

What can we do to support people to move out of low-paid work?

An Open Space Event
at Lambeth Town Hall
on Tuesday 16th September 2014

WALCOTFOUNDATION




Trust for London
Tackling poverty and inequality

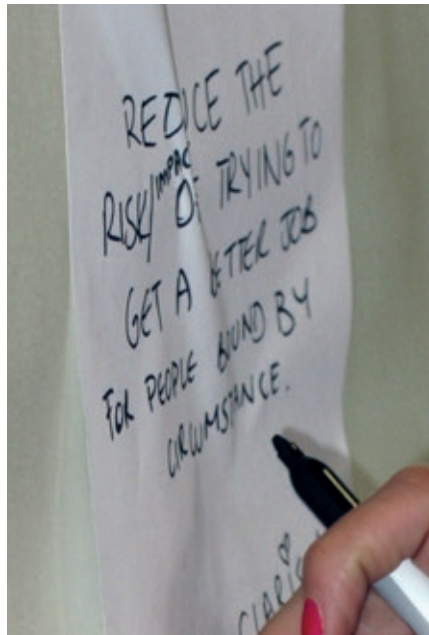
 **centre for economic & social
Inclusion**

Open Space

Using the Open Space process participants created an agenda of discussion /questions and topics prompted by the question:

What can we do to support people to move out of low-paid work?

Groups formed and the following recommendations emerged from discussion. The numbers in brackets reflect the votes assigned to different ideas at the end of the meeting.



Key themes within the recommendations

1. A more streamlined approach required so that the divisions between unemployed and employed are not so stark

- Integrate 'back to work' and 'progression' support into a seamless service that would address the underlying issues – that of poverty. Services should be configured so that they are regarded as 'employment pathways'. The target should be 'above poverty' wages (not just any job).
- JCP (Job Centre Plus) need to change their objectives as currently only focused on getting any job, they should be more focused on good employment/progression.

2. Targeted advice needed

- Investment in workforce development (for employment support providers) which would include developing their skills in the additional advice needed for those in low paid work such as negotiating with employers (for more wages/promotion); knowledge of in-work and other forms of training opportunities; marketing the support to low paid workers and offering this in a flexible way (evenings/weekends).
- Develop a programme of advice and support targeted at those in low paid work, which is flexible and accessible.
- Develop a flexible, targeted service – evenings/weekends at supermarkets, churches, workplace, food banks, people at transition points (children growing up).
- Individuals need holistic support to manage all aspects of transition when they change jobs. This is a high-risk time with implications for the whole household/family. They need a trusted advisor with expertise in a range of areas and knowledge of different agencies, covering – childcare (finding suitable/affordable childcare, hours that fit around work, understand entitlement to support e.g. childcare vouchers), benefits (increased earnings impact housing benefit, council tax benefit, etc).
- Low paid workers may need support in managing increased transport costs, managing change to household budgets, rent arrears and debt, understanding employment rights, negotiation, and employment contract 'literacy'.
- People who have been stuck in low pay also need to assess the risk of moving jobs. This will also help them deal with the change of a new workplace, new relationships, new routine, and new expectations.
- Establish a new Central Hub/website (for employees/training providers/employers) which could signpost people and link together initiatives that are already happening.
- Access to good careers advice to all ages.
- Coaching/mentoring for people with their first year of employment to prevent drop-out.

3. Employers need to be encouraged to take on this agenda

- Employers can also assist internal progression by offering more opportunities to do trial periods 'acting up' in a more senior role. They could also do more to create a supportive workplace culture.
- Build a strong business case for educating employers, benefits including flexible working, reducing recruitment costs, improving better staff retention = happier workforce (better jobs can mean – other / benefit packages other than pay, but pay needs to be above LLW).
- Need cultural shift in perception of part time work underpinned by case studies of part-time work e.g.

TimeWise Foundation power part time

- Work with employers to analyse their own workforce, re-design jobs, making the jobs better, making the business case.
- Could employers act as a face for campaigns for progression in the workplace/other practices that could help people out of these jobs? For example, the Chief Executive of LUSH who almost acts as an ambassador for the Living Wage. This would enable employers to set examples of good practice, demonstrate the tangible benefits of these practices (e.g. lower staff turnover, higher productivity) and influence smaller companies through supply chains (e.g. ensuring all contracted service staff are paid the living wage).
- Target a sector specific approach – involving trade unions / sector skills council to develop progression routes.
- Creating an inclusive work place. All work places have training programmes inclusive of areas such as communication. Work places should include communication in all forms, such as BSL, so deaf members of the community/work place are not marginalised or alienated.



Is the advice/support needed by low-paid workers different to that needed by people who are unemployed?

