

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 5 September 2018

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 Programme comprises of a pilot phase and subsequent expansion, followed by the recently commissioned Work and Health Programme. The pilot was developed to support Employment Support Allowance benefit claimants into employment. The Working Well Expansion was developed to build on the pilot to support a wider range of benefit claimants. The Work and Health programme started in March 2018 and will run until 2024. The programme will provide support for unemployed people with health conditions or disabled people.

This paper provides an update on all three programmes.

Representatives from The Growth Company will be in attendance as the lead providers of the Working Well programmes in Manchester along with a key worker and client. Case studies are attached in the appendices.

Recommendations

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

Wards Affected: ALL

Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city:	The Working Well programme delivers a holistic

making a positive contribution by unlocking the potential of our communities	approach to addressing the barriers that prevent residents furthest from the labour market, from gaining and sustaining employment.
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection):

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

Working Well and Work & Health Economy Scrutiny update - 19th July 2017

SQW Fourth Annual Report and Evaluation of Greater Manchester Working Well Programme June 2018– available on request

1. Introduction

- 1.1. In Manchester high rates of health related economic inactivity have persisted and remained constant over the past decade, despite periods of growth and recession in the national and local economy. Nationally there has been an absence of integrated health provision with programmes designed to move people into work. In November 2017 (latest data) 30,480 Manchester residents were claiming Employment Support Allowance or Incapacity Benefit. Whilst other benefit claimant numbers have significantly decreased over the past five years, this number has seen a very modest reduction.
- 1.2. The Working Well programme has been designed to support people to address their barriers to work and move into employment. It comprises a pilot phase , a subsequent expansion and now the third phase. The 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 could deliver better outcomes for Greater Manchester residents with multiple barriers to work, when compared with nationally commissioned programmes such as the Work Programme.
- 1.3. Working Well Expansion is a separately commissioned programme to the 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 pilot, additional services to support clients with mental health issues and skills have been commissioned alongside the providers of the Working Well key worker service. This builds on the findings that mental and physical health issues and low skills were amongst the most prevalent barriers to amongst the pilot cohort. 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. Drawing from good practice in other reform programmes, Working Well delivers holistic, intensive and personalised support through a key worker who draws on, sequences and integrates other public service interventions to support people with health conditions back to work.
- 1.5. The DWP announced its intention to commission a national Work and Health programme in early 2016. As part of the GM Devolution deal, GMCA co-commissioned the Work and Health programme in 2017/18 in partnership with DWP, allowing for a local approach to supporting residents. It facilitates integration with local partners and structures and used the evaluation of the Working Well programmes to deliver the most effective approach. See section 10 for more information.

2. Working Well Pilot in Manchester

- 2.1. The Working Well pilot began in March 2014 and intended to support 5,000 Employment Support Allowance (ESA) WRAG (Work Related Activity Group)

claimants who had completed the Work Programme after two years without moving into work. The programme provided up to two years of support for people to move into work and a year of in-work support. Big Life delivered the programme in Manchester.

- 2.2. Referrals made by Jobcentre Plus Work Coaches ended in March 2016 meaning almost all clients have now left the pilot, having been on the programme long enough to have received two years of support. However, those that started work less than 12 months ago remain eligible for in-work support.

3. Working Well Pilot 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 whom 1,138 clients formally 'attached' to the programme.
- 3.2. The Working Well pilot aimed to move 20% of clients into work across GM and 15% of clients sustaining work for longer than a year. Job outcome profiles were developed based on when clients joined the programme and when they could be expected to move into work. For Manchester, based on the attachment figure of 1,138, it was expected that 227 clients would move into work and 170 of these to sustain work. The job outcome figure for Manchester at the end of June 2018 was 111, of whom 32 have reached a sustained job outcome (50+ weeks in work), therefore Big Life had achieved 55% of their baseline profile. GM fared slightly better with 610 job outcomes across GM of whom 242 have reached a sustained job outcome - a 65% job outcome rate. 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 people leaving the programme early, around 31% across the programme. The early exit rates were outside of the providers' control and managed by JCP due to changes in people's circumstances. See table in 3.4.
- 3.3. Overall the pilot did not meet the job start target. However, the performance compares favourably to the Work Programme for a similar cohort. The Work Programme had most success with supporting the most work ready people into work and less success with Employment Support Allowance (ESA) claimants. The Working Well pilot worked with ESA claimants who had not secured a job outcome after 2 years on the Work Programme, who presented with more complex and multiple barriers holding them back from work. The most prevalent of these being mental and physical health.

