GM SKILLS AND EMPLOYMENT PARTNERSHIP

Date: 21 July 2017

Subject: Highlight Report: update on progress of the Work and Skills Programme

Report of: Gemma Marsh & Mat Ainsworth

Report to: Skills and Employment Partnership

Purpose of Report

This report provides a brief overview of progress in delivering the 10 priorities identified in the Skills & Employment Strategy.

For the purpose of this report the following RAG categories will be used

- **Progressing to plan**
- **Progressing with some risks/issues identified**
- **Not progressing to plan**
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<tr>
<th>ITEM</th>
<th>STATUS</th>
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<td>Careers Information Advice &amp; Guidance</td>
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|Careers & Participation Strategy| | • The Careers & Participation Strategy (GM’s response to the duties and responsibilities around the raising of the participation age) is now a public document available on New Economy’s website and will be migrated over to the GMCA website accordingly.  
• Two Careers & Participation advisory groups have been established to support Work and Skills as part of the governance process. One group will focus on NEET reduction and increased participation, the other on careers and employability developments. Both groups now have Chairs (James Winterbottom, DCS for Wigan and Tim Mitchell, Chair of Governors at Oldham College).  
• Both groups have identified priority areas of work to support the identified milestones in the Careers and Participation Strategy and stakeholder groups have met to determine the key actions for the next 12 months.  
• Links have now been made to Children’s Services to align work to education & skills. Conversations are progressing the agenda since the transition to the CA and will continue to develop further. It is likely the advisory groups will combine the agendas to streamline groups.  
• GM has agreed to become a pilot area for the Gatsby Foundation to support local colleges to become technical pathways ‘routes ready’. This is in response to the Skills Plan following Lord Sainsbury’s review into technical education. This will support the third priority of the Careers & Participation Strategy. A seminar was held with College Principals in May to begin scoping out pilot work and it has now been agreed that the College Principals Group will provide governance for the programme of activity.  
• GMLPN will also be engaged through this process. |
|Careers and Enterprise Company work| | • 25 schools and 25 businesses fully matched to roll out the Careers and Enterprise Company Adviser Network which is a strategic employer led approach to improving careers and employer engagement in schools and colleges. Each network is facilitated by one Coordinator.  
• Bridge GM is a website tool to support the Enterprise Advisers and their schools and has been well received by all users.  
• GM has now recruited a further three coordinators thanks to match funding from MCC, Salford Council and Careers and Enterprise Opportunity area match. This will support a further 60 schools in Manchester, Oldham, Salford and across GM.  
• The three new Coordinators have now recruited 48 out of the 60 schools to be a part of the network.  
• Business engagement has been really positive. |
|ESF NEET & CEIAG| | • NEET  
  o Four monitoring meetings have taken place with Career Connect, lead provider on ESF NEET. Performance has dramatically improved and various issues have been resolved following a re-profile. The performance process is being managed by the SFA with GMCA input.  
  o GMCA supported Career Connect with seven joint performance management meetings from the supply chain. |
Performance has improved due to a series of measures being implemented. The contract has now reached 80% success rate.

- A recent meeting of the Local Authority performance monitoring group identified a gap around supporting 18 year olds and a specific need around supporting young people with SEND into work. To address this, a tender for the work has been released on the Chest, with the contract expected to be awarded in early August.

- **CEIAG (Adults and Young People)**
  - Initial Tripartite took place in December. This was followed up by GMCA in January to identify early concerns in delivery of the contract.
  - Concerns have been raised with the SFA about the volumes of young people that need to be reached in two terms rather than three due to the contract being delayed. These volumes have now been re-profiled into the 2017/18 academic year following agreement between GM, ESFA and the provider.
  - In a further LA performance monitoring group it was established there are still concerns with performance in some areas and the provider is working to address this.

### Outcomes Framework

- The Outcomes Framework and the Work & Skills priorities are now forming a key driver for the Greater Manchester’s Strategic Skills Plan that is being developed, to shape GM’s desire for a genuine joint approach with Government to skills design and delivery, both that devolved such as the AEB in future, but also non-devolved delivery.
- Following a Greater Manchester employer engagement roundtable event that took place in early April, in partnership with the North West Business Leadership Team, further local employer engagement events to support the business sector to influence future skills commissioning in each of the Local Authority areas are now starting to be considered / initially planned in some areas, in collaboration with the FE Colleges, in particular looking to link SME’s into the design of the skills offer moving forward, including the devolved Adult Education Budget (AEB).
- GMCA continues to work with representatives of the Colleges Principals, Local Authorities and GM Learning Provider Network to agree a collaborative approach to solutions with GMCA to achieve the desired Outcomes, in particular with regard to preparation for AEB devolution. The Task & Finish Group continues to meet, providing a multi-sector overview of the development of the Outcomes Framework.