(1)

- Lots of shared ground as many similar skills needed, e.g. dealing with childcare and confidence issues
- Employers should be encouraged to think about their own career progressions routes and the benefits of these to their business
- Need to encourage people to think about whether it is better to stay or leave?
- JCP need to change their objectives as currently only focused on getting any job, they should be more focused on good employment/progression
- However, JCP is set up to dispense benefits, and although they have employment targets are they the best to deliver this?
- Would a decentralised (regional or local) approach be more appropriate?
- Need a multi-pronged approach – identifying skills gap in the labour market and matching these with training provision
- More targeted support is needed – where do people in low pay go for support and advice? No structure in place for this? Flexibility in time and style of support crucial.
- A service is needed targeted at those in work – promoted and marketed to them

Recommendations

- Investment in workforce development which would include developing skills in specific advice needed such as negotiating with employers (for more wages/promotion); knowledge of in-work and other forms of training opportunities; marketing the support to low paid workers and to provide flexible support (8)
- Integrate 'back to work' and 'progression' support into a seamless service which would address the underlying issues – that of poverty. This should be regarded as an 'employment pathway'. The target should be 'above poverty' wages (not just any job). (10)
- Develop a programme of advice and support targeted at those in low paid work. This needs to be flexible (7)
- Encourage employers to recognise the value of in work training and workforce development (4)



Employers supporting low-paid workers

- Communication with employers
- Bridging the gap with/for employers with a package from the organisation facilitating the process
Benefits both sides, win win. (2)
- Medium to long term support for low paid – coaching, access to benefits, professional development, training (9)
- Staff who can negotiate well on behalf of low paid and sell the benefits of supporting low paid in a manner to convince employers (8)

How do we influence employers to support people on low incomes?

- Educate/train employers
- Build a strong business case for educating employers, benefits including flexible working, reducing recruitment costs, improving better staff retention = happier workforce(better jobs can mean – other / benefit packages other than pay, but pay needs to be above LLW). (8)
- Influence employers through their reputation, especially larger, high profile companies.
- Educate employees
- Due to declining union representation and interest in politics, collectives are needed to fill the gap in a more global economy, where there is less job security.

How do we encourage employers to recognise that part time does not equal low pay? (8)

- Low pay = low career aspirations and lack of career progression
- Need cultural shift in perception of part time work underpinned by case studies of part time work e.g. TWF power part time (1)
- Highlighting business benefits of part time work to staff retention/productivity, enrich employer, ethical and moral arguments as well as business arguments (3)
- Champions to promote change and positive benefits

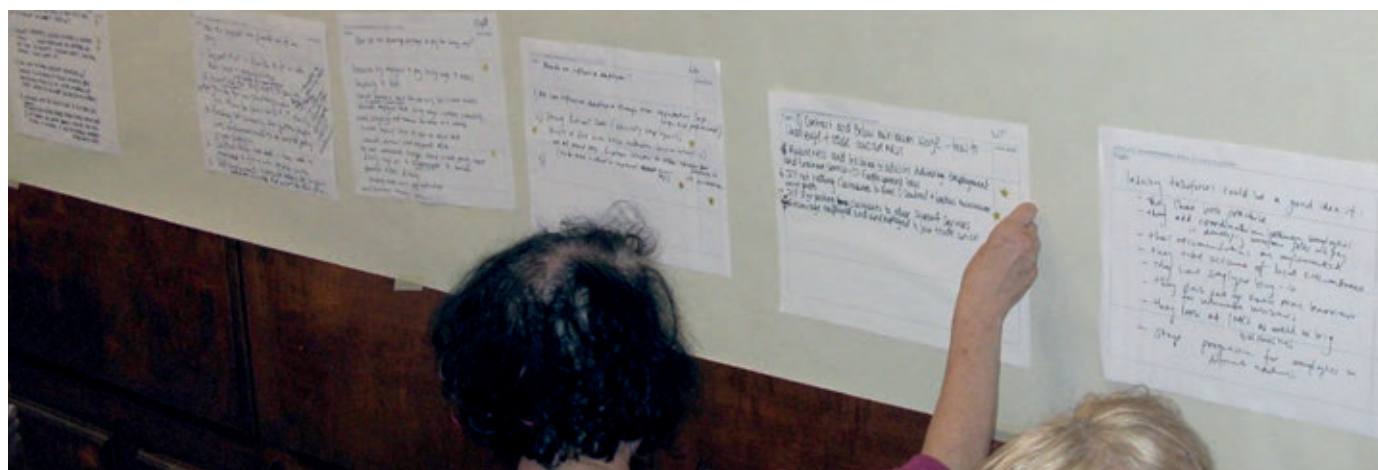


Reducing the risk for people in changing job (or in upskilling/training) (1)