3.4.

<i>Working Well Pilot</i>	<i>Job starts as % of attachments (including early leavers)</i>	<i>Indicative job starts as % of attachments (excluding early leavers)</i>
Manchester	10%	14%
Salford	11%	16%
Trafford	9%	13%
Bolton	20%	29%
Bury	18%	26%
Oldham	8%	12%
Rochdale	15%	22%
Stockport	16%	23%
Tameside	14%	20%
Wigan	16%	23%
GM	13.0%	19%

4. Working Well Expansion in Manchester

- 4.1. The Working Well Expansion programme was commissioned across GM and The Growth Company was awarded the contract for Manchester, Salford and Trafford. Ingeus delivered the programme in the rest of GM. Referrals opened to the programme in April 2016 and were extended to the end of 2017 to allow up to 20,000 people to be offered support by the programme and ensure that there was no gap between the Working Well programme and the introduction of the Work and Health programme, which started in early 2018.
- 4.2. The Working Well Expansion programme is open to a wider range of benefit claimants than the pilot including Jobseekers Allowance, Employment Support Allowance (WRAG and Support group), Lone Parents on Income Support and more recently Universal Credit claimants. Again, it aims to improve work readiness, with a target of 20% of clients moving into work and 75% of these (15% of the total cohort) sustaining employment long term. Jobcentre Plus referrals placed a mandatory requirement on the client to attend their first appointment with the provider, after which it was at the client's discretion whether they wished to continue with the programme. This required work coaches having to 'sell' the programme to their clients. This challenge led to providers co-locating in some job centres to help build relationships with work

coaches and increase awareness of the programme.

- 4.3. The key worker model ensures that each referred client is allocated a key worker who works closely with them through their journey. A survey of clients highlighted the key worker as one of the most valued aspects of Working Well due to the personalised and friendly service they provided. This was in contrast to their reported experience on the Work Programme.

5. GP Referral Route

- 5.1. There is clear evidence that being in 'good' work supports health and should therefore be included within a prevention model of health support. 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. 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.
- 5.2. A GP referral route was 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 referred patients to the Expansion programme 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 an established 'GP Link Worker' role who works within the GP surgeries and can discuss the Working Well service with the patient and make referrals as appropriate.
- 5.3. The GP Link Worker role in Manchester is undertaken by Pathways CIC, who already have well established relationships with GPs across the city through the Manchester Fit for Work service which supports patients who are in work but off sick to return to work quickly. 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. For Manchester GPs, these services have allowed us to put in place a referral mechanism for patients whose needs are not purely clinical and who therefore benefit from a more holistic support model. This social prescribing model which includes employment support at its core has been scaled up initially in the North of the city through the Community Links for Health/Be Well service. This service is commissioned by Manchester Health and Care Commissioning and started in December 2017. The supply chain includes Northwards Housing and Pathways CIC. An equivalent service will be delivered in Central and South areas by Big Life with Pathways and housing providers included in the supply chain.

6. Talking Therapies

- 6.1. The Working Well pilot highlighted that mental health problems were often the primary barrier to people 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 moving into and sustaining work. The design of Working Well Expansion therefore incorporated a more coordinated approach between services to test whether outcomes for residents 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 from centres across GM, co-located with the Working Well key workers as well as based in GPs surgeries and other public service providers. The service provides access to Improving Access to Psychological Therapies (IAPT) for clients with mild to moderate mental health issues.
- 6.3. Clients are assessed for mental health issues and referred by their Working Well Expansion key worker, 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.
- 6.4. Talking Therapies began taking referrals in June 2016 and will deliver therapeutic interventions for up to 1,200 people across Greater Manchester. 1,912 people have been referred to date. As of June 2018, 13% of people attached to the programme in Manchester have been referred to the Talking Therapies Service. This integrated model is proving to be beneficial from both an employment support and mental health provider perspective in terms of improved outcomes and resident experience.

7. Working Well Expansion Update

- 7.1. Between April 2016 and June 2018 in Manchester 4,553 referrals have been made with 2,546 attachments to the programme. As could be expected, Manchester has the largest number of attachments by local authority across the Working Well expansion programme.
- 7.2. General confidence and self esteem are the most common barriers to work with mental and physical health also prevalent. Residents have experienced a high level of improvement from the severity they reported initially in most of these areas and particularly in relation to lack of qualifications/skills. For more detailed information on addressing presenting issues please refer to GMCA Fourth Annual Report June 2018 (see appendix 1).

