on whether unemployment history influences sustainability when in work.

Account managers and Workplace advisors said once someone secured work and the employee worked for a couple of weeks, work history becomes irrelevant.

“In my experience, the gap impacts on how you get into work, rather than how long you will stay there. It makes it more difficult to get in but once you’re there you tend to stay there” – Workplace Advisor

Other personal skills, such as confidence and common sense were also mentioned by advisors.

Attitude

Focus group participants emphasised the importance of attitude to work sustainability. A positive attitude towards work results in good punctuality, following instructions, being willing to listen and to learn and being reliable and trustworthy.

Other attitude factors contributing to someone keeping their job were:

- motivation;
- enthusiasm; and
- flexibility.

The cultural background of the employee influences these skills, particularly family attitudes towards work and peer groups. Some employees also want to work to provide a positive attitude towards working to their children.

“Some people wanted to work because they think it’s important to have working people in the household as an example to children.” - Advisor

A worker’s own personal goals impact on sustainability. Some people move quickly to better paid jobs rather than sticking with a more sustainable job.

Personal Circumstance

Customers’ own personal circumstance also impact on sustainability. Advisors discussed the following factors:

- **Caring responsibilities** were commonly mentioned, particularly where someone under-estimates the challenge of juggling caring for children and working. Problems sometimes occur with changing circumstances when they are in work and then have additional caring responsibilities. Significant challenges exist for lone parents, although they enter work at similar rates as other customers, they are twice as likely to leave employment as parents with partners.¹⁰ This reflects the demands of adjusting to and sustaining work while being a sole carer. JRF found many women ‘choose between fulfilling family caring duties and remaining in employment’. This is particularly the case in jobs with ‘family unfriendly hours’.¹¹

¹⁰ NAO, ‘Sustainable employment’. p. 4

¹¹ Shildrick T, Macdonald R, Webster C and Garthwaite K, ‘The low-pay, no-pay cycle; Understanding recurrent poverty’, JRF, Nov 2010, p. 6

- **Problems at home** also impact on sustainability. Friction at home can impact on, and adversely affect, work.
- **Physical and mental health** is also a sustainability factor. This includes physical injuries at work or elsewhere. Re-occurring mental health problems also impact particularly when work related.
- **Housing situation**, moving or leaving an area can lead to people leaving their job, impacting particularly on people who rent property.
- **Peer group pressure**, where if friends or family were out of work, this would make an individual more likely to fall out of work.
- **Previous benefits claimants**, if someone previously claimed benefits and went into work, they would feel more secure falling out of work as they are aware of possible benefits. Those claiming out of work benefits before starting work are marginally more likely to fall out of work.¹²
- **Debt**, is a minor contributing factor. *“Some people with debts, once they start working they think ‘oh, I’m going to have to start paying this back’ and they can’t sustain that so they drop out of work.”* – MEP Advisor

Match with the Job

The match between the customer and the vacancy is important for sustainability. LDA research identifies ‘an individual’s employment retention and progression depends on the individual being in the right job, with appropriate hours, skills and location’¹³ Evidence from the employer survey suggests Workplace performs very well in this important area.

Workplace Support

Most former Workplace customers (88%) identified receiving specific support from Workplace when they were looking for work. Half (51%) received support from Workplace after their job started. No direct correlations existed in Workplace support and being in work now. However people satisfied with Workplace because they received interviewing skills training and being employed now is correlated. It is possible the additional advice provided in these sessions and the help with developing soft skills and employability made a difference to these individuals.

Advisors very much regarded their role as identifying customers’ barriers to employment and taking action to help them overcome them. *“We have a good support structure here to make sure all those barriers are dealt with.”* – MEP advisor. But advisors felt they could do more, particularly in post-work support as discussed in section 4.6.1.

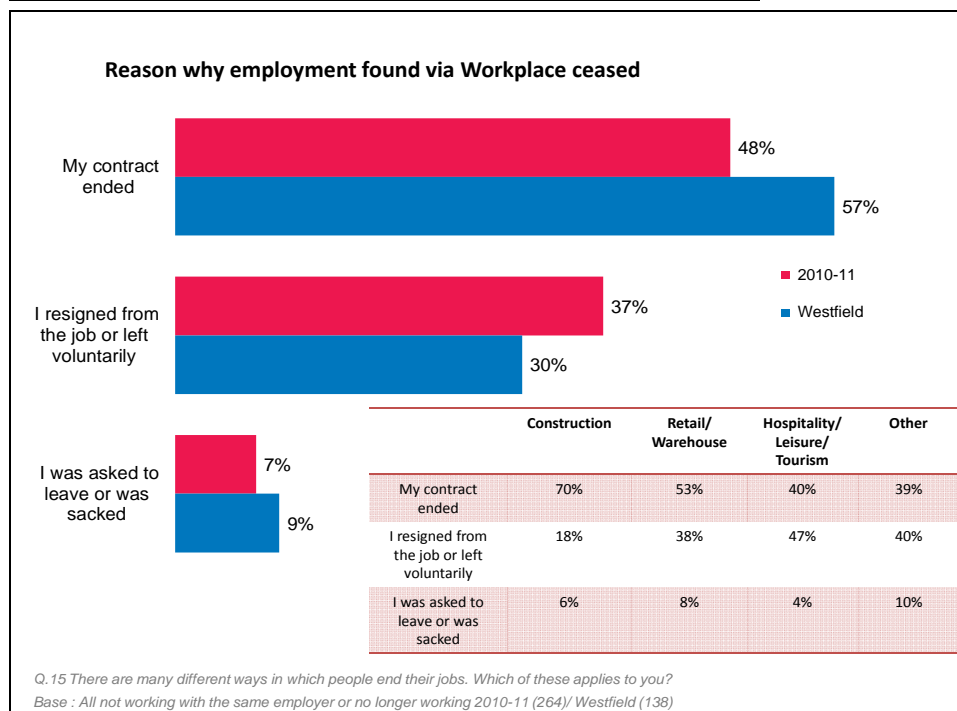
¹² Table - Ben-Galim D, Krasnowski K, Lanning T, ‘More than a foot in the door; Job sustainability and advancement in London and the UK’, IPPR, March 2011, p. 6

¹³ ‘Staying in, Moving up: Employment retention and progression in London’ Executive Summary, LDA, 2000, p. 9

4.4 Why People Leave Work

Customers who no longer work with the same employer or who were no longer working, were asked why they left. The most common reason was the contract ended and around one third of each customer type left voluntarily. Less than a tenth admitted they were asked to leave (Chart 15).

Chart 15: Reason why employment from Workplace ceased



Advisors and employers identify few people leaving their jobs with common reasons being resignations or contract ending. But they discussed the difficulty of identifying the reasons for someone leaving, often it was a combination of factors. For example, sometimes customers are told their contract ended or there was not enough work but the real reason was poor performance. They also suggested in cases where a customer appears to have left voluntarily, this may be due to a manager not wanting to keep them.

“If you’re a good employee, why would anyone get rid of you, unless the role was only there for a brief period such as during the Olympics.” - Advisor

The main reason for leaving work identified by customers and employers was their contract ended. This was particularly true for Westfield customers (57%) which also corroborates with those who worked in retail/warehouse (53%) to be slightly more likely than average to leave due to contracts ending (Table 12). The most likely sector to have contracts ending was the construction industry (70%) and this ties in with less permanent contracts in this sector.