- Individuals need holistic support to manage all aspects of transition when they change jobs. This is high risk time with implications for the whole household/family. They need a trusted advisor with expertise in a range of areas and knowledge of different agencies, covering – childcare (finding suitable/affordable childcare, hours that fit around work, understand entitlement to support e.g. childcare vouchers), benefits (increased earnings impact housing benefit, council tax benefit, etc), managing increased transport costs, managing change to household budgets, rent arrears and debt, understanding employment rights, negotiation, and employment contract 'literacy'. (8)
- People who have been stuck in low pay also need to assess and take the risk of moving jobs. This will also help them deal with the change of a new workplace, new relationships, new routine, new expectations. (7)
- Jobseekers and low paid workers need a medium/long term personal action plan and ongoing support to guide them through finding a job, sustaining it, upskilling, progressing, training, moving on, to get the place they want to be.
- This enhanced support for low paid workers seeking to change job could be funded through a levy on employers in low pay sectors.
- Employers can also assist internal progression by offering more opportunities for staff to do trial periods 'acting up' in a more senior role. They could also do more to create a supportive workplace culture. (1)
- Workers who lose their job after moving into a higher paying role could be entitled to an enhanced level of JSA to reduce the risks associated with moving jobs.

Learning and Development

- Central Hub/website (for employees/training providers/employers) (7)
 - Signposts to and links together initiatives already happening, links borough to borough
 - Needs two areas – one for those in work and one for those unemployed (different needs)
- Skills Training
 - Incentives for employers to train,
 - Policy making (mandate) to encourage employers to provide training
 - Voluntary sector led training
 - Include careers advice
 - Workplace led training (training in the workplace)
- Learning Champions
 - People who have been through the process and become better skilled/higher paid
 - People who inspire, give ideas, self-confidence
 - People need these ideas and inspiration to know what is out there



What are the barriers to progression from low paid work?

- Councils need to stipulate London living wage throughout their supply chain.
- A government grant to local authorities should reflect this and funders need to reflect this in their contracts. (5)
- Access to good careers advice to all ages. (6)
- Schools to embed this at an early stage.
- Isolation – anti-social hours being worked – language barrier is creating issues. Continuous support throughout the journey needed. (2)
- Career progression incentives for employers plus free/affordable, flexible access to training and childcare
- Technology replacing jobs – barrier for people with no skills in this area.

Inter-generational support

- Pull knowledge and solutions from all ages in the family. Share ideas between different generations. (1)
- Childcare: Grandparents can be tapped and get more organised to support part time workers e.g. rent-a-gran.
- Supporting parents and children aged 16 and upwards. Each family to access part-time jobs and not abandon attaining degree education/training. (6)



Skills development and transferable skills

(5)

- In-house, work-based training. (1)
- Create more awareness around what employers can actually offer in terms of training and skills development. (1)
- Engage with employers more on a sector-led basis to look at employer needs and how sustainable roles can be created from that.
- Unions providing skills support, e.g employers engaging with Unions to provide free skills support for employees. (3)
- Look at the role of the state, e.g what minimum statutory entitlements should the workforce have in terms of development and training. (3)
- Create employer/employee led paths to employment. (2)
- Employer led Career development plans.

How do you 'reach' people in low-paid work?

(2)

- Develop a flexible, targeted service – evenings/weekends at supermarkets, churches, workplace, food banks, people at transition points (children growing up). The service would be income-based (e.g. those on low pay) and include skills such as negotiating with employers, training needs. (5)
- Work with employers to analyse their own workforce, re-design jobs, making the jobs better, making the business case. (5)
- Review of procurement processes (especially local authorities) to ensure workforce development and pay are strong features. (1)
- Target a sector specific approach – involving trade unions/sector skills council to develop progression routes. (1)



What can we do to support people to move out of low-paid work?
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How can we influence employers to help people out of low-paid, low-skilled work? (2)

- Could employers act as a face for campaigns for progression in the workplace/other practices that could help people out of these jobs? For example, the Chief Executive of LUSH who almost acts as an ambassador for the Living Wage. This would enable employers to set examples of good practice, demonstrate the tangible benefits of these practices (e.g. lower staff turnover, higher productivity) and influence smaller companies through supply chains (e.g. ensuring all contracted service staff are paid the living wage). (5)
- Encourage the development of a culture of training and development within companies, at all levels but particularly for lower paid staff. (1)
- Educate/communicate with employers to implement practices. For example, to open up jobs to flexible working and job shares, encourage employees to take on responsibilities beyond their job roles to learn skills etc. (1)

Disabled/deaf people on minimum wage: How do we guide them from low wages?

