

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 19 July 2017
Subject: Working Well and Work and Health update
Report of: Head of Work and Skills

Summary

Working Well is an employment support programme delivered across Greater Manchester, designed and jointly funded by the Greater Manchester Combined Authority (GMCA) and the Department for Work and Pensions (DWP). The Working Well Pilot supports Employment Support Allowance claimants who have completed two years on the Work Programme without moving into employment. The Working Well Expansion is a separately commissioned programme which builds on the Working Well Pilot to support a wider range of benefit claimants. It began taking referrals in April 2016 and includes a GP referral pathway which builds on an approach piloted in the city.

This paper provides an update on both Working Well programmes. It also provides an update on progress with the co-commissioning of the Work and Health programme between DWP and the GMCA as part of the GM Devolution Agreement and the plans for further integration of work and health services.

Representatives from Big Life and the Manchester Growth (Work) Company will be in attendance as the lead providers of the Working Well programmes in Manchester. Pathways CiC who deliver the GP referral route into Working Well Expansion have also been invited to join the meeting. All three organisations have provided client case studies which are attached in the appendices.

Recommendations

Members are requested to note and comment on progress to date.

Wards Affected: All

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Background documents (available for public inspection):

GMCA Work and Skills Executive members, 12 May 2017, GM Work and Health Programme Working Well

Working Well Economy Scrutiny Paper - 24 September 2014

Working Well Economy Scrutiny Update - 11 March 2015

Working Well Economy Scrutiny Update - 15 October 2015

Working Well Economy Scrutiny Update – 7 September 2016

SQW Annual Report and Interim Evaluation of Greater Manchester Working Well Programme – available on request

1.0 Introduction

- 1.1 The Working Well Pilot was co-designed between the Greater Manchester Combined Authority (GMCA), Central Government and the Department for Work and Pensions (DWP) to test whether a locally developed and delivered model of welfare to work can deliver better outcomes for Greater Manchester residents with multiple barriers to work, when compared with nationally commissioned programmes such as the Work Programme. Drawing from good practice in other reform programmes, Working Well has been designed around the principles of intensive and holistic support from a key worker who draws on, sequences and integrates other public service interventions to support people with health conditions back to work.
- 1.2 Ongoing evaluation of the Working Well Pilot was built into the commissioning of the programme and is of central importance. The evaluation role is delivered by the research agency SQW who work closely with the Working Well providers both for the pilot and for the expanded programme. This has enabled learning and best practice to be applied to the Working Well Expansion, which incorporates larger numbers of claimants and a wider range of benefit types.
- 1.3 The Working Well Expansion is a separately commissioned programme to the Working Pilot, which is built around a wider 'eco-system' of provision. As well as working closely with local partners in the same way as the Working Well Pilot, additional services to support clients with mental health issues and skills have been commissioned alongside the providers of the Working Well keyworker service. This builds on the findings that mental health issues and low skills were amongst the primary barriers for clients to move into work on the pilot. Fundamentally, the services are expected to take a co-case management approach to supporting clients to ensure that their support is coordinated and sequenced appropriately. More detail on these services is in sections 5 and 6 below.
- 1.4 The DWP announced its intention to commission a national Work and Health programme in early 2016. The Work and Health programme will form part of a new package of support for benefit claimants delivered by Jobcentre Plus alongside commissioned partners. As part of the GM Devolution deal, GMCA is in the process of co-commissioning the Work and Health programme in partnership with DWP, allowing for a local approach to supporting residents and integration with local partners and structures and using the evaluation of Working Well to deliver the most effective approach. Please see section 9 for more information.

2.0 Working Well Pilot in Manchester

- 2.1 The Working Well Pilot supports Employment Support Allowance (ESA) WRAG (Work Related Activity Group) claimants who have exited the Work Programme after two years without moving into work. All referrals have been made by Jobcentre Plus Work Coaches. The programme provides up

to two years of support for clients to move into work and a year of in-work support. The contract for the service is split between two providers across GM - Big Life in Manchester, Salford and Trafford and Ingeus across the rest of GM. Referrals from Jobcentre Plus started on 26 March 2014 and ended on 31 March 2016.

