

Fair Work for Health, Well-being and Equity

Case Studies



GIG
CYMRU
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Iechyd Cyhoeddus
Cymru
Public Health
Wales

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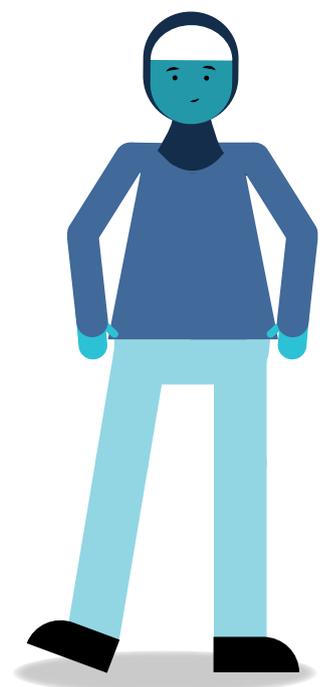
phw.nhs.wales/services-and-teams/wider-determinants-of-health-unit/

This document compliments the Guide for Local and Regional Agencies in Wales: Fair Work for Health, Well-being and Equity. Organisations, partnerships and businesses across Wales and the UK are contributing to health, well-being and equity through their efforts to increase inclusive participation in fair, or good, work.

This document presents some examples of this work, and we would like to thank those who have contributed these case studies, demonstrating fair work in action. The method by which these cases were selected is described in the appendix.

These case studies are aligned to the five core themes identified by the expert panel:

- Creating fair work
- Supporting fair work
- Normalising fair work
- Skills and access to work
- Monitoring, evaluation and intelligence



Wales Based Case Studies

Case Study 1 – Skills and access to work

Digital Communities Wales



Wales Co-operative Centre
Canolfan Cydweithredol Cymru

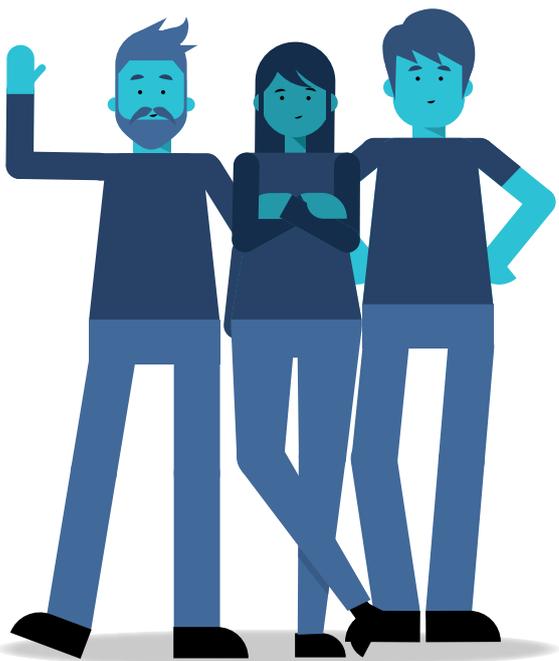
Welsh Government digital inclusion programme,
delivered by the Wales Co-operative Centre (2019 – Ongoing).

What?

The programme aims to create a Wales where everyone has the skills, access and motivation to be a confident user of digital technology. Resources are targeted at those who need help most, to prevent communities feeling left behind.

Digitally excluded people are most likely to be:

- Older adults
- People with disabilities or long-term health conditions
- Those with lower educational attainment
- Lower income individuals and families
- People in rural areas
- Welsh speaking people and others who do not use English as their first language
- Socially isolated and lonely people
- Homeless people





180,000 people in Wales are currently not online

Why?

Covid-19 has demonstrated the importance of digital access in ensuring people can continue job seeking, education, keeping in contact with loved ones and accessing medical care. This is particularly important for those who are at risk of social disadvantage including the unemployed. Digital Communities Wales (DCW) wants to change the way that society works, so that people and communities no longer feel left behind. 7% of people, or 180,000 people in Wales are currently not online. DCW targets resources at individuals and communities that need help the most.

600 Chromebooks

available to CFW and CFW+ teams across Wales



How?

DCW worked with Communities for Work (CFW) and Communities for Work+ (CFW+) to help individuals develop their digital skills for the primary purpose of achieving gainful employment. Welsh Government and DCW worked together to make 600 Chromebooks (480 data enabled) available to CFW and CFW+ teams across Wales to enable digital job searching, CV writing, submitting applications, digital interviews and completion of online training courses for those without digital access seeking employment. DCW oversaw the work, delivering training, remote support and ensuring that participants and staff gained maximum benefit as well as identifying those who would benefit most from a loaned device, such as those closest to the labour market.



169 people found employment through using devices

So what?

- 540 devices were sent to 21 local authority areas
- Devices were loaned out 450 times
- 169 people found employment through using devices
- Overall conversion to job rate of 38% between April and September 2021

The collaborative nature of the project was the key to success



Lessons learned

The collaborative nature of the project was the key to success. Monitoring has been carried out but a full evaluation of the project would be beneficial.

[Digital Communities Wales \(gov.wales\)](https://gov.wales)

Case Study 2 – Skills and access to work

Engage to Change

Working with young people aged 16 – 25, employers and parents to overcome employment barriers and develop transferrable skills (2016 – November 2022).

What?