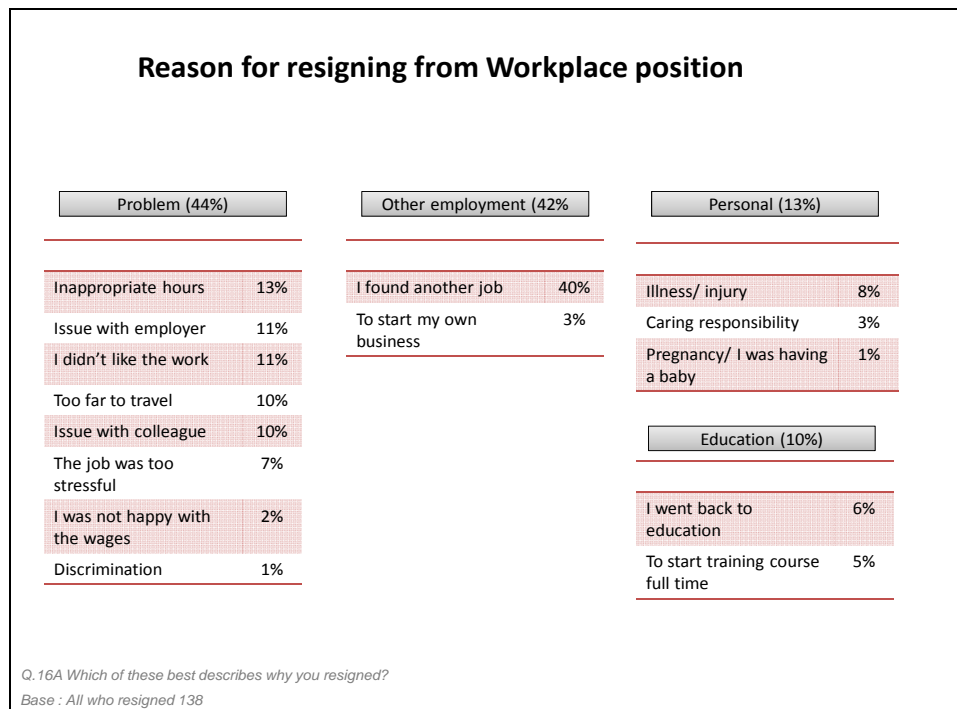
Table 12: Reason why employment from Workplace ceased by sector

	Construction	Retail/ warehouse	Hospitality/ leisure/ tourism	Other
My contract ended	70%	53%	40%	39%
I resigned from the job or left voluntarily	18%	38%	47%	40%
I was asked to leave or was sacked	6%	8%	4%	10%

Leaving voluntarily was more prevalent in the hospitality, leisure and tourism sector (47%).

The main reasons customers gave for leaving their jobs were a problem with the job (44%) or finding alternative employment (42%) (Chart 16).

Chart 16: Reason for resigning from Workplace position



Factors leading to someone leaving a job voluntarily were:

- moving to get a higher wage elsewhere was common;
- a lack of hours being offered with their job;
- former benefits users know they are eligible for benefits so have a safety net to fall back on;
- having travel or childcare problems;
- expectations of the job not being met;
- low opportunity for progression; and
- having a personal conflict with employers or colleagues.

Evidence from advisors, customers and employers suggest dismissals are rare. A small proportion of customers were asked to leave, and advisors also said low numbers lost their job “we *don't get many firings though*”. Advisors gave a few examples of why dismissals might occur:

- drugs/ alcohol use;
- theft, abuse and violence;
- absenteeism;
- punctuality;
- failing to perform duties; and
- cultural or personal conflict with colleagues or line managers.

4.5 Improving Sustainability

Workplace advisors and employers were asked how to improve sustainability. This section looks specifically at these suggestions and information from the literature.

In-work support/After-care

Advisors have an 'open door' policy with customers and believe this helps sustainability. However, most advisors say more could be done to encourage sustainability including in-work support and after care.

Currently the onus is largely on customers to contact Workplace if they need support. The exception is when Workplace checks on sustainability at key milestones. Advisors suggest customers could be contacted pro-actively, in the early weeks or months to see how they are doing in work and to address any issues. They suggested doing this on an opt-out basis.

"This could be a separate phone line for customers when they're in work with a number they can call to get advice if they have any problems in work."

"Everyone comes to a point when they've had enough with their job, with our customers it comes a bit quicker. If I were a customer I'd want to know that there's help for me to get another job and to up-skill." - MEP Advisor

"A designated team to say after a period of time 'How are you? How are you doing? Do you have any issues we can help with.'" - Workplace Advisor

Employers identified post-placement communications as useful to establish a candidate's progress so they can understand what needed improving for future placements, or to develop skills generally. They also see keeping in touch with Workplace helpful to secure future work.

"Maintain regular contact with the new starter to identify any problems from the beginning. All government funded agencies should do that." - Employer

While the literature highlights the potential role of 'in-work support' in smoothing the transition to work and contributing to increased sustainability a lack of evidence exists for the impact of in-work support on sustainability.¹⁴ But IPPR identify active in-work support can help in the early months of employment.¹⁵ Also JRF argue support is valuable for those with little previous employment experience.¹⁶

IPPR suggest providers should work to bridge the gap between temporary contracts for customers. This would involve rapid response re-employment support for those coming towards the end of the contract so they can go on working and avoid returning to benefits.¹⁷

¹⁴ NAO, 'Sustainable employment'. p. 21

¹⁵ Ben-Galim D, and Sainsbury R, 'Back to work? The Journey towards sustained employment' in McNeil C (ed), 'Now it's Personal? The new landscape of welfare to work', ippr, October 2010, p. 24

¹⁶ Meadows, P, 'Local initiatives to help workless people find and keep paid work', JRF, June 2008, p. 13

¹⁷ Ben-Galim D, and Sainsbury R, 'Back to work?', p. 17

LDA recommend targeting in-work support for particular customers and industries known for low levels of sustainability. On the customer side, this includes lone parents and those with a history of cycling between benefits and work. For employers, this includes industries such as retail and construction.

Training and skills development

All advisors agree training and skills development could help customers access higher skilled and more sustainable work.

Advisors identified the benefit of bespoke vocational pre-employment training and suggested greater use could improve sustainability. Other advisors suggested up-skilling candidates would allow them to move on to another job once in work *“even if your job didn’t last, you’ve got a better chance of getting another job”*.

Employers and advisors identified training and skills development as useful, such as CV writing, general skills training and ‘world of work’ training.

“Help candidates with their interviewing techniques, put candidates on training programmes for example on retail training programmes if they are applying for a retail position to make them aware of certain roles and help decide if that’s what they want to do and if they are the right people for the job.”

Employers suggested better matching by Workplace to meet their needs. *“Workplace should understand more about the companies they are recruiting for because every retailer has different requirements, they could then match the right people to the right position.” Employer*

Literature highlighted that helping customers to develop their career can improve sustainability. Developing a realistic job advancement strategy can help them ‘move beyond the initial job which is often of low quality’.

IPPR note the barriers to sustainability and advancement are often similar to the barriers to entering work arguing ‘a focus on advancement and sustainability should be part of the personalised support people receive before they enter work’.¹⁸ IPPR suggests achieving this through providers placing increasing emphasis on advancement and providing access to in-work careers advice, training and support into better work. This customer-facing support should be combined with on-going help for employers to train and develop their staff.¹⁹

Sustainability is closely linked to skills levels. JRF found evidence that supporting people to gain better qualifications before they start employment helps them, both directly and indirectly, to gain sustainable work.²⁰

The NAO found improving skills when in work is ‘essential’ to sustainable employment as it allows customers to progress within their job, achieve higher pay or move to a more stable industry.²¹

Targeting for Advisors based on sustainability

¹⁸ Ben-Galim D et al., ‘More than a foot in the door’, p. 17

¹⁹ Ben-Galim D et al., ‘More than a foot in the door’, p. 20

²⁰ Shildrick T, et. al ‘The low-pay, no-pay cycle’ p. 18

²¹ NAO, ‘Sustainable employment’, p. 28

Advisors said the Workplace targeting system affects sustainability. Although Advisors want the best for their candidates (including them achieving long-term sustainable work), their targets meant this was not always possible as targets were based on job entries. This scheme has since changed moving towards targeting based on sustainability. Some employment advisors suggested account managers could target sustainable jobs using an incentive scheme to help customers to access more sustainable opportunities.