- 2.2 Big Life also subcontract elements of their service in Manchester to Pathways CIC, who have an established presence in Manchester through delivery of the Healthy Manchester and Fit for Work service and are experienced in supporting people with health problems back into work.
- 2.3 Big Life's delivery model helps people with health needs to live better lives and achieve job outcomes through a combination of motivational interviewing and supported employment techniques. Each client is allocated a key worker who helps them to set goals to improve their resilience and motivation to change, supporting them to identify actions and changes to their behaviour which will help them to achieve these goals. The aim is for clients to see employment as an achievable goal, commit to seeking work, and identify an appropriate job goal for their skills, experience, circumstances and aspirations.
- 2.4 Clients are regularly assessed and placed into one of three groups depending on how far they are from moving into employment, with tailored support for each group. Specialist Employability Support Officers assist those closer to employment with 1:1 interventions, linking them with opportunities including job vacancies, work placements, work experience and apprenticeships. Once in work, clients receive ongoing support as needed to ensure that they can sustain employment. The key workers can also assist employers in their recruitment and management of the client.
- 2.5 For clients who are coming to the end of their two years on the programme and have not moved into work, Big Life key workers identify a client's ongoing needs and help them move on to other support. The City Council also assists Big Life with clients leaving the programme who have particularly complex needs through the Working Well Integration Board, drawing on the expertise of partners (see section 8).

3.0 Working Well Pilot – Progress Update

- 3.1 The Working Well Pilot was expected to support 5,000 clients across Greater Manchester, with 1,200 referrals anticipated in Manchester. When the programme closed for referrals in March 2016, Big Life had received 1,227 referrals in Manchester, of which 1,138 clients formally 'attached' to the programme.
- 3.2 The Working Well Pilot has a GM target to move 20% of clients into work and 15% of clients sustaining work for longer than a year. Job outcome profiles have been developed for the two contract areas based on when clients joined the programme and when we would expect them to move

into work. This enables ongoing monitoring of the programme to ensure that outcomes are on track. For Manchester, based on the attachment figure of 1,138, we would expect 227 clients to move into work and 170 of these to sustain work.

- 3.3 At the end of April 2017, Big Life's overall programme performance was as below:

Job outcomes claimed by the end of April:

- 103 job outcomes of which, 41 had reached 50+ weeks in work (a sustained job outcome).

The job outcome baseline, calculated for each month, reflects how many clients are expected to have moved into work by that point in the programme based on the attachments of clients over the course of the programme. The baseline job outcome figure for Manchester at the end of April was 186, therefore Big Life had achieved 55% of their baseline profile. It should be noted that the job outcome baseline figure for Big Life is based on total attachments and does not take into account the higher than expected number of clients leaving the programme early.

- 3.4 By the end of April 2017, 332 Manchester clients had left the programme early (prior to receiving 2 years of support). Of these, 198 have moved into the ESA Support Group following re-assessment and no longer wish to remain on the programme.

- 351 clients reached the end of their two years of support without moving into work
- 438 clients remain on the programme

- 3.5 Across GM, early leavers account for circa 30% of all attached clients; this has a direct impact on programme performance. Based on the original assumption that all clients that start the mandatory programme would finish it, Manchester's Working Well Pilot was intended to achieve 227 job outcomes across the programmes lifetime. When accounting for early leavers this reduces to 159. Comparably, BLG would be expected to have achieved 123 job starts at this point in time (April 2017), therefore have achieved 83% of expectation.

- 3.6 Based on the original forecasts, Big Life had achieved 58% of their job outcome baseline for their contract package area (Manchester, Salford and Trafford) by the end of April 2017. The provider for the rest of GM, Ingeus, had achieved 79% of their baseline profile. Both providers have had some difficulty with obtaining the required evidence from employers to formally claim sustained job outcomes.

- 3.7 Big Life are working closely with Manchester City Council and the GMCA Working Well Programme Office to address the underperformance issues.

The Manchester Working Well Integration Board (see section 8) and separate case management meetings help to analyse and address clients' barriers and address any system issues which may be causing problems in getting clients the support they need. Working Well clients are a priority group for MCC apprenticeship and work experience opportunities. In the case of apprenticeship recruitment, Big Life have been given extra lead in time to identify clients who may need some tailored support to successfully apply for vacancies and MCC's offer is to ensure that the recruitment has been designed to recognise aspirations and strengths rather than just previous work experience.

4 Working Well Expansion in Manchester

- 4.1 The Working Well Expansion key worker service was commissioned across GM with the same two contract areas as the pilot. The Manchester Growth Company was awarded the contract for Manchester, Trafford and Salford and Ingeus was awarded the contract for the rest of GM. Referrals opened to the programme in April 2016.
- 4.2 In Manchester, The Manchester Growth Company (with the Work Company as the delivery company for this contract) subcontracts with Armstrong Works to deliver the full service in certain areas as follows:

Jobcentre Plus office	Provider
Alexandra Park	The Work Company
Cheetham Hill	The Work Company
Chorlton	The Work Company
Didsbury	Armstrong Works
Longsight	Armstrong Works
Newton Heath	The Work Company
Openshaw	Armstrong Works
Rusholme	The Work Company
Wythenshawe	The Work Company

