GM SKILLS AND EMPLOYMENT PARTNERSHIP

Date: 14 June 2016
Subject: Employment & Skills Update
Report of: Theresa Grant, Lead Chief Executive for GMCA Employment & Skills
Officers: Mat Ainsworth & Gemma Marsh

PURPOSE OF REPORT
The purpose of this report is to update the Skills & Employment Partnership (SEP) on the employment and skills related agenda.

RECOMMENDATIONS:

1. Note the GM Work & Skills Priorities.
3. Note current performance of commissioned projects and ESF under section 2.
4. Note update on Raising Participation and agree the link and joint working with the Children’s Service Review.
5. Note the current performance and evaluation of Working Well pilot
6. Note the high numbers of people exiting the programme early due to poor health and support work to identify how reform programmes can continue support.
7. Note and support proposal for a task and finish group to examine cross-over between Working Well expansion and Troubled Families and to identify opportunities for greater coalescence between the two programmes.
8. Note and support work to scope how the Work & Health Programme could be used as a catalyst to embed the Reform Framework into a consistent GM delivery model.
9. Note and support the proposed procurement strategy for the Work & Health Programme.
10. Note and support proposals for greater co-location with Jobcentre Plus and the development of a new integrated delivery model supported by workforce development.

BACKGROUND PAPERS: None
**Contact Officers:**

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1. INTRODUCTION

1.1 This report provides members with an update on the GM work and skills priorities that have been developed using GM’s vision and ambition around creating an integrated skills and employment system, and take into account the implementation of the (various) devolution deals.

1.2 The report also contains information on various employment and skills activities including the Area Based Review, ESF, Work & Health Programme co-commissioning and the Working Well Expansion.

1.3 It should be noted that although GM’s ambition is to create an integrated employment and skills eco-system, the programme of activity included in this paper is not where we would have started, had we been given a blank piece of paper, but is as a result of historic funding and national policy decisions. We are looking to rationalise as we move into the new devolved commissioning world.

2. GM WORK & SKILLS

2.1 Greater Manchester has a huge opportunity, through devolution and the area based review process, to re-focus and re-organise the work and skills system to ensure it better delivers against the needs of the economy, individuals and GM’s aspirations.

2.2 This is an extremely challenging piece of work, of significant scale and complexity. SEP members will remember that the Combined Authority agreed an overall vision for the Work and Skills system early in 2015. In order to ensure that we encompass all aspects of the system, and focus on areas where GM level resources will add value and maximise the impact of GM work and skills initiatives, it has been necessary to break down our vision and ambitions into ten priorities for action between 2016 and 2019. The priorities were shared at the last SEP.

2.3 In order to deliver the priorities, an action plan has been developed for each priority. The action plans detail short, medium and long term actions. Many of the priorities are being progressed in the short term via a range of deliverables that GM has already committed to pursuing to implement the November 2014 and 2015 devolution agreements along with related work. As such, good progress is being made in a wide range of areas including:

- Undertaking the Area Based Review and ensuring conclusions are implemented in order to restructure post-19 provision. Analysis will be
carried out on current curriculum during the implementation stage of the ABR, future skills demands of the economy, population trends and the financial position of providers to ensure a sustainable post 16 infrastructure across GM;

- Developing a GM Outcomes Framework - influencing commissioning of the 2016/17 Adult Skills Budget (ASB) leading to commissioning responsibility in 18/19. This will build on the criteria agreed at the last GMCA for the ABR. This framework can also be used to shape the new Work & Health programme;
- The expansion of Working Well up to 2017;
- The recommissioning of the Work & Health programme from 2017 to include the ongoing expansion of Working Well and embed skills provision in a truly integrated commissioning process;
- The development of a GM approach to the Apprenticeship Levy – including a public sector programme to ensure GM develops the skills it needs to drive growth and reform;
- Work with JCP to review and rationalise their estate linked to One Public Estate and the development of integrated local ‘early help hubs’;
- The work to commission £130m+ of ESF funding to ensure GM achieves the work and skills outcomes that it requires.
- Implementation of GM Apprenticeship Grant for Employers (AGE): £5.1m of incentives paid to employers to stimulate demand and uptake of apprenticeships in key sectors and higher levels.
- The development of a Raising Participation Strategy that will include support for careers, education, advice and guidance through The Careers & Enterprise Company.
- Continued work with BIS & HMT on the further devolution of Adult Education Budget by 2018.
- Progressing GM strategy for Careers Education, Information, Advice & Guidance (CEIAG), including securing £2 million from BIS.
- Pursuing greater flexibility in Further Education loans
- Developing a more streamlined approach to employer engagement
- Designing options for the strategic development of Institutes of Technology in the city region.