- 7.3. However, job start performance in Manchester is lower than elsewhere in GM with 16% having started work compared to 20% across GM overall. (see table in 7.7 below). As at the end of June 2018, 422 job outcomes had been achieved which equates to 98% of the expected percentage job starts. Issues with obtaining evidence for job starts continue to affect the outcomes. However, by the end of June, 88 sustained job outcomes had been achieved which is 95% of the expected target. Performance has improved over the past 6 months and both the GMCA Programme Office and officers from Manchester City Council work closely with The Growth Company to further improve outcomes.
- 7.4. The GMCA Programme Office has an important role in managing the programme overall and ensuring best practice is shared with areas where performance is lagging behind elsewhere. It employs an independent research company, SQW to undertake ongoing evaluation and research which provides valuable intelligence on the programme's achievements and challenges.
- 7.5. SQW recently undertook a Manchester sub-district analysis to try to understand why job start performance in Manchester is lower than much of GM. It found that there is little difference between presenting issues and barriers to work between Manchester and the overall programme. However clients in South Manchester are slightly more challenging than across Manchester overall. (see section 7.7)
- 7.6. A further finding is that Manchester's poor overall performance is affected by the number of people engaging on the programme for less than two years. The Growth Company is now focusing on this element of the service and working to retain clients on the programme which currently stands at an average 63% remaining at 6 months and 37% remaining for 12 months.

7.7.

Characteristics and barriers to work that make a statistically significant difference to the likelihood of starting work	
Age	For every one year in increase in age, the likelihood /odds of achieving a job start decreases by 2%
Work Experience	Individuals with some work experience were 1.5 times more likely to achieve a job start than someone who had no work experience
Length of unemployment	The longer an individual has been out of work, the less likely to start a job
Local Authority	Aside from Trafford and Bolton, individuals based in other LAs were 1.3-1.8 times more likely to achieve a job start than someone based in Manchester
Mental Health	For every one unit increase in the 0-6 ranking of mental health as a barrier to work, we can expect to see a 12% decrease in the odds/likelihood of starting a job

Physical Health	For one unit increase in the 0-6 ranking of physical health as a barrier to work, we can expect to see a 16% decrease in the odds/likelihood of starting a job
Substance misuse	For every one unit increase in the 0-6 ranking of substance misuse as a barrier to work, we can expect to see a 12% decrease in the odds/likelihood of starting a job
Convictions	For every unit increase in the 0-6 ranking of convictions as a barrier to work, we can expect to see a 10% decrease in the odds/likelihood of starting a job

Extract from GMCA Working Well Fourth Annual Report June 2018

Characteristics found to be significant determinants of a client starting a job mostly show Manchester with a slightly more challenging group to move in to work		
	Manchester	Overall Programme
45 years+	45%	43%
Ethnic Minority	37%	20%
No Qualifications/ below GCSE	46%	42%
Not worked in over 5 years	41%	40%

Source: SQW Quarterly Report June 2018

Presenting issues found to be significant determinants of the likelihood of starting a job shows very little difference between Manchester and the overall programme		
	Manchester	Overall Programme
Mental Health	21%	20%
Physical Health	22%	20%
Convictions	4%	4%
Substance Misuse	4%	4%

Source: SQW Quarterly Report June 2018

Working Well Expansion	Job Starts to date against contract target of 20%
Manchester	16.4%
Salford	21.0%

Trafford	16.9%
Bolton	20.8%
Bury	25.0%
Oldham	21.0%
Rochdale	22.2%
Stockport	18.0%
Tameside	23.4%
Wigan	29.7%
Unknown	2.8%
GM	19.3%