Better preparation for the world of work

Advisors suggested many of their customers fail to understand the world of work or what is expected of them affecting their behaviour at work. Employers also support this view arguing better pre-employment support focused on the world of work would be effective, particularly for young and inexperienced customers. It is understood that this type of training is planned.

“What would help would be some sort of induction to help them know what to do.” MEP Advisor

Incentives/financial support

Workplace advisors suggested financial support/incentives on starting work (as is used by MEP Advisors) could help increase sustainability by smoothing the transition into work. Customers could use financial support for travel expenses, work clothing and any other essentials.

“I think the travel card or the vouchers to get a pair of shoes before they start, I think that would help.” - MEP Advisor

“If you start work and you find it difficult to get to work you’re not going to sustain... the initial payment is so important to get to work for the first week or two.” - MEP Advisor

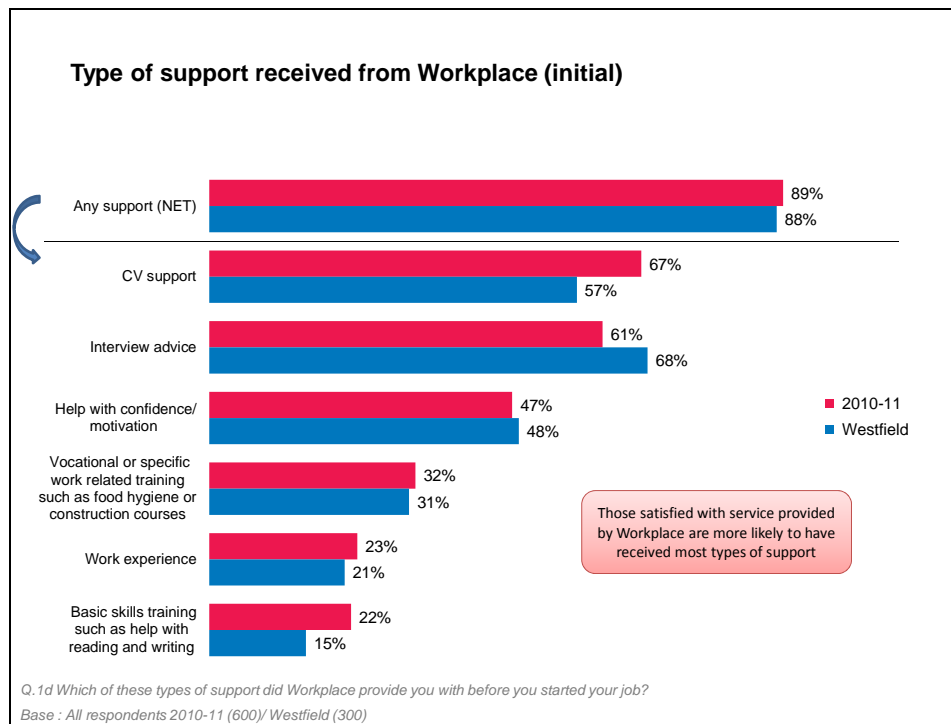
Employers suggested helping out with travel expenses, but also offering financial incentives for customers reaching targets.

4.6 Workplace Relationships

4.6.1 Workplace Support

Most customers (88%) had support from Workplace prior to starting their job (Chart 17).

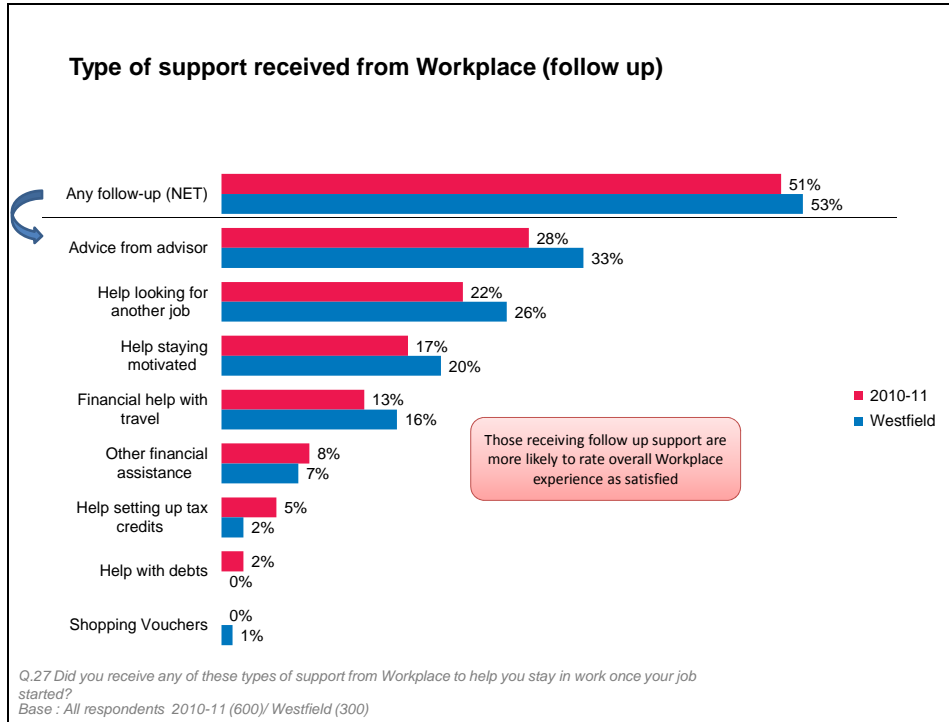
Chart 17: Type of support received from Workplace



CV support and interview advice were the most common (three in five had this help). Half were given help with confidence and motivation, a third received vocational or specific work training and one in five had work experience or basic skills training. Westfield customers were marginally more likely to have received interview advice. If someone used most types of support from Workplace, this was likely to increase their satisfaction levels. No linkage exists between long-term sustainability and initial support received from Workplace. However those who are not working now, but had sustained their initial job with Workplace for more than 12 months, were more likely than those who sustained for shorter periods to have received help with confidence and motivation from Workplace, vocational training and basic skills training.

The types of follow-up support received from Workplace were also measured. Here half of both types of customer had received any follow-up with advisor advice and help in looking for another job being most common. One in five customers had help with staying motivated and a slightly lower proportion received financial help with travel. The types of post work support are provided in Chart 18.

Chart 18: Type of support received from Workplace (follow-up)



Again, greater satisfaction was found for Workplace if they received follow-on support.