More detailed progress on a number of these areas is outlined below.

3. **AREA BASED REVIEW (ABR)**

3.1 **Progress Update**

3.1.1 Members will recall the outline GM criteria covered the following statements:

- an offer that meets each area’s educational and economic needs;
- sufficient access to high quality and relevant education and training for all;
- providers with strong reputations and greater specialisation
• provision which reflects changes in government funding priorities and future demand.
• institutions which are financially viable, sustainable, resilient and efficient, and deliver maximum value for public investment

3.1.2 Member will remember Government has set out objectives for post-16 education reforms, these are:
• Providing clear, high quality professional and technical routes to employment, alongside robust academic routes, which allow individuals to progress to high level skills valued by employers;
• Better responsiveness to local employer needs and economic priorities, for instance through local commissioning of adult provision, which will help give the sector the agility to meet changing skills requirements in the years ahead.

3.1.3 For GM, the reviews will play a key role in further developing, and ultimately implementing, the skills flexibilities agreed through the devolution deal. In particular, the process will provide an opportunity for us to take a more detailed look at the capacity and financial stability of the institutions to inform our decisions around redesigning the FE system, ensuring that future provision is responsive to both the labour market and our local funding mechanisms. The process will contribute to GM’s ability to implement the current devolution deal in a way that proactively moves us towards our long term vision not only in terms of skills but the wider devolution deals around transport and Health & Social Care which skills support.

3.1.4 Each college option will need to show how it will support GM’s ambition for Growth & Reform as well as financial sustainability, curriculum that meet the needs of lower level skills in each area as well as specialism’s to support GM Growth at higher levels.

3.1.5 The penultimate meeting of the ABR Steering Group took place on the 25th May 2016 which set out the recommendations that will be submitted to the Secretary of State. All options were agreed by the Steering Group, these cannot be shared at this time due to the confidential nature and process set out.

3.1.6 Although the submissions have developed significantly since the last ABR Steering Group in April 2016, there is still a substantial amount of work to do to ensure the effective implementation of options that will support GM’s growth & reform agenda.

3.1.7 The Implementation will require GM involvement to ensure a comprehensive post 16 offer across all areas. Curriculum and transport are two areas that GM will look to lead following the competition of the ABR. This will ensure high quality provision at all levels in an area or where there is specialisation adequate transport links for residents.

3.1.8 **Update following Combined Authority meeting on 27th May.** The CA remains to be convinced that the Area Review process has proposed
outcomes that will deliver the integrated learning infrastructure needed in GM. Therefore, the CA has requested the power to make further changes to the proposals if it becomes apparent in the implementation stage that the required structural reform cannot be delivered.

3.2 W&S Outcome Frameworks
3.2.1 Following the development of the ten Work & Skills Priorities which discussed at the last meeting; GM has developed a draft Work & Skills Strategy to support the ABR process but also the wider agenda around devolution. As part of Devolution, GM is required to develop an Outcome Framework for the transfer of AEB before 2018. This will set out the outcomes GM is expecting for this funding. However GM has agreed through the GMS refresh that there will be an overarching ‘Outcome Framework’ and then subsequent ones for each area including work, skill & health.

3.2.2 A draft Outcome Framework has been developed and a task and finish group is being set up to ensure stakeholder involvement. This will include nominations from the SEP.

3.2.3 The Work & Skills Outcome Framework has been developed in line with the Health Outcomes Framework and the Life Chances Fund work to ensure alignment and to avoid duplication.

3.3 GM AGE
3.3.1 In December 2015 the SFA confirmed that GM would receive a further £5.1 for the GM AGE programme for Apprenticeship starts to the 31st December 2016. As at the 31st March 2016, 2786 grants to employers have been approved against a target of 2808 (95%). The current breakdown of grants by framework is as follows:

- Intermediate (Level 2) 73% of all grants
- Advanced (Level 3) 26% of all grants
- Higher (Level 5 & 6) 1% of all grants

3.3.2 The proportion of grants for Higher Apprentices is currently behind its target of 5%, this should be addressed by the recent change in eligibility criteria introduced to allow grants for progression from Advanced to Higher Apprenticeships.