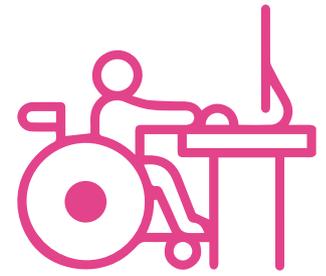
Engage to Change is a pan Wales employment project funded by the National /Lottery Community Fund in partnership with the Welsh Government. The project aims to support young people aged 16 – 25 years who are not in employment, education or training (NEET), or at risk of becoming NEET and who have a learning difficulty, learning disability or autism.

Led by Learning Disability Wales, the project is delivered by a partnership of four organisations, including Cardiff University's National Centre for Mental Health (NCMH), Agoriad and ELITE supported employment agencies. The project works in collaboration with All Wales People First, DFN Project SEARCH, colleges, local authorities, health boards and employers across Wales.

Using a person-centred approach, Engage to Change works closely with young people and their parents/carers to overcome barriers to employment and develop transferable skills.

52.1% of disabled people

aged 16 – 64 years in the UK were in employment compared with around 81.3% for non-disabled people



Why?

Employment rates for those with a learning difficulty, learning disability and or autism are very low. Only 6% of adults with a learning disability known to their local authority in England are in paid work, this figure is likely to be similar for Wales. Disabled people with autism are among those disabled people with the lowest employment rate (ONS, 2020)¹. The employment rate for those with autism in the UK was just 22% in 2020 (ONS, 2020)¹. There is evidence that employment figures for people with autism in Wales are lower than this still. In 2020, 52.1% of disabled people aged 16 - 64 years in the UK were in employment compared with around 81.3% for non-disabled people. In Wales, 18.2% of disabled people achieve a degree compared to 35.5% of non-disabled people (17.3 percentage points difference) (ONS, 2020)¹.

How?

Engage to Change was developed through collaboration between organisations experienced in the field of learning disabilities, advocacy, employment and research. To refine the project idea, the consortium carried out extensive research and consultation with young people, carers, potential employers and local authorities, Further Education Institutions and Higher Education Institutions. Policy makers and commissioners in key areas related to the project including relevant Welsh Government Departments were also approached. Evidence from the surveys, studies, reports, and conferences helped design the project.

¹ ONS Outcomes for disabled people in the UK: 2020: <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/articles/outcomesfordisabledpeopleintheuk/2020>

So what?

By the end of August 2021, the project had accepted 984 referrals and had achieved the following outcomes:

- 869 young people (YP) with Vocational Profile or Development Plan
- 713 YP registered & working towards accreditation
- 504 YP gained accreditation
- 997 YP with employability skills increase²
- 849 YP supported via pure Supported Employment Model
- 429 YP unpaid work placement
- 414 YP paid placements up to 6 months
- 189 YP participated in a supported internship
- 303 YP entering paid employment
- 242 YP sustain employment 13 weeks plus
- 526 employers improved knowledge/implemented improvements
- 709 offering work prep/ unpaid placements
- 383 Providing paid placements
- 213 Providing sustainable employment 13 weeks plus
- 13 National or local Partnerships Agreements
- 6 Employer Champions

Qualitative research carried out by NCMH within Engage to Change project, has demonstrated that people with significant disabilities can find paid work placements and paid jobs, and that they can keep those jobs for industry standard periods of time, through the supported employment and job coach model. Moreover, the data suggests that the job coach approach taken by Engage to Change is relevant to people with learning disabilities, autism, and people with significant Specific Learning Disabilities and those with a range of welfare benefit situations.

² discrepancy in data due to changes in data collection methods

Ffion's story

Ffion was referred to Engage to Change in September 2019, having a learning difficulty and difficulties obtaining, and sustaining employment as well as difficulties with memory, numeracy and organisation. Ffion lost her job during the Covid-19 Pandemic and struggled with confidence as a result. Engage 2 Change provided Ffion with weekly interventions where she carried out training in CV Building, Better Off in Work Calculations, Interview Techniques, Covering Letter Training, but most importantly confidence building. Ffion engaged remotely via Microsoft teams and carried out 1-2-1 job search sessions with her advisor.

Through collaborative working with her Engage 2 Change Employer Engagement Officer, Ffion and her Employment advisor applied and were successful in securing a Library Assistant Apprenticeship with CEREBRA. Engage to Change provided a 1-2-1 Job Coach in the workplace for the first 3 months, to provide in work support and train Ffion's in work mentor. Ffion is also currently completing a Level 2 in Business and Administration and is likely to receive a permanent position on completion of her apprenticeship.

"I love everything about my new job with CEREBRA. I was really surprised at how many resources the library has and it's been fascinating to learn how everything works. With Jan's help I can plan my work so that, although there's always a lot to do, it's never overwhelming.

It's so good to interact with other people again, everyone is so friendly, and Jan the Librarian has been amazing.

After months of lockdown the routine of working is making a huge difference to my mental wellbeing and I'm looking after myself a lot better."

- Ffion



Lessons learned

The project valued having input from young people supporting the development of the project, as well as the delivery organisations which have many years' experience in delivery of successful employment related services for young people with learning difficulties and autism. Models of best practice have been created based on lessons learned from previous projects.

<https://www.engagetochange.org.uk/>

Case Study 3 – Creating fair work, Supporting fair work

Real Living Wage Wales

Multi stakeholder leadership group driving the living wage in Wales (2013 – Ongoing).

What?