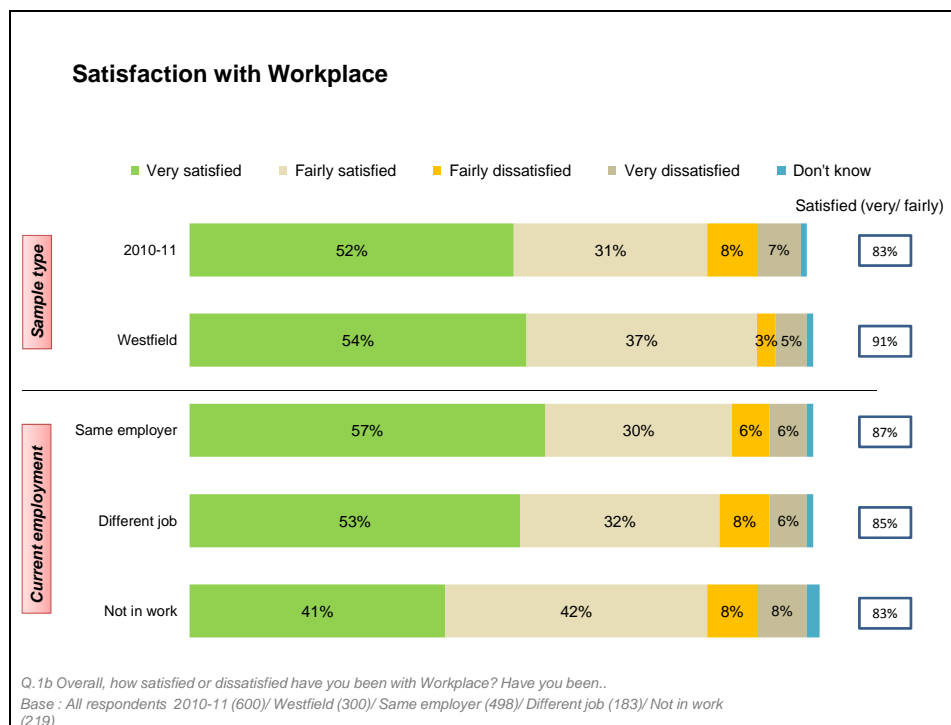
No indication exists of post-work support affecting the likelihood to sustain a job either short or long-term, despite strong support for this by advisors and employers.

4.6.2 Workplace Satisfaction

Satisfaction with Workplace was high for both employers and customers. Customers were asked how satisfied or dissatisfied they were with Workplace (Chart 19). Around nine in ten were satisfied with Workplace and the majority were very satisfied.

Westfield customers were significantly more satisfied than 2010/11 customers. This could be related to time lapse, where services improved over time, or where jobs at Westfield were account managed. Those customers not in work were slightly less satisfied (83%).

Chart 19: Satisfaction with Workplace



The reasons given for being satisfied are shown in the Table 13.

Satisfaction is related to three main areas: the service they received from Workplace (44%), the job they got through Workplace (45%) and the assistance Workplace provided (34%) such as training provision, CV writing, interview skills and getting interviews.

Table 13: Reasons for satisfaction with Workplace

Reason for satisfaction	%
Service (net)	44%
Generally good service/ helpful/ useful	22%
Good advisors – approachable/ friendly/ professional	21%
Good communication/ contact	3%
Good follow up/ have kept in touch since I started work	2%
They listen/ They try to give you what you want/ tailor service to your needs	2%
Found employment (net)	45%
I got a job/ jobs through them/ they helped me find a job/ jobs	31%
Gave me regular updates/ emails on job opportunities	9%
It was quick/ found me a job quickly	6%
I got a good job/ appropriate job/ the job I wanted	4%
Gave a lot of job vacancies/ opportunities	3%
Helped me get a temporary job	1%
Assistance (net)	34%
Training opportunities/ they helped me get appropriate training/ get my licence	9%
Helped me with my CV	8%
Helped with job search	6%
Good advice/ guidance/ information	5%
Helped with interview skills/ preparation	5%
Helped me to get interviews	4%
Helped with job applications	2%
They got out of their way/ put a lot of effort into helping you	2%
Positive mention of money/ vouchers for clothes/ travel etc.	2%
Helped with confidence/ motivation	2%
Other positive	2%

Where dissatisfaction was expressed, this was attributable mainly to not getting successful employment and criticisms of the service (Table 14).

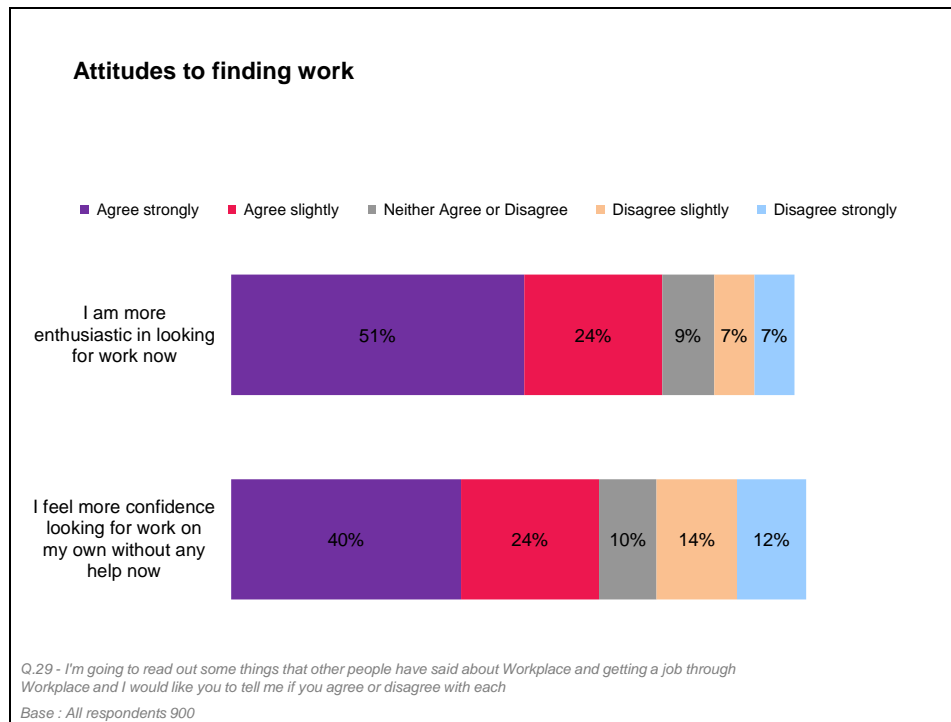
Table 14: Reasons for dissatisfaction with Workplace

Reason for dissatisfaction	%
Job (net)	51%
I did not find a job/ get a job through them/ I am unemployed	32%
Job(s) were not ideal/ appropriate	10%
Did not come up with any/ many vacancies/ opportunities/	7%
I did not get any/ many interviews	5%
Assistance (net)	18%
The advisor was not supportive/ helpful/ professional	15%
Negative mention of vouchers/ money eg inappropriate, did not receive them	3%
Service (net)	50%
Poor service/ wasn't helpful/ useful	26%
Poor communication/ infrequent contact	16%
Did not keep in contact/ went from good service to no service	6%
Slow service/ took too long to get a job	4%
Did not do as they promised/ misled me	3%
Poorly organised/ inefficient	3%
Other negative	12%

4.6.3 Impact of Workplace on customers

Customers were more enthusiastic in looking for work now (75%) and gained confidence in looking for work on their own without help (64%) following help from Workplace (Chart 20). This suggests Workplace is successful in their aims of not just helping customers into work, but also helping them to become more confident and effective in their independent job-search.

Chart 20: Levels of enthusiasm and confidence in looking for work



4.6.4 Employer relationships

While 40% of the employers interviewed dealt with Workplace for over one year, 60% used Workplace for less than a year.

Employers used Workplace for several reasons:

- **Approached by Workplace:** They were telephoned or visited by Workplace (visits were more commonplace amongst retailers);
- **Desire for local employees:** This was either because of a desire to employ locally or it was part of a Section 106 requirement;
- **Reliability:** Workplace had a proven track record with the organisation for providing good candidates;
- **Minimum effort:** Workplace vetted candidates and schooled them to prepare them for work; and
- **Previous experience:** For some the Workplace relationship was already established while some were recommended by peer organisations.