3.4 Apprenticeship Levy
3.4.1 Work is underway to support the GM public sector (local authorities, health trusts, police, fire and others) to ensure the Apprenticeship Levy investment is maximised with the city region. Key objectives are to:

- Ensure we get return on investment for the Levy - getting back more than is paid in for GM.
- Create an up-skilled workforce across the GM public sector fit for GM's future
- Provide development opportunities and career progression for our current and future public sector workforce
- Be seen as an exemplar of apprentice employment

Meet the 2.3% target contributing to the overall growth in Apprenticeship opportunities in the city region.
3.4.2 To date, work is taking place with the sector both individually and collectively (through roundtable discussions) with a focus on 2 elements:

1. Understanding the demand side - working to support and challenge workforce development plans to ensure the number and range of apprenticeship opportunities is maximised whilst mapping progression pathways and identifying gaps where new Apprenticeship Standards may be needed.

2. Developing the supply side - through the creation of a GM Public Sector Apprenticeship Programme that is procured through a common framework, includes common t’s & c’s for all apprentices, common elements of learning such as Induction, working in GM and allows mobility of apprentices both during and after their apprenticeship through priority interviews for new progression roles.

3.5 Youth Contract

3.5.1 The Youth Contract programme has experienced a significant increase in starts since the revised eligibility criteria was implemented and JCP referral numbers have increased. The project is currently performing at 95% of target for starts and March saw a record number of 205 giving a total of 1990 starts across the programme. The proportion of job entries continues to improve with 71 of the young people entering employment in March giving a total of 634, which equates to 32% for the cohort. The job entries are currently running at 82% of the target, but the recent increase in starts should start to impact upon the number of job entries across the programme. The programme is also performing well against sustained employment targets which are currently performing at 94% against profile with 163 young people remaining in employment for at least 26 weeks.

3.5.2 The Enterprise support element of the programme is also performing well with 135 young people accessing awareness raising sessions and 71 young people going to access 1:1 support sessions. Since the start of the programme in August 2015 22 young people have moved onto the NEA monitoring programme, with 10 of those commences trading and receiving NEA Allowance.\(^1\)

3.6 Talent Match

3.6.1 The GM Talent Match programme has engaged with 393 young people, of these 164 have entered employment against a target of 105. Of those who entered employment 60 young people have sustained employment for six months against a target of 56. The project has been experiencing difficulties with the Entry into Self Employment target remaining at a total of 5 against a target of 26 to end of April, Big Lottery have agreed to combine the Employment and Self Employment targets by introducing a revised performance indicator in May, this will address the issue of underperformance. In addition to this the project is now planning to commission some enterprise awareness sessions for talent match beneficiaries, based on the good practise and experiences of the Youth Contract Enterprise programme.

\(^1\)
3.7 Skills for Employment

3.7.1 Skills for Employment have had 1408 referrals to date. Referrals are now coming from JCP, as they have been able to set up skills for employment as a LMS opportunity. They are now working closely with all Working Well offices and seeing a good flow of referrals both from MGC and Ingeus.

3.7.2 They have engaged 640 customer to date against a target of 130 (Mar – May 16), with some of the above referrals still in the engagement process as it can take a few weeks to go through all the assessment. All customers engaged have also started Work preparation activities.

3.7.3 They have had 24 people start work experience; most of these have been with Athena (housing provider) across GM who have had some excellent success so far finding suitable placements for the Learners.

3.7.4 They have also had 22 people start accredited qualifications across greater Manchester, with many more waiting to start in next few weeks. They have had a cohort of 10 customer start pre-employment programme with Pennine Acute NHS Trust, where they will complete a level 1 BTec in Health & social care for 5 weeks, then will complete the care certificate (which is needed to work in any care setting), followed by a 10 week placement in a choice of hospitals. They also have a number of positions available for successful candidates to move into once they have completed the programme.

3.8 City Deal

3.8.1 City Deal projects continue to deliver well and the GM Apprenticeship Conference in March 2016 provided a good opener for Apprentice Week in GM with a celebration of all City Deal Projects and an introduction to the work to develop the GM Apprenticeship Strategy.

3.8.2 200 schools have engaged in CEIAG activity through the suite of projects funded by City Deal.

