



Working Lives Research Institute

Five Year Review

2002-2007



1. The WLRI 2002-2007

- 1.1 The WLRI was formed on August 1 2002, the same day as London Metropolitan University was created out of the merger of Guildhall University and the University of North London, two former polytechnics. The decision to focus much of UNL's available resources for research on a small number of key areas was taken prior to the merger by the UNL VC, Brian Roper and Deputy VC, Research, Chris Topley.
- 1.2 In August 2002 the WLRI had five staff seconded to it from the university: Steve Jefferys (100%), Mary Davis (80%), Fiona Colgan (50%), John Grahl (40%) and Nigel Morter (20%). Christine Coates of the TUC Collections was also associated with the new WLRI, and helped draft and put forward the successful proposal. At the time we didn't have an office or any administrative staff. Roughly another 12 university staff, largely from the then Business School, were loosely associated with the Institute.
- 1.3 A major reason the WLRI's proposal was endorsed by the University (after being rejected for the First Wave of Research Institutes in 2001) was that in June 2002 Steve learned that he had secured two important three-year EU Framework Five research grants: one to coordinate a five-country project to study how trade unions mediate racism in the workplace (RITU); the other in a project he had drafted but which was being coordinated by a French colleague to examine how trade unions could better deliver employee voice mechanisms in small firms. These two grants were the only successful ones in FP5 that directly referred to the role of the trade unions.
- 1.4 The support offered by the university to Research Institutes was a draw-down capacity of £500,000 over five years; there was also the promise of some secretarial support and/or support for a bursar. After five years the Institute's progress would be reviewed, and if it were decided to continue its existence, then support for the seconded staff would continue, but no further draw-down facilities would be available. We were, however, additionally allowed to 'red circle' Institute 'reserves' – the equivalent of profits from research contracts - that would accumulate over time and allow the Institutes to keep employing people during 'fallow' times. These reserves would continue to be available after the five year period. Some Institutes additionally got exemptions from the university's 10% 'internal recovery tax' – although this was largely denied WLRI – and helps explain why (in addition to the huge costs incurred in our initial set-up and then in three physical moves – none of which were borne by other institutes), the WLRI's reserves are much lower than other institutes that have been drawing in less external funding.
- 1.5 In our 2002 successful proposal to the University we listed our objectives as follows:

1. To provide a flexible interdisciplinary research environment that co-ordinates and develops the university's existing research strengths and resources.
2. To enhance the interaction between academics, policy-makers, managers, trade unionists and community activists in identifying and researching key issues on working lives.
3. To establish a high profile reputation as a London region, national, European and international 'centre of excellence' for working lives research and consultancy.
4. To disseminate the research findings widely through seminars, conferences and publications, including an associated independent journal.
5. To link the Working Lives Institute's research focus with the provision of innovative PhD and educational programmes.

1.5 This five-year review first describes how we organised to try and implement these objectives; then it goes through each in turn, discussing how far we have achieved them. Finally it discusses the challenges and sets out possible priorities for the next five years.

2 Implementing our objectives

- 2.1 In 2002 we decided to use our draw-down capacity in three ways:
- (a) By appointing active researchers to draw in more grants and to grow the institute in this way - New researchers coming in would be expected to bid for new funds and as this happened we would be able to:
 - a. extend the hours offered to those already on part-time contracts;
 - b. extend the duration of colleagues' contracts beyond the initial time-limited period;
 - c. develop a broader range of research undertaken by the WLRI.
 - (b) By strengthening the administrative support infrastructure we provided for the researchers;
 - (c) By drawing to the WLRI several PhD students to strengthen the creation of a research culture.

2.2 By the beginning of 2003 the WLRI had appointed two part-time researchers and one full researcher to the two FP5 projects. Dr Sian Moore from the LSE had been appointed as one senior researcher, and Dr Tim Strangleman the other (with effect from July 2003). We also now had a part-time secretary in a small windowless office in Stapleton House. One of the part-time researchers recruited to the SMALL project worked in the Centre for Trade Union Studies in Ladbroke House. We had also offered one PhD (Louise Raw) student a one-year bursary (joining Leon Walton whose bursary had been funded jointly by the UNL Business School and the CWU), and had agreed to pay one year's PhD fees for another four part-time doctoral students.