Two in five (38%) of employers used recruitment agencies or welfare to work agencies other than Workplace (18% used recruitment agencies and 26% used Welfare to work agencies). The experience of

Workplace compared to other agencies was positive, where 39% of employers thought Workplace was better and a further 48% thought Workplace was the same. Only a few (10%) thought Workplace was worse.

Below are some comments from employers about Workplace. Comments relate to the quality of candidates (screening and preparation) and positive Workplace advisor relationships.

“I had a very good rapport with the account manager and liked working with them.”

“The general calibre is better and standards are higher, CV's can look good but performance can only be tested over a period of time.”

“They are of a higher calibre, better communication skills and are able to do the job. Workplace screen their candidates well.”

“Workplace screening is a lot better, because we have used them for some time they know the type of employee we are looking for.”

“Group interviews were brilliant. They enabled me to identify the leader. Employees are very loyal, love our brand and put up with a lot of extra work when we opened.”

“Workplace spend time with their candidates, they acquire interviewing techniques and how to fill out forms. They are well screened and therefore are suitable applicants.”

Three-quarters of employees (76%) were contacted by Workplace after an employee started with them, and most (76%) rated this contact as useful, with 37% saying contact was very useful. Contact was useful because:

- it gave the employer the opportunity to feedback on candidates, and if there was a problem it allowed them to work out a solution;
- if any issues has arisen as part of the recruitment or placement process, it allowed these to be ironed out proactively;
- contact allowed the employer to update Workplace Advisors on their future needs; and
- it allowed Workplace to demonstrate good customer service.

For the few who did not rate the contact as useful, they could not see the benefit to them.

The NAO and IPPR both emphasise the importance of working closely with employers to ensure a close match between the job and the customer. This enables providers to develop a 'better understanding of the skills and qualities employers are looking for' and encourages employers to improve retention through progression, training, mentoring and access to flexible working.^{22 23}

Most employers were positive about Workplace and will use it again (72%). Returning employers would come back to Workplace because of good candidates supplied and a good customer service:

²² NAO, 'Sustainable employment' p.19

²³ Ben-Galim D et al., 'More than a foot in the door', p. 19

“Because of the service Workplace provides, the service is speedy, the personal contact i.e. coming in personally to see us to check requirements, the consistency of the service and they are consistent with their help.”

“The recruits have been well screened and are of a good calibre, i.e. good skills, willing to work and motivated. We have a good working relationship with Workplace.”

“I find the efficiency, quality and back up service excellent. They react very quickly when I need security guards.”

“We have gained really good colleagues from them. We are keen to give back to the community which is one of our objectives as well as theirs, and they have been useful in doing so.”

Negative comments about Workplace were a minority:

“The success rate of what we required was low, there might be a few good recruits for about 4 or 5 months then we had a lot of issues with absences and lateness.”

Appendix 1: Research Approach Details

Customer Research

A database of customers who found work via Workplace was provided to BDRC Continental. This included customers who found work via Workplace in 2010 and 2011 and customers who found work via Workplace at Westfield in Stratford in mid 2011. All Workplace customers were eligible for an interview if they recalled finding work with Workplace.

The profile of Workplace customers was established via the database and quotas set to ensure the interviewed sample was representative of the database and any minor differences were corrected via data weighting. 900 interviews were conducted in total, 600 with 2010/2011 customers and 300 with Westfield customers, these proportions of interviews reflected the spread of Workplace jobs.

The profile of Workplace customers was as follows.

Table 1: Workplace Customer Sample Profile (weighted)

	2010/11	Westfield
Female	36%	57%
Male	64%	43%
Age		
16-19	0%	11%
20-24	20%	40%
25-29	21%	19%
30-39	26%	16%
40-49	21%	10%
50-59	11%	4%
60+	2%	0%
Marital status		
Divorced	2%	2%
Engaged	0%	1%
Married	26%	10%
Not Stated	6%	3%
Partnered	2%	2%
Separated	3%	2%
Single	61%	81%
Widowed	0%	0%
Ethnicity		
Asian or Asian British	25%	34%
Black or Black British	24%	25%
White	26%	15%
Mixed	8%	12%
Other (including prefer not to say)	17%	13%
Parent		
Yes	39%	35%
No	61%	65%
Start date		
2008-9	9%	
2010 Q1 Jan to Mar	10%	
2010 Q2 Apr to Jun	25%	
2010 Q3 Jul to Sept	23%	
2010 Q4 Oct to Dec	20%	
2011 Q1 Jan to Mar		0%
2011 Q2 Apr to Jun		1%
2011 Q3 Jul to Sept		64%
2011 Q4 Oct to Dec		35%

Fieldwork was conducted between 30th March and 15th April 2012 by telephone, a twelve minute questionnaire was administered.

Workplace customer short term sustainability was calculated by taking the date from the database when they had started their job with Workplace and asked when this job had finished (if at all). This period of time established the length of their job and hence short term sustainability. A minority of respondents could not provide an accurate answer, therefore 56 respondent answers have been excluded. Short-term sustainability has been calculated on the remaining respondents.

Workplace Advisor Research

Three focus groups were held with Workplace Advisors, this included one group each with Account Managers, Employment Advisers and MEP Advisors. All groups were held at Boardman House in Stratford and moderated by a member of the Public Policy and Research Team. Groups were conducted in April 2012.

Employer Research

A database of 260 employers was provided to BDRG Continental. A semi-structured questionnaire was administered, this involved several closed questions as well as a good proportion of open response questions. 50 interviews were conducted with employers, the questionnaire took around 10 to 20 minutes to administer. Fieldwork was conducted by telephone between 11th and 20th April 2012.

Literature Review

A literature review looking at sustainability of employment in welfare to work. Conducted by the Public Policy and Research Team, this included 12 sources and took place between 12th and 26th March 2012.

Appendix 2 – Employers Questionnaire

Workplace Employers Questionnaire

ASK TO SPEAK TO: Named respondent

INTRODUCTION

Good morning/afternoon. My name is _____, and I am calling from BDRC Continental – an independent market social research company based in London. We have been asked by the **London Borough of Newham** to contact you to ask about your experience of using their Workplace recruitment service. The interview will last about 15 minutes by telephone, can you spare some time please (or I can call back another more convenient time).

Newham Council and BDRC Continental abide by the Market Research Society (MRS) code of conduct. The results of this survey are anonymous and confidential and will only be used for analytical purposes and you will not be asked to divulge confidential data.

Please note that this call may be recorded for quality control purposes.

INTERVIEW LENGTH: Approximately 15 minutes.

IF NECESSARY SAY.

All our surveys are conducted under the Code of Conduct of the UK Market Research Society, and if you would like to check on anything I can give you a Free phone number - 0500 396 999. The name of the executive in charge of this survey is Jacqui Banerjee

During this interview I'm going to ask you some questions about your dealing with Workplace and also to understand your views on how people you employed via Workplace have got on. Are you the best person to answer these questions or would it be someone else (If someone else, ask to be connected).

I would like to stress that what you say is completely confidential and BDRC Continental will not pass your individual comments back to Newham Council or Workplace. Your honest answers are appreciated as this will help Workplace improve their service in the future.

BACKGROUND AND WARM UP

Firstly, could you tell me a little bit about the organisation you work for and your job role.