3.8.3 In addition 311 Higher Apprenticeship have been delivered through the provider capacity building programme against a target of 322 to end of March 2016. The GM Apprenticeship Marketing & Communications project is raising awareness of Apprenticeship across GM and plans for summer activity include a float at Manchester Pride, a presence at City Games and other local events across GM LA areas, which will include activity around both GCSE and A Level results days. The Pathways to Productivity project which is a partnership of 9 GM Colleges and The Skills Company working together to improve CEIAG services for young people with a focus on career entry and progression through Apprenticeship has experienced some initial delays but is now at the project implementation stage. The final stage of commissioning City Deal funds will be an Invitation to Tender, through Manchester City Council, to Stimulate employer demand for apprenticeships, it is anticipated this will go out by the end of May.
4. EUROPEAN SOCIAL FUND (ESF)

Members will recall that approval to proceed with the Co-Financing Organisation application was given at the meeting on 29th January. A full, detailed bid application is now being developed based on the Phase 1 proposal, which includes funding for the Working Well pilot and expansion, in conjunction with the GMCA Finance / Legal Teams, with the final bid submitted by Trafford Council on behalf of the GMCA.

4.1 ESF Update: Financial and Output Allocations

The National ESF Operational programme was signed off in September 2015 following significant delays which has impacted on the commissioning and delivery of activity across Greater Manchester (GM) and the rest of England. In October 2015, the ESF Managing Authority (DWP) wrote to all LEPs explaining that allocations would be reduced due to Euro exchange rate fluctuations, and outlining under which ‘Priority Axis’ the allocations would be made, many of which did not suit GM’s requirements. Considerable work has therefore been undertaken to ensure that GM’s allocations are in the ‘Priority Axis’ that can deliver a programme of activity relevant to the GM economy, with the correct level of outputs attached.

GM is also working on the transition of ESF following the SFA ceasing ‘opt in’ arrangement from 2018. This will align with the devolution of Adult Education Budget.

4.2 ESF Calls Update

4.2.1 GM continues to work with its ESF Co-Financing Organisations - the Skills Funding Agency (SFA) and the Big Lottery Fund - to develop, agree and launch calls based on Greater Manchester’s agreed priorities. To date, three calls have been launched:
- Lot C2 - £11.5m for GM Skills for Employment Pilot Programme through the SFA. Now at contract stage.
- Lot E1 - £5m for pre-employment support for marginalised groups via the Big Lottery Fund. At full application stage with 23rd May deadline and delivery expected to start in early summer.
- Lot A2 - £5.7m NEET Participation & Skills Progression Programme. Launched by the SFA on 14th December. Bid submission deadline was 25th January with delivery timetabled to start in mid-April.
- Lot C1- Higher Skills support for the unemployed and graduates: currently out for tender
- Lot C3- Skills Support for the Workforce: currently out for tender.
- Lot B5- Careers Advice & Guidance for young & Adults: Awaiting SFA sign off
- Lot C5- Support for individuals to start & grow a Business: Awaiting SFA sign off

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2 Co-financing organisations channel both ESF money and required match funding to providers in a single funding stream. CFOs produce plans that outline where they will concentrate their resources and contract providers to deliver projects and activity to meet agreed priorities and objectives.
5. **Raising Participation Age**

5.1.1 The Raising Participation Strategy draft which has been approved by WLT and heavily consulted on across GM. It outlines 4 key priorities for development and a proposed governance structure. This Strategy underpins the Work and Skills Priorities and has many opportunities for aligning and enhancing the ‘employability’ strand in the Children’s Services work.

5.1.2 The Strategy sets out 4 potential streams of work that lend themselves well to the proposals set out in the Children’s Services reform. It is important we build on established capacity and investment in the identified priorities/task groups to align and enhance both agendas.

6. **Employment Update**

6.1 **Working Well Pilot**

6.1.1 Between April 2014 and March 2016 there were in total 4,945 referrals to the programme, which have resulted in 4,577 successful attachments (an attachment rate of 92%). The referral window has now closed.

6.1.2 Of those attached, a significant number (536 participants) have been exited early from the programme by Jobcentre Plus due to a change in their circumstances. 323 of these have been medically re-assessed and moved into the ESA Support Group due to their poor health. Smaller numbers have also left the programme early due to moving outside of GM or moving onto Jobseekers Allowance. This significantly impacts on the programme’s ability to support 20% of people attached on the programme into work. Therefore, the Programme Office will also be monitoring the proportion of participants who complete the programme who secure and sustain employment.

