

## Job shop evidence scoping

### Background

There are well established links between employment and health; poor quality employment and unemployment are both associated with an increase in self-reported poor health.<sup>1,2</sup> Typically, employment schemes aim to get those who are unemployed into employment without full consideration of whether that employment is right for the individual. The [Job Shop](#) in Coventry takes an alternative approach. It provides employment support for Coventry residents who are looking for new work, education or training opportunities, aiming to match residents to the right opportunities for them. A meeting was held in November 2023 between Coventry City Council's employment and skills directorate, the Coventry Health Determinants Research Collaboration, and academics from the University of Warwick Medical School to discuss possible research opportunities around employment and skills. This document highlights literature identified through rapid searches for schemes that are like that of the Coventry Job Shop.

### Search approach

Due to time limitations and the broad scope, targeted searches were conducted with specific search terms that were identified in the initial collaboration meeting. These searches were:

- Searching 'employment' on the websites of The Health Foundation, The King's Fund, Nuffield Trust, and Local Government Association – these Think Tanks and organisations are likely to have produced or summarised research on employment as a determinant of health.
- Searching 'employment' on the website of Walsall Council (as it was highlighted in the initial meeting that Walsall Council were implementing a similar initiative to the Job Shop).
- Search 'Job rotation schemes' using Google and Google Scholar search engines.

These searches were conducted in the week commencing 22<sup>nd</sup> January 2024.

### Findings

Searching 'employment' returned the following number of articles on each website: The Health Foundation (n=363), The King's Fund (n=275), Nuffield Trust (n=66), and Local Government Association (n= approximately 36,900). All articles on The Health Foundation, The King's Fund, and Nuffield Trust were screened, whilst relevant articles

from the Local Government Association referred to by these organisations were also screened for relevance.

### Job Rotation schemes

Previously developed in Denmark, Job Rotation is a form of “job matching and a short-term job guarantee – it prepares people for the labour market by guaranteeing placements for unemployed individuals and also guarantees employment and skills training for employees in the partner employer organisation”.<sup>3</sup>In practice, this allows existing employees of an organisation to take on extra training or a promotion whilst ‘backfilling’ the role with a guaranteed short-term work placement for someone who is currently unemployed. It is suggested that this can help a local economy in three ways: “tackling unemployment, encouraging business development through staff training and learning and the promotion of Lifelong Learning”.<sup>4</sup> It is summarised in Figure 1.

In [written evidence](#) submitted to the UK Government in September 2022, Professor David Etherington explains how Job Rotation works and summarises evidence from Denmark around how Job Rotation works, its benefits, and how it could be implemented by combined authorities and city regions in the UK.<sup>5</sup> The three reasons Prof Etherington suggests there is evidence of support for Job Rotation schemes in the UK are: 1) Job Rotation helps the local economy in the three ways highlighted in the previous paragraph; 2) Job Rotation “disadvantaged labour market groups by providing a period of paid work placement, along with the opportunity to improve their vocational skills and qualifications”; and 3) “employers reap the benefits of enhanced training for existing employees, and the enhanced capabilities of future employees, improving their retention, reducing turnover and saving costs to their business”. Evaluations of the scheme in Denmark, including for the European Union, suggest economic benefit of Job Rotation.<sup>6,7,8</sup>

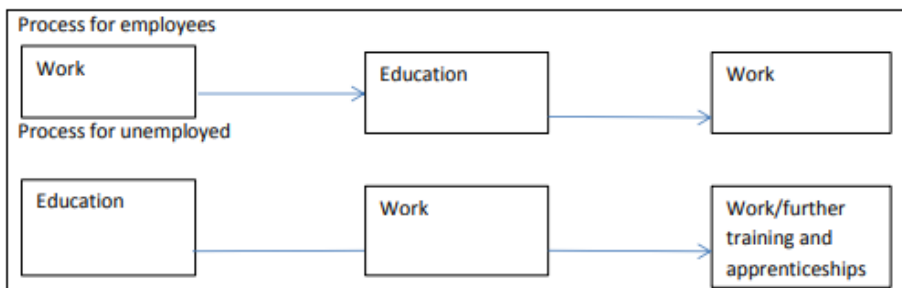


Figure 1: Job Rotation model, taken from a report published by Profs David Etherington and Martin Jones<sup>9</sup>

### Searches of organisational websites

There are examples from across the UK of similar initiatives to the Job Shop that focus on getting people into good employment. Some of these are local government led, while others are led through community consortia. Walsall Council was highlighted as a nearby local authority that are creating a Job Shop-type service, though there was no information about this was identified on their website.

