Delivering Devolved Employment Programmes: Experience and Learning from Working Well Expansion in Greater Manchester

BASE Conference
17th November 2016
Introduction

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Aims and Purpose

• To share a provider perspective on Greater Manchester’s Working Well Expansion programme:
  - Information on the programme context, structure and approach
  - Our views on what is working well and where there are challenges

• To give an insight into lessons that can be applied to the Work and Health Programme

• To allow space and time for questions and discussion
The Work Company

- A not-for-profit company, delivering employability across the North and the Midlands
- Focuses on those furthest from work
- Part of the MGC Group, which includes skills and business support
- Approximately 360 staff
- Circa £30m turnover
- Delivers Working Well in Greater Manchester, and Work Choice nationally
Greater Manchester and Devolution

- Agreement to co-commission new generation of employment programmes with DWP
- Provides unique opportunity to localise the redesign of employability provision
- GM has pioneered new approaches to design for health and work – Working Well and Skills for Employment
- Convergence with new national Work & Health Programme
Working Well Expansion - ‘Ecosystem’

• Working Well Expansion – Phase 1:
  – Personalised Support Service
  – Skills for Employment Pilot
  – Talking Therapies Pilot
• Work, Skills, Health
• Personalised, Integrated, Sequenced
Personalised Support Service

• Commenced March 2016
• Referrals up to 31st March 2017
• 15,000 referrals expected across GM
• Majority of referrals through JCP
• Referral streams being developed through GP surgeries
• Customers on programme for up to 104 weeks
• In work support for one year

Contract Package Areas

**MGC:** Manchester, Salford, Trafford

**Ingeus:** Bolton, Bury, Oldham, Rochdale, Stockport, Tameside, Wigan
Personalised Support Service (PSS)

• PSS is the ‘linchpin’ for the customer journey - making appropriate referrals into Skills for Employment and Talking Therapies

• Personalised. Key Worker approach. The Key Worker is the single point of contact for the customer, supporting the customer journey by developing and managing the customer action plan

• Integration. The Personalised Support Service has access to a full range of services, providing bespoke packages for customers to ensure that their personal barriers to employment are tackled comprehensively and in an integrated and sequenced way

• Linked in to Local Authority Services through Local Lead and Integration Boards. Supported by local services that can “wrap around” the individual

• 80% of customers are mandated to first appointment, all other appointments are voluntary
Personalised Support Service (PSS) – continued

• Low caseload sizes provide intensive support to customers who may not have received this on other programmes

• In Work Support is a key feature to support people to progress and sustain employment

• Providing systems to enable co-case management, and to organise and facilitate regular case management meetings as required

• Arranging and facilitating joint service development meetings between providers within the ecosystem

• Developing data sharing agreements across the ecosystem

• Exploring options for co-location with other services
The Health and Wellbeing team work with customers who struggle to manage their health, enabling customers to make the psychological shift to see work as a real option.

• Service led by Occupational Therapists
• Underlined by vocational rehabilitation principles through assessing the impact of developmental, physical and mental health conditions on a customer’s functionality
• Intervention programme is designed so that it is bespoke to customers’ needs (assessment led) – condition management, health and lifestyle advice, health promotion
• Review of specific job roles and likely impact on health / managing health conditions within the workplace
• Supporting customers to have the right conversations with their GP and other Health Professionals in relation to their healthcare needs
Skills For Employment

• Skills for Employment started in March 2016 and aims to work with up to 6,000 customers over the lifetime of the contract.

• This is a voluntary contract, with the following core elements:

  - an in-depth Engagement process, including Basic Skills, Self Smart & Individual Support Assessment, and Personalised Training and Support Plan
  - Preparation for Work activity, delivered by both end-to-end and Skills providers as a range of individual and group sessions
  - Work Experience (a minimum of 8 weeks)
  - Accredited Qualifications – a range of courses delivered locally
  - Progression

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Skills For Employment

- The supply chain consists of 7 end-to-end providers who provide the ‘Learning Mentor’ journey, and 22 Skills and/or Work Experience providers

- Each Local Authority has one or more dedicated end-to-end providers and a range of Skills and Work experience providers delivering local courses, placements and opportunities

- There is an eligibility criteria for the programme and, although referrals are prioritised from Working Well, along with other GM programmes including Troubled Families, referrals also come from a range of other sources, including JCP, Probation, Housing Associations and other partner organisations

- Skills for Employment works closely with the Personalised Support Service providers to develop and co-case-manage customer action plans

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Skills for Employment Delivery Model

End to End Providers
- Engagement
  - Eligibility Check, ILR, Diagnostic Individual Assessment, including Basic Skills Assessment.
- Learning Mentor
  - Engagement, Wrap around Support, including confidence and motivation, keeps Learner on programme whilst undertaking non-accredited learning.
- Progression into Apprenticeship, Job or Self Employment.
  - Continued Support from Learning Mentor for up to 13 weeks.