6.1.3 To date 56 people have completed the programme without having secured employment. Exit plans have been developed for those who require ongoing support that could be provided via the Local Integrations Boards. This is an area for further development that would benefit from greater alignment of reform programmes and initiatives.

6.1.4 Of those still active on Working Well 316 have been supported into work (see graph below).
6.1.5 Of those who have found work, almost 80% are still in employment and the vast majority of those are still in their first job, suggesting that many are sustaining employment.

6.1.6 The graph (below) highlights the distribution of time the current in work cohort have been in employment. Clients have been in work across a range of 0-104 weeks. The 45 (14.2%) have achieved 50 weeks in employment, 111 (35.1%) have achieved between 26 and 50 weeks in work and 74 (23.4%) have achieved between 13 and 26 weeks in work. The remaining 86 clients have been in work for 13 weeks or less.

6.1.7 For clients engaged with the programme the longest (18 months or more), we can see a number of important intermediate outcomes, including:
- notable improvements in their mental health and qualification/skills (34% have observed an improving situation in both instances)
- improvement to their physical health and work experience.
- across all of these categories, a larger number of clients have seen an improved situation than a worsening one.

6.1.8 A similar pattern is evident for clients who have been on the programme for less time, although the scale of improvement is lower in most categories. There appears to be a marked uplift in improving situations once a client has been on the programme for 18 months or more, by this time clients are much
less likely to see mental health issues, lack of qualifications/skills and lack of work experience as barriers to work.

6.1.9 In each category, there is a proportion of clients who believe the barriers to work have worsened since joining Working Well. However, this needs to be interpreted with care – for some it can reflect a longer time period since their attachment, over which time their situation (e.g. physical health) has worsened; for others, as one issue is addressed, another is perceived to be more of a barrier to work. Access to public and private transport is the barrier which appears to have worsened for as many clients as it has improved, resulting in little net improvement overall. This may reflect greater ambition and self-confidence that has developed in these clients and so more desire to travel, and hence awareness of difficulties of getting around.

6.1.10 The table below shows the distance travelled for the top seven presenting issues, by those attached for 18+ months

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<thead>
<tr>
<th>Issue</th>
<th>% of clients 18+ months</th>
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<tbody>
<tr>
<td>Mental health</td>
<td>34.4%</td>
</tr>
<tr>
<td>Physical health</td>
<td>28.8%</td>
</tr>
<tr>
<td>Lack of qualifications/skills</td>
<td>34.3%</td>
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<tr>
<td>Access to public transport to travel to work</td>
<td>19.5%</td>
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<tr>
<td>Lack of work experience</td>
<td>27.7%</td>
</tr>
<tr>
<td>Bereavement</td>
<td>16.2%</td>
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<tr>
<td>Access to private transport to travel to work</td>
<td>16.1%</td>
</tr>
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Source: SQW analysis of monitoring data

6.1.11 The second Working Well Annual Report will be published in July.

6.2 Working Well Expansion

6.2.1 Referrals to the programme commenced on 1st March, following a series of induction events with a broad range of stakeholders across GM. The response has been extremely positive with 2,700 referrals in the first two months against a profile of only 1,200.

6.2.2 Providers’ mobilisation plans have been developed against the lower referral number profiles provided by DWP, so the Programme Office is working with them to mitigate the risk of poor client engagement as a result of the significantly increased referral volumes. Nevertheless, initial feedback on the
referral and engagement process has been positive. Weekly meetings are being held with providers for the early stages of the programme to address swiftly any issues or concerns.

6.2.3 Four job starts have already been claimed with further numbers in the pipeline awaiting validation, which bodes well for the programme.

6.2.4 Programme Office has been negotiating the terms of the grant funding agreement with DWP. The draft agreement letter from HMT advised of a commitment to provide up to £6m funding over 3 years, subject to performance realising AME savings.

6.2.5 It is already evident that there is a degree of cross-over between the Working Well expansion and Troubled Families cohorts. A task & finish group has been established from across TF co-ordinators and WW Local Leads to ensure that the two programmes come together effectively to provide a co-ordinated package of support.

