

GM SKILLS AND EMPLOYMENT PARTNERSHIP

Date: 11 May 2017

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

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Report to: Skills and Employment Partnership

Purpose of Report

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

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

	Progressing to plan
	Progressing with some risks/issues identified
	Not progressing to plan

ITEM STATUS SUMMARY

Careers Information Advice & Guidance		
Careers & Participation Strategy		<ul style="list-style-type: none"> The Careers & Participation Strategy (GM's response to the duties and responsibilities around the raising of the participation age) is now a public document available on New Economy's website. Two Careers & Participation advisory groups have been established to support Work and Skills as part of the governance process. One group will focus on NEET reduction and increased participation, the other on careers and employability developments. Both groups now have Chairs (James Winterbottom, DCS for Wigan and Tim Mitchell, Chair of Governors at Oldham College). Both groups have identified priority areas of work to support the identified milestones in the Careers and Participation Strategy and stakeholder groups have met to determine the key actions for the next 12 months Links now been made to Children's Services to align work to education &

		<p>skills. Conversations are progressing the agenda since the transition to the CA and will continue to develop further.</p> <ul style="list-style-type: none"> • GM has agreed to become a pilot area for the Gatsby Foundation to support local colleges to become technical pathways 'routes ready'. This is in response to the Skills Plan following Lord Sainsbury's review into technical education. This will support the third priority of the Careers & Participation Strategy.
<p>Careers and Enterprise Company work</p>		<ul style="list-style-type: none"> • 25 schools and 25 businesses fully matched to roll out the Careers and Enterprise Company Adviser Network which is a strategic employer led approach to improving careers and employer engagement in schools and colleges. Each network is facilitated by one Coordinator. • Bridge GM is a website tool to support the Enterprise Advisers and their schools and has been well received by all users. • GM has now recruited a further three coordinators thanks to match funding from MCC, Salford Council and Careers and Enterprise Opportunity area match. This will support a further 60 schools in Manchester, Oldham, Salford and across GM.
<p>ESF NEET & CEIAG</p>		<ul style="list-style-type: none"> • NEET <ul style="list-style-type: none"> ○ Four monitoring meetings have taken place with Career Connect, lead provider on ESF NEET. Performance has dramatically improved and various issues have been resolved. The performance process is being managed by the SFA with GMCA input. ○ GMCA supported Career Connect with seven joint performance management meetings from the supply chain. ○ Performance has improved due to a series of measures being implemented. The contract has now reached 80% success rate. • CEIAG <ul style="list-style-type: none"> ○ Initial Tripartite took place in December. This was followed up by GMCA in January to identify early concerns in delivery of the contract. ○ Concerns have been raised with the SFA about the volumes of young people that need to be reached in two terms rather than three due to the contract being delayed.
<p>Outcomes Framework</p>		
<p>Develop Outcomes Framework</p>		<ul style="list-style-type: none"> • A GM employer engagement roundtable event took place on 6th April, in partnership with the NW Business Leadership Team. The event provided an opportunity for some key GM employers, and also employer representative groups such as the CBI and Institute of Directors, Chamber, Federation of Small Business to help to design a local skills and employability offer that meets the needs of businesses and jobseekers, in line with the Outcomes Framework priorities. • Further local employer engagement events in each of the Local Authority areas are also proposed, in collaboration with the FE Colleges. • The Outcomes Framework has been considered by GM Colleges Principals alongside Adult Education Budget (AEB) Devolution: The College Principals have provided a positive collaborative response on Outcomes Framework and AEB devolution, highlighting issues for consideration. A research report they have commissioned which highlights current AEB delivery by local Colleges will help to shape joint working. • Meetings have been held with representatives of the Colleges Principals and GM Learning Provider Network to agree a collaborative approach to solutions with GMCA, in particular with regard to preparation for AEB