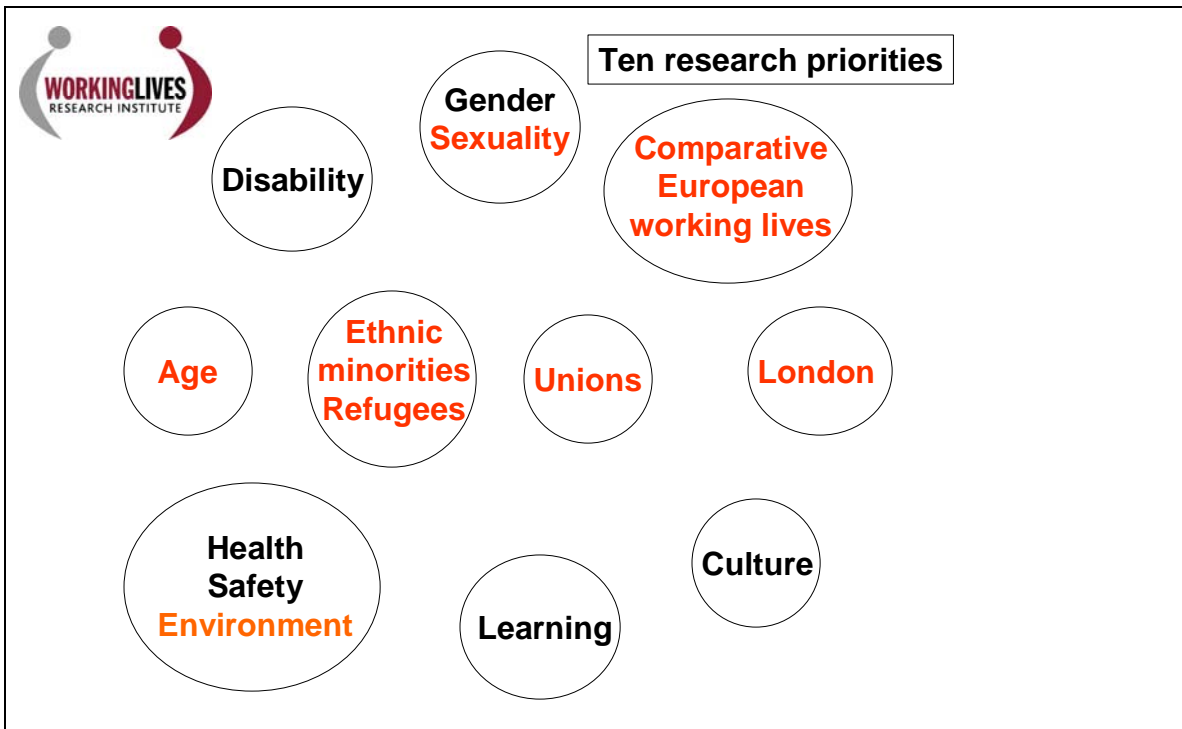
2.3 The new WLRI research staff also began to make bids, and as a result we secured four longer-term, longer-term projects on discrimination issues under an HE ESF programme. We secured additional European funding directly to start a project examining union learning. These projects allowed us to recruit much more widely, and in particular to bring two other senior researchers, Dr Sonia McKay and Dr Ali Tasiran (on a part-time basis). Professor Anna Pollert also joined the WLRI on a 50% contract (and 50% working for the Business School) being paid out of central university funds.

2.4 As we grew in numbers of researchers, we took over more office space. Initially we took over an additional 'teaching' room 'temporarily' in Stapleton House, and then in January 2003 we took over two more large rooms in the basement of main university building. To provide the growing administrative support we needed we then recruited our first full-time administrator, Alison Gosper, and shortly afterwards, took on another full-time administrative worker, Anna Wojewodzki, and soon after that Sarwar Quamer. Linda Butcher joined initially on a two-day a week basis to help organise our financial affairs. Still on three sites, we argued hard to be brought together in one place, and finally we were offered the opportunity to move to Jewry St in the summer of 2005. Since then, Linda Butcher moved up to three days a week

and Alison moved into a part-time and finally into a full-time research post. Her administrative role was taken over first by Jacqui Applebee, and then by Max Watson. Anna Wojewodzki was replaced by Sonia Allouache in 2006.

2.5 Our organisational structure also took form over time. Initially we had twice monthly meetings of all WLRI staff and associates; then as we grew we established a WLRI Executive, comprising essentially all senior staff (including those leading projects). In 2005 we decided to shift to monthly Exec meetings supported by a series of sub-committees, including a Staffing Sub-Committee, a Finance Sub-Committee, an Administrative Sub-Committee and a Staff Development Sub-Committee. These mainly meet monthly, or as when needed. From the summer of 2006 we also started to try and organise ourselves around research themes. But this initiative coincided with the ending of several longer-term projects and with our first net decline in staff numbers. It was also at a time when all colleagues were working furiously to try and maintain revenue streams, and so their effectiveness remains as yet unproven.

2.6 With our staff and organisational structure in place the research of the WLRI broadened and deepened as illustrated by this 2003 graphic that helped focus our work over the following three years:



The elements shown in red represented active research fields in 2003; those in black aspirations... most of which have subsequently been achieved, with the partial exception of disability, covered only as one aspect of the 2005-6 '3Ds' project on employment projects for the disadvantaged and disengaged in London.

2.7 Our focus and bidding strategies were very effective. If we take the whole five-year period, our success rate was quite high as shown in Table 1. Table 2 presents the list of projects and their value completed between 2002 and 2007.

Table 1 Overall result rate, August 2002 - July 2007

	Numbers of bids				Value of bids		
	Made	Results known	Won	Success	Results known	Won value	Success
8/2002-07/2007	112	103	61	58%	£7,238,000	£4,191,000	59%