### AEB Devolution

- An update report on Adult Education Budget (AEB) devolution in GM was presented to the Combined Authority in late June. (paper attached)
- The GM Strategic Skills Plan that includes key actions relating to AEB devolution is currently in development. This will help to ensure a broader joint approach to skills development with Government is the ambition for the future.
- A letter received from DfE in April set out plans for developing Orders, for Parliament to start consider before the summer recess in relation to AEB devolution. However the subsequent General Election has delayed this. GMCA continue to lobby DfE to ensure progress in AEB devolution.
- Meetings and workshops have continued with DfE and other Combined Authority areas in specific areas of support such as data availability and management.
- GMCA secured funding from the ESFA for proposals to support preparation, such as developing data monitoring and reporting processes, modelling of outcomes scenarios, employer engagement. The funding for projects for data monitoring/reporting development, and modelling of investment against potential outcomes, are now in the process of being commissioned. The work to be undertaken over the next few months will support GMCA and local providers to establish both the required data and reporting mechanisms, but also to support the development of AEB Funding Policy.
- GMCA Officers continue to work to establish the appropriate financial, procurement, legal and contracting processes required.

**Infrastructure**

**Implementation of ABR**
- ABR report published in Nov 16: GMCA continues to work with Colleges around implementation.
- Engagement work is underway with Colleges and 6th Forms to develop an understanding of what the curriculum review means in practice and support their response to it. Ensuring a curriculum is in place that meets the ambition for growth and reform across localities.
- Changes have occurred to the proposed outcomes of the ABR following Due Diligence.
- Bolton GFE & Bolton Uni will continue to merge without Bury
- Stockport & Trafford are continuing to push forward on the merger
- GMCA & LA continue to work with FE Commissioner through the Oldham College process to ensure any outcome required meets the needs of GM & Oldham.

**Attainment**

**Education & Employability Board**
- Governance for RPA (Careers and Participation Strategy) clearly shows how it links to the work of Children’s Services and the education and employability board.
- Broad agreement that the Careers & Employability advisory group will support and feed into the Education & Employability board, and membership will include head teachers, businesses, and skills and education leads from across GM.

**Link to Colleges**
- Initial discussion took place at the end of last year with the Principal of Hopwood Hall to try and link us to the maths and English work already happening. Further discussions are taking place to try and lend further support to this agenda as the situation isn’t improving.
- Progress 8 early analyses has taken place and revealed some interesting issues particularly for vulnerable young people. More needs to be understood about the implications these policy changes have had on young people and their institutions they attend to see what impact this has on transition and how the careers and participation strategy can support this.

**5. Employer Engagement**

**Employer Engagement Framework**
- Initial work undertaken to develop GM’s approach to gaining the engagement and commitment of employers in work & skills. Four themes; engagement with schools and colleges, workforce development, connecting unemployed residents to job opportunities and creating/maintaining a healthy work environment. Engagement is taking place with stakeholders to finalise the draft of an action plan where organisations will lead on addressing identified gaps.
- The key priority for the next 6 months is developing and implementing a plan to simplify the interface between business and schools. Including: clearly articulating the ask of employers/education, defining a GM operating protocol for brokerage organisations ensuring all providers are operating collaboratively.
- Discussions are taking place to look at the potential to have a single website providing employers with clear information on work and skills in GM.
- Paper setting out EE will go to GMCA end of July which will be shared with SEP.