8. Skills for Employment

- 8.1. The Skills for Employment programme was commissioned by the Skills Funding Agency and started delivery in February 2016. The programme is delivered across Manchester by The Growth Company. In addition Athena Housing Group has been brought on as an end to end provider. 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.
- 8.2. The programme offers a key worker service to residents delivering personalised support to improve skills, motivation and confidence, access work experience opportunities and help find sustainable employment. The Growth Company work with a range of skills providers to match individuals with skills provision according to their needs and ambitions, and to commission specific courses to address gaps. Alongside this, individuals undergo work preparation activity and are matched with work experience opportunities. Individuals can spend between 7 and 200 hours on programme so where they present with more complex needs, their time on programme tends to be longer and their outcomes slower to achieve.
- 8.3. The Growth Company is now delivering the programme through two funding streams, ESF and Local Growth Fund (LGF), in conjunction with each other. The ESF contract stopped taking referrals in October 2017, but will continue to deliver to March 2019, allowing those currently on programme to benefit from further support and progress them into positive outcomes.
- 8.4. Referrals to the Local Growth Fund element of the programme started in September 2017. Referrals to date have been high and come from a variety of sources including Jobcentre Plus (26%), Working Well (23%), 51% from other

partners and community organisations and 15% self referrals.

- 8.5. The Growth Company and their subcontractors have fully engaged with 2859 clients in Manchester on the programme as at the end of June. Of these 478 have achieved a qualification, 238 have completed work experience and 500 have started work.

9. **Integration**

- 9.1. Integration with other services is a key feature of the Working Well design, to ensure that residents who access it 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 City Council services such as Commissioning, Public Health, Public Service Reform and Housing as well as strategic leads from partner organisations including registered housing providers, DWP and mental health services.
- 9.2. Board meetings provide an opportunity for providers to highlight specific issues which need addressing, share good practice and positive outcomes and discuss client cases which are particularly problematic. For example a recent case of a client with learning difficulties was brought to the Board. The young man presented with significant rent arrears and facing eviction. Through Board members the key worker was connected with the most appropriate person in the City Council's Homelessness team who was able to support their client with housing options and assist him with a payment plan to address his Council Tax arrears. Alongside this, The Growth Company requested support for key workers to navigate the housing system in Manchester. A training session was arranged for with MCC Strategic Housing and One Manchester to upskill key workers enabling them to increase their knowledge of the allocation policy and Manchester Move in order to better support their clients with housing access.
- 9.3. An Integration Plan has been developed to ensure Working Well service delivery is fully integrated with local authority services and other programmes. These are working documents reviewed regularly by The Growth Company and the local lead for each local authority.
- 9.4. Alongside this Manchester has developed an Integration Log. Anonymised cases are shared between Working Well key workers and area based Work and Skills Team officers to review support provision to ensure that clients can access a wider universal offer including skills, leisure, health, well-being and volunteering opportunities where they live. The Log serves to improve key worker knowledge of local areas and provides a means to address client support issues outside of the Board.

10. **Work and Health Programme**

- 10.1. 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 forms part of a wider new approach by DWP including Jobcentre Plus providing more tailored & intensive support for claimants who need it. The Work Programme stopped taking new referrals in March 2017.
- 10.2. The Work and Health Programme is commissioned nationally by the DWP by regional contract package areas, as was the case with the Work Programme. However as part of the Devolution Agreement, Greater Manchester is a distinct contract package area and the programme has been jointly designed based on the learning from the Working Well programmes. A partnership of the Growth Company and Ingeus UK has been awarded the contract for Greater Manchester. The partnership called 'InWork GM' also includes two health and disability providers - Pathways CiC and Pluss. The Growth Company delivers the programme across Manchester which will run from March 2018 to 2024. This will allow around 22,500 people to be supported to address their barriers to work.
- 10.3. The development of the programme draws lessons learned from the Working Well pilot and Expansion programmes. This includes the utilisation of a key worker model but with a clear health offer to address the needs of those with mental and physical health conditions in particular, alongside work experience and skills provision. The programme offers participants up to 15 months support on programme and up to a further six months of in-work support.
- 10.4. The Programme will support the following groups into sustained employment: people who have a disability (80% of referrals on a voluntary basis); early access disadvantaged groups (circa 10% of referrals on a voluntary basis) and long-term unemployed residents of 24 months plus (circa 10% of referrals on a mandatory basis). Unlike the previous iterations of Working Well, clients will be expected to be 12 months away from gaining employment.
- 10.5. Jobcentre Plus is the primary referrer and gatekeeper for the programme. However, from June 2018 a number of signposting pathways from local services was put in place with External Local Signposting Organisations (ELSO's). These have been identified by the local Integration Boards as services that have regular contact with individuals who could potentially benefit from the Programmes' support. Numbers of participants referred to the programme via this route is fairly low - in Manchester, around 240 people over the lifetime of the contract, therefore the number of ELSO's has been kept small but includes housing providers and other reform programmes such as Troubled Families.
- 10.6. Learning from the Expansion programme has seen the introduction of Integration Coordinators. The role of the Integration Co-ordinator is to work

with Job Centres to enhance their knowledge of the programme to ensure the programme is right for the participants. This involves regular face to face meetings at Jobcentres and working directly with the Work Coaches. The Integration Coordinator acts as the main point of contact for local integration and works closely with the City Council's Work & Skills team to identify services within local areas, which can form part of a participants journey.