A multi-stakeholder Living Wage leadership group was established to oversee the implementation of the living wage in Wales, support employers with accreditation and provide advice on the future development of the living wage in Wales. This includes Cardiff University, Cardiff Council, Citizens Cymru, Cynnal Cymru and representatives from the private and public sectors. Cardiff Council also took the lead on 'Making Cardiff a Living Wage City' which has seen £39million put back into the local economy.

Why?

In Wales, an estimated 60,000 workers in the social care sector earn less than the Real Living Wage.



How?

The Welsh Government has committed to putting Wales' careworkers on a path to earning at least 4% more than their colleagues in England on the statutory minimum wage (known as the National Living Wage) when that rises in April 2023. The commitment from Welsh Government follows a campaign by Citizens Cymru Wales, the alliance of civil society organisations that leads the Living Wage campaign in Wales. Citizens Cymru Wales is now focusing its campaigning efforts on all Health Boards, local authorities and care providers in Wales, asking them to accredit as Living Wage employers to make sure that the increased Welsh Government funding reaches the pay cheques of all those working in social care.

So what?

From April 2022 the social care sector in Wales will now benefit from being phased on to the new £9.90 Real Living Wage with the entire workforce benefiting by the end of 2023.

Lessons learned

Working with a multi-stakeholder group has proved effective, as has collecting stories of those who have had an uplift to the Real Living Wage. The place based approach for Cardiff has worked very well as there has been a targeted approach to encouraging employers in the city to accredit.

Cardiff Living Wage City

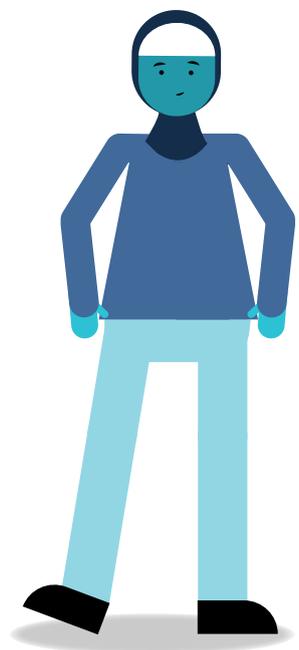
Cardiff was recognised as a Living Wage City in 2019 as part of the 'Making Living Wage Places' scheme. A group of prominent Cardiff employers joined forces to form the Cardiff Living Wage Action Group and launched its 3 year action plan to begin 'Making Cardiff a Living Wage City'. The plan encouraged major employers, iconic employers and 'anchor' organisations in Cardiff to become accredited Living Wage employers.

So what?

Since becoming a Living Wage City, Cardiff has:

- Reached the target of 150 accredited Living Wage employers
- Increased the total number of workers employed by Cardiff-based accredited Living Wage employers to 48,000
- Seen over 61,000 people in Cardiff now working for a Living Wage employer
- Achieved 43% of the Welsh total of 345 accredited Living Wage employers
- Cardiff University has estimated that an additional £36m has been paid to workers in Cardiff as a result of Living Wage accreditations by Cardiff based employers

[Living Wage – Cynnal Cymru – Sustain Wales](#)



Case Study 4 – Supporting fair work, skills and access to fair work

Chwarae Teg

A Charity creating a society where women achieve and prosper (Ongoing).

What?

Chwarae Teg is a Welsh charity which inspires, leads and delivers gender equality in Wales. Since 1992, the Charity has been working to ensure that women in Wales can enter the workplace, develop their skills and build rewarding careers. Chwarae Teg's values are equality, diversity and inclusion.

Chwarae Teg aims to support women to prosper and become visible, represented and influential across all sectors and levels of the economy. Their mission is to create a fairer Wales where women are empowered to achieve their full potential, regardless of background, social status, or geographic location.

Why?

Wales has a gender pay gap of 12% with women being paid less than men on average. Women are four times more likely than men to be out of work due to caring responsibilities. There are fewer women in decision-making positions both in politics and within the workplace and women are at greater risk than men of living in poverty and experiencing violence and abuse. The Covid-19 pandemic has exposed the true cost of this inequality, with women, particularly women of colour, disabled women, and women on low incomes, being hardest hit by the crisis.

How?

Chwarae Teg carries out research and is involved in a number of employment projects and campaigns that support and provide opportunities for women. They run a FairPlay Employer Award, which reviews and recognises organisations leading on inclusive workplace growth. They also run FairPlay Employer Solutions which supports businesses with HR needs as an inclusive workplace. Chwarae Teg's FairPlay Employer Leadership develops leaders, working to embed inclusion in workplace cultures.

So what?

Impacts from 2020 – 2021:

- Not Just For Boys – 186 girls attended the online career events which showcased 16 women leaders providing information about career options
- Step To Non Exec – Encourages women into Non-Executive director roles with mentoring, shadowing opportunities and skills training. 11 women from 48 applicants were placed within organisations across Wales
- LeadHerShip – 145 women attended LeadHerShip online events to engage and empower them to consider roles in public life and decision-making
- Over 400 women were supported to overcome the barriers that many women face in setting up a business
- Chwarae Teg's career development programme has collectively increased womens' salaries by £705,265.27. In addition 385 achieved ILM qualifications, 42 received a promotion, 42 moved to a new job role and 116 reported increased confidence
- 6 Wonderful Welsh Women were celebrated – the digital campaign profiled women from all walks of life, from history and the present day
- The Womenspire Awards 2020 showcased 40 finalists, with 8 women and 2 organisations winning

Supported 29 businesses

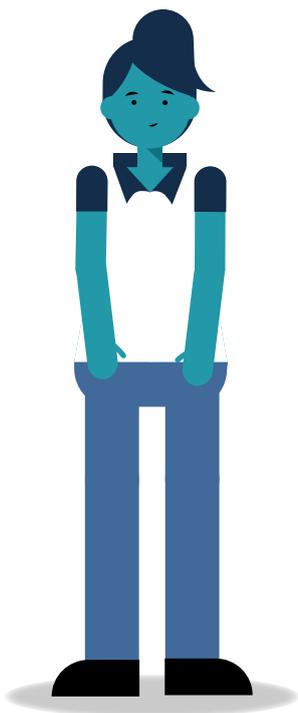
through the Agile Nation 2 Business Programme



So what?