		<p>devolution</p> <ul style="list-style-type: none"> Task & Finish Group: Meeting of key stakeholders held in April to consider next steps.
AEB Devolution		<ul style="list-style-type: none"> Update report on Adult Education Budget (AEB) devolution in GM was taken to the Combined Authority in February. GM Strategy for AEB Devolution currently in development. Ministerial letter received in April to set out plans for developing Orders for AEB devolution by July 2017, however subsequent General Election announcement will delay this. Further meetings and discussion with the Education & Skills Funding Agency (ESFA), who have started to identify support for devolved areas, including services such as due diligence, as well as data monitoring support. Further meetings and workshops planned, in particular to support Data Governance The ESFA identified some funding for devolved areas preparation work. As a result GMCA secured funding for some costed proposals to support preparation, such as developing data monitoring and reporting processes, modelling of outcomes scenarios, employer engagement. Briefs for data monitoring / reporting development and modelling of investment against potential outcomes have now been produced, and are in the process of being commissioned. 5 AEB Devolution Commissioning Workshops organised from Dec-March by ESFA, to cover planned actions as set out in the report to the Combined Authority. GM representatives attended each of these, including developing an approach to Transition Planning.
Infrastructure		
Implementation of ABR		<ul style="list-style-type: none"> ABR report published in Nov 16: GMCA continues to work with Colleges around implementation. Engagement work is underway with Colleges and 6th Forms to develop an understanding of what the curriculum review means in practice and support their response to it. Ensuring a curriculum is in place that meets the ambition for growth and reform across localities.
Attainment		
Education & Employability Board		<ul style="list-style-type: none"> Governance for RPA (Careers and Participation Strategy) clearly shows how it links to the work of Children's Services and the education and employability board.
Link to Colleges		<ul style="list-style-type: none"> Initial discussion took place at the end of last year with the Principal of Hopwood Hall to try and link us to the maths and English work already happening. Further discussions are taking place to try and lend further support to this agenda as the situation isn't improving. Progress 8 early analyses has taken place and revealed some interesting issues particularly for vulnerable young people. More needs to be understood about the implications these policy changes have had on young people and their institutions they attend to see what impact this has on transition and how the careers and participation strategy can support this.
5. Employer Engagement		
Employer Engagement Framework		<ul style="list-style-type: none"> Initial work undertaken to develop GM's approach to gaining the engagement and commitment of employers in work & skills. Four themes; engagement with schools and colleges, workforce development,

		<p>connecting unemployed residents to job opportunities and creating/maintaining a healthy work environment. Engagement is taking place with stakeholders to finalise the draft of an action plan where organisations will lead on addressing identified gaps.</p> <ul style="list-style-type: none"> The key priority for the next 6 months is developing and implementing a plan to simplify the interface between business and schools. Including; clearly articulating the ask of employers/education, defining a GM operating protocol for brokerage organisations ensuring all providers are operating collaboratively. Discussions are taking place to look at the potential to have a single website providing employers with clear information on work and skills in GM.
<p>Apprenticeships</p>		
<p>GM Public Sector App</p>		<ul style="list-style-type: none"> A paper was taken to Wider Leadership Team and GMCA during February for agreement of a Memorandum of Understanding around collaborative working across the public sector on the apprenticeships, levy and 2.3% target agenda and outlining 4 work streams: <ul style="list-style-type: none"> 1. Workforce Planning and the creation of new roles to create a public sector workforce fit for the future – activity includes: <ul style="list-style-type: none"> A consultancy piece has now been commissioned by GMCA to support organisations with their workforce planning for apprenticeships creating individual organisation workforce plans and an overarching GM approach 2. GM Public Sector Apprenticeship Approach – a coordinated approach to delivering maximum impact for organisations and apprentices through a shared services approach – activity includes: <ul style="list-style-type: none"> MoU agreement across all GM public sector organisations Working towards an agreed minimum set of terms and conditions an contract type for apprentices Development of a GM preferred apprenticeship training provider list to ensure consistent quality measures, social value and added value from training providers 3. Creating high quality Apprenticeship opportunities across public sector organisations – activity includes: <ul style="list-style-type: none"> Development of bespoke and GM focused learning for all apprentices – Digital Literacy, GM devolution landscape, GM Leadership, 21st Century public sector worker Work towards consistent recruitment and careers advice for potential apprentices through the Greater.Jobs website Targeting of key sectoral areas to develop cross-organisational flagship programmes initially around HSC leadership, highways, operational delivery, school improvement agenda, etc. 4. Integration with wider public sector reform initiatives through GM's programmes for the unemployed and creation of Traineeship opportunities as a pre-cursor to Apprenticeships <p>Working with Health Trusts and CCG's around parallel development of their strategy</p>
<p>GM Apprenticeship Hub / City Deal programmes</p>		<ul style="list-style-type: none"> SEDA project - Stimulating Employer Demand for Apprenticeships - now live and supporting SME workforce development plans to encourage apprenticeships alongside developing options for an apprentice employer quality mark Pathways to productivity partnership (The Skills Company + 9 colleges)