- 10.7. Performance outcomes for this programme include support interventions by 'My' categories eg. 'My Health', 'My Skills', 'My Life' and 'My Work'. These are reported to provide rich data on the type of support delivered to participants. Earnings outcomes are also new to the programme and will be validated using DWP data, avoiding the challenge of evidencing job starts from participants or employers. Once somebody secures a job, this can be difficult to evidence, as experienced on the pilot and Expansion programmes. For the first time Social Value Commitments (SVCs) have been built into a welfare to work contract. InWorkGM have developed 43 SVCs to ensure that there is wider social, economic and environmental impact of contract delivery, which contributes to GM's Social Value Policy objectives and outcomes.
- 10.8. During the lifetime of the programme, it is expected that there will be around 4,700 referrals in Manchester, with a target of 47% of those referred moving in to sustained employment. At the end of July, The Growth Company had received over 300 referrals in Manchester, of whom 200 have started on programme and 26 participants have started work.
- 10.9. The main risk to the programme at present is ensuring that there is the correct level and appropriateness of referrals. The Integration Co-ordinator is working along with the Jobcentre Disability Employment Advisers to increase their knowledge of the programme in order to support work coaches to make referrals. Referrals to the programme across GM stands at 91% of where they should be, which is the second highest in the country. Therefore, there is a need to ensure that processes and procedures that have been put in place by the Growth Company are effective in appropriately 'on boarding' residents ie. those who are referred actually start on the programme. As a result, a review of the 'on boarding' process is currently being undertaken by GMCA.

11. Employer Engagement

- 11.1. The Growth Company have an embedded employer engagement team to support the delivery of the Working Well Programmes in Manchester. The team work predominantly with SMEs and approach businesses either with vacancies or on a speculative basis depending on the job goals of the residents with whom they work. Working with SMEs enables them to have direct conversations with decision makers and to explain and reassure them about any gaps in employment the resident may have or discuss any adjustments to the role that may be required.
- 11.2. Employers are offered a full 360 recruitment service, sourcing suitable clients, preparing them for interview, arranging all the interviews, supporting with

application forms and the on boarding process for any successful candidates. A robust in-work support package is offered to ensure that residents sustain employment.

- 11.3. On the 5th June the GM Working Well Employers Summit was hosted by the GM Mayor at the Etihad Stadium. There were 268 attendees on the day, including 178 different employers. The day addressed the benefits of social value within business and encouraged employers to engage with the Working Well Programme by offering work experience and entry level jobs, particularly to GM residents with health conditions.
- 11.4. The Growth Company's Employer Engagement Consultant (EEC) is based within the Manchester Employer Suite in the Town Hall Extension and acts as a direct link to the Working Well teams to promote vacancies as they arise. The Work & Skills team have also made links with the EEC and MCC recruiting managers to ensure Working Well clients are given the necessary support to be able to apply for 'bulk' MCC vacancies. The Growth Company recently attended the Manchester Health & Care Commissioning homecare market warming event to talk to potential bidders about supporting their recruitment needs and how employers can deliver Social Value by taking on Working Well clients.
- 11.5. 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.
- 11.6. Recently the team supported the recruitment of Reablement Support Workers in Adult Social Services. A number of these roles were made available to those on employment support programmes. Candidates from Working Well were supported by the Employer Suite resulting in two gaining employment. Approximately 40% of Working Well customers are placed into vacancies brokered by The Growth Company's Employer Engagement team.
- 11.7. Alongside the work with employers on their vacancies, the team also work with employers to create meaningful work experience opportunities through the Skills for Employment programme. Since April 2016, 238 Manchester residents have completed an 8-week work experience placement. Work experience is generally one of the best ways for residents with low skills and little to no recent work history, to gain employment. However, not all participants are persuaded of the benefits.