- 4.3 In addition, Pathways CIC are subcontracted to deliver activity specifically around the GP referral route (see section 5).
- 4.4 The Working Well Expansion programme is open to a wide range of benefit claimants via referral from their Jobcentre Plus Work Coach. Eligible clients include Jobseekers Allowance, Employment Support Allowance (WRAG and Support group), and Lone Parents on Income Support. Some referrals place a mandatory requirement on the client to attend their first meeting with the Working Well Expansion provider, whilst others are entirely voluntary. However after the first appointment, it is at the client's discretion whether they wish to continue with the programme, meaning that

- the provider must emphasise the benefits of the Working Well offer and encourage the client to take part.
- 4.5 The Working Well Expansion provider will allocate each referred client a key worker who will work closely with them through their journey. The client will be invited to attend initial engagement sessions which could include 1-1 or group activities such as sport or art. Alongside this the key worker carries out appropriate assessments with the client to ascertain their barriers and needs and works with them to identify their goals and priorities. The key worker will look to address the issues which are causing the client the most immediate problems, and identify a package of interventions for the client, drawing on partners and other services within the Working Well 'eco-system' as needed (see sections 6-8). Once clients move closer towards work, they can undertake specific activity to prepare them for job vacancies, work placements and apprenticeships.
- 4.6 In Manchester there have been 1,760 attachments to the programme between April 2016 and April 2017. The forecast attachment rate for the Expansion programme as a whole is 70% of all referrals. The attachment rate is calculated using the previous month's referral figures to allow for time to engage clients onto the programme. In March 2017, 3,573 referrals had been made in Manchester and therefore the attachment rate was 49%. The attachment rate for the whole of Manchester Growth Company's contract area (including Salford and Trafford) was 50% and the attachment rate for the rest of GM (delivered by Ingeus) was 61%.
- 4.7 As of the end of April, 120 job outcomes had been claimed for Manchester residents. The baseline figure for that point was 155, therefore the achievement rate was 77%. The Manchester Growth Company have achieved 80% of the overall baseline target for their contract area. Ingeus have achieved 177% of their baseline target for the rest of GM. Sustained job outcomes are not yet monitored at a local authority level as the programme has only been running for just over a year and numbers are still small.
- 4.8 The Work Company and Armstrong Works are working closely with Jobcentre Plus work coaches to ensure that the programme is well marketed to clients so that they understand the benefits of the programme and can see the value in taking part. Equally important is the need for appropriate referrals and for the providers to return to customers who have not engaged. This will improve 'attachment' rates onto the programme.

5 Working Well Expansion – GP referral route

- 5.1 MCC and the GMCA recognise the important links between health and work and that work is a social determinant which impacts upon population health. The Healthy Manchester service, delivered by Pathways CIC in the city since 2014 supports patients referred by GPs where the GP considers that moving into work would help to improve the client's health outcomes. There is clear evidence that being in 'good' work supports health and

should therefore be included within a prevention model of health support. The original Manchester pilot set out to determine whether GP influence could support better patient engagement within employment support services and deliver a more integrated approach than previous employment support models. The devolution of both work and skills and health and social care funding and powers have provided an opportunity to upscale and enhance this approach both in the city and at GM level. Integration of health and work outcomes through commissioning at greater scale will be critical to reducing the number of residents claiming health related out of work benefits.

- 5.2 A GP referral route has been built into Working Well Expansion in Manchester, Bury, Tameside and Wigan to further test the approach piloted in Manchester for up to 1,000 clients across the four areas. Identified GP surgeries within these areas can refer patients to Working Well Expansion where the patient is out of work and the GP feels that they would be in a position to move into work with some intensive and holistic support. Each of the four Local Authority areas has established a Working Well Expansion 'GP Link Worker' role who works within the GP surgeries and can discuss the service with the patient, referring on to Working Well if appropriate. The referral must still be checked by Jobcentre Plus to ensure that they are in receipt of an out of work benefit, however the DWP has agreed that most of the Working Well Expansion eligibility criteria can be relaxed for these referrals (the primary exception being if they are already on the Work Programme).
- 5.3 The Working Well Expansion GP Link Worker role in Manchester is undertaken by Pathways CIC, who already have well established relationships with GPs across the city through both the MCC Work and Skills commissioned pilot and the Manchester Fit for Work service which supports patients who are in work but off sick to return to work quickly. Pathways CIC are subcontracted by the Manchester Growth Company to deliver the full Working Well Expansion service for out of work clients who have made sufficient progress under the eight week Healthy Manchester service to move onto a face to face intensive support service. Patients referred by GPs receive a seamless service which provides a single referral route for GPs regardless of patient benefit type. Both the Healthy Manchester and Manchester Fit for Work services are phone based interventions which are effective in terms of engagement, improving self-care and raising self-efficacy levels.
- 5.4 Up until the end of April 2017, 123 clients in Manchester have moved from Healthy Manchester onto the Working Well Expansion programme. The referral route went live in June 2016 and outcomes will be analysed as clients begin to move through the programme. Whilst the overall cohort size in Manchester and the three other GP referral pilot areas is small, we will be able to pick up some key learning on engagement and attachment rates as well as overall outcomes, as compared to clients referred by JobCentre Plus through the SQW programme evaluation. One difference to note is that the GP referral route has managed to engage with clients