- Q1** Which of these industries does your organisation operate in?
- | | |
|--------------------------------------|----|
| Construction | 1 |
| Retail and warehouse | 2 |
| Hospitality, Leisure & tourism | 3 |
| Office & Admin | 4 |
| Health & Social Care..... | 5 |
| Security | 6 |
| Finance & Business Services | 7 |
| Public Sector | 8 |
| Transport and distribution | 9 |
| Manufacturing | 10 |
| Other (please specify) | 11 |
- Q2** Is your organisation mainly based in Newham or outside Newham?
- | | |
|----------------------|---|
| In Newham | 1 |
| Outside Newham | 2 |
- Q3** Do you personally have any human resource or personnel responsibilities?
- IF YES probe whether this is all or part of their role
- | | |
|---------------------------------------|---|
| No HR responsibilities..... | 1 |
| Some HR responsibilities..... | 2 |
| Job is solely concerned with HR | 3 |
- Q4** And what is your job title?

Q5 Can you tell me a bit about where you work, is it a site or branch of a wider organisation, does it operate as an agency or something else?
WRITE IN

Q6 How many people does your organisation employ at your site?

Q7 How many people would you estimate have been recruited as new people in the last 12 months at your site?

Q8 How long has your organisation been dealing with Workplace?
Write in years and months

Q9 Approximately how many people have you employed via Workplace since you started dealing with them?
WRITE IN

WHAT THEY USE WORKPLACE FOR

(Adjust question wording if only used for one Workplace employee)

Q10 What made you use Workplace? PROBE FULLY What else? Any other reasons?
WRITE IN

Q11 What are the typical job roles you use Workplace for? Are these...?

READ OUT

MULTICODE

Managerial 1

Office administration 2

High skilled manual 3

Lower skilled manual..... 4

No skills 5

Other (WRITE IN)..... 6

Q12 When you use Workplace, are you usually trying to fill permanent, fixed term contract or casual hour roles?

A permanent contract..... 1

A fixed term contract 2

Casual/Zero-hours 3

A mixture of these 4

Something else (please specify) 5

No real pattern 6

COMPETITOR COMPARISONS

Q13 Do you deal with any other recruitment agencies or welfare to work agencies?

Yes - recruitment agencies 1

Yes - welfare to work agencies 2

Yes – both 3

No - neither 4

IF USE OTHER AGENCIES (Q13 CODE 1, 2, 3) OTHERS GO TO TEXT ABOVE Q16

Q14 How do Workplace customers compare to those from other recruitment or welfare to work agencies? Are they READ OUT

Better 1

Worse 2

The same 3

ASK IF BETTER/WORSE AT Q14 (CODES 1 OR 2)

Q15 In which ways are they better/worse?

WRITE IN

VIEWS ON EMPLOYEES SUPPLIED BY WORKPLACE

ASK ALL

I'm now going to ask you some questions about the people you have employed through Workplace, I would like to stress again that what you say is completely confidential by BDRC Continental.

IF MORE THAN ONE PERSON EMPLOYED BY WORKPLACE

For the next few questions, I would like you to think about a person you employed via Workplace that you are most familiar with and that no longer works with your organisation. If you can't think of someone who has left, tell me about someone employed via Workplace who is still with you.

Q16 And what type of job did this person first get with your organisation?

WRITE IN:

Q17 How many hours are/ were they working a week?

Enter number of hours

Q18 What sort of contract were they on?

- A permanent contract..... 1
- A fixed term contract 2
- Casual/Zero-hours 3
- Something else (please specify) 4
- Don't Know..... 5

ASK IF FIXED OR CASUAL (Q18 CODES 2 OR 3) OTHERS GO TO Q20

Q19 What was the expected length of the contract? (READ OUT AS APPROPRIATE FROM Q27)

- Less than a month..... 1
- 1-3 Months 2
- 3 months to 6 months..... 3
- 6-11 Months 4
- 12 Months or more 5
- Don't know 6

ASK ALL

Q20 Is this person still working with your organisation? Are they in the same role or a different one?

- Employed in the same role 1
- Employed in a different role 2
- No longer working with the organisation 3

Q21 Why are they no longer working with you?

- Their contract ended 1
- They resigned from the job 2
- They were asked to leave / sacked 3
- Something else (WRITE IN)..... 4

ASK IF RESIGNED (Q21 CODE 2) OTHERS SEE Q23

Q22 Do you know why they resigned? CODE BELOW

Too far to travel	1
To start a business	2
To start training course fulltime	3
Caring responsibility	4
Illness/injury	5
Issue with employer	6
Issue with colleagues	7
They found another job	8
Inappropriate hours	9
They couldn't get enough hours.....	10
They didn't like the work	11
The job was too stressful	12
For another reason (specify).....	13

ASK IF WERE ASKED TO LEAVE (Q21 CODE 3), OTHERS GO TO Q24

Q23 Why were they asked to leave? CODE BELOW

Too much sickness/absence.....	1
Misconduct	2
Work-related issues	3
There was not enough work/made redundant	4
Lacked the required skills (literacy/numeracy/computer/communication/etc)	5
For another reason (WRITE IN).....	6

Q24 Is your experience of Workplace employees typical of this person? IF NOT ASK: In what ways in the experience different? WRITE IN

FOLLOW-UP CONTACT

Thinking now about your contact with Workplace after an employee starts working with you.

Q25 Were you/ Are you usually contacted by Workplace after an employee has started?

Yes	1
No.....	2

IF USUALLY CONTACTED (Q25 CODE 1) OTHERS GO TO Q28

Q26 How useful do you find this contact?

Very useful	1
Fairly useful.....	2
Neither.....	3
Not very useful	4
Not at all useful	5

Q27 Why do you say that? PROBE – How could it be more useful?
WRITE IN

IF NOT USUALLY CONTACTED (Q25 CODE 2) OTHERS GO TO Q29

Q28 Would this contact be useful? IF YES: What would it be useful to be contacted about?

No (not useful).....	1
Yes useful (WRITE in)	

ASK ALL

Now thinking about Workplace in the future.

Q29 Do you plan to use Workplace in the future to find new employees?

Yes	1
No.....	2
Maybe	3

Q30 Why do you say this?

Q31 One of Workplace's remits is to create sustainable employment for people they find work for, so that long term job placement is achieved.

What do you think Workplace could do to ensure more sustainable employment in the future for the people they work with?

WRITE IN

Q32 What key advice would you give to Workplace to make the service to work better for organisations like yours?

WRITE IN

Q33 And finally, are there any further comments you would like to make about Workplace?

WRITE IN

Thank and close

Appendix 3 – Customer Questionnaire

Newham Workplace Questionnaire – Customers

ASK TO SPEAK TO: Named respondent

INTRODUCTION

Good morning/afternoon. My name is _____, and I am calling from BDRC Continental – an independent market social research company based in London. We have been asked by the **London Borough of Newham** to contact you to ask about your experience of using their help to find work via their Workplace service. The interview will last about 10 minutes by telephone, can you spare some time please (or I can call back another more convenient time).

Newham Council and BDRC Continental abide by the Market Research Society (MRS) code of conduct. The results of this survey are anonymous and confidential and will only be used for analytical purposes and you will not be asked to divulge confidential data. Any information you provide will not be stored with any of your personal data.

Please note that this call may be recorded for quality control purposes.

IDENTIFYING CLIENT: NEWHAM COUNCIL

INTERVIEW LENGTH:

Approximately 10 minutes.

IF NECESSARY SAY.

All our surveys are conducted under the Code of Conduct of the UK Market Research Society, and if you would like to check on anything I can give you a Free phone number - 0500 396 999. The name of the executive in charge of this survey is Jacqui Banerjee

READ OUT

Q1. We would like to ask you some questions about what happened after you dealt with Workplace. This is the part of Newham Council that's help people find work in the local area. You may know it as the Mayor's employment project or you may remember going to Boardman House on Stratford Broadway to meet with someone from Workplace.

Do you remember dealing with Workplace to help you find work?