- Worked with 21 employers on a subscription basis, providing 136 hours of 1-2-1 consultancy support to its FairPlay Employer Solutions clients, completed 15 client surveys and delivered 47 bespoke client workshops
- Supported 29 businesses through the Agile Nation 2 Business Programme. 25 adopted or improved their equality and diversity strategy and 28 achieved a FairPlay Employer award

<https://chwaratetg.com/>



Case Study 5 – Skills and access to fair work

Kickstart Scheme

Diversifying and Supporting the workforce of the future
(Cardiff and Vale University Health Board – January 2021 – September 2022).

What?

The Scheme is open to people aged 16 – 24 who are currently claiming Universal Credit and at long term risk of unemployment. It offers individuals a 6 month paid job with funding from the Government for 25 hours per week. It is paid at the National Minimum Wage according to their age bracket. Cardiff and Vale UHB has become one of the most successful organisations supporting this scheme in Wales.

Why?

The Kickstart Scheme was introduced by the Department for Work and Pensions in September 2020 in response to high youth unemployment due to Covid-19. The scheme aimed to create high-quality six-month work placements to reduce the scarring effects of long-term unemployment on young peoples' life chances.

Funding for the posts is covered by the

**Government which pays
£1500 grant for each person**



How?

Cardiff and Vale University Health Board (UHB) implemented the scheme in March 2021, and had an initial contract for 50 places, this was quickly upscaled to 200 placements within the first 6 weeks due to the uptake of the placements. Costs to Cardiff and Vale UHB have been minimal as the funding for the posts is covered by the Government which pays a £1500 grant for each person taken on. A development programme has been designed encapsulating the heritage of Wales through an experiential day. Educational sessions are also provided in collaboration with Cardiff and Vale College.



Cardiff and Vale UHB has to date filled
146 placements

So what?

The scheme has resulted in a positive impact on Cardiff and Vale workforce supply, expanding on ambitions to diversify the workforce. Cardiff and Vale UHB has to date filled 146 placements, with 12 individuals gaining permanent roles, and 2 apprenticeships.

Lessons learned

The scheme has proven very successful and given many opportunities for young people to enter the health and care system. This scheme has allowed individuals to apply for permanent positions with the UHB and get started on a career path.

Quote from participant

"I am very thankful for the Kickstart Scheme. This initiative and experience have resulted in me securing a full-time, permanent Band 4 position, doing a role I really enjoy and with a team that I feel a part of. The scheme gave me the opportunity to learn and develop my skill set and opened the door to permanent employment. I am looking forward to starting my new role and continuing to support the dental team within the Primary, Community and Intermediate Care Clinical Board."



UK Based Cases

Case Study 6 – Supporting fair work, Monitoring, Evaluation and Intelligence

Fair Work in Scotland's Social Care Sector

What?

In January 2017 the Fair Work Convention established an inquiry due to concerns raised over the social care workforce and whether fair work is being delivered in the sector.

Why?

- 202,090 whole time equivalent staff employed in the Social Care Sector – 83% are women
- £3.92 billion of economic value from the adult social care sector
- 13% of the workforce works over 50 hours a week
- 20% of the workforce is not on a permanent contract
- 15% of social care workers work unpaid overtime
- 11% of the workforce is on a zero hours contract
- £9.79 average hourly pay

£3.92 billion of economic
value from the adult social care sector



How?

An expert Social Care Working Group was established to support the enquiry, bringing together employers, unions and relevant public authorities. Members provided expert advice on the current landscape and social care policy initiatives, and helped consider the insights received from stakeholders.

Research from the University of Strathclyde was commissioned on how frontline workers and their managers feel about their day to day work. Research was also commissioned on Personal Assistants working for employers using Self Directed Support. Scottish Care and Coalition of Care and Support Providers in Scotland included focus group sessions within their existing engagement events and they and other organisations shared any relevant research. Evidence and stakeholder views taken throughout the 18 month inquiry also underpinned conclusions and recommendations.

So what?

The inquiry made a significant impact on the policy debate in Scotland, exposing the fair work issues in social care and providing clear steps for how effective change can be made and sustained within the sector.

The inquiry was the first of its kind and provides a blueprint for future work of the Fair Work Convention.

The recommendations of the report were accepted by government and commitment to the way of working has been maintained within the fair work in social care group. This group has three work streams to deliver the recommendations of the inquiry and has begun the work to agree minimum terms and conditions for the sector and how best to support effective voice.

The COVID-19 pandemic places enormous pressure on the sector and has exposed further the need for change. The Scottish Government is now consulting on the creation of a National Care Service which will have ethical commissioning and fair work as core elements of the service.