- In an age where we have increased methods of communication, can we look at promoting alternative methods to BSL which would provide a more inclusive environment. The main method of communication within a work place now is email. (1)
- Can we look to re-educate employers and explore funding opportunities to cater for additional support needs? (1)
- Creating an inclusive work place. All work places have training programmes inclusive of areas such as communication. Work places should include communication of all forms, such as BSL, so deaf members of the community/work place are not marginalised or alienated. (5)
- Coaching/mentoring for people with their first year of employment to prevent drop-out (2)
- Different approaches required according to individual needs. Therefore needs assessments for individuals who can then be directed to: telephone support; face to face coaching; group support etc. (5)
- Who does the needs assessment and mentoring? Could be a combination of: trained volunteers; paid professionals within the vol. sector; volunteers; HR staff within the relevant business (i.e. the employer). (1)
- Employers must be incentivised to play their part through: (1)
 - (a) Hard evidence/case studies to show it helps retain staff.
 - (b) Government funded voluntary sector projects offering free trial periods to employers to show demonstrable increased retention of staff.

How to support lone parents out of low pay? (1)

- Lone parents require individual support , advice and guidance that is delivered flexibly, e.g. phone, email, Skype, at times that fit around their other responsibilities (1)
- Incentives required for employers to provide for help for low-paid employees, like the London Living Wage Campaign, a Charter for Employee Rights that enshrines the following: (4)
 - Offers of part-time work at all levels in the organisation for all jobs
 - After 2 years all employees receive independent advice and guidance and opportunities for further training suited to their individual needs (could be basic skills or IT skills)
- Cultural shift needed to provide opportunities within a community for extended hours childcare
- Alternative models of self-employment, e.g. social enterprises, collectives that provide support with business management skills, bring individuals together so that they can support each other (1)

Zero hours contract and Below Minimum Wage – How to challenge and raise awareness

- Awareness and training on Employment Law for advisors delivering employment and training service (3)
- JCP not pushing claimants to take zero hours contracts and below minimum wage roles (2)
- JCP signposting claimants to other support services
- Encouraging employed and unemployed people to join the trade union (2)

Collective Working = Economic Empowerment

- Combining resources, expertise, facilities creating a shared collective infrastructure with young people at its core. (3)
- Supporting the development of sustainable arts and creative industry sector building and activities that provide training & employment for young people. (1)
- Identifying the market place for the 'products' and establishing a sustainable economic base. (2)
- Entrepreneurial skills & development. (1)

Supporting people to gain advanced IT skills : web design, e commerce, analytics, SEO, photoshop

- Putting forward a business case to employers to see the value to their business of up-skilling all workers in IT to make their organisation more efficient. Best practice cases – find them! Charities explaining how their training has worked for individuals. (3)
- Funding posts for quality training and people with the expertise to deliver it. Funding resources for people to learn on: wifi dongle, macbook, laptop, software. Encouraging the Skills Funding Agency to cover this learning. Reconsidering what 'basic IT skills'. What good training already exists? We need to signpost better. (1)
- Redefining what an IT literate person looks like – challenging stereotypes. Focusing on specific client groups and having programmes with very specific criteria, e.g. women, 40-60, people with physical disability and addressing their specific needs. Working with charities already working with these groups but helping them to develop their own IT training or accessing/signposting external training.



Inspiring Individuals

- Hold local events and invite employers as guest speakers, showcase case studies, do inspiring activities, invite people who have actually progressed from low paid work to talk about their journey (3)
- Have flexible/personalised service (3)
 - listen to people
 - motivate them
 - look at their aspirations
 - build confidence
 - link to the local labour market
- Provide cost effective/free vocational training to certain individuals in a desired career/field (1)

How can we encourage employers to pay the living wage?

- Pressurise big hospitality/ retail employers to pay the living wage. (3)
- Educate population about the state subsidising businesses through in work benefits (2)
- Communicate messages about in-work poverty, the impact of the living wage on business performance /etc to shareholders to educate powerful sections of society about these issues
- Encourage trade union – employer relationships i.e. trade unions reps setting on boards like in Germany (3)
- Pressure government to subsidise small business to pay the living wage rather than subsidising employees through in-work tax credits (to change the emphasis on whose responsibility it is)
- Raise awareness amongst consumers. e.g. Picturehouse cinemas market themselves as ethical, independent business but are actually run by Cineworld and pay their workers the minimum wage. Gap between brand and reality needs to be exposed. Similar issue in Creative Industries where there are lots of internships, low wage, low employee rights but ‘ethical’ branding.
- Educate workers about their rights and the support that is out there. Encourage them to organise themselves.
- Educate employers that the living wage increases productivity, morale and loyalty and reduces staff turnover and sickness absence. It makes business sense as well as moral sense. Improves PR/ CSR too. (1)



How can we ensure disabled people have access to high quality employment opportunities?