Yes 1
No.....2 GOTO CLOSE

READ OUT

For the rest of this interview I am going to talk to you about Workplace, which is the name of the Newham Council service you used to help you find work.

Q1b Overall, how satisfied or dissatisfied have you been with Workplace? Have you been..

READ OUT

- Very satisfied..... 1
- Fairly satisfied 2
- Fairly dissatisfied..... 3
- Very dissatisfied 4
- DON'T KNOW 5 GOTO Q1d

ASK ALL (EXCEPT Q1b DK)

Q1c And why do you say you have been READ OUT ANSWER FROM Q1B?

WRITE IN

Q1d Which of these types of support did Workplace provide you with before you started your job? **READ OUT**

MULTICODE

- CV support 1
- Interview advice 2
- Help with confidence/motivation 3
- Basic skills training such as help with reading and writing 4
- Vocational or specific work related training such as food hygiene or construction courses 5
- Work experience 6
- Other (specify)..... 7

- No support provided..... 8

ASK ALL

Q1e Which of these best describes what happened after the support you received through Workplace?

READ OUT

- I went on to find a job through Workplace..... 1
- I went on to get a job but not through Workplace 2
- Something else (WRITE IN) DO NOT READ OUT 3 CLOSE

ASK ALL

Workplace employment

I would now like to ask you some questions about

(Q1E CODE 1): the job Workplace helped you to get

(Q1E CODE 2): the job you first got after your contact with Workplace

Q2 Which of these industries did

(Q1E CODE 1): Workplace help you to enter?

(Q1E CODE 2): you get your job in

READ OUT

SINGLE CODE

ROTATE

Construction	1
Retail and warehouse	2
Hospitality, Leisure & tourism	3
Office & Admin	4
Health & Social Care.....	5
Security	6
Finance & Business Services	7
Public Sector	8
Transport and distribution	9
Manufacturing	10
Other (please specify)	11

Q3 And what type of job did you first get in this industry?

WRITE IN:

Q5 How many hours were you working a week?

Enter number of hours (NUMERIC VALUE):

Q6 What sort of contract were you on? Were you on...READ OUT

A permanent contract.....	1
A fixed term contract	2
Casual/Zero-hours	3
Something else (please specify)	4
Don't Know.....	5

Note for interviewers: If respondent is unsure of these contract types you can add further explanation

Permanent – an indefinite contract with a guaranteed number of hours and no fixed end point.

Fixed term – a contract with a pre-determined end date. For example, 3 months or 6 months from starting.

Casual/zero hours – a non-permanent contract without a fixed number of hours.

ASK IF FIXED OR CASUAL (Q6 CODES 2 OR 3) OTHERS GO TO Q8A

Q7 What was the expected length of the contract (READ OUT AS APPROPRIATE FROM Q6)

Less than a month.....	1
1-3 Months	2
3 months to 6 months.....	3
6-11 Months	4
12 Months or more.....	5
Don't know	6

ASK ALL

Q8A Did you get paid weekly or monthly?

Weekly	1
Monthly.....	2

Q8B What was your average WEEKLY/ MONTHLY (TEXT TAKEN FROM Q8A) pay AFTER tax when you first started working?

WRITE IN IN POUNDS for EXAMPLE £250 POUNDS ENTER 250.

WRITE IN
ALLOW DK
ALLOW REF

Q9 Approximately, how long had you been unemployed BEFORE starting this job? READ OUT IF NECESSARY

Already in work when you secured the job	1
0-6 months	2
6-12 months	3
1-2 years	4
2-5 years	5
5-10 years	6
10 years +	7
This was my first job and I had never worked before	8

After Workplace employment

I would now like to ask you some questions about what you have done since you got your job

(Q1E CODE 1): through Workplace

(Q1E CODE 2): after your contact with Workplace

Q10 Which of these best describes you now.. READ OUT

I'm still in the same role with the same employer (Q1E CODE 1):I got through Workplace 1	
I'm in a different role, but with the same employer who I first worked with after Workplace2	
I'm in a different job with a different employer	3
I'm no longer working	4

ASK IF WORKING WITH SAME WORKPLACE EMPLOYER (Q10 CODES 1 OR 2) OTHERS GO TO Q14A

Q11 Are you working the same number of hours now compared to when you first started the job Workplace found you, more hours or less hours?

Working the same number of hours.....	1
Working more hours.....	2
Working less hours.....	3

ASK IF NOT THE SAME HOURS (Q11 CODE 2 OR 3)

Q12 What are your current average working hours per week?

Enter number of hours (NUMERIC VALUE):

WRITE IN

ASK ALL WHO ARE WORKING WITH THE SAME EMPLOYER (Q10 CODES 1 OR 2)

Q13 Do you have the same contract or has this changed to a different type of contract?

IF CHANGED ASK: Has this changed to? READ OUT

(Yes) A permanent contract.....	1
(Yes) A fixed term contract.....	2
(Yes) Casual/Zero-hours.....	3
(Yes) Something else (please specify).....	4
No – Contract is the same.....	5

ASK ALL WHO Q10 CODE 3 OR 4 (ARE NOT WORKING WITH THE SAME EMPLOYER OR ARE NO LONGER WORKING), OTHERS GO TO Q20

Q14a When did the job you started

(Q1E CODE 1): through Workplace

(Q1E CODE 2): after Workplace

stop?

ENTER MONTH (Jan to Dec)

ENTER YEAR (2010 2011 2012)

ALLOW DK

Q15 There are many different ways in which people end their jobs which they got

(Q1E CODE 1): through Workplace

(Q1E CODE 2): after Workplace

, which of these applies to you? READ OUT

MULTI CODE POSSIBLE

ROTATE

A – my contract ended.....	1
B – I resigned from the job or left voluntarily.....	2
C – I got was asked to leave or was sacked.....	3
D – for another reason (specify).....	4
Refused.....	5

ASK IF RESIGNED (Q15 CODE 2) OTHER SEE Q17

Q16A Which of these best describes why you resigned? READ OUT

MULTICODE

ROTATE

Too far to travel	1
To start my own business	2
To start training course fulltime	3
Caring responsibility	4
Illness/injury	5
Issue with employer	6
Issue with colleagues	7
I found another job	8
Inappropriate hours	9
Couldn't get enough hours	10
I didn't like the work.....	11
The job was too stressful	12
For another reason (specify)	13

ASK IF Q16A (CODE 4) LEFT FOR CARING RESPONSIBILITY REASONS, OTHERS GO TO Q17

Q16B You say left your job because of caring responsibilities, was this for an adult, a child or both?

Adult	1
Child	2
Both	3

Q16C What were the main issues with your caring responsibilities that led to you leaving your job? DO NOT PROMPT

The cost of care	1
The hours worked did not fit well with caring responsibilities	2
Other (specify).....	3

ASK IF ASKED TO LEAVE (Q15 CODE 3) OTHERS SEE Q18

Q17 Which of these best describes the reason your employer gave for asking you to leave? READ OUT

MULTICODE

ROTATE

1 Too much sickness/absence.....	1
2 Misconduct	2
3 Work-related issues	3
4 There was not enough work/made redundant	4
5 For another reason (specify)	5
Don't know	6
Refused.....	7

ASK Q10 CODE 4 (NO LONGER WORKING)

Q18 After your

(Q1E CODE 1): Workplace job finished,

(Q1E CODE 2): First job after contact with Workplace finished,

did you go on to find other work?