Lessons learned

The collaborative approach of bringing employers, unions and all relevant public sector authorities together was key to success. The commitments made by government are significant but there is also urgent need for change in the sector. Faster implementation is required so that workers on the ground begin to feel the benefit.

Quote from participant

“There is no simple way of tackling structural gender and other inequalities in society other than tackling them head-on where we find them.”

“Enhancing fair work for social care workers is crucial to ensuring a workforce for the future and to delivering high quality social care services to some of our most vulnerable citizens.”

<https://www.fairworkconvention.scot/>



Case Study 7 – Creating Fair Work, Skills and access to fair work

South of Scotland Enterprise (SOSE)

(2020 – Ongoing)

What?

The Economic and Community Development Agency for Dumfries and Galloway and Scottish Borders was established in 2020 by the Scottish Government in recognition of the unique circumstances of the South of Scotland, and the need for a fresh approach to drive inclusive growth across the area. All funding is conditional on an enterprise's commitment to the progression of Fair Work (Fair Work is embedded in South of Scotland Enterprise Act 2019) within their organisation or community.

Why?

The vision is for Fair Work practices to prevail across the South of Scotland, to benefit the well-being and economic prosperity of individuals, organisations and the region (Fair Work being work that offers all individuals an effective voice, opportunity, security, fulfilment and respect. It balances the rights and responsibilities of employers and workers).

How?

Fair Work is viewed through two different lenses. Externally facing work is carried out with clients - businesses, communities and other organisations SOSE work with across the South of Scotland. Secondly, SOSE focus on Fair Work for their own workers, internally at SOSE.

Internal focus



So what?

SOSE are in the process of trying to establish how to record, measure and analyse progress and impact on their clients and on the region as a whole.

Eyemouth Boatyard Sets Sail on Fair Work Journey

The heart of the town's coastal community and employment to the area found itself in rough waters in 2017, with the Boatyard facing closure. However, the Boatyard was given hope and bought by a new owner with a modern vision, establishing it as Eyemouth Marine Ltd (EML). With the help of SOSE, EML is now well on its way to becoming the business envisaged by the new owners. The implementation of Fair Work practices has been a crucial component in the boatyard's regeneration.

Eyemouth Marine Ltd owner:

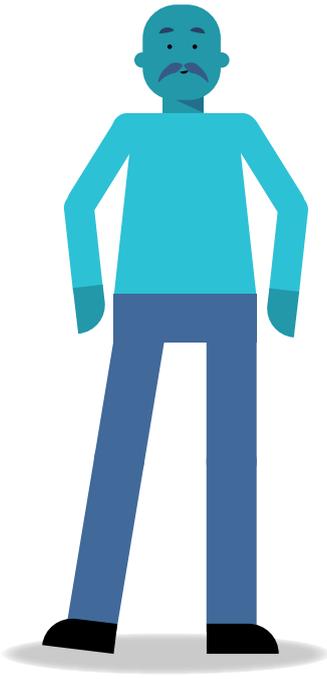
"Although the start of our Fair Work journey was challenging, we knew that we couldn't give up straight away.

Making changes to the way an organisation operates can be difficult - and that is why building a high trust environment was crucial from the beginning.

Establishing fair working practices needs to be a two-way process.

We hope that by offering a working environment which is innovative, progressive and inclusive, we can attract better quality staff who produce better quality work.

Introducing fair working practices is a win-win situation for both employees and organisations themselves."



Internal progress has been made and achieved the following outcomes:

- Accredited Living Wage Employer
- Signed up to the disability confident scheme
- Signed up to the Young Person's Guarantee
- Accredited Scottish Credit and Qualifications Framework Inclusive recruiter
- Large proportion of our workers on flexible working contracts
- Ensure training opportunities and budgets are promoted and used
- Conduct regular employee opinion surveys and analyse results and record progress

Lessons learned

- The initiative needs to be a Scotland-wide approach to reduce fragmentation between regions and agencies
- Data is key – needs a robust process and approach for gathering and analysing data
- Consistency of message is needed across stakeholder and collaborators
- High quality case studies are needed
- Fair Work needs to be tangible and common language that's easy to understand in the way that inclusion and diversity terminology has become everyday wording

Case Study 8 – Creating fair work, Supporting fair work, Monitoring, Evaluation and Intelligence, Normalising fair work

Greater Manchester Good Employment Charter

A voluntary membership and assessment scheme for all organisations of any size, sector or geography (2017 – Ongoing).

What?

The initiative aims to raise employment standards across Greater Manchester and covers seven core characteristics

- The Real Living Wage
- Secure Work
- Flexible Work
- Good Management
- Employee Voice
- Fair Recruitment
- Health and Wellbeing

Why?

The Charter was developed from a commitment made in the Mayor of Greater Manchester's manifesto in 2017. The Charter was developed for Greater Manchester despite its underlying economic strength. For example, there were issues with the quality of work in Greater Manchester, including wages not meeting the cost of living, accessibility and flexibility not offered in roles leading to a lack of diversity and unstable, low paid work rising.

How?

A structure was developed whereby employers joined the Charter movement by committing to achieving membership criteria as supporters, and then engaged and assessed to become full members.

So what?

To date over 850 employers across Greater Manchester have engaged with the Charter, with c450 becoming Supporters and 43 being assessed as full Members (26/11/21). The supporters alone cover some 250,000 employees across the city region (approximately 67% private sector, 11% public sector, 22% third sector).