Table 2 WLRI completed Projects August 2002- July 2007

		Acronymn/Title	End date	Initial Value	Coordinator	Staff
WLR01S			Y-M	£000		
E0102	Carbon Trust	Environmental TU Training	05-04	41	Nigel Morter	Charlie Clutterbuck (ext)
WLRO1R						
U0946	LDA ESF	Women refugees - from volunteers to employees	04-12	65	Umut Erel	Frances Tomlinson
U1003	ESF	The evaluation of the UK's union learning fund	05-03	63	Sian Moore	Hannah Wood
U1035	ACAS	ACAS involvement in trade union recognition processes and outcomes	05-04	34	Sonia Mckay Sian Moore	
U0968	DTI	new UK voluntary trade union recognition agreements 1998-2003	05-06	60	Sian Moore	Sonia Mckay
U1129	DTI	Four country productivity comparisons	04-11	7	John Grahl	Ali Tasiran, Jeremy Anderson
U1192	OFCOM	Leavers from the Audio Visual Sector	05-07	25	Ashika Thanki	Steve Jefferys
U1290	CRE	Discrimination in print journalism	05-06	12	Ashika Thanki	Sonia Mckay
U1222	Leverhulme	Visiting Professor	05-07	12	Bernard Friot	Steve Jefferys
U1223	EUMC	25-country Employment and Law reviews	05-05	12	Sonia Mckay	Steve Jefferys
U0889	Trade unions	Short courses	05-02	20	Mary Davis	
U1176	EEDA	Mapping Migrant Workers	05-07	86	Sonia Mckay	Andrea Winklemann-Gleed
U1007	Leonardo -	EU PECS	05-Oct	6	Steve Jefferys	Hannah/Ian
U1282	Diagio	Guinness factory closure photos	05-Oct	4	Tim Strangleman	Bridget Henderson

		Acronymn/Title	End date	Initial Value	Coordinator	Staff
WLR01S			Y-M	£000		
UO890	EU FP5	RITU	05-Dec	184	Steve Jefferys	M Davis, Sukhwant Dhaliwal, Umut Erel
	EU/ESF	European union training and learning workshop	06-Aug	6	Tessa Wright	Steve Jefferys, Dave Tarren
U1159	AMICUS	Trade union learning evaluation	06-Mar	6	Geof Luton	Cilla Ross
	TUC	Organising and learning review	06-Sept	4	Sian Moore	Hannah Wood
-R	U1457	Haringey Council: Northumberland Park	06-Sept	14	Marc Crow	Joanne Holt (ext)
-R	U1229	HSE Migrant Worker Risks	06-Oct	154	Sonia Mckay	Deepta Chopra (ext) Marc Crow
-R	UO887	SMALL	06-Nov	83	Sian Moore	Steve Jefferys
-R	U1269	CIPD International Reward	06-Dec	12	Stephen Perkins	
-R	U1456	DTI-WERS Representation	06-Jul	8	Sian Moore	Ali Tasiran
-R	U1459	DTI-WERS Organised and unorganised workers	06-Jul	10	Anna Pollert	Yaojun Li (ext)
-R	U1499	DTI – trade union facilitation	06-Oct	5	Sian Moore Sonia Mckay	
-R	U1051	ESRC Unorganised Workers	06-Dec	121	Anna Pollert	Surhan Cam
-R	UO974	HE-ESF Comparative discrimination	06-Aug	280	Sonia Mckay	Amar Dhudwar; Siddig Elzailee
-R	UO976	HE-ESF Age discrimination	06-Aug	183	Tim Strangleman	Bridget Henderson .5; Sukhwant .5
-R	U1009	HE-ESF Hotel & Catering	06-Aug	190	Anna Pollert	Tessa Wright
-R	U1318	HE-ESF Older Women	06-Aug	132	Sian Moore	Alison Gosper (.5) Sukhwant Dhaliwal
-R	U1461	UK BME and migrant nurses	06-Dec	16	Andrea W-Gleed	
-R	U1460	Diversity performance in London construction	06-Dec	30	Monika Beutel	Marc Crow, Linda Clarke (ext)
-R	U1192	London LSC Audio Visual discrimination	06-Dec	144	Sonia Mckay	Jane Holgate
-R	U1225	London LSC 3Ds disadvantage	06-Dec	147	Monika Beutel	Anna Paraskevopoulou
-R	U1474	CRE: Teaching unions and religion in schools	06-Dec	10	Sukhwant Dhaliwal	Southall Black Sisters
-R	U1465	Cambridgeshire: High skilled & construction migrants	06-Dec	15	Sonia Mckay	Amar Dhudwar (.5), Sukhwant (.4)

		Acronymn/Title	End date	Initial Value	Coordinator	Staff
WLR01S			Y-M	£000		
-R	U1188	MIRE	07-Feb	95	Sian Moore	Geof Luton (.2)
-R	U1458	Maritime Charities: Needs of working age seafarers	07-Jan	58	Sonia Mckay	Tessa Wright, Alison Gosper,
(with ISET)	Joseph Rowntree	Refugees/Migrant workers	07-Jul	50	Umut Erel	ISET - Mary Hickman, Nick Mai
-R	U1567	Exdra: migrant workers in Mid- and West Essex	07-Mar	10	Sonia McKay	Anna Paraskevopoulou
-R	U1567	Ethical Trading Initiative: Migrant and agency labour in poultry sector	07-Jun	12	Sonia McKay	Ergon
TOTAL:				£2,385		

2.8 After three years of nearly continuous expansion, the calendar year 2006, however, was a major challenge. First our two European Framework Five projects, then the one third of our income stream that was delivered by long-term HE ESF projects, and finally the two two-year LSC projects, all came to an end. Their disappearance from the radar was not, unfortunately, compensated for fully by our successes in winning three EU FP6 projects. Accordingly the balance of our projects shifted towards short-term projects and our average current project length fell significantly. At the same time the pressure on the university's finance department to intervene in the pricing and costing processes of bidding led directly to two important European bids being arbitrarily refused necessary permissions to go ahead in the summer of 2006. As we predicted when this happened, the direct outcome was that two posts had to be lost early in 2007. It is clear that any blanket imposition of FEC expectations on to non-Research Council bids would constitute a major challenge to the entire future of research carried out by Londonmet.¹

2.9 While our continued success in bidding enabled us to maintain most of our staff and a very broad range of research activities, the increased insecurity increased stress on colleagues who have been making bids, and on other colleagues who see their ends of contract approaching.