		<p>delivering CEIAG provision to FE learners to promote Apprenticeships as a post college option</p> <ul style="list-style-type: none"> • #SeeDifferent Apprenticeship marketing and communications project funding ended 31st March 2017. Impact and future options currently being evaluated to ensure brand and website (www.theapprenticeshiphub.com) is not lost. • Funding extension for Apprentice Ambassadors, Search and Apply, Digital Advantage, Inspiring IAG <p>GMCA to sit on Steering Groups to ensure alignment with all projects of strategic relevance.</p>
App Strategy		<ul style="list-style-type: none"> • Final draft awaiting approval before formal consultation and subsequent publication. • Key messages being developed to ensure all partners are connected with the strategy <p>Currently developing key project areas for implementation linked to provider quality, supporting employers to engage with Apprenticeships, high quality information available for potential apprentices and removing barriers / inequalities from the apprenticeship landscape</p>
Apprentice Transport Offer		<ul style="list-style-type: none"> • Working with TfGM to pilot a dual travel offer for Apprentices which is managed through providers and TfGM <ul style="list-style-type: none"> ○ Free re-conditioned bike plus safety equipment and training for any apprentice ○ Free months travel card for apprentices within first 6 months of learning. <p>Both elements are pilots with limited resource running till March 2018 (funding dependent) but evaluations will feed into development of longer term sustainable travel offer for apprentices in GM</p>
App Levy and funding reform		<ul style="list-style-type: none"> • Public sector – see above • Ongoing support to large employers on App levy agenda individually and through LA's where requested. Supporting LA employer engagement teams with events as requested. <p>Considering a large / levy paying employer forum to develop and implement key GM apprentice messages / values</p>
GM AGE		<ul style="list-style-type: none"> • Performance as per dashboard • 4,733 grants for employers agreed till the end of December 2016 totalling just over £8m • Additional funding received to support GM AGE for starts through to July 2017 • Evaluation underway
Youth Programmes		<ul style="list-style-type: none"> • Update on performance within dashboard • Youth Contract Extension / Nu Traxx programme in final months so focus on job entry and sustained jobs. Final evaluation of programme underway. To end of December: <ul style="list-style-type: none"> ○ Starts on programme (final figure) - 2662 ○ Job entries - 1339 ○ Sustained jobs - 677 ○ Participant's in Enterprise and self-employment pilot - 200 • Youth Contract Extension Peer to Peer project underway to develop resources for and by employers that provide support when employing young people with potential barriers • GM Commitment – final funds and spend now agreed with LA's for individual projects. Will monitor and evaluate over next 12 months • GM Talent Match continuing to deliver and achieve targets – 234 young people entering work to end of December from a cohort of 1285

		beneficiaries being supported. Ongoing research adding value to the learning and understanding that the project is bringing e.g. 'Hidden Young People'
Higher Level Skills		
Digital Skills		<ul style="list-style-type: none"> • GMCA agreement to address £2m in a GM digital talent and skills programme focusing on four key objectives; careers, tech pathways/innovation in digital learning, digital apprenticeships and digital inclusion. • Work is ongoing at a GM level to agree the assurance process for LGF funding. Once this has been agreed immediate next steps are for a press release to be issued and contact to be made with those involved in the work to date. Focus in the short term will be on working with stakeholders to define the specifics of the programme and set up the commissioning process. • Initial dialogue has taken place with the private sector around securing their buy in to and involvement in the programme.
FE Loans		<ul style="list-style-type: none"> • Continued work with Government about how GM can support an increase in FE Loan uptake: Looking at different type of courses.
University		<ul style="list-style-type: none"> • Need to work more closely with HEI's on development, delivery and promotion to employers of Degree Apps • We are supporting the National Collaborative Outreach Work. Approx. £12m was awarded to GM Higher (collaborative of all 5 Universities and FE providers of HE) to support learners in disadvantaged areas who have ability to progress to University but choose not to.
Universal Support		
Universal Support Greater Manchester		
Integrated Hubs		<p>Though we received an official DWP response to the 22 co-location options developed by GM, and were disappointed that only 2 co-locations have been agreed for pre-April 2018, local work continues on planning co-locations with JCP.</p> <p>Currently, four proposals are now being developed for implementation between April 2018 and 2023. Progress continues to be made in Tameside, with a proposal to co-locate JCP into a Council Service Hub and in Manchester with the Wythenshawe Forum.</p> <p>GM continues to engage with DWP's national estates team and Jobcentre Plus locally to determine further co-location opportunities in the future.</p>
Outreach Integration		<p>30 options have been developed for Jobcentre Plus outreach, ranging from workforce development through to co-location and co case-management.</p> <p>13 proposals have now gone live, which has required significant culture change</p> <ul style="list-style-type: none"> • Options live in Stockport, Bury, Tameside, Wigan, Trafford, Manchester (Employer Suite) • Proposals developed for joint working with Building Better Opportunities Motive8 programme, who are now working from Jobcentres