### Apprenticeships

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<th><strong>GM Public Sector Apprenticeship Approach</strong></th>
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<td>A paper was presented to Wider Leadership Team and GMCA in June building on the Memorandum of Understanding around collaborative working across the public sector and setting out progress and activity against the 4 work streams:</td>
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<tr>
<td>1. <strong>Workforce Planning</strong> and the creation of new roles to create a public sector workforce fit for the future – activity includes:</td>
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<td>- Workforce planning support commissioned and underway</td>
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<td>- Vacancy analysis of LA’s to highlight opportunities</td>
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<td>- Health Economy Apprenticeship Strategy produced</td>
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<td>- 8 GM public sector organisations on the register of Apprenticeship Providers</td>
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<td>- GMCA (as an employer) Apprenticeship Framework in development</td>
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<td>2. <strong>Consistent and Coordinated Approach</strong> – a coordinated approach to delivering maximum impact for organisations and apprentices through a shared services approach – activity includes:</td>
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<td>- Dynamic Purchasing System in development for purchase of Apprenticeship training for public sector organisations likely to go live in terms of ITT July/Aug</td>
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<td>- MoU agreement across all GM public sector organisations</td>
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<td>- Working towards an agreed minimum set of terms and conditions and contract type for apprentices including salary at minimum wage for age as a baseline.</td>
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<td>3. <strong>Creating high quality Apprenticeship opportunities</strong> across public sector organisations – activity includes:</td>
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<td>- Development of bespoke and GM focused learning for all apprentices – Digital Literacy, GM devolution landscape, GM Leadership, 21st Century public sector worker</td>
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<td>- Development of a Welcome event for all public sector apprentices close to their start date</td>
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<td>- Work towards consistent recruitment and careers advice for potential apprentices through the Greater Jobs website including a low key summer social media campaign</td>
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<td>- Targeting of key sectoral areas to develop cross-organisational flagship programmes initially around HSC leadership, highways, operational delivery, school improvement agenda, etc.</td>
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<td>4. <strong>Integration with wider public sector reform</strong> initiatives include:</td>
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<td>- Ongoing support for existing pre-apprenticeship programmes</td>
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<td>- Exploring investment opportunities for supported and flexible apprenticeship programmes for vulnerable groups</td>
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<td>- Future agreement on a GM approach to the 10% gifting of Levy to supply chain</td>
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| GM Apprenticeship Hub / City Deal programmes | - GMCA sits on Steering Groups to ensure alignment with all projects of strategic relevance.  
- SEDA project - Stimulating Employer Demand for Apprenticeships - now live and supporting SME workforce development plans to encourage apprenticeships (335 created to date) alongside developing options for an apprentice employer quality mark with employer focus groups starting in July.  
- Pathways to productivity partnership (The Skills Company + 9 colleges) delivering CEIAG provision to FE learners to promote Apprenticeships as a post college option.  
- #SeeDifferent Apprenticeship marketing and communications project has been extended to March 2018 with a focus on the website (www.theapprenticeshiphub.com) and social media activity.  
- Funding for Apprentice Ambassadors, Search and Apply, Traineeship Toolkit and Digital Advantage, Inspiring IAG, Lab tech apprentices and Better Choices ending over next few months. |
| GM Apprenticeship Strategy | - Final draft awaiting approval before formal consultation and subsequent publication.  
- Key messages being developed to ensure all partners are connected with the strategy through focus group in August.  
- Currently developing and delivering projects with key partners for implementation linked to provider quality, supporting employers to engage with Apprenticeships, high quality information available for potential apprentices and removing barriers / inequalities from the apprenticeship landscape.  
- Discussions underway to identify how and what a UCAS style application process for apprentices will look like in GM. |
| Apprentice Transport Offer | - Working with TfGM to pilot a dual travel offer for Apprentices which is managed through providers and TfGM;  
  - Free re-conditioned bike plus safety equipment and training for any apprentice – 48 issued to end of May  
  - Free months travel card for apprentices within first 6 months of learning – 94 issued to end of May  
- Both elements are pilots with resource running till March 2018 but evaluations will feed into development of longer term sustainable travel offer for apprentices in GM.  
- Currently big focus on promoting directly to apprentices as well as through providers. |
| App Levy and funding reform | - Public sector – see above.  
- Ongoing support to large employers on App levy agenda individually and through LA’s where requested. Supporting LA employer engagement teams with events as requested.  
- Considering a large / levy paying employer forum to develop and implement key GM apprentice messages / values.  
- Report on initial impact of the Apprenticeship levy in GM in development. |
| GM AGE | - 5650 grants for employers agreed till the end of April 2017 totalling just over £8m.  
- This includes 1596 for Advanced and higher Apprenticeships and 83 for traineeships.  
- Evaluation underway and will include comparison with other devolved areas. |
| Youth Programmes | - Update on performance within dashboard |
Youth Contract Extension / Nu Traxx programme in final months so focus on job entry and sustained jobs. Final evaluation of programme underway. To end of May:

- Starts on programme (final figure) - 2665
- Job entries - 1402
- Sustained jobs - 893
- Participant’s in Enterprise and self-employment pilot - 200

Youth Contract Extension Peer to Peer project underway to develop resources for and by employers that provide support when employing young people with potential barriers.