2.10 With the approach of RAE 2008 and the ebb and flow of research projects and life, four staff resigned from January 2007 and one from September 2007. A shortage of replacement projects relevant to their work meant that in March and July 2007 a further three colleagues were made redundant. Of these eight colleagues, six remain external associates of the WLRI. At the same time, first Sonia Mckay and then Sian Moore were promoted to Principal Research Officer (Reader) and became permanent staff members, and Professor Allan Williams joined us (0.4 FTE) to replace John Grahl in July 2006. In addition, after the selected replacement for Anna Pollert eventually decided to go elsewhere, one Senior Research Fellow post as a Work Sociologist remains vacant. Staff numbers as of August 1 are compared with five years earlier in Table 2:

¹ Arguably this is one of the reasons it has been introduced by the government.

Table 2 WLRI Staff numbers and FTEs, 2002-2007

Grade	August 2002	August 2007
Research Director		1 (1)
Professor	1 (1)	3 (1.5)
Principal Research Officer	2 (1.2)	4 (2.7)
Senior Research Officer	2 (0.7)	4 (3.5)
Research Fellow		8 (6.1)
Research Assistant		
Principal Administrator		1 (0.6)
Senior Research Administrator		2 (2)
Research Administrator		1 (0.9)
Total Staff (Full time equivalent)	5* (2.9)	25 ** (18.3)

*All seconded staff

**Including 5 seconded core staff: Steve (100%) and Mary (who is 30% funded through DASS, Allan, who is 60% funded through ISET, Nigel, 80% funded through DASS, and Fiona, who is 60% funded through the Business School.

3 Achievements, 2002-7

Meeting our objectives

Objective 1: *To provide a flexible interdisciplinary research environment that coordinates and develops the university's existing research strengths and resources.*

3.1 Initially, the research focus in the two FP5 project grants was on the trade unions and industrial relations. Today it is broader. While retaining the focus on work (and the reasons for non-work) we can demonstrate a very substantial breadth of focus and true multi-disciplinarity, as sketched in Table 3.

Table 3 Interdisciplinary research at Working Lives

Discipline	Projects		
European Studies	Seminars on French politics and employment	European University of Work	European Foundation correspondents
History	Holocaust working lives scoping project	Gender and Class	Black trade unionists oral history proposal
Industrial Relations	French MNC labour policies in Eastern Europe	Learning representatives	Workplace representation
Labour economics	Comparative productivity	Diversity in London construction	Disadvantage in London labour markets
Political economy	Value chains in the knowledge society	Restructuring	Impact of privatisation on quality of service and employment
Social policy	Discrimination in London Audio Visual industries	Undocumented worker transitions	Discrimination against older workers
Sociology	Social identities	French work sociologists conference	Social cohesion
Statistics	Secondary data analysis of workplace representatives (WERS)	Household panel analysis of older workers	Comparative productivity before and after privatisation (PIQUE)

3.2 Our trade union focus has been significantly deepened and strengthened. Initially two FP5 grants funded comparative European research into how trade unions mediate racism in the workplace and how trade unions can express employee voice in small firms. More recently, Mary has contributed to the TUC Equal Rights project and written the text for the TUC on-line history web site on equal pay. Sonia and Sian were asked to provide a personal ministerial DTI seminar on trade union representation reflects the reputation we have gained in that area. Sian has also been

asked to undertake further work for the TUC on the issue of representation, union organisation and union learning, and to conduct two major TUC policy review projects on sustainability and just transitions and on stress at work and job satisfaction. Sonia has been asked to conduct research for the TUC on vulnerable agency workers. Sian and Mary were also asked to carry out a review of union learning for the CWU, and have launched a CPD on union learning to start in September 2007. A joint WLRI-TUC Equalities Conference was held on Trade Unions and Racism to launch a joint pamphlet written by Mary and Wilf Sullivan, and another TUC-supported Nuffield-funded pilot project has taken place on race and religion. In the same vein, a highly significant ESRC grant on trade unionism and community vehicles for expressing employee voice to start in October 2007 was secured by Jane.

3.3 At the same time we have been instrumental in securing major research projects in other areas: the EU grants in the political economy area secured by Ursula Huws (WORKS) and Steve (PIQUE); the Social Identities ESRC programme grant secured by Tim Strangleman (now at Kent), Steve and Jane Martin (now an external associate at the Institute of Education); the ESRC grant secured by Allan on international migration and innovation; and the Rowntree Foundation social integration project secured by Umut Erel (now an external at the OU) with ISET. In a very short time indeed, Sonia has added to the work begun by Umut, obtaining from the UWT Framework 6 grant amongst many others, to establish the WLRI as one of the leading national centres for studies on migrant workers.