who are within the ESA Support group or who are economically inactive and who are therefore not normally clients on DWP commissioned programmes. Pathways CIC have reported some difficulties in transitioning clients from the informal Healthy Manchester support service onto the formal Working Well programme which requires a DWP checking process and for some clients a new claim.

- 5.5 For Manchester GPs, these services have allowed us to put in place a trusted referral mechanism for patients whose needs are not (purely) medical and who therefore benefit from a more holistic support model. This social prescribing model which includes employment support at its core is being scaled up initially in the North of the city through the Community Links for Health service which is currently being commissioned using Health and Social Care Transformation funding by Manchester Health and Care Commissioning and is due to start in October 2017.

6 Talking Therapies

- 6.1 The Working Well Pilot highlighted that mental health problems were the primary barrier to clients moving into work and that poor mental health impacts negatively on physical health and vice versa. Long waiting lists for mental health services and a lack of integration of mental health and employment provision across GM have long been recognised as presenting barriers to people with mental health conditions from moving into and sustaining work. The design of Working Well Expansion therefore incorporated a more coordinated approach between services to test whether outcomes for clients could be improved.
- 6.2 The Talking Therapies service was commissioned separately but as part of the wider Working Well Expansion 'eco-system'. It is delivered by Greater Manchester Mental Health NHS Foundation Trust. The service provides access solely to clients on the Working Well Expansion to Improving Access to Psychological Therapies (IAPT) for mild to moderate mental health issues. In early 2017 access was also opened to clients on the Working Well Pilot on a phased basis. It is partly funded through the government's Mental Health Trailblazer programme which aims to improve employment and health outcomes for people on out of work benefits who face barriers due to a common mental health condition.
- 6.3 The Talking Therapies service is delivered from centres across GM, co-located with the Working Well key workers as well as based in GPs surgeries and other public service providers. It is important that clients can easily access the service from their home and do not face barriers to accessing the service, such as childcare or travel costs (which can be reimbursed by the service).
- 6.4 Clients are assessed for mental health issues and referred by their Working Well Expansion key workers, who have received training from the Talking Therapies service in assessing clients. The service allocates the

client to the most appropriate mode of therapy depending on their issues. The client's therapist and their Working Well Expansion key worker are encouraged to work together to co-case manage the client's action plan, helping to streamline support and identify and address problems which may be hindering their mental health recovery and vice versa.

- 6.5 Talking Therapies began taking referrals in June 2016 and will deliver therapeutic interventions for up to 1,200 clients across Greater Manchester. As of the 4 July 2017, 450 referrals had been made to Talking Therapies in Manchester. The research partner SQW is working closely with the service to analyse outcomes for clients and evaluate the service. The findings from the first phase of the programme have been that this integrated model is proving to be beneficial from both an employment support and mental health provider perspective in terms of improved outcomes and client experience.

7 Skills for Employment

- 7.1 The Skills for Employment programme was commissioned by the Skills Funding Agency and started delivery in February 2016. The programme is open to out of work residents in Greater Manchester who meet the criteria for support through the European Social Fund. Whilst the programme's criteria is wider than Working Well Expansion, it is a central part of the offer to Working Well clients and the providers of the services work in partnership to coordinate a client's journey towards employment.
- 7.2 The Skills for Employment programme is delivered across GM by the Manchester Growth Company. In Manchester, delivery has been subcontracted to the same providers that are delivering the Working Well Expansion (see 4.2), although a new provider is being added to the supply chain for Manchester.
- 7.3 The programme offers a keyworker service to clients to support them to overcome skills and wider barriers to moving into work. The Manchester Growth Company work with a range of skills providers across Greater Manchester to match clients with skills provision according to their needs and ambitions, and to commission specific courses to address gaps. Alongside this, clients undergo work preparation activity and are matched with work experience opportunities. Clients can spend between 7 and 200 hours on programme so where clients present with more complex needs, their time on programme tends to be longer and their outcomes slower to achieve.
- 7.4 The Manchester Growth Company and their subcontractors have fully engaged with 1,393 clients on the programme by the end of May in Manchester. Of these 53 have completed a work preparation element of the programme, 77 have achieved a qualification, 52 have completed work experience and 104 have started work. Referral sources for the programme in Manchester include Working Well and Working Well