- Educating employers to give them confidence and knowledge to employ disabled people and support them to progress. Including disability equality/awareness training. (1)
- Sharing good practise between employers leading to specific employment programmes. What are the benefits? These should be addressed. (3)
- Networks of user-led organisations and disabled people, educating them about the opportunities in employment. (2)

What are the barriers preventing / restricting people from getting out of low paid jobs? How can we reduce the barriers? (3)

- Tailoring and offering third sector services to support the function of the job centre, and break away from the “tick box philosophy”. We need to bridge the gap between Government and service delivery so the emphasis is not just getting someone into work, but getting someone into work which offers real progression. (1)
- In an age where jobs are scarce, and the number of applicants are increasing, we should look to provide more support (both practical and financial) for those trying to enter self employment. For example, New Enterprise Allowance. What is the “safety net” for those trying to enter an environment with no guaranteed income? The success of their endeavours could provide further jobs. (1)

How to help those particularly in recovery to move on independently and successfully in employment.

- Accommodation is vital. e.g. supported housing that is subsidised for those who are working/actively seeking work, paying a small rent of £50-75/per month for a specific time period.
- Need to encourage charitable housing associations/ those with property (churches?)
- Need to be terms and conditions in employment, to prevent zero-hours etc.
- Psychological support, at the same time as building resilience, in order to equip clients with the coping skills of working environment/daily life (3)
- Peer mentoring in advice and guidance
- We all act individually/”competing” as organisations, whilst trying to address the same issues. We need to work together in order to achieve the same goals
- Budget/finance support within the subsidised supporting housing, to help people manage their money so that even in low paid work they can save for the future

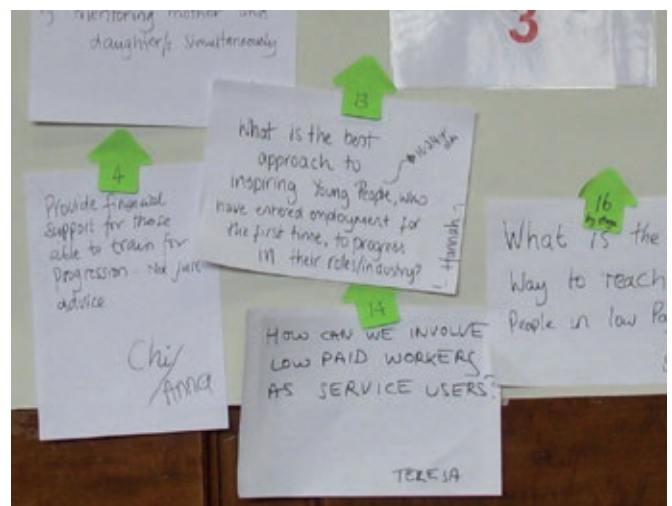


Financial Support/incentive to people in low work to progress up or out

- Welfare to work programme – issues include competition and elements of repetition in contracts. However, effectiveness of getting people out of unemployment is queried. Walcot Foundation are particularly recommended for their work in this area
- Question the relevance of the National Career Service if only online.
- Zero contract hours a disincentive to progress out of low paid work and there is no law against it.
- Financial incentive may be available from some employers but others are less willing to accommodate request, sometimes increasing the vulnerability of employees by asking them to make up hours.
- Identify lack of information as a source of enforcement of current legal entitlements for those in low paid work (although again, it was pointed out that organisations such as the Walcott Foundation/Mosaic Club House provide service users with information about jobs rights).
- Those in low paid work find it difficult to take up the flexible working option as their pay will also be marginally reduced therefore a hindrance.
- The impact of Universal credit is still unclear, especially how it will help those in low paid work. Social housing may obscure the effect of universal credit. Individuals can have more say as to what happens and how they are to use the opportunities available to them.

Recommendations

- Time off/grant/loans to help low paid to progress. Legal obligation on employers to give time for career progression
- Support for those who have caring role to have a choice without sacrificing their financial independence (3)
- More information about what is available but particularly about how to take up/enforce employment rights. All local authorities should have a legal duty to provide such services to their residents.
- Campaign to ensure DWP policy towards employment programme does not become part of a business market economy as it would not help the vulnerable members of our community (the unemployed and low paid)
- Financial support to progress out of low paid work will benefit some but not a panacea. Other support such as childcare, time off, (not unpaid time off) training on the job and requirement for employers to give employees career development time as part of work place appraisal and legal duty to implement and enforce.
- Third sector organisations should be encouraged through grants and incentive to take on the roles which local authorities, DWP are contracting out to business without accountability. There is no guarantee that these businesses cannot fail but there is no way to claw back the money spent by government bodies and those involved in the project will have no comeback when it goes bottom up.