3.4 The WLRI has clearly fulfilled to the full this objective of building on the university's breadth of interest in social justice to create a genuinely flexible interdisciplinary environment.

Objective 2: *To enhance the interaction between academics, policy-makers, managers, trade unionists and community activists in identifying and researching key issues on working lives*

3.5 In this area we have achieved a great deal. This has been done in the way in which the research projects have been set up and organised, in the bidding processes, where we have frequently sought to involve trade union partners, and (less effectively as we discuss below) in the involvement of partners in the overall direction of the WLRI.

3.6 Our reputational achievements can be measured by the approaches made to us in 2006-7 to produce policy papers for the TUC on Union learning and organising, Just Transitions, on Stress and Job Satisfaction, as well as our success in securing two grants from the DTI to do secondary data analysis on the WERS 2004 surveys. We have also had a series of major commissions to research migrant workers' experiences at national (Health and Safety Executive), regional (East of England Development Agency) and

local government (Cambridgeshire County Council, South-East Essex and Haringey Borough Council) levels.

3.7 Where the project duration has been 12 months or longer our designated project methodology has always included:

1) *The establishment of project advisory boards of practitioners*

These have met regularly (usually every 3 to 6 months) and have contributed significantly to the direction of projects, to access and to the wider dissemination of results. Roughly 100-150 different people have been engaged in helping us in this way during the past five years.

2) *Final conferences aimed at practitioners and policy-makers.*

The final Women Refugees' conference attracted one hundred people to the Womens' Library early in 2005. The final FP5 RITU conference in Paris on trade unions and racism in October 2005 attracted over 150 participants, including a 30-strong contingent of British trade unionists. About 100 largely black trade unionists attended the 2006 TUC launch of the joint TUC-WLRI pamphlet Working against Racism. The final HE ESF Refugee Worker discrimination conference was attended by 100 community activists and policy makers. The final Discrimination in London's Audio-Visual industry conference attracted nearly 100 participants. The final 3Ds Conference on discrimination and disengagement in London's labour market attracted over 100 people from local NGOs and London policy makers. Also held at City Hall, the final conference of the Diversity Performance project examining London's construction industry attracted over 150 trade unionists, managers, owners and policy makers.

3) *Publications aimed at practitioners and policy-makers.*

Both the RITU and the SMALL projects, for example, ended with WLRI colleagues editing special issues of the European TUC journal, *Transfer*, and the RITU project led to the joint 'Working against Racism' pamphlet with the TUC. The two-year, MIRE Article 6 restructuring project, ended with Sian jointly editing a book aimed at disseminating good practice in dealing with plant closures and relocations. Both the HE ESF Migrant Worker discrimination project and the ESF Article 6 Creative Approaches to Workforce Ageing projects produced high-quality DVD films raising important issues for broader discussion.

3.8 Could we have done better? Certainly one or two projects went through without resembling this blueprint too closely. And in respect of the WLRI's own National Advisory Board of 'big names' - who were all very pleased to be associated with us - we must acknowledge that after two or three meetings, we were unable to attribute to it a role that really made its high-powered members feel it was important that they attend. These are both issues to be thought about and remedied in the next five years. But they should not diminish in any way the real achievement of the WLRI in reaching out in the ways described to a real audience.

3.9 Another way of reaching out to practitioners and policy makers has been through our website. We initially invested and produced an attractive site about which, at an anecdotal level we have heard positive reactions. Unlike many web sites it used images as well as text, and since 2005, it has also had a gallery section, featuring some of the photographic work we have commissioned as part of our research projects, and links to important photographers interested in work. Unfortunately, time and pressure, meant that it has not been updated as often as we had hoped, and many of the reports that we aimed to circulate more widely through the site, have still not been put up and made available in a proper way. So our achievements are not broadcast quite as loudly or widely as we would wish, and this is something we are now in the process of remedying as we increase our individual staff responsibility for sections of the website content.

Objective 3: *To establish a high profile reputation as a London region, national, European and international 'centre of excellence' for working lives research and consultancy.*

3.10 This objective has been clearly achieved. In the last two years we have had visiting scholars come to WLRI from Poland, Australia, Belgium, Spain, Italy and France, with Bernard Friot securing a rare Leverhulme Visiting Professorship. In the same period colleagues from the WLRI have been invited to give keynote addresses to conferences in Paris, Rome, Lisbon, Berlin and Brussels. This reflects the successes of the WLRI in not only securing the two EU FP5 research contracts referred to above, but also three FP6 contracts: WORKS (Work Organisation in the Knowledge Society); PIQUE and UWT (Undocumented worker transitions) and one FP7 project in September 2007. This level of success is unprecedented for any other UK based employment-focused research group. In addition we have been selected to work on four contracts for the Dublin-based European Foundation for the Improvement of Living and Working Conditions, and secured the first-ever grant awarded to a non-French organisation by the French Ministry of Labour. In 2005 WLRI was selected as the joint organiser of the Biennial JIST conference, to be held in London in June 2007. This *Journées Internationales de Sociologie du Travail* conference is the biggest single event for French work sociologists, and a total of 350 people attended the conference organised on the first day at the LSE and the two other days at London Metropolitan University. The conference was opened by the French Ambassador to London and received funding from the British Academy, the French Embassy, the French Foreign Ministry and the French CNRS. Earlier in June 2007 the joint workshop organised by WLRI and METU (Middle East Technical University) in Ankara, provides another illustration of how the WLRI international reputation is developing beyond the narrower borders of Europe. Finally, following five years of collaboration with colleagues in France, including sending two groups of more than ten staff and contacts to the Summer Universities in France (2004) and Germany (2006), we have been asked to become a founding member of the European University of Work Association.