Expansion (These constitute 36% of attachments in the city to date), Jobcentre Plus, the National Careers Service and the Probation Service. Big Life who are on the supply chain for the service recently delivered a successful pre-employment and recruitment support model in partnership with the Manchester Employer Suite for MCC Adult Social care roles, supporting MCC to fill ten out of twelve vacancies. The work experience element of the model allowed clients to test whether they enjoyed the work and employers to see their potential.

- 7.5 This model will be replicated in the future and will act as a pre-employment pathway for MCC apprenticeship recruitment within Adult Health and Social Care services.
- 7.6 In Manchester, accredited qualifications achieved by clients have included courses with Pennine Acute Hospital Trust and Amazon. Local skills partners include the Manchester Adult Education Service, the Manchester College and the Skills Company.

8 Integration

- 8.1 Integration with other services is a key feature of the Working Well design, to ensure that clients receive a coordinated service and partners are able to contribute to a client's action plan through shared actions and outcomes. Wider integration also ensures that issues in the system, for example blockages in accessing services, can be addressed. In Manchester, this model is overseen by the Working Well Integration Board which includes representatives from a range of partners including Registered Housing Provider representation, Manchester Mental Health Trust, Jobcentre Plus, Early Help Hubs, Probation services, The Manchester College and other City Council services.
- 8.2 The Working Well Pilot and the Working Well Expansion providers regularly provide updates to the Integration Board on their activity and local outcomes. Board meetings provide an opportunity for them to highlight specific issues which need addressing, share good practice and positive outcomes and discuss client cases which are particularly problematic. Board members use this group to share new provision, approaches and employment opportunities. Providers have as a result been able to put in place specialist and tailored support for their clients around a range of specific issues which have led to positive outcomes for individuals engaged with the programme. Equally Board members have been able to support providers to navigate other systems e.g. skills services and housing access. Some of the issues arising at the Board which are proving more difficult to address include support for clients in insecure, private accommodation and access for those with more severe and enduring mental health conditions to mainstream mental health services where there are long waiting lists.

8.3 Big Life, The Work Company and Armstrong Works are all linked in with the Employer Suite to support collaborative approaches to employer engagement. The Employer Suite team and other Jobcentre Plus staff are able to work with providers to identify job opportunities for clients and ensure that they have the necessary preparation. All Working Well providers are kept up to date with vacancies and other opportunities through the Work and Skills team's weekly bulletin, and are proactively encouraged to put clients forward for opportunities within the City Council such as the recent apprenticeship recruitment, and work experience placements.

9 Work and Health Programme

- 9.1 In early 2016 the Department for Work and Pensions (DWP) announced its intention to commission a national Work and Health Programme to support people on out of work benefits who are experiencing complex barriers to work including health problems. This will form part of a wider new approach by Jobcentre Plus to supporting claimants. The current Work Programme stopped taking new referrals in March 2017.
- 9.2 The Work and Health Programme is being commissioned nationally by the DWP by regional contract package areas as the Work Programme was. However as part of the Devolution Agreement, Greater Manchester will be a distinct contract package area and the programme has been jointly designed based on the learning from Working Well and Working Well Expansion. It is being jointly commissioned and funded by a number of sources in GM and the DWP. The budget for the GM Work and Health programme is £52 million over the five year period of the programme. This will allow around 22,500 people to be supported. As co-commissioner, the GMCA has been able to lever in other funding including European Social Fund to increase the scale and scope of the service.
- 9.3 In line with GM's Public Service Reform principles, the programme will be asset-based, person-centred and integrated to ensure that clients' needs are sequenced and delivered appropriately. Using the learning from the Working Well and Working Well Expansion programmes, there is a strong case for the utilisation of a key worker model but with a clear health offer to address the needs of those with mental health and musculo-skeletal conditions in particular, alongside work experience, skills provision and transport support.
- 9.4 Clients will be assessed by Jobcentre Plus for the programme based on their barriers and needs, and Jobcentre Plus will be the primary referrer and gatekeeper for the programme. Referral/ identification processes will be put in place with other services such as health partners, housing providers and other reform programmes such as Troubled Families.

- 9.5 The GMCA and DWP are currently in the final stages of commissioning the Work and Health programme which is due to be awarded in October 2017 and due to go live in January 2018.