Youth Contract / Nu Traxx final evaluation is due in August with a dissemination event planned in the autumn.

GM Commitment – final funds and spend now agreed with LA’s for individual projects. Will monitor and evaluate over next 12 months aiming to draw together a lessons learnt report before Christmas.

GM Talent Match continuing to deliver and achieve targets – 324 young people entering work to end of May from a cohort of 1506 beneficiaries being supported. ‘Hidden Young People’ research report has been launched. Talent Match Partnership are currently working on legacy proposals for the project.

### Higher Level Skills

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<td>£71m skills capital is currently seeking approval in the Local Growth Fund Single Pot process for the period 2017-21.</td>
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<td>The Strategic Outline Case for a GM Skills capital programme has been approved in principle by the Combined Authority. This outlines the rationale for the proposed use of this fund, how it will be commissioned and managed in accordance with the GM Work and Skills Strategy and Priorities.</td>
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<td>Three strands are proposed: 1) Large Redevelopment of Further Education; 2) Priority Sectors, and 3) Smaller investment projects (up to £1m total) for refurbishment or provision of up to date industry standard equipment</td>
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<td>It is proposed to launch the first round of applications in August 2017 with a rolling commissioning programme of over the next 18 months. The focus will be on ABR outcomes and specialist provision aligned to emerging technical pathways.</td>
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<td>Work is still required to develop the commissioning prospectus as well as robust project management arrangements, including roles and responsibilities for oversight of the delivery of the individual projects.</td>
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### Digital Skills

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<td>GMCA agreement to address £2m in a GM digital talent and skills programme focusing on four key objectives; careers, tech pathways/innovation in digital learning, digital apprenticeships and digital inclusion.</td>
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<td>Programme launched at GM Mayor’s Digital Summit on 6 July. Outcomes will help to refine and guide the proposed programme.</td>
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<tr>
<td>Full Business case approved for CA Single Pot. Responsibility for drawing down funding for individual elements of the scheme will be delegated to the Lead Chief Executive for Skills, Employment &amp; Worklessness supported by the Assistant Director Skills Policy, Strategy and Delivery. The LEP is setting up a Task &amp; Finish Group on Digital Skills and this group will be able to help in the final shaping of the individual elements of the scheme.</td>
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<td>Planning underway for implementation and contact to be made with those involved in the work to date. Focus in the short term will be on working with stakeholders to define the specifics of the programme and set up the commissioning process.</td>
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<td>FE Loans</td>
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| University | • Need to work more closely with HEI’s on development, delivery and promotion to employers of Degree Apps  
• We are supporting the National Collaborative Outreach Work. Approx. £12m was awarded to GM Higher (collaborative of all 5 Universities and FE providers of HE) to support learners in disadvantaged areas who have ability to progress to University but choose not to. |
| Universal Support |  |
| Universal Support Greater Manchester |  |
| Integrated Hubs | DWP released new details of its GM estates plan in early July, which includes 7 full service co-location opportunities, which is an increase from 2 opportunities earlier in the year. These will now be worked up by relevant Local Authorities, GMCA, JCP and DWP. |
| JCP Integration | 13 universal support GM joint-working opportunities are now operating across the region and opportunities to enhance them are being developed.  
GM has supported JCP on the recruitment of its Community Partners, new roles primarily recruited from the Third Sector which will provide a brokerage role between local services and JCP, as well as capacity building and awareness raising, particularly in relation to work and health. |
| Specialist Support |  |
| WW Pilot |  |
| Early Leavers | By the end of the referral window WW Pilot had received 4985 referrals, of which 94% attached (4684).  
To date, 1,388 people have been exited early from the programme by JCP without having completed their 2 years’ support, primarily as a result of benefit reassessment. When looking at quarterly attachment cohorts, on average almost 30% of those attaching are being exited early from the programme.  
In our original calculations, being a mandatory programme, it was expected that 5,000 would start WW and a similar number would complete. However, the reality is likely to be closer to 3,500 people completing the programme. This is a significantly smaller cohort for our providers to support into work. Therefore, early leavers have been factored into performance calculations to show job start performance for those who completed the programme (i.e. excluding early leavers) in addition to all starters. |
| Job Starts | 554 job starts have been achieved to date. Based on actual attachments the GM target at this point in time is 786, the programme is therefore currently below target at 70%. |
If the 20% claimed job start target was against those who completed Working Well (i.e. excluding those exited early as detailed in section above) the target number of jobs would be 655 and the programme would be on target to achieve this.