The Charter's [interim evaluation report](#) recently published by Manchester Metropolitan University concludes that Greater Manchester has succeeded in developing a functioning Good Employment Charter, which manages to strike a balance between different objectives, and has taken account of the views of a range of stakeholders.

Lessons learned

The key lesson is to understand the limitations of any 'Charter' as a form of hard lever from the outset and develop a campaign or movement or community of interest approach to develop change before using it to develop binding conditionality through mechanisms like public procurement.

[FAQs | GM Good Employment Charter](#)

Case Study 9 – Creating fair work, Normalising fair work

Birmingham: Hospitality to Health

(2020 – Ongoing)

What?

Hospitality to health is a local employment initiative launched through the Birmingham Anchor Network. The initiative applies the principals of community wealth building to address the impact of Covid-19 on the Birmingham economy. Community Wealth Building is a people-centred approach to local economic development which redirects wealth back into a local economy, placing control and benefits into the hands of local people.

Why?

Pioneer Housing Group (members of the Birmingham Anchor Network) had concerns regarding the number of their residents at risk of redundancy from the hospitality sector due to the Covid-19 pandemic.

Birmingham University Hospital Trust (members of the Network) needed to recruit significant numbers of staff as a result of increased pressures from Covid-19.

How?

Through the Anchor Network, members identified their matching needs and worked together to develop a programme to address them.

The Hospital Trust recognised that former hospitality employees may have exactly the skill set to make great Health Care Assistants while the Trust's employment team had little experience of recruitment from different sectors or targeted recruitment. The Housing Group had a local employment team but little experience in helping people access NHS careers. The two institutions combined strengths to successfully attract Pioneer residents onto a pre-employment course delivered locally by the Hospital Trust.



31 residents
have been supported

So what?

- The hospitality to health scheme has received 60 enquiries from one neighbourhood
- 31 residents have been supported
- 24 are now in employment or pre-employment

Hospitality to health functions as a pilot project that demonstrates the potential for future schemes from the Network, increasing the Anchor Network's understanding of the barriers to delivering employment opportunities at scale.

Lessons learned

The pilot identified many issues with the Trust's recruitment process that were an obstacle to people switching careers into the NHS. The Trust is working to address these issues with the hope to roll the pilot out at scale. Further to this, hospitality to health has led to the development of a proposal for a "Keyworker Employment Hub" in East Birmingham that will act as a bridge between the Network partners and low income communities.

The initiative has recently evolved and Birmingham & Solihull ICS have launched a new programme called "I Can" which demonstrates the abilities of anchor networks to enable a kind of "collaborative alchemy" by which partners can identify and address a need for change in recruitment practice.

<https://cles.org.uk/community-wealth-building-in-practice/community-wealth-building-places/birmingham-hospitality-to-health/>

Further reading

Links to additional case studies and stories of lived experience:

[Using economic development to improve health and reduce health inequalities - The Health Foundation](#)

[Fair Work in the Foundational Economy - Bevan Foundation](#)

<https://businesswales.gov.wales/case-studies>

[Wales TUC campaigns | TUC](#)

<https://www.learningandwork.wales/wilnelia-de-jesus/>

<https://livingwage.wales/20th-anniversary/>

Employer Case Studies - Public Health Wales (nhs.wales)

Appendix

Case Study Method

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Date: 14 January 2022

Version: V1

Purpose and Summary of Document: The purpose of this report is to present the case studies relating to fair work, for health, well-being and equity.

Contents

1 Introduction	34
2 Method	34
2.1 Case Study Approach	34
2.2 Scope and Method	35
2.3 Selection Process	36
2.4 Recruitment and data collection	37
2.4.1 Inclusion/ Exclusion Flow Diagram (PRISMA)	38

1 Introduction

This report describes the case study approach used to produce the Fair Work for Health, Well-being and Equity Case Studies including a description of the case inclusion/exclusion criteria, case selection and data collection.

Cases were collected between October-December 2021. The aim of the case studies is to demonstrate examples of where fair work commitments from partners and organisations have directly achieved positive outcomes in practice and increased participation in or access to fair work. We hope that those working in regional and local agencies will be motivated to take action in relation to this agenda and embed fair work into decision making and plans.

2 Method

2.1 Case Study Approach

There is no one single definition of case study, but it is a widely used research methodology for investigating, reflecting upon and understanding experience and practice in the social sciences and in public health. A simple definition put forward states it is:¹

“an intensive, systematic investigation of a single individual, group, community or some other unit in which the researcher examines in-depth data relating to several variables (page 122)”

Case studies allow for the collection of single or multiple sources of data and knowledge in order to understand how interventions are implemented within varying contexts.²

There are a number of types of case study approach. For this project, an instrumental/collective case study approach was undertaken.³ The cases seek to describe and explain the how, what and why of the intervention of interest.

¹ Woods NF, Catanzaro M. Nursing research: theory and practice. St Louis: Mosby; 1980.

² Sibbald SL, Paciocco S, Fournie M, Van Asseldonk R, Scurr T. Continuing to enhance the quality of case study methodology in health services research. Healthcare Management Forum 2021; 34(5):291-296.

³ Crowe S, Cresswell K, Robertson A, Huby G, Avery A, Sheikh A. The case study approach. BMC Medical Research Methodology 2011; 11(100).