		<ul style="list-style-type: none"> • New working arrangements for some JCP Work Coaches, Troubled Families Employment Advisors and Employer Advisors • Has seen JCP delivering in community settings as well as partner inward co-location into Jobcentres. • Workforce development: JCP staff have been up-skilled on devolution and localism • Business case process for improved data sharing underway (DWP/GM Connect) - could include TF/Hubs as an umbrella framework • Meetings in Oldham/Trafford (working with Probation in Partington/Data tool development) • JCP partnership managers now taking a hands-on implementation role. • Will support join up with Place Based Initiatives & reduce risk of confusion/duplication
Specialist Support		
WW Pilot		
Early Leavers		<p>By the end of the referral window WW Pilot had received 4985 referrals, of which 94% attached (4684). To date, 1,289 people have been exited early from the programme by JCP without having completed their 2 years' support, primarily as a result of benefit reassessment. When looking at quarterly attachment cohorts, on average 28% of those attaching are being exited early (with a majority moving into the ESA support group). 2080 clients remain on programme.</p> <p>In our original calculations, being a mandatory programme, it was expected that 5,000 would start WW and a similar number would complete. However, the reality is likely to be closer to 3,400 people completing the programme. This is a significantly smaller cohort for our providers to support into work. Therefore, early leavers have been factored into performance calculations to show job start performance for those who completed the programme (i.e. excluding early leavers) in addition to all starters.</p>
Job Starts		<p>527 job starts have been achieved to date. Based on actual attachments the GM target at this point in time is 735, the programme is therefore currently below target at 72%.</p> <p>If this level of performance continues for the lifetime of the programme the job start rate would be 14.4% (674 jobs), against an original target of 20% (937 jobs).</p> <p>If the 20% claimed job start target was against those who completed Working Well (i.e. excluding those exited early as detailed in section above) the target number of jobs would be 680. The programme is on track to meet this target with an out-turn of almost 20% (jobs).</p> <p>The latest analysis from SQW shows that level of qualification, age, length of unemployment, mental health, physical health and offending history have the greatest impact on securing employment.</p>
Sustained Jobs		<p>The target is that 75% of job starts are sustained for 12 months. The latest performance report shows that 182 people have now been in work for 12 months, which is lower than the forecasted 233.</p> <p>We have been working with JCP to validate these figures, as providers have had difficulty in obtaining the necessary evidence from employers (providers</p>