How to raise aspirations and lower fears

- Desire for gain – person’s goals must be greater than their fear of loss
- Need well-trained support – perhaps work/life coach
- Getting together with group of other people in similar situation often helps people open up and learn from one another. Group CBT People need a safe place and permission to think – (see www.goalsuk.org)
- Moaning is different from taking action
- Who do people working go to for help? Employers can be selfish and not want to support. Learning organisations that promote personal growth. Industry standard??
- Big factors are: (2)
 - Low Self Esteem
 - Learned Helplessness
 - Immediate Gratification
 - Moaning but not taking action
- Lot of low income people suffer from low grade depression and anxiety (not just this group)
- Some people are not good at solving problems – need help
- Language barriers – lack of confidence. Internships can lower confidence

How no pay creates a culture of low pay (1)

Improving legislation/rules around internships to safeguard pay and quality (possible limit of 4 weeks for work experience). (1)

Sponsorship scheme for interns for charity/SMEs

Information for businesses being more accessible on the law around low pay

Increased union participation to educate people on their rights in the workplace, especially around low pay (1)



How to involve low paid workers as service users

- Engagement mechanisms, go where people go, be aware of stigma and create a safe space
- Ensure you know who users are, incentive to engage, financial – knowledge – training (1)
- Encourage peer mentoring and facilitation, so users more likely to engage – progression routes for users within process (1)
- Got to be a sensitive service. Providers need to give time to people with multiple barriers (1)
- Split employer engagement from employee engagement – different perspectives (1)
- Ensure services are flexible in response to what users need
- Be creative, use social media & new tech, ensure views influence provision (balance competing needs)
- Be able to tweak services in response to delivery feedback mechanisms with users
- Good local knowledge of what exists
- Communicate with partner organisations about flexibility in response to users

Distinguishing between compulsion and support (1)

- “Support” and “help” often used as euphemism for compulsion and interference – under universal credit there is possibility it can be extended to low-paid workers. Workfare and sanctions contribute to the erosion of the labour market and wages.
- There was discussion and disagreement, but these are the conclusions that came out at the end:
 - Low-paid jobs are often necessary and should be valued and paid well (such as care work) perhaps there is too much assumption being made that pushing workers up a mythical career ladder is a good thing. (1)
 - Get rid of workfare and compulsory schemes – instead support real volunteering and skills development
 - The only compulsion should be on employers to pay a living wage (1) Low wage is the function of the economy. How do we combat this? Or make low wages work as a stepping stone?

What in addition to money makes someone better off in work

- Better work includes flexibility – place, hours, care about workforce, offer progression etc
- Scope of project needs to include funding to influence employers on their role
- Role models of “better employers” (1)
- Spread the business case for being a better employer
- A better employer
- Understanding the package of support to employers that doesn’t cost them much but helps them become a better employer
- Look at progression within industries not just within organisation

Is the argument on education and social mobility a redundant one?

- Empowerment of young people to choose careers over their parents for better personal satisfaction outcomes.
- Schools need to be better at educating young people on career paths, particularly at an early age. This could take place through mentoring and coaching for young people, to help them make the right choices.
- The gap between education and employment should be addressed, such as redesigning degree courses to prepare young people for work. Employers should do more to support young people and their development.
- Career advice services such as Connexions should be reinstated. The private sector could financially support these services, as they too will benefit from young employees.
- There ought to be better teaching quality for better educational outcomes. (1)

How can we make people in low paid jobs find their competitive edge/true value

- Need to capture entrepreneurship in young people and encourage it.
- Encourage a more corporate and legal structure in the work place.
- To enhance enthusiasm and ideas and ensure that people feel confident about their ability.
- Encourage job sharing and flexibility so people have time to develop their skills.
- Encourage companies to incentivise as employers to give them ideas.
- Need to engage with schools more.
- It is important to encourage people to have a passion
- They need to be able to team up with a mentor to advise them.
- To make employers understand that employees have a valuable contribution to make.
- Finally, to communicate to employees they have the right to have part-time jobs if they want to enhance their skills.



Given that we are working in a free market economy, should employers be incentivised to aid progression? If so, how?

- We must present stronger business case- use the case studies that exist
- In work poverty needs to be elevated as a lobbying issue
- Is this the right question? In fact should the question be more focused on what an individual should be paid to live?
- Security industry presents a model of using accreditation to develop progression routes- this helped employers envision a longer term plan to the benefits in their industry
- Focusing on skills and productivity improvement will help some sectors more than others
- The power of investment of the local community, in partnership with the skills of big business can be transformative: social enterprise is a better alternative
- Legislation that insists on training support for clients in historically low paid sectors that help progression, where generic skills are currently used.
- A programme that will target low- paid workers and help provide information and guidance on moving out of these sectors
- Reformation of the care sector- complex issues needs to be addressed
- Promotion of co-operative models; some services have limited potential for self development but a co-op model delivers other benefits to the individual where all can see the community benefit and ideally share the profits. Can this be developed for areas where there is poor progression; care and cleaning for example.