2.2 Scope and Method

The case study was broadly focused on the question “how have public bodies increased participation in fair work through increasing provision or access?” The ECLIPSE tool⁴ was used to define the type of cases that were considered for inclusion (see Table One). For this project, a case was defined as an area or organisation which has increased participation in fair work either through interventions which increase the availability of, or access to, fair work.

Table One: Case definition using ECLIPSE tool

	Expectation	Client Group	Location	Impact	Population group	Interventions
From research question	Improving participation in fair work to support health, well-being and equity	Young people Women/carers Minority ethnic groups Those with pre-existing health conditions Those with mental health conditions Those with intellectual or physical disabilities Employees in general	Local Health Board area Local authority area Organisation within a geographical area	Increase in availability of fair work opportunities Improved access to fair work	Working age population	Active Labour Market Policy interventions Procurement / supply chains which focus on fair work employers Anchor institutions to stimulate local economy Healthy workplace initiatives

Due to the short deadline for completion of this work, a purposive sampling approach was undertaken (see section 2.3) informed by the work of the Expert Panel and a model for Good, fair work developed by Public Health Wales in 2019. Despite the limitations of the sampling methodology, a systematic approach was undertaken for selecting, analysing and presenting the identified cases. The selection of case studies was agreed by the Project and Delivery Leads as outlined in section 2.3.

⁴ Wildrige V, Bell L. How CLIP became ECLIPSE: a mnemonic to assist in searching for health policy/management information. Health Info Library Journal 2002; 19(2)113-5.

2.3 Selection Process

Cases were identified and selected following a broad search of Google using a combination of search strings such as: 'fair work' 'good work' with 'employment' 'participation' 'initiatives' 'case study/ies' 'examples' 'charter' 'charity/ies'

Key websites were also searched including:

- Kings Fund
- Business Wales
- Bevan Foundation
- Fair Work Convention (Scotland)
- Local Authorities in Wales, Scotland and England

The following criteria were used in the initial selection of cases:

- UK based
- Intervention(s) delivered in the last 10 years
- Examples align with the five themes (creating fair work, supporting fair work, normalising fair work, skills and access to work, monitoring, evaluation and intelligence) and draft recommendations identified by the Expert Panel shown in interim findings document
- Examples can demonstrate a measurable impact on participation in fair work

Initially, data from potential cases were extracted into an Excel template to provide an overview of:

- Aim of the intervention
- The sectors are involved
- The theme and recommendation the case aligns to
- Target populations
- Project time frame
- Impacts / outcomes
- Resources including costs

The list of potential cases was reviewed by the project team and included or excluded for further investigation after consideration if they met the criteria outlined above (see section 2.4.1 for PRISMA flow chart of the process).

2.4 Recruitment and data collection

A case study data collection form was created for the contact in the case organisation to complete or for TW or CP to complete with the case contact. This template was used to ensure consistency in data collection and appropriate consent given. The text and any imagery was then co-produced or agreed with the case contact.

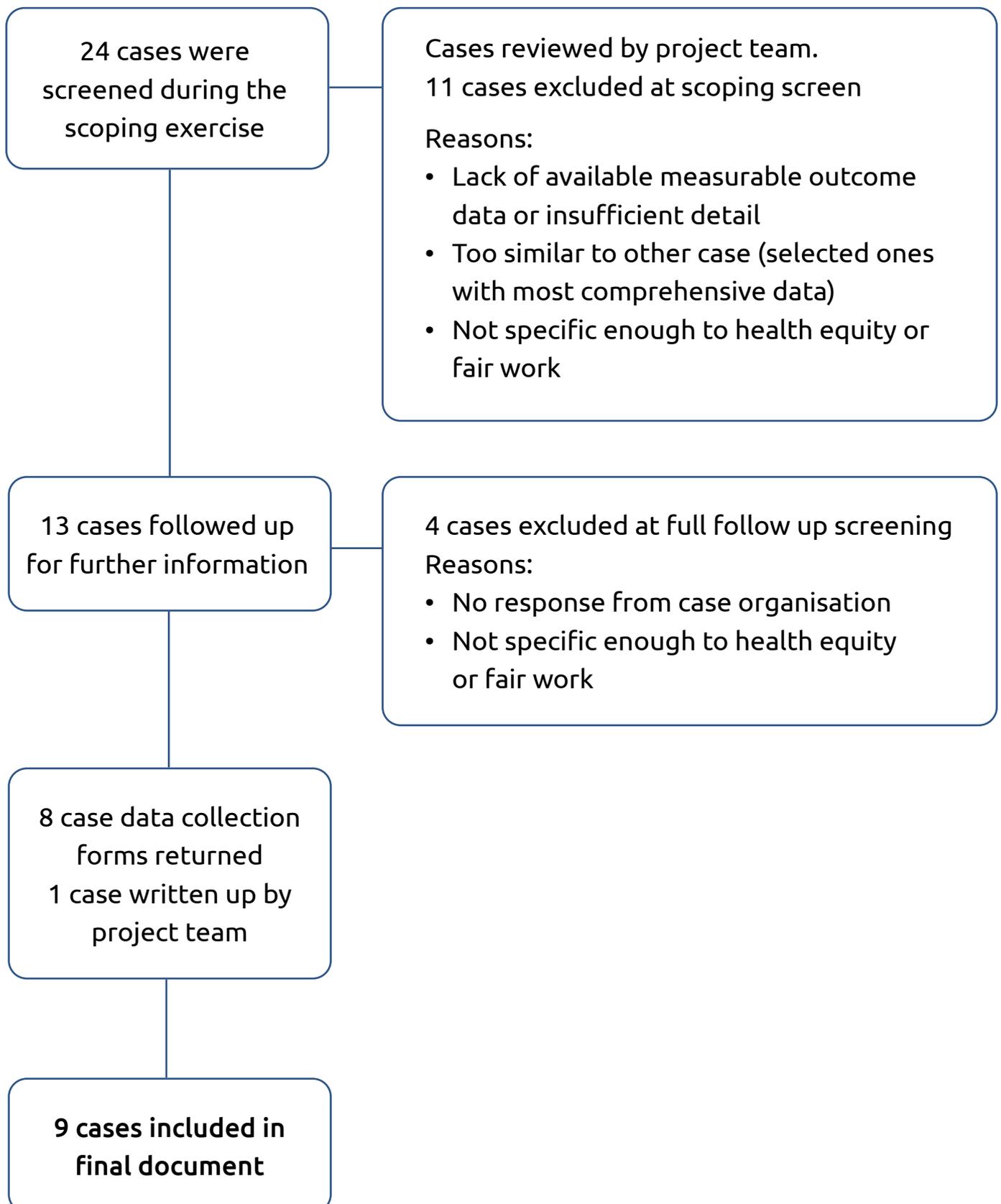
Cases which met the inclusion criteria were contacted via e-mail [Appendix A] for further information and discussion with the project team. Meetings were arranged for some case contacts whilst for others information was obtained through e-mail correspondence and completion of the data collection form. Case contacts were encouraged to co-produce the written text with the project team. For case studies where no contact was made, the project team wrote up the case studies on their behalf and gained permission to publish the case studies.