Skills Providers
- Personalised Skills Training – Accredited Units or Full Qualification
- Individuals Progress to further Skills Provision

Work Experience Provider
- Work Experience
  - Minimum of 8 weeks and 101 hours with 16 hours in the final week.

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Talking Therapies

• The Working Well Talking Therapy Service is a new GMW Improving Access to Psychological Therapies (IAPT) service for adults of working age
• Operates as part of the wider Working Well ecosystem and aims to support people citing mental health problems as a barrier to being in employment
• Primary aim is to establish if providing personalised support, along with access to psychological therapies, will improve employment outcomes for customers
• Aims to offer psychological assessment and interventions including:
  - Cognitive behavioural therapy (CBT)
  - Counselling
  - Couples therapy for depression
  - Brief dynamic therapy and interpersonal therapy
• Support can be provided for Depression, Panic Disorder, Social Anxiety, Health Anxiety, Generalized Anxiety Disorder (GAD), Phobias e.g. needle phobias, Post-Traumatic Stress Disorder (PTSD), Obsessive Compulsive Disorder (OCD)
Headline Results

Personalised Support Service
• 2330 referrals, with 1150 fully attached
• 75%-80% still formally engaged at 6 months
• 116 customers have already moved into employment
• 90% in work at 28 days
• 52% JSA, 28% ESA and 20% LP

Skills for Employment
• 2200 have fully engaged onto the programme
• All customers have moved on to start ‘prep for work’ activities
• 71 customers have started a work experience placement
• 120 customers have moved into employment

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Local Integration

Integration as the vehicle to break down customer barriers by enabling access to information/services that can support the customer on a local level.

Working closely with each of the local authority employment and skills teams:

• Attendance at local integration meetings
• Local Authority Working Well Lead meetings held monthly
• Local Authorities understanding of providers’ operating and delivery models
• Shared understanding for integration in each Local Authority, and ongoing work to ensure providers are able to access the necessary support to deal with complex customer barriers
• Locally aligned services, integration and co-location opportunities, co-case management and sharing of information
• Opportunity for key workers to meet staff from local authority services, understand what their offer is and how they can work together
Challenges

Working Well

- Information Governance – sharing of personal information across services to support customers
- Referrals
- Staffing resource
- Mandating customers to the 1st appointment
- Complexity and resource required to achieve integration

Skills for Employment

- Programmes both started at the same time, therefore referrals across programmes have taken longer as customer might need wrap-around support before being interested at looking at skills barrier
- Learners’ time on programme has been longer than originally planned, resulting in a supply and demand issue due to lower levels of customers being referred to fill the opportunities the Skills providers have available
- The skills levels of learners in some local authority areas have been low, meaning that some of the current skills provision on offer does not meet their needs
What has worked well – Lessons for Work & Health

- Integration within each LA area. Having one point of contact within each Council who is able to support the programme by sequencing complex services for customers
- Dedication and drive from GMCA, Local leads, JCP and local authorities to make Working Well a success
- Integration of services – the ‘ecosystem’ – embedded into the customer journey
- Three dedicated Advisers who can concentrate on separate areas, i.e. wrap-around support and Skills and Health, with expertise in all areas
- Voluntary Engagement
- GP Referral – to the end of October, 68 customers had been referred, with 48 attached, and 3 Job Entries achieved. Predominantly ESA customers
- Low level skills support
- ‘Preparation for Work’ activity
- Work Experience
- Low Key Worker caseloads to enable intensive support and time to address barriers
- Financial Inclusion and Self Employment Officer
Case Studies

• Pennine Acute Hospital NHS Trust have been offering customers in Working Well, who are coming through Skills for Employment, the opportunity to receive a qualification in Health and Social Care, the Care Certificate, and a 10 week work placement. To date we have had 52 customers complete an accredited qualification and work experience. Of these, 25 have started work or have had a job offer through the Trust.

• In Rochdale, end-to-end provider ELP have been working closely with Hopwood Hall College, who have been delivering non-accredited qualifications at their premises for customers. This has led to the attendance rate being very high. Hopwood have offered taster sessions for a range of sectors in order to encourage customers to move onto a suitable accredited qualification. This has kept drop out rates to a low level.

• Athena Housing have had real success in delivering work experience opportunities across Greater Manchester. The Local housing associations have been supporting the end-to-end providers to meet the needs of their customers, and , to date, they have had 79 customers start a work placement, with 50% having successfully completed already.
Questions and Discussion
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