How do we encourage employers to recognise that part time does not equal low pay?

- Key to recognise that part time does not/should not equal low pay or low career aspirations or lack of career progression
- Need a cultural shift on perceptions of part time work and seeing part time as an option at every level – possibly underpinned by a legislative shift too on need to offer / consider roles on part time basis
- Need to highlight the business benefits of part time work to employers, particularly:
 - Positive impact on staff retention and recruitment
 - Positive impact on productivity
 - Enriched employer
- Also important to influence cultural change and highlight business benefits by:
 - Highlight ethical and moral arguments as well as business benefits (will not work for all employers but important for some)
 - Use case study examples to show that part time can work at every level including senior roles e.g. Timewise Foundation's Power Part Time List
 - Value of champions within an organisation to promote change and positive benefits



What can schools do to support low paid staff?

- Head teachers
 - training about procurement
 - active learning environments for all staff
 - INSET should not be ‘clearing the classroom’
 - Vulnerable staff need training to support their careers
- Schools/Lambeth Council
 - Better procurement policy/practice
 - Active recruitment
 - Specify terms and conditions of employment (free lunch, childcare, training in work hours)
 - Package of benefits schools can offer at low cost (training)
 - Schools use appraisal more effectively for staff development
- Unions
 - Better involvement of learning reps in shaping training

What support/help can we provide single parents?

- Work with employers – design jobs that include flexibility for the workforce; pay people better wages; incentivise employers through tax system to offer subsidised childcare; look at business advantages for being a better employer
- Work with childcare – affordable (or free or subsidised), flexible, open at all hours, increased provision
- Work with Schools – extend school hours (reduces need for childcare) but doing so within a structure, safe, known environment – how to fund?
- Work with Local Authorities – change culture of commissioning and supply chain practice to pay better wages, with more secure contracts – lead by example
- Work with central government – policy work + commissioning focus on this area

How do we entice employers to work with us in order to move people in low paid employment?

- Sector specific training, work placement, qualifications and guaranteed interview.
- Package of commitment - employers are educated by provider to create a culture of commitment to develop staff within the organisation.
- Establish funding pools through partnerships and package offer to employers as cost free commercial style recruitment solution however ensure that we focus on the needs of the employer. Hire staff that can translate that to employers effectively.

Low wage is the function of the economy. How do we combat this? Or make low wages work as a stepping stone?

- Discussion points and observations
 - Framework of conversation: Low wages arise because they drive down costs, and increase profit margins
 - Organisations are driven by their mission
 - The economy is more powerful than government
 - How is that combated?
 - How is the culture changed?
 - What are the limits of power and influence?
 - Some employers will pay low wages. One response is to shop ethically, boycott or campaign
 - Ethical shopping can be expensive
 - Dilemma arises: is that a choice we can be made with disposable income?
 - Example of Ritzy: Picturehouse Cinema, trade union is campaigning for London Living Wage
 - Responses depend on situations
 - Example Primark: Trade unions campaigned against bad working practice
 - However, sometimes having a job is better than no job. Can support sense of self worth, support development
 - Not all people are motivated by career progression and are happy with jobs with low levels of responsibility
 - Danger of drive for high wages putting up costs and employers relocating to areas which supply cheaper labour
 - Class is a factor
 - Aspiration is a factor
 - 82% of low paid workers stay in low paid work for over 10 years



Recommendations

- Trades unions , third sector organisations & others campaigning for minimum wage/London Living Wage
- Culture of organisations
- Co-op movement principles that drive co-operative businesses: open & voluntary membership, training & education of staff is the 5th of 7 co-op principles. Recommendation to buy from and support the social enterprise economy
- Community Interest Companies, social enterprises & third sector that value staff
- Approaches to employers at all levels, has to include buy in to create a mind shift
- There is no one answer, and no one approach: attempts to change mindsets needs to be tailored e.g. small business/small social enterprises: responses tailored
- Progression (career) is key to ensuring that low pay works
- Through legislation companies could be help accountable for keeping staff in low pay over long periods of time
- Job swaps could be used within companies to encourage culture change
- The argument demonstrated to business that highly skilled staff will increase profit
- Diversification of boards in terms of race, gender, class to encourage culture shift
- Campaigns to name and shame exploitative employers
- Support organisations developing working methods to engage with and support people in low pay