12. **Client Feedback**

- 12.1. The Growth Company has undertaken monthly feedback surveys with Working Well clients over the last twelve months. The results have been:

- 92% are very satisfied or satisfied with the quality of information, advice and guidance received
- 95% are very satisfied or satisfied with the quality of service from their Key Worker
- 93% very satisfied or satisfied with the improvement in their self confidence
- 96% would recommend our programme to others

13. Conclusion

- 13.1. All three iterations of the Working Well programme work with clients who have significant barriers to employment. The programmes have been ambitious in trialling new approaches to supporting those who have not been able to move into work through previous programmes with a target of 20% of residents accessing the programme moving into work and 15% sustaining it. While the target hasn't been achieved in Manchester, other areas of Greater Manchester have done better. However, beyond the figures, 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 programme has evolved over the last few years based on lessons learned, with an increasing emphasis on continued engagement, relationship building and establishing new support mechanisms where gaps in provision have become evident. This has led to many individual positive outcomes for clients and some new collaborative approaches.
- 13.2. Whilst the Working Well programmes have delivered relatively small scale outcomes, the more focused approach for the Health and Work programme and delivery by the consortium of the Growth Company working with Ingeus (which delivered the pilot and extension programmes in 7 of the 10 local authorities in GM) should deliver improved job outcomes particularly for disabled Manchester residents. The GM Work and Health Board is overseeing the development of a programme of early intervention and prevention and ensuring that further investment is secured. Working Well Early Help, building on the experience of the Fit for Work Programme in Manchester, is currently being commissioned. This will add another dimension to the Working Well offer, as a programme aimed at preventing residents with health conditions or a disability from falling out of the labour market long term. The programme will support up to 14,000 individuals across GM between 2019 and 2022.

Manchester client case studies from the Working Well Expansion and Work and Health Programme

Case Study 1: Working Well Expansion

Parma, a former GP, was supported by Working Well after a painful family bereavement led to a severe breakdown, unemployment and a period of homelessness. He was suffering with anxiety, depression and low self-esteem and believed there was no one who could help him – the Working Well programme turned his life around.

Immediately, his Key Worker helped him access the Cognitive Behavioural Therapy (CBT) he needed to address his complex emotional needs. The CBT sessions made a huge difference to Parma's confidence, and combined with the support in developing his CV and employability, he was soon in a position where he could apply for NHS vacancies.

Throughout the recruitment process, Parma's Key Worker provided intensive support to help him develop the resilience he needed to handle setbacks and maintain focus.

Parma's first step into employment was a volunteer placement as a receptionist, which was instrumental in helping him grow in confidence and employability.

Thanks to the ongoing support he received, Parma was able to complete a Level 1 qualification in Business Administration and his volunteer placement with The Growth Company was so successful that he's now been employed as a part-time Project Coordinator with the team.

Parma is a prime example of how the Working Well programme can get the most vulnerable people back into employment.

Commenting on his new role, Parma said: *"I never thought this day would come! After ten years of rejection and setbacks, I'm finally employed and getting acceptance - I'm very happy."*

He added: *"I'm really enjoying working in a professional and supportive environment where everyone has been incredibly positive. I can't thank Working Well and The Growth Company enough for helping me regain my confidence and control of my life."*

Case Study 2: Working Well Work & Health

Partially sighted 'James', aged 20, had never been able to find sustainable work. His lack of employment history counted against him, and he felt like he'd missed out on past opportunities due to the way his disability was viewed by employers.

James was referred to Working Well (W&H) as he wanted help to overcome his low confidence and anxiety, and to lead a full and normal life. He was determined not to

be defined by his disability, and was keen to be a role model to his younger brother who also suffers from the same sight condition.

We quickly assigned James to a key worker, who helped him to put together a new CV and prepare for job interviews. We also provided James with 1:2:1 wrap-around support to help him with his confidence and anxiety issues, which went a long way in terms of getting him to change his perception of himself.

Thanks to the tailored support he received, James was soon ready to apply for a warehousing role – a field which he was keen to get in to.

To give him the best possible chance of getting the job, we gave him 1:2:1 interview support, as well as additional help in relation to the disclosure of his health condition. We made sure James understood the duties of the role, and supported him in having conversations about reasonable adjustment.

We're pleased to say James was successful in getting the job, and began his employment at the beginning of July.

Despite some difficult days in his first month, James has adjusted into his role. To assist James further, we helped his employer to order colour blindness correction glasses and encouraged his manager to explore more suitable ways of communicating with James. He now receives texts of his shift patterns, which he can easily read.