3.11 The national reputation of the WLRI lies in both our work on employee representation and on migrant workers and our expertise in statistical analysis. We have therefore been funded by ACAS and the DTI as well as by the TUC to conduct several

national studies of forms of representation. The Health and Safety Executive funded us to undertake a national study of the health and safety risks faced by migrant workers. Joseph Rowntree Foundation funded us jointly with ISET to conduct a national study into social cohesion and migrant workers, while we have also conducted three regional-level studies in areas adjacent to London. Two ESRC grants in 2007 underline our reputation for excellence in studies of employee voice and ethnic discrimination (Jane Holgate, 2007-10) and migration (Allan Williams, 2007-10). The convening of a highly successful national workshop in 2006 on women in working class history confirmed our academic contribution to the gender and history research areas.

3.12 Our London-based achievements are also considerable. In 2004 we secured the only two two-year research projects funded by the ESF and the Learning Skills Council to examine different aspects of London's labour markets. Ofcom, too, decided to support one of these projects by funding us to enquire into why black workers left London's audio visual industries, while the CRE provided additional funding to examine discrimination in print journalism. In 2003-4 we conducted a study for the London Development Agency into the ways in which women refugees used volunteering to move into employment; and again in 2006 we were asked to undertake a study for the London Development Agency and the Mayor's Office investigating the diversity performance of four large London construction sites. At the more local London level we have also undertaken two projects within the Haringey area examining the interaction of migrant workers with the local resident communities.

3.13 In this reputational area our achievements have been substantial. Could we have done more? The one area that is missing so far in terms of active research projects is making more of a mark in non-European research. We bid unsuccessfully in 2005 with a Bangladeshi partner to DFID, and included them on a FP7 bid made in May 2007 that passed the evaluation threshold but was not funded. We are also talking with colleagues about participating in a truly international bid involving partners in all continents. These are issues that we need to take up in the next five-year period.

Objective 4: *To disseminate the research findings widely through seminars, conferences and publications, including an associated independent journal.*

3.14 The dissemination record speaks for itself: it is a substantial volume of outputs. At the end of this report the appendix includes the details by year of the publications, conference and seminar papers of WLRI colleagues. These are summarised in Table 4 shown here:

Table 4: Analysis by dissemination type of WLRI outputs, 2002-6

	Books	Book Chapters	Journal Articles	Reports	Conference presentations	Other articles	Audio Visual
2002	4	8	15	6	27	1	
2003	5	13	13	5	56	1	
2004	7	11	17	9	27	1	
2005	6	11	13	19	58	2	1
2006	4	13	22	9	53	1	4

3.15 This dissemination record testifies to the huge productivity and level of innovation of WLRI colleagues. However, the detail also illustrates a problem. While we have produced a high volume of outputs, including two photographic exhibitions (Guinness and Northumberland Park) and two films (Refugees and Ageing), there often has not been the time available to allow these outputs to be properly developed and written up for major academic journals. This has meant that only seven² of the 21 WLRI researchers will be put forward for the European Studies RAE submission (Ali, Allan, Jane, John, Sian, Steve and Sylvie). In terms of the RAE, this participation level also reflects the fact that several colleagues who have joined us have simply not had the time to complete the existing research projects, bid for new ones, and submit four high quality outputs to the target peer-review journals to ensure they can secure a high-enough individual rating to stand a chance of contributing to a collective RAE result that might lead to a small amount of on-going Research funding.

3.16 At the time of writing, the WLRI has not directly established an independent journal as we had hoped we would be able to do back in 2002. However, one 0.4 colleague, Ursula Huws, has launched the first issue of what is hoped will become an important academic review (*Work Organisation, Labour and Globalisation*), while Allan Williams is managing editor of *European Urban and Regional Studies* (a high impact journal published by Sage), and the WLRI is currently involved in direct negotiations with colleagues from METU in Ankara to initiate a journal in early 2008 called, *European Working Lives Review: a journal of critical political economy*. The proposal is

² This might have been a slightly larger number if three potentially RAE-able colleagues had not left in the 2007 run-up to the RAE. One other colleague will also be submitted through the Business School. And of the remainder only 6 actually qualified as category A staff anyway.

to jointly edit this new journal between WLRI and METU. Discussions are on-going about whether it should be on-line, or hard copy or both.

Objective 5: *To link the Working Live Research Institute's research focus with the provision of innovative PhD and educational programmes*

3.17 The objective of launching an innovative PhD programme with a broad PhD research culture within the WLRI has not been achieved. Over the five years we have supported annual joint 2-3 day seminars with PhD students from France (Evry University), Sweden (Gothenberg University) and Keele University, with occasional additional participation from the University of the West of England, from Strathclyde University, Stirling University and from the ULB in Belgium. These have contributed to providing a more well-rounded PhD educational experience for participants than would otherwise have been the case. One of the two full-time PhD students we supported has now submitted her thesis (Louise Raw) – after having additionally secured a PhD Studentship from the AHRC; the second is writing it up. Among our part-time PhD students, one other is now writing it up for submission in 2008, and another two have gone some way down the road. However, the pressures for colleagues to focus on research projects and writing research bids to secure continuing funding, has meant that in the absence of any direct internal financial benefit accruing to the WLRI to motivate this endeavour, the funds and time available to support PhD students to the full extent necessary have of necessity taken a lower than ideal priority. We are, however, currently awaiting the outcome of the university's ESRC recognition exercise, where a positive result will make it easier to secure external funding, especially if we are successful in our specific bid for CASE studentship status for WLRI.