Yes	1
No	2

ASK ALL

Q20 Thinking back to when you were first registered with Workplace and the 12 months following this, how much of this time period have you been in employment? READ OUT

Less than a month.....	1
1-3 Months	2
More than 3 months to 6 months	3
6-11 Months	4
12 Months (all the time)	5

Q20B And thinking about the last five years BEFORE you registered with Workplace, how much of this time have you been in employment for? REASD OUT AS NECESSARY

Not worked for the previous five years at all	1
Worked for less than two years	2
Worked for two but less than four years	3
Worked for four years or more	4

Q21 Are you currently looking for work?

Yes	1
No.....	2

ASK IF NOT CURRENTLY WORKING (Q10 CODE 4) AND NOT LOOKING FOR WORK (Q21 CODE 2)
OTHER GO TO Q26b

Q25 Why are you not looking for work? DO NOT PROMPT
MULTICODE

I have full time caring responsibilities	1
There are no suitable jobs in Newham	2
I don't want to travel.....	3
My skills do not match existing jobs	4
I'm not well enough to work	5
Other (specify)	6

ASK IF NOT CURRENTLY WORKING (Q10 CODE 4)

Q26a Are you currently claiming benefits? IF YES? Is this...READ OUT
SINGLE CODE

Job Seekers Allowance.....	1
Employment Support Allowance or Incapacity Benefit	2
Income Support.....	3
Carers Allowance	4
Tax Credit.....	5
Other (specify).....	6

ASK IF CURRENTLY WORKING (Q10 CODE 1-3), OTHERS GO TO Q27

Q26b Are you currently claiming Tax Credit (e.g. Working Tax Credits or Child Tax Credits)?

Yes	1
No.....	2
DON'T KNOW	3

ASK ALL

Q27 Did you receive any of these types of support from Workplace to help you stay in work once your job started? READ OUT
MULTICODE

- Advice from advisor..... 1
- Financial help with travel..... 2
- Other financial assistance..... 3
- Help looking for another job..... 4
- Help setting up tax credits..... 5
- Help with debts..... 6
- Help staying motivated..... 7
- Something else (specify)..... 8
- None of these..... 9

Q28 Which of these might you have found useful when you started work to help you stay in employment? READ OUT ALL NOT MENTIONED AT Q27 (AND CODE 7)

MULTICODE

- Advice from advisor..... 1
- Financial help with travel..... 2
- Other financial assistance..... 3
- Help looking for another job..... 4
- Help setting up tax credits..... 5
- Help with debts..... 6
- Help with staying motivated..... 7
- Something else (specify)..... 8
- None of these..... 9

Q29 I'm going to read out some things that other people have said about Workplace and getting a job through Workplace and I would like you to tell me whether you agree or disagree with each

	Agree strongly	Agree slightly	Neither Agree or Disagree	Disagree slightly	Disagree strongly
I feel more confident looking for work on my own without any help now	1	2	3	4	5
I feel more enthusiastic in looking for work now	1	2	3	4	5
I find (Q10 CODES 1-3)/ found (Q10 CODE 4) it difficult to manage my finances in work	1	2	3	4	5

Demographic Section

Finally, I just need to ask you a few questions about yourself to understand who has been using Workplace

Q30 RECORD GENDER

- Male 1
- Female 2

Q31 Which of these age groups are you in? READ OUT

- Under 18 1
- 18-24 2
- 25-34 3
- 35-44 4
- 45-54 5
- 55-64 6
- 65+ 7
- Prefer not to say 8

Q32 What is your highest level of qualification? If your qualifications were attained overseas, then we are interested to know what the equivalent qualification is in this country.

READ OUT IF NECESSARY

Trade apprenticeship	1
NVQ/GNVQ.....	2
BTEC level 1	3
O levels /CSE/ GCSEs.....	4
BTEC level 2	5
A levels.....	6
AS levels	7
BTEC level 3	8
ONC, OND or City & Guilds	9
HNC or HND / BTEC level 4	10
University degree	11
Post graduate degree or qualification	12
No qualifications.....	13
Other (SPECIFY)	14

Q33 Do you have any children living at home? IF YES What are their ages?
MULTICODE

Children 0-5.....	1
Children 6-9.....	2
Children 10 - 15.....	3
Children 16+.....	4
Children have left home	5
No children	6

Q34 ASK ALL
Which of the following best describes your marital status?
READ OUT
SINGLE CODE

	(22)
Married/ living with the partner	1
Separated/ divorced/ widowed.....	2
Single	3
REFUSED	4

EQUALITIES MONITORING

The next few questions are about yourself and completing them is optional. Newham Council is committed to eliminating discrimination and promoting equal opportunities. We want to deliver and improve our services and ensure that service is available to all members of our community and the data collected on this form will help us to achieve this. The data will also be used to report on the needs of different groups of people. The information that you provide on this form will remain confidential and will be used for monitoring purposes only.

Q35 Do you consider yourself to be a disabled person?

Yes	1
No.....	2
Prefer not to say.....	3

(Only read out if necessary) The Disability Discrimination Act 1995 defines disability as “a physical or mental impairment, which has a substantial and long-term adverse effect on your ability to carry out normal day-to-day activities.” This includes people with physical impairments, visual impairments,

hearing impairments, deaf BSL users, people with learning difficulties including people with specific learning difficulties like dyslexia, people with mental health needs and people living with a health condition. E.g. HIV, multiple sclerosis, cancer.

ASK IF DISABLED (Q33 CODE 1)

Q36 It helps us to know whether we are reaching all disabled people. Can you please tell me which of these impairments applies to you? MULTICODE

Physical impairment.....	1
Hearing impairment.....	2
Learning difficulties	3
Mobility impairment	4
Visual impairment.....	5
Deaf BSL user.....	6
Blind	7
A health condition e.g. HIV, multiple sclerosis or cancer.....	8
Other	9
Prefer not to say.....	10
Not applicable	11

Q37 How would you describe your ethnic origin?
PROMPT AS NECESSARY

White British	1
White – Irish	2
White - Polish	3
White Lithuanian	4
White Romanian.....	5
White – other Easter European.....	6
White – any other white background.....	7
Mixed white	8
Other white.....	9
Mixed - White and Black Caribbean.....	10
Mixed - White and Black African	11
Mixed - White and Asian	12
Mixed - Any other mixed background (specify)	13
Black - British	14
Black – African	15
Black – Caribbean.....	16
Black – Nigerian.....	17
Black – Somali	18
Black – Ghanaian.....	19
Black - Any other Black background (specify)	20
Asian – British	21
Asian - Indian	22
Asian - Pakistani	23
Asian - Bangladeshi	24
Asian - Sri Lankan Tamil.....	25
Any other Asian background (specify)	26
Chinese – British	27
Chinese	28
Irish Traveller	29
Roma Gypsy / Traveller	30
Other (specify)	31
Prefer not to say.....	32

Q38 How would you describe your religion or beliefs?

Christian	1
Buddhist	2
Hindu	3
Jewish	4
Muslim	5
Sikh	6
Paganism	7
Atheist	8
Agnostic	9
None.....	10
Any other religion or belief (specify).....	11
Prefer not to say.....	12

Q39 And finally, how would you define your sexual orientation? READ OUT IF NECESSARY

Lesbian.....	1
Gay man.....	2
Bisexual.....	3
Heterosexual	4
Other (specify).....	5
Prefer not to say.....	6

Q40 Finally, are you the same gender you were assigned at birth?

Same gender	1
Trans gender.....	2
Prefer not to say.....	3

We have now come to the end of the survey - thank you very much for your time.

All our surveys are conducted under the Code of Conduct of the UK Market Research Society and all responses are confidential. If you would like to check on anything, the MRS free-phone number is 0500 396 999.

THANK RESPONDENT AND CLOSE

Appendix 4 – Literature Review Bibliography

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