6.3 Work & Health Programme

6.3.1 GM has been working closely with DWP and has used learning from Working Well to help shape the design thinking for the national Work & Health programme. Moreover, through its co-commissioning powers GM has the ability to design a local programme that responds to local need and is able to deliver the aspirations of the Greater Manchester Strategy.

6.3.2 It is anticipated that GM’s proportion of the national funding available for the programme will be between £20 and £30 million over its 5 year lifetime, which would enable support to be provided to between 10,000 – 15,000 people in total. This is by no means sufficient to tackle GM’s worklessness and low productivity challenges. As a co-commissioner GM is able to put its own funding into the Work & Health programme, draft the business specification and determine the outcomes (provided national minimum standards are met). If additional funding is made available, GM would be able to extend the scope and reach of the programme, specify additional outcomes and build additional support into the programme.

6.3.3 In line with GM’s public service reform principles we would expect the programme to adopt an asset-based approach; support tailored and bespoke solutions and an integrated response to complex issues.

6.3.4 Using the learning from Working Well and other programmes dealing with complex need, there is a sound business case for the Work & Health programme adopting a keyworker approach to delivery. However, the evidence suggests that there would need to be a clear offer to respond to
health needs (in particular mental health and musculoskeletal), low-level skills, lack of work experience and access to public transport.

6.3.5 This support is currently being provided in the Working Well programme in the following ways:-

- **Transport:** An agreement has been reached with Transport for Greater Manchester to offer free or subsidised travel passes for clients undertaking work experience or moving into work.
- **Skills & work experience:** Through devolution of the Adult Education Budget (AEB) GM is able to make investment decisions to meet the skills needs of local residents, with the potential to build skills outcomes (and related funding) into the Work & Health programme. This has already been piloted through the Skills for Employment programme, which has been commissioned to support Working Well clients improve their employability skills and undertake work experience.
- **Health:** The health system is more complex and identifying the right access channels to support has at times proven difficult. However, devolution provides an opportunity to pilot a more integrated approach to delivering integrated employment, skills and health support, which could be used a test and learn case to inform future planning and longer-term commissioning decisions. Talking Therapies have been commissioned to support clients on the Working Well programme, and mental health and MSK provision will be critical components for the Work & Health programme, for which the JCB is being asked to consider investment using the devolution transformation funds.

7. **Work & Health programme: Scale & Procurement Strategy**

7.1 It is anticipated that the Work & Health programme would be able to support between 10,000 – 15,000 people across GM using the DWP funding available. Through GM’s Co-Finance Organisation status for European Social Funds, there is the ability to match locally any DWP investment. If Adult Education Budget and/or health funding (currently being progressed through the Joint Commissioning Board and Transformation Fund) is made available, there is the ability to increase its scale even further. This would make GM the senior investor in the programme (with DWP the junior partner), providing greater leverage over its design and management.

7.2 GM and DWP are currently in talks about who will be leading on the procurement of the W&H programme, however GM anticipates leading the process with support from DWP. Regardless of the outcome of these discussions, the commissioning timeline will need to align and coincide with DWP’s current timeline to ensure contract award happens at the same time. The DWP procurement timeline is illustrated below in section 8.

7.3 As the powers to commission the Work & Health Programme will be included in the first Devolution Order, the GMCA will be able to perform the function of accountable body for the programme, as opposed to an individual Local Authority acting on behalf of the ten. As with the Working Well Expansion, it is proposed that STaR manages the procurement process for the programme. It is
recommended that a political oversight group, chaired by Cllr Sean Anstee, be established to oversee the commissioning process.

8. **The W&H Procurement Timeline**

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<tr>
<th>Date</th>
<th>Action</th>
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<tr>
<td>30th June</td>
<td>GM funding, volumes and outcomes agreed</td>
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<tr>
<td>31st July</td>
<td>PQQ drafted</td>
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<tr>
<td>1st October</td>
<td>Invitation to Tender issued</td>
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<tr>
<td>1st December</td>
<td>Invitation to Tender responses returned</td>
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<tr>
<td>March 2017</td>
<td>Evaluation, awards &amp; approvals completed</td>
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<tr>
<td>April – September</td>
<td>Implementation window</td>
</tr>
<tr>
<td>October</td>
<td>Go live – referrals commence</td>
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9. **Joining up the system**

9.1 As GM takes greater control of the mainstream welfare to work system, there is the ability to expand referral routes into support, moving away from the current system where the locus of control rests with Jobcentre Plus. This will allow for referrals to be made based on the individual's personal circumstances rather than the benefit they happen to be claiming. However, there is an inherent risk that individuals are identified who do not meet the funding criteria for Work & Health, but if complex needs have been identified a system response would be appropriate. The Reform Board has been asked to sponsor an exercise to scope how the Work & Health Programme could be used as a catalyst to embed the Reform Framework into a consistent GM delivery model, removing the duplication and/or barriers between programmes.