3.18 The objective of a high level of interaction between our research outputs and teaching has only been partly achieved. The clearest example of such a positive interaction occurred with the significant recruitment to a CPD on union learning to start in September 2007. Supported by the Development Fund, this initiative grew directly out of ongoing research projects conducted around the issues of union representation and union learning.

3.19 However, the problems of internal financing, by which research contract colleagues would require internal recharges to justify their taking up of significant responsibilities on the BA Labour and Trade Union Studies or MA Labour and Trade Union Studies (based in DASS) or on the MA HRM programme (based in the Business School) or on other programmes, have still not been resolved at the time of writing this review. Our original hope had been that overall up to 25% of our income stream would come from teaching by the end of the first five years. This level of commitment to teaching would have enabled us to:

- (1) Bring our research findings directly to the university's teaching programmes;
- (2) Have a continuing source of funding that would have protected us between longer projects and enabled us to be more selective about which projects we bid for;

(3) Allow those WLRI researchers who wish to develop a teaching profile to develop their CVs through taking responsibilities for and contributing to a range of modules.

While senior university management has been formally encouraging such an ambition, the financial and internal political obstacles to achieving it are still in place.

3.20 In the current circumstances WLRI research staff cannot reasonably do more than the occasional lecture elsewhere in the university, and cannot undertake to mark scripts or organise and front modules where this might compete with their time allocated for research. The launching of the BALTUS programme with its widespread union involvement, and the proposed radical revision of the MALTUS programme thus currently represent less the vindication of the WLRI spearheading closer links between research and teaching, but more the risks of radically increasing pressures on the core seconded staff involved in trying to build these bridges.

3.21 Could we have done better? There is no doubt that the answer is yes. In part the remedy was not in our hands. The BALTUS programme was delayed by one year as a result of the 2005 dispute between NATFHE and University Management in which the contracts of many NATHFE colleagues were unilaterally re-written. The resulting trade union boycott meant that the UK's biggest trade union (Amicus) pulled out of its commitment to support BALTUS. The other participating trade unions (TGWU, CWU) agreed to wait until the local dispute was resolved. But the very pressure of trying to develop imaginative new teaching programmes that incorporate and reflect our spreading multidisciplinary research profile was too much against the background of the continuing pressures of securing and then undertaking successful research projects. Our objective and aspiration to integrate our research with teaching remain to date thus only partially fulfilled.

4. WLRI Results, 2002-7

Table 1 Income and Expenditure, 2002-2007 (£000s)

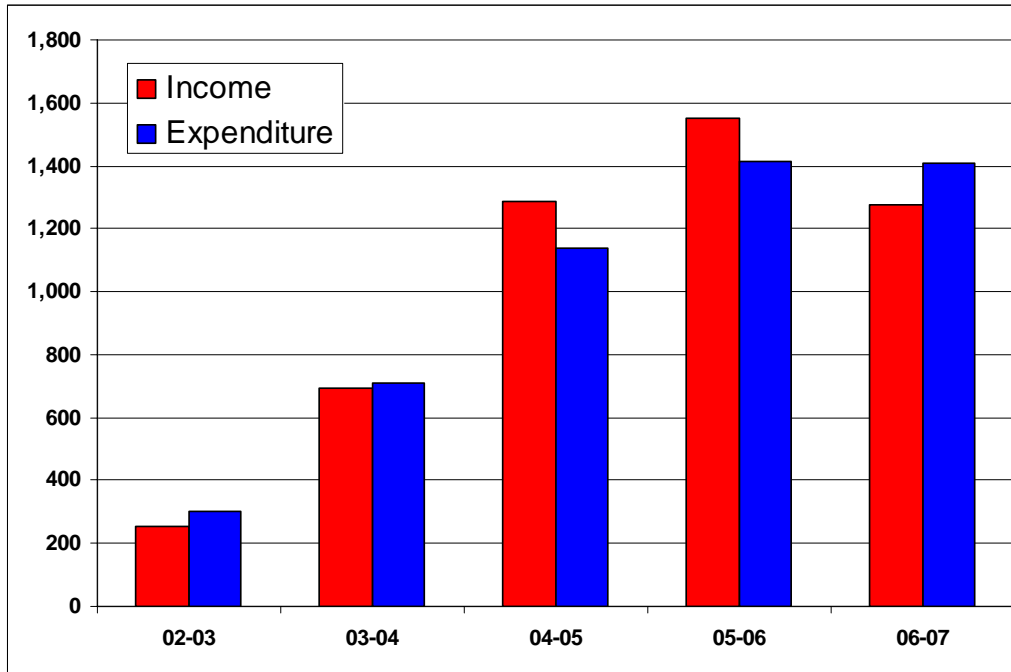
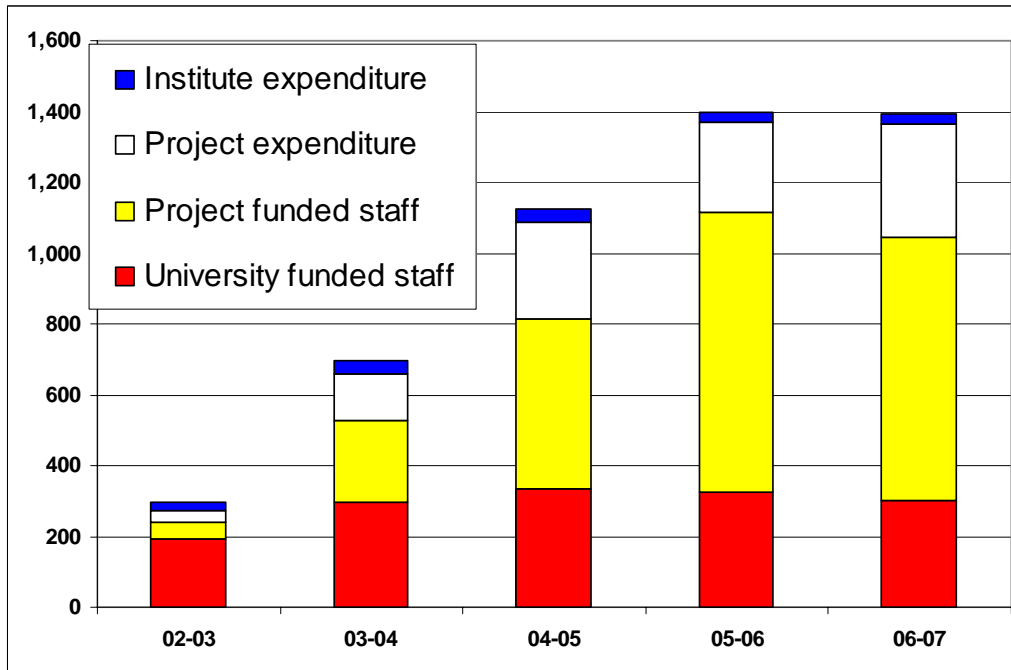