The case study data collection form focused on gathering additional information on:

- Nature of the intervention (what?)
- What the context was and what the drivers were (Why?)
- What key factors ensured delivery (How?)
- Time period from initiation to delivery (When?)
- What changes have occurred as a result of the intervention (So what)
- Any lessons learnt?

The PRISMA diagram (2.4.1) shows the process for the selection of cases, including reasons given for exclusion of cases at the scoping stage. In total 24 cases were screened during the scoping exercise, 11 were excluded and 13 cases were followed up for further information. Eight data collection forms were returned. The project team wrote up one case study that was not returned. This resulted in a total of nine cases chosen for final publication.

2.4.1 Inclusion/ Exclusion Flow Diagram (PRISMA)



Appendix A – Letter of invitation

Hello

Following initial work looking at COVID-19 and employment changes in Wales earlier this year, Public Health Wales has established an expert panel with the purpose of looking at improving participation in fair work to support health, well-being and equity with a focus on what can be done by local and regional partnerships in Wales. The panel have supported Public Health Wales in drafting ten recommendations relating to i) creating fair work, ii) supporting fair work, iii) normalising fair work, iv) skills and access to work and v) monitoring, evaluation and intelligence.

As part of this work we are looking to develop descriptive and explanatory case studies from around the UK which can be used to influence local and regional partnerships across Wales. We are particularly interested in the work of xx in this context.

It would be fantastic if you could please share details of your project as a case study. We are looking for completed submissions for case studies in the next few weeks, so appreciate its tight timescales and busy diaries. I've attached the case study collection form. Is something that your team would like to submit?

Many thanks,

Appendix B - Case Study Data Collection Form

1. Title

Title of project, programme or service

Timeframe (date/year)

1. Introduction

A description of the context and background

The challenge, key issues and locally specific issues

2. The intervention, programme or activity carried out

What was done and how, who was involved

3. Outcome and impact

Metrics used

Outcomes and indicators achieved

Impact- any change?

Enablers and obstacles

Costs

4. Lessons learned

Why was this chosen

What made it work

Would you do anything differently

5. Further resource

Provide links to where further information can be found (e.g. website)

Photographs

Participant quote

6. Author Details

Name

Title

Email address

7. Consent

To comply with the Data Protection Act (2018) and the new General Data Protection Regulation (2016), we need to ask your consent before Public Health Wales or agencies working our behalf use the information you have provided. In view of this, please read the following statement and sign.

Statement:

1. We may use your image for print and digital publications that support the work of Public Health Wales (including, for example, use in our Annual Report and other publications we produce for health promotion, information, training and organisational purposes).
2. We may use your image on our website(s) and intranet.
3. We may use your image on social media.
4. We may record your image on video.
5. Your image may appear in the media.
6. Your name may appear with your image in the media.
7. We will record your name and contact details so we may correctly identify your images if you withdraw your consent for use in the future, and inform you when we have done so.
8. Images on Public Health Wales website or social media channels will be destroyed after a period of 5 years.

Consent:

I do/do not* give consent (please sign)

*delete as applicable

Address

Telephone number

Email

Date

How to change your consent:

You can alter or withdraw the consent that you have provided at any time. To do so please email: communications.team@wales.nhs.uk or telephone **029 2034 8755**.

Privacy notice:

Our full privacy notice and data policy is available from our website at

<http://www.wales.nhs.uk/sitesplus/888/page/47400>

If you have any queries about this form, our data policy or the processing of your personal data, you should contact our Data Protection Officer, John Lawson, using the following details:

The Data Protection Officer
Public Health Wales NHS Trust,
Capital Quarter 2,
Tyndall Street,
Cardiff
CF10 4BZ
Tel: 02920 104307

Email: PHW.InformationGovernance@wales.nhs.uk