10 Conclusion

- 10.1 Both the Working Well Pilot and Working Well Expansion services work with clients who have severe barriers to employment. The programmes are ambitious in trialling new approaches to supporting those who have not been able to move into work through previous programmes. Job outcomes have not yet met the level expected at this point in the city and on the pilot, there have been higher numbers of participants leaving the programme early, mainly as they have been assessed as not well enough to participate in work related activities and the service is voluntary post attachment. It is important to note the progress that clients have made towards reducing their barriers and moving closer to employment through activities such as volunteering and work placements. The integration of a wide range of services within Working Well clients' action plans has also led to many individual positive outcomes for clients and some new collaborative approaches.
- 10.2 Project performance for both programmes and Skills for Employment is closely monitored both locally and at GM level. A recovery plan is in place for the Working Well Expansion programme, monitored by both the GMCA programme team and by the Manchester Integration Board and Manchester Work and Skills Board.
- 10.3 The integration of a GP referral pathway into Working Well Expansion, albeit at small scale, provides an opportunity to test a new approach to supporting people with health conditions into work. The role of GPs in influencing behaviour change is a real asset in this respect and there are some obvious potential gains in terms of reductions in primary care footfall which this approach can demonstrate.
- 10.4 The scale of local and GM work and health initiatives is still relatively low given the large numbers of Manchester and GM residents on health related out of work benefits and whilst Devolution brings opportunities to increasingly integrate provision and outcomes through prevention and population health programmes in particular, there is still much more to be done to upscale these successful approaches. Joint governance for this approach is now in place for this through the GM Work and Health Board which is overseeing the development of a programme of early intervention and prevention and ensuring that further investment is secured.

Appendix: Manchester client case studies from the Working Well Pilot and Working Well Expansion

Case Study 1: Working Well Pilot (Big Life)

The client has not worked in 10 years but has office based experience and has recently studied for a PTLLS Teacher Training course at Level 4. She suffers from severe physical and mental health issues – she had a recent diagnosis of arthritis, suffers from ME which is extremely debilitating and has a daily impact on her pain and motivation, and suffers from anxiety and depression.

The client lost her husband to an accident and her son to suicide and has been substantially affected by this. She has had a referral to a psychiatrist. She has a history of crime in the family and sexual abuse.

She believed being on the Work Programme set her back significantly, however despite this and her ongoing complex barriers she was still motivated to work.

Steps taken by Key Worker and Employment Support Officer

Intervention with the keyworker was initially slow as the client was suffering from so many barriers. The keyworker focussed on the client's motivation and ensured this was always at the forefront of the discussions. The client took time to open up to the keyworker to discuss the extent of her issues and has always been clear on wanting to progress. The keyworker linked her in with her GP again and discussed other mental health support such as MIND.

The keyworker referred the client to our Employment Support Officer (ESO) to look at potential job carving in a role that would be suitable for her condition but also give her some experience. The ESO initially prepared the client for an interview at Christie's Hospital for a receptionist role. She was referred to SmartWorks in March 2017 for interview clothes and preparation which made her feel fantastic. The ESO identified many other skills in the client, commending her on her mannerisms and politeness. The ESO advised that she would be very good at mentoring/advisory roles in the future, but her first job should be one which she would not find too daunting or overwhelming.

On the day of her interview the client's Employment Support Allowance benefit had stopped so she was again in crisis. The ESO encouraged her to have more faith in herself and made reference to her previous struggles and how she had overcome them by taking the initiative. ESO commended her on her maturity and knowledge, and her desire to re-educate herself, instead of letting her see her age as a barrier and told her to be confident and strong when attending her interview. She initially did not want to go but did attend and was 100% convinced that she was unsuccessful as her interview only lasted 20 minutes.

The client was offered the job but there have been significant delays in Christie's pre employability checks. The ESO did not want her to lose momentum so offered her the opportunity to work at a warehouse where he had recently made a significant link. The ESO liaised with the owner to see if the client could undertake basic office/admin

duties in order to refresh her existing skills. The ESO felt that her skills would really help other clients settle in who were undertaking work trials or work experience. The client is a naturally caring and helpful person, she engaged well with all staff at the warehouse and others always listened and responded well to her advice.

The ESO called the client daily to discuss what she did and what she learnt about the job as well as about herself. Before long she was also working on the production line and introduced a better way of working by utilising the skills of others, encouraging everyone to work as a team. The warehouse manager commented that the client and 3 others were more productive than 8 previous male clients. She had gained the respect from everyone.

The client was offered a permanent job but unfortunately she did not notify the owner about her therapy appointments and as a result, failed to pass her probation period due to absence. The ESO did not want to interfere with her sessions but did emphasise the importance of being honest with any potential employer. As the client had not worked for 10 years, she felt undertaking work experience in the meantime whilst also completing her therapy would ensure sustainable work. She then attended the warehouse again 3 to 4 days per week. The client was adamant at the first ever discussion she could only work 16 hours per week.