Table 2 Expenditure, 2002-2007 (£000s)



5. Conclusion

5.1 The first five years have been highly successful. We have achieved most of our objectives, making a modest contribution to the social justice agenda, and creating a significant grouping of socially-committed researchers. Literally from nowhere in 2002 we are now securing bids from the whole range of research funders in the UK and Europe, and are making a major contribution to the European Studies 2007 RAE entry.

5.2 In this five year period we raised £3,174,000 external funding from a really wide range of national and international funders. This has enabled us to create and sustain employment of about 15-20 staff (in addition to the core-funded and seed-corn Research Institute supported staff). We have established a strong nucleus of successful, committed senior researchers and been able to offer them career progression. Against the background of the initial £500,000 university draw-down support we have contributed significantly to university cash flow, returned through the 10% levy to university central finance around £200,000, purchased around £40,000 of IT equipment and office furniture, while a further £70,000 was in the WLRI 'reserves' at the end of 2005-6. The research success, outputs and prestige as well as WLRI's contribution to the European Studies RAE submission have been delivered, therefore, at a relatively low direct cost to the university.

5.3 In some respects, though, we have under-performed. We have not created enough space for our senior researchers to write as extensively as they would have wished – and this has lessened our impact on academic debates. We have not created the funding stream from teaching that we wished to establish nor launched the stream of research-linked MAs; we have not maintained the ethnic staff mix that was a key goal, recruiting 11 ethnic minority colleagues over the five years, but by August 2007 only retaining four of them (of whom only two are in research roles); we have not found a real role for the National Advisory Board; our press and publicity and public image has not developed as strongly as we would have wished. This has lessened our impact on policy debates – although several of reports have had wide circulation and been published by major organisations.

5.4 We have also experienced considerable problems over several months on two occasions as a result of what appears to us to be the mishandling of the university's own internal industrial relations. Since our work is very much focused upon and with and for trade unions, as is made clear in our mission statement, university management's failure to bed in proper working relations with its own trade unions have been particularly damaging – most significantly in terms of the way in which the university is seen externally, and in terms of morale of WLRI staff.

5.5 Some under-achievement has also been due to a lack of appreciation within parts of the university of the flexibility with which we have to operate. The university's HR and Finance functions in particular have developed procedures that are effective in dealing with long-term appointments and long-term budgets. These procedures have

often become time-consuming problems for the WLRI as we respond to the flexibility imposed by the funding market place.

- 5.6 However, despite these problems, the first five years should as a whole be seen as an outstanding success. We have carved a position for ourselves out of nothing. Unlike the other Research Institutes which we based largely in already existing departments, we came from nowhere. We do not doubt there are very considerable challenges ahead. Not least the reality that we do need to forge stronger links with one or more teaching departments in order to allow our research outputs to be gain broader audiences as part of taught courses.
- 5.7 These achievements could not have been secured without the backing of the University's Deputy Vice-Chancellor responsible for Research, of the Vice Chancellor and above all without the commitment to our goals of advancing social justice through research held by all the WLRI staff – past and present – and without the support and direction of a significant number of colleagues from the world of work.