James is a prime example of how Working Well can help people with physical disabilities back into work. We're continuing our work with James, and are looking for alternative roles which provide the maximum support for his health condition. Whatever the future holds for him, his progress so far has been commendable.

Case Study 3: HEALTHY Manchester/ Working Well Expansion (Pathways CIC)

Wioletta was referred into the HEALTHY Manchester service by her therapist from the Primary Care Team in July 2016.

She had suffered with depression since she was 6 years old, struggled socialising and going anywhere on her own and stated that her depression made her feel like a failure. Wioletta had aspirations to find employment or to get into training/education but was scared of new situations, lacked confidence and self-esteem and leaving the house. Wioletta had never worked.

After receiving CBT at North Manchester General Hospital for her depression and anxiety Wioletta was discharged having made tremendous progress during her time with the service. Wioletta was very proactive with wanting to make changes to benefit her health from the outset and set up her own goals to achieve. She engaged well with the service and took control of her health by making lifestyle changes towards her diet and fitness. She completed home exercises using online videos and went for daily walks with her mother. Sleep was an issue for her, so she undertook

online CBT computerised based treatment plan where she completed weekly modules and received regular telephone calls from her advisor.

Most of the sessions were focused around her anxiety and depression, and she received support from our in-house counselling service. In early 2017 she was referred onto the BOOST course which helped her look at ways to improve her confidence, self-esteem, communication and assertiveness. Wioletta actively visits YASP who are providing a befriending service and meet up regularly to do activities of enjoyment. Wioletta set herself long term goals to move closer to employment and improve her skills.

Wioletta was referred onto the Working Well Expansion programme, delivered by Pathways CIC on behalf of The Growth Company. Her main goal when joining Working Well was to access employment opportunities to help her become more independent as she has been a young carer for her mum since the age of 17 years old. Wioletta has a range of health issues where her mental health issues scored a significantly high score of six at the initial assessment stage.

Three months after her initial assessment, Wioletta's mental health score has moved to a lower score of three.

Wioletta says that she is grateful and relieved that the NHS referred her to Healthy Manchester who then referred her to the Working Well programme. She stated that the support provided helped build up her confidence, and enabled her to access services that she didn't know about. Their discussions have put things into perspective for her and she was very glad and thankful of their support, as it has put her on the path she wants to be on.

From here Wioletta was referred to Skills for Employment where she has been able to access a range of training and employment opportunities to enable her to live a more independent life where she has seen her confidence and self-esteem improve as each month has progressed.

Wioletta also receives support from MIND and 42nd Street who offer one to one mentoring, group support, and refer to local social events such as theatre productions and social gatherings in the city centre. This multi-agency support has been crucial in assisting Wioletta with moving forwards in her life and achieving the goals she wishes to achieve as a young adult.

Wioletta describes herself as having 'autistic traits' and also says that she has anxiety issues and struggles to mix in large groups and particularly with people her age. Wioletta says this could be down to the bullying she experienced when she was at school. Wioletta says that she was first referred for counselling therapy when she was six years old.

Wioletta has never worked and was unable to complete her Health and Social Care course due to her caring commitments. She felt that she had let herself and her mum down for not having achieved more in life such as going to University or having settled down with a family and job and living a more independent life. Through the use of motivational interviewing techniques, her key worker was able to have a

discussion where Wioletta recognised that she had achieved more than she had realised and that being a young carer requires strength and determination as well as other huge qualities that Wioletta will find beneficial as she continues her journey through life.

After completing an action plan at the initial assessment stage, Wioletta asked if she could have a copy to take home and show her mum so she could see the plans she had in place and the goals she had set herself.

The goals created included:

- Improving her self-esteem and confidence and overall health and wellbeing which is where the support from MIND and 42nd Street would be highly beneficial
- To improve independence by completing tasks at home such as cooking a meal for her mum and herself, completing a full food shop, and helping to arrange to pay utility bills. This is something that Wioletta is fully engaging with and she says that she has been making meals such as home-made soups and spaghetti bolognese.
- To access training and employment opportunities where Wioletta was referred to Skills for Employment. She is currently engaging with a Business Administrative Course.

Wioletta undertook a work experience placement with Business Finance Solutions (BFS) as part of the Skills for Employment programme and secured the role as an Early Arrears Management Officer with BFS which commenced in October 2017.