Where we are now

The ESO believes the client would be great in a keyworker type role due to her skills and personality and personal experience. Her desire to work full time has increased as she has successfully managed to work 5 full days on a few occasions. She has now widened her choice of jobs and feels whatever job she does will always benefit her. She has seen the many benefits of undertaking work experience. She lives on her own so looks forward to company, she hardly spends any money during the week as the warehouse covers travel and lunch, and she has self-worth and self-respect.

The client's CV has been updated and she has been instructed to set up email job alerts for office/admin roles but she will also consider production line work once another vacancy becomes available at a new warehouse the ESO has set up a relationship with.

Overall the client has made immeasurable progress. She travels on the bus, walks 20 minutes and then undertakes 8 hours of work experience a day, on average 3 days a week. The ESO feels the benefits are physically visible in the client.

Despite the job offer from Christies, the client is now applying for other jobs. A long term goal is to attend workshops to act as an advocate for clients of a similar age or background as her own journey will inspire others.

Case Study 2: Working Well Pilot (Big Life)

The client had been in a physically and mentally abusive relationship with her ex-partner. She suffers from depression, anxiety and panic attacks, and is wary of men and struggles with interaction. She suffers issues with her sleeping and does not attend public places, and was severely isolated. The client has attended counselling in the past but didn't feel like it benefited her at that time.

Steps taken by Keyworker and Employment Support Officer

The client attended over 20 appointments with the keyworker, who initially started to work on the client's mental health and looked at how they could progress this together. A referral to Self Help Services was made and she was then referred for more intensive support. The client began to have a more positive experience with her sessions at Self Help and was attending regularly. The client was also suffering from physical health barriers but was committed to progressing.

The client then suffered a knock back with mental health and stopped her sessions at Self Help, and she attended an appointment with GP to look at her medication. The client was diagnosed with OCD. Whilst this was ongoing the keyworker suggested the option of voluntary work to give her something to focus on. She was very stressed with this as an option but she would consider it if it didn't involve crowds.

The keyworker referred the client to the ESO to look at voluntary work. The client wouldn't engage for months due to her barriers and was very protective about sharing personal information about her current situation. She always felt that as a Muslim who wore a headscarf she was vulnerable, she felt conscious about wearing the headscarf and that people would be negative towards her. She repeatedly cancelled appointments with the ESO. She had reservations about meeting another male, however the ESO explained to her that she would really benefit from engaging and she may have to work with males and females.

The ESO liaised regularly with her keyworker who increased his efforts to engage with her a lot more and reminded her to at least give the ESO a chance and the benefit this could have. After weeks of attempts the ESO managed to encourage her to attend the warehouse where the ESO had strong links. He also felt it would really benefit the client if she met with another client who was also feeling nervous and had similar reservations and for them to attend together.

At first, the client was very conscious and took offence at anyone (other clients) asking her the most basic of questions. The ESO would speak to her daily and reminded her that other clients were also overcoming barriers and they too were nervous.

The ESO has praised the client's work ethic and states her attitude is outstanding. She is efficient and productive, uses her own initiative, works to deadlines and her time keeping was excellent. However, when she passed her work trial, she failed to follow procedures when it came to calling up the manager to let him know she was not coming in. The ESO addressed this with client and felt that things had moved so

fast that she panicked and became overwhelmed at the thought of having to eventually pay her own rent etc. The ESO explained in detail about the procedures for absence and lateness. Due to this the client did not sustain the employment, however the manager agreed that she could attend without the pressure of employment to continue to gain valuable work experience until she herself was fully ready to gain sustainable employment.

Where we are now

The client walks to the bus stop each morning, then walks 20 minutes through Manchester City Centre and completes an 8 hour shift a couple of days a week and then undertakes the same journey home.

The progress the client has made is exceptional. She is working with 2 English males on a regular basis and on observation from the ESO was that she was seen to be laughing and joking. The ESO actually spoke to the client about this and advised he was so impressed with how she has overcome all these fears.

The ESO is now creating a new CV for the client and helping her with interview prep. She is now more than ever determined to get a job but will need intensive support. The ESO will refer her to Smartworks as soon as an interview is secured. She has agreed to also look at Supermarket jobs as well as warehouse related roles. However, due to her back pains, she cannot undertake heavy lifting.

Case Study 3: Working Well Expansion (The Work Company)

Lee's Story

Lee was referred by his local JCP office to the Working Well programme in June 2016 as an ESA Work Programme Completer, he is 33 years old and never worked. Although Lee had completed a number of work placements within catering and kitchen environments, he had never been in paid employment.