9.2 As part of the memorandum of understanding with the Centre for Ageing Better (CfAB), a proposal has been drafted to test new ways of engaging and supporting disadvantaged older residents in GM to re-engage with the labour market. A full day planning session has been held with a wide range of stakeholders and the outputs of the day are now being used to define a project. There is a focus on groups who currently fare poorly in the labour market, such as Bangladeshi women, and current thinking is to test a number of small-scale approaches in discrete localities. Options have been proposed in Oldham (Werneth), Trafford (Gorse Hill) and Stockport (Brinnington) but these have not yet been confirmed, subject to broader discussion about possible alignment with other place-based initiatives. This work will be progressed through the GM Ageing Hub and the Employment and Skills Executive.

9.3 In a similar vein to discussions with CfAB, there have been a number of productive meetings with Sport England, who have shown interest in how sport and physical activity could be utilised as tools to support people into and then sustain employment. This coincides with the launch of Sport England’s
new five-year strategy *Towards an Active Nation*. A proposal has been drafted, using the rich learning from Working Well, that demonstrates how the two agendas can work in collaboration and that the commissioning of the Work & Health Programme provides an opportunity for joint investment to deliver our shared outcomes. This work will be progressed through the newly formed Sport England/GMCA strategic group and the Employment and Skills Executive.

10. **Universal Support: Greater Manchester**

10.1 The current JCP estate consists of 29 jobcentres and employs in the region of 1,000 staff. The jobcentres vary significantly in size from the largest in Bolton, Oldham and Stockport with around 100 staff each to much smaller satellite offices such as Chorlton and Heywood with around a dozen staff. Two jobcentres in Salford (Irlam & Pendleton) are already co-located with local authority services.

10.2 To date, there have been a number of productive meetings between JCP and local authorities (primarily economic development and estates leads) to scope out options for service integration and identify potential sites for co-location. These discussions were used to form the basis of an initial options proposal, which was required by DWP for 15th January. Each JCP district in the country was required to submit estates rationalisation options to DWP in January, as part of their efficiency planning process.

10.3 The initial options analysis has been shared with DWP and is being assessed by the department’s national estates team. This is a confidential process, and no information is being shared with Local Authorities at this point. However, there is an expectation that the initial plans will be developed further with local areas, with a fuller options appraisal concluded by September 2016. Final options will be agreed with JCP by March 2017.

10.4 Although GM is not sighted on the local proposal that was submitted by JCP in January, the options that were discussed and positively received by JCP locally included:

- 14 locations where JCP could locate with local services
- 3 additional pipeline co-location opportunities
- Locations where local services could co-locate with the jobcentre

10.5 Despite the fact that DWP’s national estates team has not yet provided feedback on the submitted options, JCP is keen to make progress on inward co-location opportunities.


11.1 In addition to the potential co-location of large scale JCP functions, GM is also exploring opportunities for co-located outreach delivery in community settings.

11.2 To support the work JCP has undertaken its own desk based research to provide insight into the areas of need in each district and the areas and types of services with whom it would make sense to co-locate. This has been
shared with the Local Leads network and sense-checked against the 2015/16 Skills Analysis published by New Economy.

11.3 The principles that are informing and guiding our local planning include:
- Integrated working at scale – Work Coaches and Key Workers providing tailored joint interventions to a higher volume of cases
- Identification of claimants by JCP and LAs who could benefit from additional/innovative support regardless of benefit type or length of claim
- Co-location of services at the right place and right time to support claimants’ needs
- Real time local data sharing – Enabling and empowering Work Coaches and Key Workers to share appropriate information in real time to deliver outcomes and prevent crisis
- Joint Learning and Development – Development of further integration of services through improved knowledge of pathways, provision and shared objectives.
- Joint training and development to support integrated working.

12 RECOMMENDATIONS

A full set of recommendations appears at the front of this report.