



The Work<sup>®</sup>  
C O M P A N Y

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

BASE Conference  
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# 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



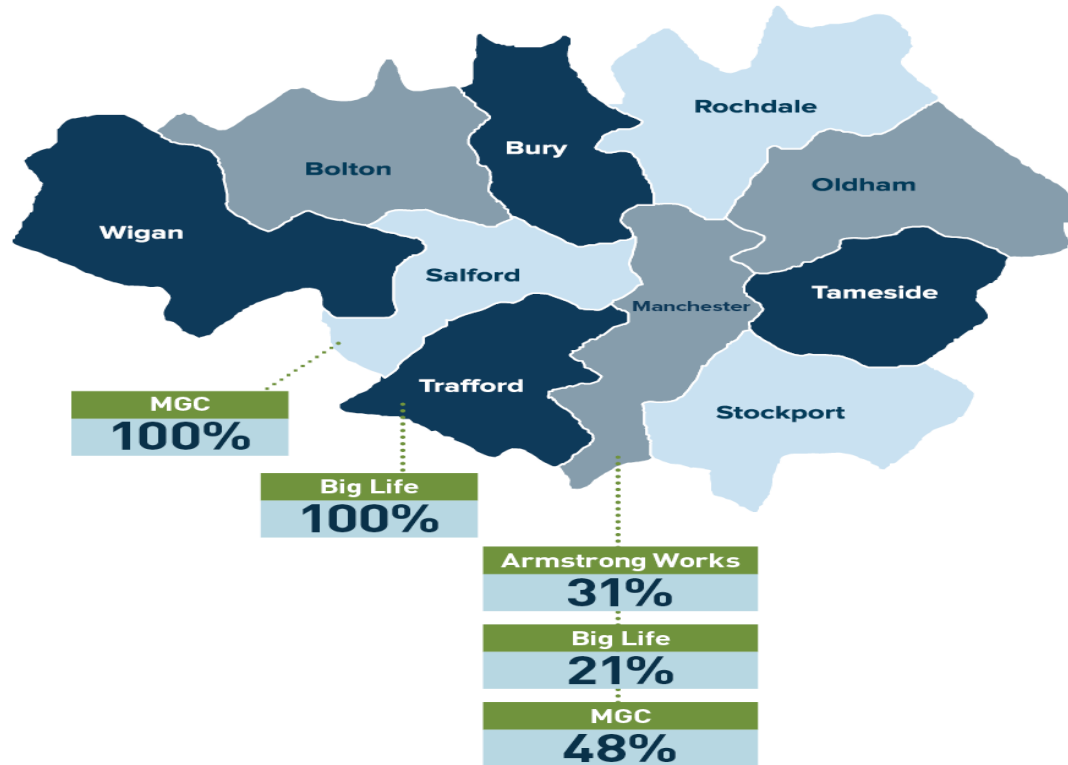
## Contract Package Areas

**MGC:** Manchester, Salford, Trafford

**Ingeus:** Bolton, Bury, Oldham, Rochdale, Stockport, Tameside, Wigan



Tier 1 End to end suppliers by Local Authority



# 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

# Personalised Support Service – 'Health and Well Being'

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**

- 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**

# Skills For Employment

## 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

# 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.

# 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

# 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 1<sup>st</sup> 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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