**Sustained Jobs**

The target is that 75% of job starts are sustained for 12 months.

Currently, 72% (395 out of 554) of people who started work are still in employment and 28% (159) of people have left their most recent job. A proportion of these will still be on programme and being supported to secure alternative employment.

Of those still in employment 56% (221 people) have now been in work for over 50 weeks.

**WW Expansion**

**Referrals**

To date there have been 15,165 referrals against a forecast of 15,713 (97%). JCP have been proactive in improving referral numbers, such as holding a Working Well Week to encourage higher referrals through, awareness and training sessions for work coaches and managers.

**Attachments**

The target conversion rate from referral to attachment is 70%.

The current attachment rate is 59% (8,669/14,800) based on the total number of clients referred by the end of April that were attached by the end of May. The attachment rate has been steadily increasing and is 85% against target.

**Job Starts**

The programme has a target of 20% of those attached securing employment.

There have been 783 job starts claimed to the end of May. Based on actual attachments, the programme is currently 126% of target to date. (783 starts against a target of 620).

**Mental Health Trailblazer**

**IAPT Talking Therapies Service** is a bespoke mental health support package exclusive to Working Well clients and delivered by Greater Manchester West NHS trust. By June TTS had received 1,137 referrals, many of whom have long-term, low to medium level mental health needs and have no previous interaction with mental health services. The Working Well ecosystem is therefore enabling otherwise marginalised clients to access appropriate MH services.

To date of those that have completed a course of treatment and recovered as defined by the national IAPT guidance is has shown significant variation from month to month as numbers completing treatment are still quite small, and the current recovery rate is 39% and a reliable improvement rate of 56%.

The GP referral route into WW has seen numbers steadily increasing with 262 to date. Of those referred 70% have attached onto the programme, which is a significantly higher proportion than those referred by Jobcentre Plus (58%).

**W&H Programme**

The procurement process for the £52m programme to support 22,500 people is now live. 3 bidders have been shortlisted and invited to participate in the first stage of competitive dialogue taking place w/c 10th July. Following this, the 3 bidders will develop detailed solutions which will be scored and the top 2 scorers taken through to the final stage of competitive dialogue before submitting their final offers.
### WW (early help)

The GMCA and GMHSCP have agreed the extension of the Working Well brand to a broader programme of activity, which will be developed by a new joint unit. An early help programme is now being developed to support people at risk of falling out of work due to ill health or who have made a claim to benefit after leaving work due to ill health. The programme will be developed by late 2017, with a planned ‘go live’ date of October 2018.

### Over 50s

#### Economy & Work

The first Ageing Hub Economy & Work task group met on 21\textsuperscript{st} June. CLES presented their findings from the test and co-design of their work in 5 areas of GM and the group agreed to progress 3 options:

1. Skills hub & training centre: to trial less restrictive entry requirements and a more flexible course attuned to needs of over 50s.
2. Fast-tracked health support to enable return to work: to trial the effectiveness of referrals for those off work with sick notes. Links well with WW (early help) programme.
3. Engaging employers to recruit and support older workers: to develop a network of business champions to advocate for older workers. Links well with developing GM employer engagement strategy.

Insight from this phase of work will also be used to inform the delivery of Working Well and the procurement of WW (WHP). A further piece of work is being developed with GMCVO to trial a Talent Match programme for older, disengaged people.

### Skills for Employment

#### SFE Programme

- The GM Skills for Employment Pilot Programme is part of the Growth Deal agreed with Government in 2014. The pilot takes direct referrals from the Working Well Programme to ensure no duplication of skills activity. The programme is initially being funded via the ESF and will continue to be funded under the Growth Deal Programme.
- The Skills for Employment programme started delivery in March 2016 and to date 5,506 participants have been engaged on to the programme across GM against an original target of 6,000. The contract has now been extended until October 2017 to maximise ESF investment which should see a further 2,000 participants supported by the programme.
- To date (end of June 2017) 500 individuals have achieved an accredited qualification, 719 have started a work experience placement and 651 have started work as a direct result of the Skills for Employment programme. The programme is currently achieving 72% of the sustained employment target.