[The Health Foundation](#) has several examples of projects in local areas to get those who are unemployed into good quality employment, and frames these as tackling the wider determinants of health/health inequalities:

- [Kings Lynn NHS Foundation Trust](#) – developed a shared local plan with health and care partners so those from most deprived communities can access good quality employment opportunities to address some workforce challenges.<sup>10</sup>
- [Liverpool City Region](#) Combined Authority are integrating health and wellbeing outcomes into all economic strategies and employment programmes. As part of this, employment services are integrated into the health and wider social offer.<sup>11</sup>
- [Leeds City Council](#) – taking a joined-up, targeted approach in a consortium of 13 organisations that will work with people in deprived communities with the poorest health outcomes to achieve increased opportunities for quality employment and training.<sup>12</sup>
- Fairer, Greener, Healthier: communities creating their own wealth and health <https://www.health.org.uk/funding-and-partnerships/projects/fairer-greener-healthier>

In addition to these case studies, The Health Foundation also published a report on [using economic development to improve health and reduce health inequalities](#).<sup>13</sup> The report sets out how the post Covid-19 pandemic economic recovery presents an opportunity to create more inclusive economies are geared towards reducing health inequalities. Several case studies from the UK and abroad are included where practical insights into how this can be achieved are shown. These cases studies include [one-stop guidance centres](#) in Finland, where those under 30 can get help on work, education, and ‘every day life’,<sup>14</sup> and to two [health-led employment trials conducted in the West Midlands Combined Authority and the Sheffield City Region](#). These trials tests the “provision of Individual Placement and Support (IPS) – a well-evidenced voluntary employment support programme for people living with severe and enduring mental illness in secondary care – with a group experiencing mild/moderate mental and/or physical health conditions in primary and community care settings”.<sup>15</sup> In a [Local Government Association](#) report, there are further case studies of similar initiatives from Blackburn with Darwen, Calderdale, Doncaster, Gloucestershire and the Local Government Association in this report.<sup>16</sup>

[The King’s Fund](#) highlight combined authorities, using the West Midlands Combined Authority, as playing [a key role in tackling the wider determinants](#) and taking an integrated approach to getting people into good employment.<sup>17</sup> Finally, the [Local Government Association](#) has a large amount of evidence and case studies around employment available in addition to the earlier mentioned report.<sup>18</sup>

*Completed by Jack Birch, Research Fellow in Evidence Synthesis, Coventry Health Determinants Research Collaboration, January 2024.*

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<sup>1</sup><https://www.health.org.uk/evidence-hub/work/job-quality/relationship-between-low-quality-jobs-and-health>

<sup>2</sup><https://www.health.org.uk/evidence-hub/work/employment-and-unemployment/how-employment-status-affects-our-health>

<sup>3</sup> <https://ersa.org.uk/blog/job-rotation-an-idea-whose-time-has-come/>

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<sup>4</sup> As 3

<sup>5</sup> <https://committees.parliament.uk/writtenevidence/111581/pdf/>

<sup>6</sup> [https://static.eurofound.europa.eu/covid19db/cases/DK-2010-52\\_2481.html#:~:text=In%202022%2C%20the%20job%20rotation,implemented%20as%20an%20experimental%20scheme](https://static.eurofound.europa.eu/covid19db/cases/DK-2010-52_2481.html#:~:text=In%202022%2C%20the%20job%20rotation,implemented%20as%20an%20experimental%20scheme)

<sup>7</sup> <https://pure.au.dk/ws/files/32304613/0003191.pdf>

<sup>8</sup> <http://www.nordiclabourjournal.org/i-fokus/in-focus-2013/nordic-hunt-for-solutions-to-youth-unemployment-1/article.2013-05-21.0258264149>

<sup>9</sup> [https://www.thersa.org/globalassets/pdfs/inclusive-growth-commission/rsa-igc-job-rotation\\_de\\_mj.pdf](https://www.thersa.org/globalassets/pdfs/inclusive-growth-commission/rsa-igc-job-rotation_de_mj.pdf)

<sup>10</sup> <https://www.health.org.uk/funding-and-partnerships/programmes/workforce-research-project>

<sup>11</sup> <https://www.health.org.uk/funding-and-partnerships/programmes/liverpool-city-region-employment-programmes-for-healthier-lives>

<sup>12</sup> <https://www.health.org.uk/funding-and-partnerships/programmes/increasing-opportunities-to-tackle-health-inequalities-in-leeds>

<sup>13</sup> <https://www.health.org.uk/publications/reports/using-economic-development-to-improve-health-and-reduce-health-inequalities>

<sup>14</sup> <https://www.doria.fi/bitstream/handle/10024/162148/OneStopGuidance.pdf?sequence=5>

<sup>15</sup> <https://assets.publishing.service.gov.uk/media/643fb02822ef3b000f66f494/health-led-trials-evaluation-synthesis-report.pdf>

<sup>16</sup> [https://www.local.gov.uk/sites/default/files/documents/22.15%20inclusive%20growth\\_04.1.pdf](https://www.local.gov.uk/sites/default/files/documents/22.15%20inclusive%20growth_04.1.pdf)

<sup>17</sup> <https://www.kingsfund.org.uk/blog/2023/05/combined-authorities-part-cure-ailing-nhs>

<sup>18</sup> <https://www.local.gov.uk/search/all/employment>