Delegate list

Aaron	Barbour	Katherine Low Settlement
Adrian	Jones	Your Story/Hampton Project
Alex	Gibbons	Interactive
Alexa	Sage	Eaves
Alexei	Schwab	Future of London
Alice	Rowland	Joseph Rowntree Foundation
Amina	Khatun	Kensington and Chelsea Social Council
Amy-Jo	Kidwell	Nehemiah Project
Angela	Shafer	ELATT Connected Learning
Ann	Carolan	Peter Bedford Housing Association
Anna	Dent	London Borough of Hounslow
Anna	Demetri	South Westminster Community Organisers
Austin	Taylor-Laybourn	Trust for London
Babs	Wright	North Lambeth School Cluster
Cameron	Tait	Fabian Society
Charlotte	Moriba	Wandle Housing Association
Charmaine	Andrews	BSL Interpreter
Chi	Usanga	South Westminster Community Organisers
Chris	Stannard	Campden Charities
Chris	Hares	Intern Aware
Chrissi	Eibisch	Redbridge CVS
Christian	Johnson	CEF & Lyncx
Clare	Mangona	Prospects Services
Clarissa	Stoneham	Hammersmith & Fulham Citizens Advice Bureau
Conor	D'Arcy	Resolution Foundation
Corin	Pilling	Cardinal Hume Centre
Daniel	Chapman	Walcot Foundation
David	Kendall	Fotosynthesis
Debi	Roberts	Windsor Fellowship
Dilys	Cossey	Walcot Foundation
Dorothee	Njindou	City of London Corporation
Elizabeth	Maytom	Norwood and Brixton Foodbank
Emi	Gjoni	Vital Regeneration
Emily	Falconer	Raw Music Media
Emily	Stephens	Resurgo Trust
Emma	Glasscock	Global Solutions Services UK Ltd
Emma	Stewart	Timewise Foundation
Emma	Winter	Vital Regeneration
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George	Garrad	South London YMCA

Gloria	Austin	Advance 360
Gustavo	Meusie	Stockwell Partnership
Hannah	Widdows	Resurgo Trust
Ingrid	Guyon	Fotosynthesis
Jahanara	Hussain	Hyde Housing Association
James	Hackett	Hyde Housing Association
James	Alexander	London Youth
Jan	Stimpson	Katherine Low Settlement
Jason	Barnett	Deaf Plus
Jaspal	Babra	Trust for London
Jaspreet	Ruprah	London Borough of Ealing
Jenny	Smith	Brixton Learning Collaborative
Jess	Thom	Oasis Children's Venture
Jessica	Northend	John Lewis Partnership
John	Blackmore	Action Acton Limited
John	Mayford	Olmec
John	Patience	Nehemiah Project
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Katy	Swarbrick	Four Corners
Laurie	Heselden	TUC
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Lionne	Whitfield	Ingeus
Luica	Vinzon	Indoamerican Refugee & Migrant Organisation
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Margaret	Pierre-Jarrett	High Trees Community Development Trust
Marinella	Mezzanoche	Boycott Workfare
Mark	Maddison	Affinity Sutton
Martyne	Callender	RedbridgeCVS
Michelle	Gordon	High Trees Community Development Trust
Mubin	Haq	Trust for London
Mykal	Pinder	Mosaic Clubhouse
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Nick	Phillips	London Unemployed Strategies
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Olu	Babalola	Irish Centre Housing
Penny	Porter-Mill	Windmill Schools Cluster
Peroline	Ainsworth	Skills Network

Rachael	Bailey	Women Like Us
Robert	Dyer	Clapham and Larkhall Schools Collaborative
Rosalyn	Flowers	London Borough of Camden
Rosanne	Rabinowitz	Boycott Workfare
Rosemary	Maxwell	Hopscotch Asian Women's Centre
Ruth	Bryan	Women Like Us
Sam	Kaye	Shaw Trust
Sam	Obeng-Dokyi	ADP Consultancy Limited
Sandra	Jacobs	Skills Network
Shane	Ryan	Working with Men
Shirley	Robinson	The House of St Barnabas
Simi	Mand	Prospects Services
Simon	Wasser	SHP
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Sophia	Hamilton-Brown	Mosaic Clubhouse
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Steve	Kerr	London Voluntary Service Council
Steven	Mitchell	Skills Training UK
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Tim	Saunders	Alford House
Tim	Riley	Greater London Authority
Tim	Brown	Raw Music Media
Tim	Baker	Westminster Foundation
Toni	Bennett	BSL Interpreter
Tony	Chandler	Indoamerican Refugee & Migrant Organisation
Vicky	Tweedie	Spare Tyre
Wendy	Baverstock	Tomorrow's People
Winston	Goode	London Youth
Yvonna	Ryszkowska	Workwise
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Zoe	Pye	Thames Reach
Zorina	Begum	St. Mungo's Broadway



Getting on Brilliantly

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WALCOTFOUNDATION



A blue wavy line logo for Trust for London.
Trust for London
Tackling poverty and inequality

A logo for the centre for economic & social Inclusion, featuring a stylized red and blue shape.
centre for economic & social
Inclusion