		have to date only claimed 118 of the anticipated 233 sustained job outcomes).
WW Expansion		
Referrals		<p>The programme received 14,599 of an expected 14,684 referrals by the end of March 2017 (99%). This is a significant improvement on the 77% of expected referrals received by the end of September.</p> <p>Following an agreement with DWP to extend the contracts, the Working Well Expansion Referral window will now continue until December 2017. It is expected the programme will receive an additional c7000 referrals over the remainder of the programme (dependant on PBR performance). Based on current attachment rates this is expected equate to 13,500 programme attachments in total.</p> <p>JCP have been proactive in managing referrals down to agreed levels (circa 580 per month). Early tracking (of April) suggests referrals will sit within monthly tolerance.</p>
Attachments		<p>The target conversion rate from referral to attachment is 70%.</p> <p>To date 7,552 people have attached onto the programme. Based on actual referrals the programme would have expected 10,057 attachments at this point in time. Therefore, the programme is at 75% of forecast attachments to date (based on actual referrals). However, a significant number of individuals fail to attend their initial appointment and are re-referred, but this is not currently captured in the data and does have an impact on this performance measure.</p>
Job Starts		<p>The programme has a target of 20% of those attached securing employment.</p> <p>A total of 596 job starts have been claimed against a target of 445 for this point in the programme (134%).</p> <p>Although the programme is still only just over 1 year into its 4 year lifespan, early evidence suggests that providers have been able to support Lone Parents and long-term JSA claimants into work much quicker than long-term ESA claimants.</p>
Mental Health Trailblazer		<p>IAPT Talking Therapies Service is a bespoke mental health support package exclusive to Working Well clients and delivered by Greater Manchester West NHS trust. By December TTS had received 1220 referrals, many of whom have long-term, low to medium level mental health needs and have no previous interaction with mental health services. The Working Well ecosystem is therefore enabling otherwise marginalised clients to access appropriate MH services.</p> <p>To date of those that have completed a course of treatment and recovered as defined by the national IAPT guidance is very positive, with a recovery rate of 57%. This is higher than both the GM and national IAPT performance with a more complex cohort. Although numbers are still relatively small, this does suggest that the joint support of a Keyworker and Therapist could deliver improved outcomes.</p> <p>Qualitative evaluation demonstrates good integration between WW providers and GMW mental health provision. Keyworkers and Mental Health practitioners are co-located across GM, driving new relationships with shared case conferencing between providers and LA's supporting a holistic approach</p>

		to provision. The GP referral route into WW has been extended from Manchester and Bury into Tameside and Wigan. Referral numbers have been steadily increasing with 203 to date. Of those referred 70% have attached onto the programme, which is a higher proportion than those referred by Jobcentre Plus.
W&H Programme		
MoU		<p>The MoU has now been signed and its application will be managed through a Joint Governance Board with senior representatives from DWP, JCP and GMCA. The inaugural board will meet in early June.</p> <p>The procurement process is now live and there has been considerable interest from the market. The specification will be published in early May and 5 organisations who successfully progressed from pre-qualification questionnaire stage will be invited to tender responses. A competitive dialogue process is being used, which will result in 2/3 bidders submitting final delivery model. We expect to appoint a provider in November with referrals starting in January 2018. More details will be provided once the specification has been published.</p>
Broader work & health alignment		<p>A Health & Employment Programme Board has now been established to provide governance for GM's developing programme of activity. The work is being coordinated by a joint team of GM HSCP and GMCA officers.</p> <p>The first two priority projects to be developed are:-</p> <ol style="list-style-type: none"> 1. GM Working Well (Work & Health Programme) 2. GM Working Well (Early Help) Service <p>Broader workstreams include developing new and improved ways of supporting those furthest from the labour market and those newly unemployed. Jobcentre Plus will be a critical partner in these workstreams, where there is also opportunity to align with the development of Local Care Organisations and Place Based Working.</p>
Over 50s		
Economy & Work		<p>The first Ageing Hub Economy & Work workshop took place on 14th Oct and a number of key opportunities were identified (employer engagement, apprenticeship levy, public sector leadership) which have now been included in a broader Ageing Hub strategy and action plan.</p> <p>The GM Ageing conference held in mid-February is being used as springboard and call to action. The key actions are being incorporated into Employer Engagement and Work & Health workstreams.</p>
Pilot		<p>CLES have been commissioned by CfAB to undertake the <i>test and co-design</i> phase of the pilot across 5 areas of GM (Oldham, Salford, Stockport, Trafford & Wigan). Engagement with local residents, community groups and key stakeholders is already well underway. The interim findings were reported in February with a full report due for completion by May. This will then be followed by a test and learn phase, trialling new approaches to supporting older people into the labour market.</p>
Skills for Employment		
SFE Programme		<ul style="list-style-type: none"> • The GM Skills for Employment Pilot Programme is part of the Growth Deal agreed with Government in 2014. The programme aims to test the impact

that improved integration of employment and skills services has on local residents who face barriers trying to access learning and employment. It is delivered by Manchester Growth Company.

- The pilot takes direct referrals from the Working Well Programme to ensure no duplication of skills activity. The programme is initially being funded via the ESF and will continue to be funded under the Growth Deal Programme.
- The Skills for Employment programme started delivery in March 2016 and to date 4,624 participants have been engaged on to the programme across GM.
- Individuals on the programme are progressing well. To date (end of March 2017) 597 individuals have achieved an accredited qualification, 402 have started a work experience placement and 467 have entered employment.