It was identified at his initial appointment with his Key Worker that Lee's biggest barrier to work was his mental health, scoring a 5 on the impact scale, having suffered with anxiety and depression on and off for several years. Growing up Lee was the primary carer for his younger brothers and sisters, and during conversations with his Key Worker, highlighted this as a possible reason for his mental health problems.

Due to his anxiety levels Lee found it difficult to engage with his Key Worker for the first month on programme, he would often miss appointments due to having panic attacks and even lifting the phone to call his Key Worker would cause Lee anxiety. Lee's Key Worker spoke to him about his anxiety surrounding his appointments and explained the service and support available to him through Talking Therapies, following this conversation Lee was referred to Talking Therapies in August 2016. Lee completed his initial assessment with Talking Therapies on 28 August 2016 and since September has been attending fortnightly appointments. He completed guided self-help based Cognitive Behavioural Therapy techniques (Step 2) with Talking Therapies and following a positive re-assessment with Talking Therapies in December he was discharged from the service.

Lee said he "feels more confident in himself, finds he is less anxious and can manage his thoughts and expectations better than he could 6 months ago". During his time on Working Well Lee has undertaken a volunteer placement with Back on Track as a kitchen assistant which he attends four days a week. Lee and his Key Worker are in contact on a weekly basis and he attends appointments once a fortnight to apply for catering vacancies.

Following the support he has received from Talking Therapies and Working Well Lee has stated he feels excited at the prospect of finding part time employment and is looking forward to what 2017 will bring.

Case Study 4: Healthy Manchester/ Working Well Expansion GP Referral Route (Pathways CIC)

Background

Male, age 51, registered disabled, ESA Support Group, not worked for more than 5 years. Client referred into HEALTHY Manchester Service by Park View Medical Centre, North Manchester (HEALTHY Manchester pilot practice). GP reason for referral – ‘patient had a stroke 4 years ago which has left him with very little use down his left side. He is waiting for NHS Physio’.

Client also has arthritis and anxiety and depression. Client doesn't know how to access appropriate support for health and is unsure of best course of action to find the right work.

Impact of client's health condition(s) on his daily life and ability to work

Stroke resulted in left sided weakness and memory loss. This impacts on client's daily life and his ability to work. Client feels anxious – doesn't like being out alone, suffers panic attacks upon leaving the house. Client becomes tired easily and this frustrates him. He has trouble with his memory function and decision-making skills. Client struggles with his speech and the frustration caused by trying to communicate with people can leave him feeling angry.

HEALTHY Manchester advisor support included:

- Awareness raising and self-help support re anxiety and depression
- Supported to build a daily routine
- Exercise recommendations
- Resilience coaching
- Referral to Expert Patients Programme
- Breathing and relaxation techniques
- Referred to Stroke Association and attended Stroke Association group monthly
- Signposted to Abraham Moss for benefits advice
- Recommended medication review with GP
- Referral to MAES 'Heads Up' course

Progress/Outcomes on discharge from HEALTHY Manchester Service

VAS : 30/100 at point of assessment increased to 80/100 at point of discharge (Visual Analogue Score – how do you rate your health on a scale of 1-100 with 100 being the best it can be)

At discharge from HEALTHY Manchester client reported feeling more confident and was going out of the house more. Discussions around the future and work had commenced with the advisor, the Working Well Service was broached with the client and he engaged.

Wellbeing STAR outcomes at discharge from HEALTHY Manchester Service



KEY: scale of 1 to 5 - with 5 being the best that you can be

GREEN LINE: HM discharge

RED LINE: HM mid-point assessment

BLUE LINE : HM assessment

Transition to Working Well Service

Client attached to Working Well in November 2016 having been unemployed at this point for six years. The client had made good progress in HEALTHY Manchester but more support was needed (as can be seen from the work/volunteering point on the Outcomes Star above) to progress the client closer to work.

Progress since commencing Working Well

- Undergoing Cognitive Behavioural Therapy
- Attending photography course at Whitworth Art Gallery
- Engaged with Journey to a Positive Self Course
- Undertaken mindfulness sessions
- Attended Inspiring Futures Course
- Attended Think Better Feel Better Course
- Explored voluntary opportunities

The client is moving towards work. His key worker is currently supporting him to update his CV alongside conversations relating to the types of jobs that he could do whilst managing his health condition.

As at 29.06.17 - Client is looking to the future and is feeling much better in himself. He has recognised within himself increased confidence and motivation. He has also noticed that the relationships with those close to him have improved significantly.

Client has secured voluntary work at the Manchester Museum